University of Gdańsk

Subject card

Subject name and code	Management of Companies, PG_00199058						
Field of study	Economics						
Date of commencement of studies	October 2026		Academic year of realisation of subject		2028/2029		
Education level	Bachelor's studies		Subject group		Obligatory subject group in the field of study Optional subject group Subject group related to scientific research in the field of study		
Mode of study	full-time studies		Mode of delivery		at the university		
Year of study	3		Language of instruction		Polish		
Semester of study	6		ECTS credits		4.0		
Learning profile	academic		Assessment form		exam		
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						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	15.0	0.0	0.0	0.0	45
	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	45		4.0		51.0	100
Subject objectives	To deepen the knowledge of students in the field of business management with particular emphasis on modern management methods. In addition, preparation for solving practical management problems in business entities.						

Learning outcomes

Course outcome	Subject outcome	Method of verification
[EKONL3_U02] is able to use the knowledge of theory and data to analyse concrete economic and social processes and phenomena and to analyse these phenomena using methods developed in economics, finance and management sciences	is able to use his/her theoretical knowledge and acquire data to analyze specific economic and social processes and phenomena occurring in enterprises and analyze these phenomena	[SU1] oral statement/conversation/ discussion [SU2] presentation/project/paper/ report [SU4] test/exam - oral or written [SU6] demonstration of practical skills
[EKONL3_K06] is willing to be guided in his professional life by business ethics and corporate social responsibility, to respect others and to be loyal to his employer	is aware of the level of his knowledge in the field of economics, understands the need to deepen and update this knowledge throughout life	[SK1] oral statement/conversation/ discussion [SK2] presentation/project/paper/ report [SK4] test/exam - oral or written [SK6] demonstration of practical skills
[EKONL3_K01] recognises the importance of economic knowledge in identifying and solving economic problems and of consulting experts when difficulties in solving them independently	identifies and solves economic problems when necessary by consulting experts	[SK1] oral statement/conversation/ discussion [SK2] presentation/project/paper/ report [SK4] test/exam - oral or written [SK6] demonstration of practical skills
[EKONL3_W08] has an advanced knowledge of the processes of changing elements, enterprises and whole structures of economic organisations, as well as the processes of changing social institutions, knows what their causes, course, scale, consequences are and what the influence of external stakeholders is on them	has knowledge of the structure of enterprises and the processes of change of its individual elements and entire structures	[SW4] test/exam - oral or written [SW2] presentation/project/paper/ report
[EKONL3_W02] has an advanced knowledge of the different types of existing business entities and organisations and public institutions	has advanced knowledge of the various types of existing entities in the economy, with particular emphasis on the place of enterprises among them	[SW4] test/exam - oral or written [SW2] presentation/project/paper/ report
[EKONL3_U07] is able to participate in analyses and evaluations of alternative solutions to economic and social problems and to choose the methods and instruments to resolve them rationally	is able to participate in the analysis and evaluation of economic and social problems occurring in enterprises and select methods and instruments that allow making rational decisions	[SU1] oral statement/conversation/ discussion [SU2] presentation/project/paper/ report [SU4] test/exam - oral or written [SU6] demonstration of practical skills
[EKONL3_U03] is able to analyse the causes and course of specific economic and social processes and phenomena, and accurately analyse these phenomena using adequate methods and tools economic and social	is able to analyze the causes and course of specific economic and social processes and phenomena, and accurately analyze these phenomena using appropriate methods by preparing a presentation on business management, which are discussed and approved during consultations with the class instructor	[SU1] oral statement/conversation/ discussion [SU2] presentation/project/paper/ report [SU4] test/exam - oral or written [SU6] demonstration of practical skills
[EKONL3_W03] knows the relations between economic agents and social organisations operating in the national, international and intercultural arenas	has advanced knowledge of the types of economic and social ties and the regularities that govern them	[SW4] test/exam - oral or written [SW2] presentation/project/paper/ report

