Subject card

Subject name and code	Management, PG_00178900					
Field of study	Finance and Accounting					
Date of commencement of studies	October 2026		Academic year of realisation of subject		2027/2028	
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	2		Language of instruction		Polish	
Semester of study	3		ECTS credits		5.0	
Learning profile	academic		Assessment form		exam	
Conducting unit	Department of Organisation and Management -> Faculty of Management -> Rector					
Name and surname of lecturer (lecturers)	Subject supervisor	dr Adriana Frączek				
	Teachers					
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	16.0	16.0	0.0	0.0	0.0	32
	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	32	2.0	91.0	125	
Subject objectives	The aim of the course is to present students with the basics of organizational management science, including showing the complexity and interdisciplinary nature of management as a subject (scope of knowledge) permeating all aspects of an organization's functioning, with particular emphasis on management functions and tools.					

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[FiRL3_W04] Has advanced knowledge and understanding of the role and place of man in financial structures and his behaviour in organisations, both at the individual, group, and institutional levels	The student recognizes and describes basic concepts and classical theories in the field of management and quality sciences, indicating their importance for the functioning of the organization and business decisions in various organizations from the point of view of internal and external conditions, as well as adapting solutions to the developed strategy in the development of the organization, mainly on a competitive market.	[SW4] test/exam - oral or written
	[FiRL3_W01] Has advanced knowledge and understanding of the nature and evolution of management, quality, economics, and finance theories and their place in the social sciences system, particularly from the perspectives of finance and accounting	The student names complex problems and phenomena resulting from the role and importance of the main resource, which is man, both in internal relations and in the context of the organization's immediate and distant environment.	[SW4] test/exam - oral or written
	[FiRL3_U02] Can identify, analyze or design adequate solutions to problems in finance and accounting	The student identifies and processes empirical data and information and argues his/her views in a communicative manner in the field of management of specific economic problems.	[SU2] presentation/project/paper/ report [SU4] test/exam - oral or written

Subject contents	Lectures: 1. Management and organisations in everyday life. Challenges for business management (e.g. globalisation, technological development, digitalisation, the natural environment, demographics), changes taking place in the business environment. 2. The nature of organisations (attribute-based, activity-based and functional approaches). Organisational models (e.g. Levitt's, 7S). The objectives of a business. Business management, the nature and functions of management, business strategy. 3. The specific nature of managing different types of organisations: businesses, public organisations and social organisations. 4. Leading people within a company. The context of a manager's work. The role of the manager in leading people within a company. A manager's competencies and authority. 5. The cycle of organised activity. 6. Planning – types of plans, the planning process, risk and uncertainty in planning, flexibility in planning. The enterprise and its environment: the macro-environment and the competitive environment of the enterprise. Strategic analysis. Strategic and operational planning. Management and business strategies. Criteria for assessing the effectiveness of activities depending on the organisation's objectives and tasks. 7. Organising: the static and dynamic dimensions of an organisation. Principles governing the operation of a business. Economic processes carried out within a business and the principles of their organisation (resources within the business and its components). 8. Motivating employees – the essence, types of motivation, theories and models of motivation. Tools for financial and non-financial motivation. Coercive and incentivising situations. Needs, incentives and tools as components of a motivation system. 9. Control. The role of control in organised activity. Contemporary approaches to control. Functions, forms and principles of control. 10. Decision-making in an organisation: the decision-making process and its limitations; methods of decision-making; techniques used in the decision-making process. 11. Change in organisations; innovation. The process of preparing for and implementing change. People's attitudes towards change; measures to prevent and minimise employee resistance. Exercises: 1. Megatrends in the external environment as sources of challenges for organisations – analysis of the impact of environmental factors on selected organisations/sectors. 2. A manager's working day. Leadership styles (types, conditions for effective application). 3. The cycle of organised action. 4. Strategic analysis and strategy design. 5. Organisation of a student team's work. 6. The evolution of organisational structures. 7. Selecting motivational tools to suit the needs of the organisation and the workforce.

	8. Selecting control tools for selected roles. 9. Decision-making within a company. 10. Organisational change. **The course content covers the following 'scope of required knowledge' as defined by the PIBR in the qualification procedure for certified auditors in the 'Economics and Internal Control' examination:** 1. Management and business strategies 1.1. The enterprise and its environment a) The enterprise's objectives b) Economic processes carried out within the enterprise and the principles governing their organisation (resources within the enterprise and its components) c) Principles governing the enterprise's operations d) The enterprise's macro-environment e) The company's competitive environment f) Changes taking place in the company's environment 1.2. Business management a) The nature and functions of management b) Business strategy c) Challenges in business management 1.3. Managing people within a business a) The role of the manager in managing people within a business b) A manager's competencies and authority c) Motivating employees 1.4. Decision-making in a business a) The decision-making process and its limitations b) Methods of decision-making

	c) Techniques used in the decision-making process
Prerequisites and co-requisites	
Assessment methods and criteria	see table below

Subject passing criteria	Passing threshold	Percentage of the final grade
The condition for taking the exam is obtaining a positive grade in the written colloquium – the practice part	51.0%	0.0%
Written exam with problem tasks and test questions. Detailed conditions are set by the teacher at the beginning of the semester.	51.0%	100.0%
The condition for taking the final exam is to obtain a positive grade from the completed credit work (project/presentation) – the practice part.	51.0%	0.0%

Recommended reading		
	Basic literature	1. R. W. Griffin, Fundamentals of Organisational Management, PWN, Warsaw 2022. 2. A. Zakrzewska-Bielawska (ed.), Fundamentals of Management: Theory and Exercises, Wolters Kluwer, Warsaw 2020. 3. L. F. Korzeniowski, Fundamentals of Organisational Management, Difin, Warsaw 2019.
	Supplementary literature	1. P. F. Drucker, Management in the 21st Century, Muza, Warsaw 2000. 2. P. F. Drucker, Management Practice, Czytelnik, Nowoczesność, Cracow, 2005. 3. P. F. Drucker, Effective Manager. Effectiveness Can Be Learned, MT Biznes, Warsaw, 2017.
	eResources addresses	

Example issues/ example questions/ tasks being completed	1. The competencies of effective managers at various levels of management. 2. Planning within an organisation in a turbulent environment. 3. Factors influencing the choice of organisational structure. 4. Good and bad practices in motivating staff. 5. The benefits and costs of using control functions.
Work placement	Not applicable