

Subject card

Subject name and code	Managerial competences, PG_00171468						
Field of study	Economics						
Date of commencement of studies	October 2025		Academic year of realisation of subject		2026/2027		
Education level	Master's studies		Subject group		Obligatory subject group in the field of study Specialty subject group		
Mode of study	full-time studies		Mode of delivery		at the university		
Year of study	2		Language of instruction		Polish		
Semester of study	4		ECTS credits		2.0		
Learning profile	academic		Assessment form				
Conducting unit	Department of Economics and Management of Transportation Companies -> Faculty of Economics -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr Joanna Fryca				
	Teachers		dr Joanna Fryca				
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	15.0	0.0	0.0	0.0	0.0	15
	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	15		10.0		25.0	50
Subject objectives	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_K03] inspires and organises preparation of economic and social projects, following the idea of sustainable development, reconciling legal, economic, ecological, political and social requirements	can inspire and organize the preparation of economic and social projects, reconciling 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_K05] correctly identifies, diagnoses and solves dilemmas and alternative solutions related to the profession	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
	[EKONMU2_U14] can appropriately identify priorities and plan and organise tasks related to their implementation, as well as monitor and assess progress	Can plan, prioritize and organize tasks, 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_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	is able to adapt to new situations and conditions, thinks creatively, acquires resilience in the face of failure, is able to assess risks and threats and find ways to counteract their effects	[SK1] oral statement/conversation/discussion [SK6] demonstration of practical skills [SK8] observation of student's independent or team work
	[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	has an extended knowledge of man as a creator of culture and social structures functioning in enterprises	[SW1] oral statement/conversation/discussion
	[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	has in-depth knowledge of the processes occurring in enterprises and economic organizations, as well as the processes of change in these entities, knows the methods of studying the regularities governing these changes, and if necessary consults with the instructor to resolve doubts or solve a problem	[SW1] oral statement/conversation/discussion
	[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	is able to lead the work of the team and interact and work in a team	[SU1] oral statement/conversation/discussion [SU6] demonstration of practical skills [SU8] observation of student's independent or team work
Subject contents	Topic 1 Manager in an organization. Qualifications versus competencies of a manager 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. Topic 2 Improving psycho-social competencies of a manager 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. Topic 3 Improving Engagement Management 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. Topic 4 Improving Collaborative Management 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. Topic 5 Improving creativity management 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. Topic 6 Improving conflict management 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. Topic 7 Improving work organization and time management 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.		

Prerequisites and co-requisites	Operation of enterprisesDecision-making methods		
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	class attendance	90.0%	25.0%
	activity in class	51.0%	25.0%
	discussion skills	51.0%	25.0%
	demonstration of practical skills	51.0%	25.0%
Recommended reading	Basic literature	1. Chybicka A., Puchalska M., <i>Skuteczny menedżer</i> , Gdańskie Wydawnictwo Psychologiczne, Gdańsk 2015. 2. Penc J., <i>Role i umiejętności menedżerskie. Sekrety sukcesu i kariery</i> , Difin, Warszaw 2005. 3. Rakowska A., Sitko-Lutek A., <i>Doskonalenie kompetencji menedżerskich</i> , WN PWN, Warszawa 2000.	
	Supplementary literature	1. Berne E., <i>W co grają ludzie. Psychologia stosunków międzyludzkich</i> , WN PWN, Warszawa 1997. 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. 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. 4. Jachnis A., <i>Psychologia organizacji</i> , Difin, Warszawa 2008. 5. <i>Kompetencje menedżerów w organizacji uczącej się</i> , red. A. Sajkiewicz, Difin, Warszawa 2008. 6. Kożusznik B., <i>Wpływ społeczny w organizacji</i> , PWE, Warszawa 2005. 7. Nęcka E., Orzechowski J., Słabosz A., Szymura B., <i>Trening twórczości</i> , Polskie Towarzystwo Psychologiczne, Gdańsk 2008. 8. Oleksyn T., <i>Zarządzanie kompetencjami. Teoria i praktyka</i> , Oficyna Ekonomiczna, Kraków 2006. 9. Tracy B., <i>Zarządzanie czasem</i> , Wydawnictwo MUZA SA, Warszawa 2020.	
	eResources addresses	Adresy na platformie eNauczanie:	
	Example issues/ example questions/ tasks being completed		
Work placement	Not applicable		

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