University of Gdańsk

Subject card

Subject name and code	Team Management, PG_00145086		
Field of study	Management of Artistic Institutions		
Date of commencement of studies	October 2025	Academic year of realisation of subject	2026/2027
Education level	Bachelor's studies	Subject group	Obligatory subject group in the field of study Optional subject group Humanistic-social subject group Subject group related to practical vocational preparation
Mode of study	full-time studies	Mode of delivery	at the university
Year of study	2	Language of instruction	Polish
Semester of study	3	ECTS credits	3.0
Learning profile	practical	Assessment form	credit
Conducting unit	Division of Research into the Performing Arts -> Institute of English and American Studies -> Faculty of Languages -> Rector		
Name and surname of lecturer (lecturers)	Subject supervisor	dr Joanna Litwin	
	Teachers	dr Joanna Litwin	

Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	0.0	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	2.0	43.0	75

Subject objectives	Discussion of the main issues related to the forms and conditions of effective and efficient team management and organization of teamwork. Addressing significant problems in the analyzed issues, solving problems and case studies, and presenting the findings regarding the discussed topics.

Learning outcomes

Course outcome	Subject outcome	Method of verification
[ZIAL3_K05] They are ready to fulfill professional roles responsibly and adhere to and promote principles of professional ethics in their managerial and/or artistic activity.	Is open to the team roles performed by others; is able to appreciate the importance of others through the values brought by the roles they perform. In situations of conflict, seeks agreement based on the principles of good cooperation.	[SK2] presentation/project/paper/ report [SK8] observation of student's independent or team work
[ZIAL3_U01] They are able to apply their knowledge of arts studies, management and quality studies, and literary studies to solve cognitive problems and carry out professional tasks in managing arts and cultural institutions, and/or in realizing their own artistic designs, particularly in stage practice, selecting appropriate methods and tools.	Is able to find an appropriate strategy for working in a team situation; is able to select appropriate methods and tools to increase the effectiveness of teamwork.	[SU2] presentation/project/paper/ report [SU5] implementation of a problem task
[ZIAL3_W10] They are familiar with the methodologies, standards, procedures, and best practices utilized in arts and cultural institutions, and they apply this knowledge in managerial and/ or artistic activity.	Knows the methodology of tasks, norms, procedures and good practices used in artistic and cultural institutions, especially when it comes to team management; uses this knowledge in managerial work.	[SW2] presentation/project/paper/ report [SW5] implementation of a problem task
[ZIAL3_U07] They have organizational skills that allow for the planning and execution of individual and team tasks associated with managing arts and cultural institutions and/or realizing artistic projects.	Has organisational skills which enable to plan and carry out individual and team tasks, is able to cooperate in a group, to lead it and to choose such ways and methods of action which enable to carry out the tasks assigned effectively and efficiently.	[SU2] presentation/project/paper/ report [SU8] observation of student's independent or team work
[ZIAL3_W06] They are acquainted with the relationships and interdependencies between theoretical and practical aspects within their chosen specialty in the field of arts management, applying this knowledge in managerial tasks and/or the implementation of artistic projects.	Knows the connections and relationships between theoretical and practical elements in the field of team management; uses this knowledge in his/her work as a manager.	[SW2] presentation/project/paper/ report [SW5] implementation of a problem task
[ZIAL3_K02] They are prepared to implement their knowledge of fields such as arts studies and management and quality studies; they are willing to seek expert opinions when implementing managerial and/or artistic tasks, whether those tasks are self-defined or assigned by others.	Is able to consciously select and make effective use of expert advice, expertise and publications to carry out a variety of team and managerial tasks.	[SK2] presentation/project/paper/ report [SK5] implementation of a problem task
[ZIAL3_K04] They are prepared to make independent decisions, critically assess their own actions, those of the teams they lead, and the organizations they are involved in. They are ready to take responsibility for the consequences of these actions, particularly in their managerial and/ or artistic activity.	Is ready to make decisions independently and is able to critically evaluate own and the team's behaviour. Is able to behave in a way that influences the building of effective teamwork.	[SK5] implementation of a problem task [SK8] observation of student's independent or team work
[ZIAL3_W03] They possess detailed knowledge of specific topics within arts studies, management and quality studies, literary studies, as well as auxiliary and related studies, with a focus on practical applications in managerial and/or artistic activity.	Has detailed knowledge of team management, oriented towards practical applications in managerial activity.	[SW5] implementation of a problem task

