University of Gdańsk

Subject card

Subject name and code	Decision-making methods, PG_00199376						
Field of study	Economics						
Date of commencement of studies	October 2026		Academic year of realisation of subject		2027/2028		
Education level	Master'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	2		Language of instruction		Polish		
Semester of study	3		ECTS credits		3.0		
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	15.0	15.0	0.0	30.0	0.0	60
	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	60		0.0		15.0	75
Subject objectives	The purpose of the course is to prepare students to analyze the principles of decision-making in enterprises and interpret their results using system methodology.						

Learning outcomes

Course outcome	Subject outcome	Method of verification
[EKONMU2_W05] has a knowledge of the human being as a manufacturer and consumer and has a knowledge of the human being as a creator of culture and social structures	has an expanded knowledge of man as an individual and collective decision-maker, and has an expanded knowledge of the rationale for his behavior	[SW4] test/exam - oral or written [SW2] presentation/project/paper/ report
[EKONMU2_W03] has a knowledge of relations between economic phenomena, entities and organisations as well as public institutions functioning in the national, international and intercultural spheres	has an in-depth 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
[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 [SK2] presentation/project/paper/ report [SK4] test/exam - oral or written [SK6] demonstration of practical skills
[EKONMU2_K02] is aware of the level of their knowledge in the area of solving complex problems in economic,; understands the need to extend and update this knowledge throughout his/her life	is able to independently supplement and improve the acquired knowledge and economic skills	[SK1] oral statement/conversation/ discussion [SK2] presentation/project/paper/ report [SK4] test/exam - oral or written [SK6] demonstration of practical skills
[EKONMU2_W07] has an in-depth knowledge of economic and financial principles governing the functioning and management of economic entities and organisations, as well as of systems of legal, organisational, professional, moral and ethical norms and rules organising public structures and institutions, both in the national and international spheres	has in-depth knowledge of the economic and financial principles of operation and management of business entities, in particular, has in-depth knowledge of the regulators of the decision-making system in the enterprise and the sources of regulation in this area	[SW4] test/exam - oral or written [SW2] presentation/project/paper/ report
[EKONMU2_U06] can practically apply various forms and range of acquired knowledge in economics, finance and management, supplementing it with an independent critical analysis of its efficiency and usefulness	has the ability to put into practice the knowledge of decision-making methods, supplementing it with an independent critical analysis of the effectiveness and usefulness of individual solutions by preparing a presentation in this area, which is 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
[EKONMU2_U08] can independently analyse economic and social phenomena and processes, and can perform a theoretically deepened assessment of such phenomena, using appropriately selected research method	is able to independently analyze, interpret, as well as draw conclusions on the relationship between optimal managerial decisions and the behavior of business entities in which they are made using system methodology and understanding the principles of decision-making with a diagnostic basis	[SU1] oral statement/conversation/ discussion [SU2] presentation/project/paper/ report [SU4] test/exam - oral or written [SU6] demonstration of practical skills
[EKONMU2_U02] can use acquired knowledge to describe and analyse the causes and course of economic and social processes and phenomena, and can formulate his/her own opinions and critically select data and analysis methods based on the achievements of economic and social sciences	is able to use the knowledge he possesses to describe and analyze the causes and course of economic and social processes and phenomena occurring in the decision-making systems of enterprises, and is able to formulate his own opinions and critically select data and methods of analysis on the basis of the achievements of economic and social sciences	[SU1] oral statement/conversation/ discussion [SU2] presentation/project/paper/ report [SU4] test/exam - oral or written [SU6] demonstration of practical skills

