University of Gdańsk

Subject card

Subject name and code	Managerial competences in Arts Institutions, PG_00201843						
Field of study	Management and Communications in Performing Arts						
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 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	2.0			
Learning profile	academic		Assessment form	credit			
Conducting unit	Division of Drama, Theatre and Performance -> Institute of Polish Philology -> Faculty of Languages -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr Marek Kalinowski				
	Teachers						
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		2.0		34.0	51
Subject objectives	Familiarizing students with the determinants of effective leadership , indicating the factors of effective managerial work , discussing the basic management styles and social competences necessary for effective influence on subordinate employees . Providing students with models for rational management decision - making . Discussion of the concepts and mechanisms of building competence profiles of managers and their applications in the cultural services sector , with particular emphasis on the problems of social conflicts .						

Learning outcomes

Course outcome	Subject outcome	Method of verification
[ZKWSSMU2_K06] Under the guidance of a supervisor, is able to plan independent tasks and coordinate projekts in the field of financial management and creating a bussines plan for a stage venture.	He/she is ready to work in teams and to take on different roles depending on their needs, taking into account their predispositions.	[SK8] observation of student's independent or team work
[ZKWSSMU2_U10] Correctly uses terminology from the discipline of management and quality sciences, and expresses his point of view cleary and communicatively.	He/she correctly uses terminology from the area of competence management, expresses his point of view clearly and communicatively.	[SU1] oral statement/conversation/ discussion
[ZKWSSMU2_W12] Has in-depth knowledge in the field of social sciences, with particular emphasis on the discipline of management and quality sciences, and understands their relations with other social sciences, including theoretical foundations, structured and theoretically based knowledge covering key issues and selected issues in the field of entrepreneurship.	Has extended knowledge in the discipline of management sciences, has a theoretical basis covering key issues in the field of identifying, evaluating and developing managerial competences	[SW4] test/exam - oral or written
[ZKWSSMU2_W11] Has in-depth knowledge of the relationships between social science disciplines, which are crucial for understanding people's attitudes and behaviors in the work process and creating value through human capital.	He/She has extensive knowledge included in social sciences, in particular psychological and sociological about the attitudes and behaviors of managers and their subordinates	[SW4] test/exam - oral or written
[ZKWSSMU2_K08] He is ready to supplementing and expanding the acquired knowledge and skills, tries to interdisciplinaryly combine knowledge from various fields and disciplines of science, and is aware of a critical assessment of the acquired knowledge and received content.	He/She is aware of the need to supplement and expand their knowledge and skills, especially in the field of the results of new research on the roles and tasks of managers in cultural institutions	[SK8] observation of student's independent or team work
[ZKWSSMU2_W02] Has in-depth knowledge of the connections between management and quality sciences with various areas of the humanities and is aware of the problems and research opportunities arising from the connection of these areas. Has extended knowledge in the field of social sciences, with particular emphasis on the discipline of management and quality sciences, and understands their relationship with other social sciences.	He/She has an in-depth knowledge of the links between the issues of managerial competence management and the area of psychology and sociology, and is aware of the research opportunities and needs resulting from the connection in this area.	[SW4] test/exam - oral or written
[ZKWSSMU2_U06] Is able to correctly interpret the socio-economic phenomena of the organization, current events in economic policy and economics, as well as independently plan and implement lifelong learning and guide others in the management of the organization.	He/she is able to correctly interpret phenomena in cultural institutions in the context of the manager's professional activity, as well as to plan his/her own learning.	[SU8] observation of student's independent or team work

Subject contents

A manager in an organization , their functions and roles . Competency profile of an effective manager . Leadership and charisma as a determinant of managerial success . Leadership styles and ways of influencing the team . Skills of communication between a manager and people . Social competences of a manager . The concept of decision-making process and characteristics of managerial decisions . Decision - making model and techniques to support managerial decision - making . Manager' s personality and the effectiveness of decision - making . Test of management styles according to the Blake - Mouton concept .

<table>
<tr><td>Prerequisites and co-requisites</td><td colspan="2"></td></tr>
<tr><td>Assessment methods and criteria</td><td colspan="2"><table>
<tr><th>Subject passing criteria</th><th>Passing threshold</th><th>Percentage of the final grade</th></tr>
<tr><td>test</td><td>50.0%</td><td>99.0%</td></tr>
<tr><td>attendance</td><td>80.0%</td><td>1.0%</td></tr>
</table></td></tr>
<tr><td rowspan="3">Recommended reading</td><td>Basic literature</td><td>A. Literatura wymagana do ostatecznego zaliczenia zajęć (zdania egzaminu):

A.1. wykorzystywana podczas zajęć

B. Kożusznik, Kierowanie zespołem pracowniczym, PWE, 2006.
G.C. Avery, Przywództwo w organizacji, PWE, Warszawa 2009.

T. Kawka, Motywowanie pracowników, w Zarządzanie kadrami, red. T. Listwan, CH Beck, Warszawa 2010.

A. Pocztowski, Zarządzanie zasobami ludzkimi. Strategie procesy metody, PWE, Warszawa 2008.
K. Bolesta-Kukułka, Decyzje menedżerskie, PWE, Warszawa 2003.</td></tr>
<tr><td>Supplementary literature</td><td>T. Kawka Styl kierowania jako determinanta zarządzania zespołem zadaniowym, w: Prace Naukowe UE we Wrocławiu, Zarządzanie w sytuacjach kryzysowych podczas EURO 2012, red. T. Listwan, Wyd. UE we Wrocławiu, 2010, Wrocław.

M. Armstrong, Zarządzanie zasobami ludzkimi, Wolters Kluwer 2010.
T. Listwan, Zarządzanie kadrami, CH Beck Warszawa 2010.
K. Blanchard, Przywództwo wyższego stopnia, PWN, Warszawa 2009.</td></tr>
<tr><td>eResources addresses</td><td></td></tr>
<tr><td>Example issues/ example questions/ tasks being completed</td><td colspan="2"></td></tr>
<tr><td>Work placement</td><td colspan="2">Not applicable</td></tr>
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