Subject contents	1. Development of the personnel function and changes in the approach to the employee. 2. Team - concept, characteristics of an effective and ineffective team, advantages and disadvantages of teamwork, team integration. 3. Team roles - typologies of team roles (according to Belbin, formal and informal), the role of personality in the formation of team roles. 4. Dysfunctions in teamwork - barriers to team effectiveness, overcoming barriers. 5. Team communication - essence and types of verbal and non-verbal communication, elements of the communication process, barriers in the process of communication (exerting influence, delegating tasks, giving feedback). 6. Styles of team leadership - identification, skills, tasks and role of the manager (group management). 7. Evaluating individual and team performance - SOOP. 8. Building commitment in the team - motivation, competition and cooperation in the team, factors affecting the level and effectiveness of cooperation. 9. Resolving conflicts in the team.
Prerequisites and co-requisites	Attendance at all classes is compulsory unless the student has obtained the Dean's permission to follow an individual study programme.

Assessment methods and criteria

Subject passing criteria	Passing threshold	Percentage of the final grade
team project - implementation of work in student groups (substantive quality, compliance with the state of the art, timeliness)	90.0%	100.0%

Recommended reading

Basic literature	1. Bielińska I., Jakubczyńska Z., *Efektywny zespół*, Wyd. Samo sedno, Warszawa 2016. 2. Brown R., *Procesy grupowe. Dynamika wewnątrzgrupowa i międzygrupowa*, Gdańskie Wydawnictwo Psychologiczne, 2006. 3. General McChrystal S., Silverman D., Collins T., Fussell Ch.,*Team of Team*, Penguin Books, 2015. 4. Golnau W., Kalinowski M., Litwin J., *Zarządzanie zasobami ludzkimi*, CeDeWu, Warszawa 2012. 5. Katzenbach J., Douglas K., *Siła Zespołów. Wpływ pracy zespołowej na efektywność organizacji*, Kraków 2001. 6. Katzenbach J., Douglas K., *The Wisdom of Teams. Creating the High-Performance Organization*, Harvard Business Review Press 2015. 7. Rutka R., Wróbel P., *Organizacja zachowań zespołowych*, PWE, 2012.
Supplementary literature	1. Aronson E., *Człowiek istota społeczna*, PWN, Warszawa 2000. 2. Belbin M., *Nie tylko zespół*, Wyd. Oficyna Wolters Kluwer Business, Warszawa, 2010. 3. Berne E., *W co grają ludzie. Psychologia stosunków międzyludzkich*, PWN, Warszawa 2004. 4. Cialdini R.B., *Wywieranie wpływu na ludzi. Teoria i praktyka,* Gdańskie Wydawnictwo Psychologiczne, Gdańsk 2009. 5. Haman W., Gut J., *Docenić konflikt. Od walki i manipulacji do współpracy,* Onepress, Warszawa 2008. 6. Skelton M., Pais M., *Team Topologies: Organizing Business and Technology Teams for Fast Flow*, IT Revolution Press 2019.
eResources addresses	

Example issues/ example questions/ tasks being completed	Sample tasks carried out in class: 1. Construction of a questionnaire to study barriers to teamwork. 2. Self-diagnosis of the team roles performed. 3. Conducting an assessment interview with an employee. 4. Suggestions for ways to resolve conflict in a team (case study).
Work placement	Not applicable

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