Subject contents

Topic 1 Decision-making theory in the methodology of sciences
Decision-making processes. Creation of managerial roles in the enterprise. Specificity of managerial decision-making processes in enterprises. Systematics of research methods of decision-making theory.
Topic 2 Characteristics of schools in decision-making theory
Systematics of schools in theoretical approaches to the processes of choices. Classical approaches in decision-making processes. Behavioral approaches to decision-making processes. Systemic approaches to decision-making processes. Neoclassical schools.
Topic 3 Decision-making systems in enterprises
Distinguishing factors affecting the course of decision-making processes. Decision-making system vs. decision support system. Principles of construction of decision-making systems in enterprises.
Topic 4 System analysis of the course of decision-making processes in enterprises
Factor construction of decision-making systems. Models of information flow in decision-making systems of enterprises. Systematics of decision-making factors.
Topic 5 Determinants of decision-making based on diagnostic systems
Identification of selected metrics at different functional levels determining diagnostic decision-making. Incidental information factor and the principles of its functioning in managerial decision-making systems.
Topic 6 Diagnostic determinants of decision-making systems.
Operational metrics in the incidental information subsystem. Motivational metrics in the incidental information subsystem. Marketing metrics in the incidental information subsystem. Financial measures in the incidental information subsystem.
Topic 7 Determinants of decision-making based on regulatory systems
Identification of selected regulators at different functional levels determining diagnostic decision-making. The factor of economic efficiency and the principles of its functioning in managerial decision-making systems.
Topic 8 Regulatory determinants of decision-making systems
Construction of the economic efficiency function of the enterprise Market efficiency as a criterion for managerial decision-making. Financial efficiency as a criterion for making managerial decisions.
Topic 9 Determinants of decision-making based on sociological and psychological factors
The sociological factor and the principles of its functioning in managerial decision-making systems. The psychological factor and the principles of its functioning in systems of managerial decision-making.
Topic 10 Decision-making Algorithms Preferring Desired Organizational Behaviors of Enterprises
Analysis of decision-making systems through identification of metrics and regulators at each functional level indicating certain organizational behaviors of enterprises. Analysis of sociological and psychological factors and their influence on the final form of organizational behavior of enterprises.
Topic 11 Decision-making Algorithms Preferring Desired Organizational Behavior
Algorithms of decision-making in exemplary business entities. Behavior as a result of structuring and functioning of decision-making systems.
Topic 12. Verification of diagnostic decision-making methods preferring desired organizational behavior
Recognition of diagnostic decision-making algorithms in exemplary business entities. Behavior as a result of structuring and functioning of decision-making systems - case study.

Prerequisites and co-requisites

The student should have the ability to identify the behavior of enterprises in the environment and have knowledge of the principles of diagnosis and functionality of these entities.

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%
exam of lectures project	51.0%	50.0%

Recommended reading

Basic literature

1. Bolesta-Kukułka K., *Decyzje menedżerskie,* PWE, Warszawa 2003.
2. Simon H.A., *Podejmowanie decyzji i zarządzanie ludźmi w biznesie i administracji,* Wyd. HELION, Gliwice 2007.
3. Szałucki K., *Kształtowanie równowagi przedsiębiorstw transportowych,* Texter, Warszawa 2016.

Supplementary literature

1. Fryca-Knop J., *Pro-Innovative Systems of Decision-Making in TSL Enterprises: Behavioural Condition*, [in:] Transport *Development Challenges in the Twenty-First Century. Proceedings of the 2015 TranSopot Conference*, ed. M. Bąk, Springer International Publishing, Switzerland 2016, s. 181-191.
2. Fryca J., *Elastyczność behawioralna a zdolności analityczne decydenta w procesach podejmowania decyzji marketingowych*, [w:] *Czynnik ludzki w marketingu*, red. A. Radzewicz i J. Michalak, Uniwersytet Warmińsko-Mazurski w Olsztynie, Olsztyn 2008, s. 132-140.
3. Fryca J., *Behawioralne aspekty podejmowania decyzji marketingowych w przedsiębiorstwie*, [w:] *Marketing w gospodarce opartej na wiedzy*, red. S. Figiel, Uniwersytet Warmińsko-Mazurski w Olsztynie, Olsztyn 2007, s. 372-386
4. Hartenberger-Liszek J., *Problemy poznawcze diagnozowania ekonomicznego przedsiębiorstw,* Wydawnictwo UG, Gdańsk 2014.
5. Penc J., *Decyzje menedżerskie - o sztuce zarządzania,* Wydawnictwo C.H.Beck, Warszawa 2001.

eResources addresses

Example issues/ example questions/ tasks being completed

Work placement	Not applicable

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