Subject contents	**Topic 1 Basic management problems of enterprises** The essence and scope of enterprise management. The main paradigms of management. Effectiveness - efficiency - effectiveness in enterprise management. **Topic 2 Process organization of enterprises and the market** Process approach to enterprise management. Transformation of a functional organization into a process organization. Process and process management. Classification of processes and their characteristics. Levels of process maturity. **Topic 3 Decisions in management - external perspective** The place of decision-making in enterprise management. Characteristics of external determinants of enterprise decisions. Risk in enterprise activities **Topic 4 Decisions in management - internal perspective** The process of decision-making in an enterprise. The scope of decision-making in an enterprise. Characteristics of internal determinants of enterprise decisions. Technologies supporting decision-making. **Topic 5 Functions of management. Planning and organizing** The place of planning and organizing in management. Planning processes - phases, objectives, planning objects, proceduralization, normalization, budgeting, parameterization. Scope of organizing processes. Organizing structures, processes, work and coordinating organizations. **Topic 6 Functions of management. Motivating and controlling** The place of motivating and controlling in management. Regulatory and motivational function of stimulation. Processes and tools of motivation. Processes and forms of control. Control structures in enterprises. **Topic 7 Field management in an enterprise. Operational management** Objectives and scope of operational management. Basic decision-making problems in operations management. Methods used in operations management. **Topic 8 Field management in an enterprise. Marketing management** Objectives and scope of marketing management. Basic decision problems in marketing management. Methods used in marketing management. **Topic 9 Field management in an enterprise. Human resource management** Objectives and scope of human resource management. Basic decision problems in human resource management. Methods used in human resource management. **Topic 10 Domain management in the enterprise. Knowledge and technology management** Objectives and scope of knowledge and technology management. Basic decision-making problems in knowledge and technology management. Methods used in knowledge and technology management. **Topic 11 Domain management in an enterprise. Information management** Objectives and scope of information management. Basic decision problems in information management. Methods used in information management. **Topic 12 Domain management in an enterprise. Financial management** Objectives and scope of financial management. Basic decision problems in financial management. Methods used in financial management. **Topic 13 Values in enterprise management** The place of values in enterprise management. Types of values in management - ethical, economic, social. Formation of values in enterprises. The impact of values on enterprise decisions. **Topic 14 Interdependence of management problems as an area of observation - case study.** Any doubts related to the course topics and questions regarding the material covered are discussed during consultations. Participating in consultations allows for clarification of substantive issues and a deeper understanding of the issues related to the subject.
Prerequisites and co-requisites	The student should have mastered the basics of knowledge in economic theory (especially microeconomics), the basics of management and the basics of economic law. He should also be characterized by a propensity for deductive and analytical thinking.
Assessment methods and criteria	

Subject passing criteria	Passing threshold	Percentage of the final grade
demonstration of practical skills during a group presentation	51.0%	10.0%
discussion skills	51.0%	10.0%
project	51.0%	30.0%
written or oral exam	51.0%	50.0%

Recommended reading	Basic literature	1. Kisielnicki J., *Zarządzanie*, PWE, Warszawa 2008. 2. Koźmiński A.K., *Zarządzanie w warunkach niepewności. Podręcznik dla zaawansowanych*, WN PWN, Warszawa 2004. 3. Rummler G., Brache A., *Podnoszenie efektywności organizacji*, PWE Warszawa 2000. 4. Rybak M., *Etyka menedżera - społeczna odpowiedzialność przedsiębiorstwa*, WN PWN, Warszawa 2004. 5. Skrzypek E., Hofman M., *Zarządzanie procesami w przedsiębiorstwie. Identyfikowanie, pomiar, usprawnianie*, Oficyna a Wolters Kluwer business, Warszawa 2010. 6. *Zarządzanie. Tradycja i nowoczesność*, red. J. Bogdanienko, W. Piotrowski, PWE, Warszawa 2013.

	Supplementary literature	1. Drucker P., *Praktyka zarządzania. Najsłynniejsza książka o zarządzaniu*, MT Biznes, Warszawa 2017. 2. *Etyka i ekonomia. W stronę nowego paradygmatu*, red. E. Mączyńska i J. Sójka, Polskie Towarzystwo Ekonomiczne, Warszawa 2017. 3. Fryca J., *Innowacyjność - wyzwaniem współczesnych przedsiębiorstw,* [w:] *Innowacyjne przedsiębiorstwa - standard XXI wieku*, red. J. Fryca i T. Nowosielski, Polskie Towarzystwo Ekonomiczne Oddział w Gdańsku, Gdańsk 2011. 4. Fryca J., *Kształtowanie systemów pracy w przedsiębiorstwach*, Wyd. UG, Gdańsk 2007. 5. Fryca-Knop J., Majecka B., *Ethics in the profession of driver. Study on the example of collective public transport,* [in:] *Transportation - business operations and sustainable development*, ed. A. Letkiewicz, D. Książkiewicz, Research Journal of the University of Gdańsk, Transport Economics and Logistics", vol. 77, Gdańsk University Press, Gdańsk 2018. 6. Majecka B., Fryca-Knop J., *Corporate social responsibility of the TSL sector in the labour market,* [in:] *Transportation - business operations and sustainable development*, ed. A. Letkiewicz, D. Książkiewicz, Research Journal of the University of Gdańsk, Transport Economics and Logistics", vol. 77, Gdańsk University Press, Gdańsk 2018.
	eResources addresses	
Example issues/ example questions/ tasks being completed		
Work placement	Not applicable	

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