

Subject card

Subject name and code	Management Concepts, PG_00155933						
Field of study	Management of Healthcare Institutions						
Date of commencement of studies	October 2025		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 practical vocational preparation	
Mode of study	full-time studies		Mode of delivery			at the university	
Year of study	3		Language of instruction			Polish	
Semester of study	5		ECTS credits			3.0	
Learning profile	practical		Assessment form			credit	
Conducting unit							
Name and surname of lecturer (lecturers)	Subject supervisor		dr Sylwia Białas				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	0.0	30.0	0.0	0.0	0.0	30
	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	30		5.0		40.0	75
Subject objectives	Introducing students to management concepts used in healthcare institutions, particularly the principles of their application and the tools used in their implementation.						
	Creating a foundation for critical assessment of the potential for adopting various concepts.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[ZISZL3_W01] The student has advanced knowledge of the discipline of management and quality sciences and understands its interrelationships with other social sciences.	The student has advanced knowledge in the discipline of management and quality science concerning various management concepts and understands their relationships with other social sciences.	[SW1] oral statement/conversation/discussion [SW3] text preparation/written work
	[ZISZL3_K07] The student correctly identifies and resolves dilemmas related to the profession.	The student is able to identify and solve ethical and operational dilemmas arising from the implementation of new management concepts in organizations. They are capable of analyzing the impacts of these concepts on various stakeholders.	[SK1] oral statement/conversation/discussion [SK2] presentation/project/paper/report [SK3] text preparation/written work [SK4] test/exam - oral or written
	[ZISZL3_W02] The student has advanced knowledge and understanding of the interrelationships that exist between the disciplines of management and quality sciences, economics and finance, social communication and media sciences, legal and sociological sciences, which are key to understanding the essence of effective and efficient management of health care units.	The student knows and understands, at an advanced level, the impact of disciplines such as economics and finance, communication and media studies, legal studies, and sociological sciences on the application of management concepts, which is crucial for understanding the essence of effective and efficient implementation in healthcare entities.	[SW1] oral statement/conversation/discussion [SW2] presentation/project/paper/report [SW5] implementation of a problem task
	[ZISZL3_U06] The student is able to identify, forecast and simulate selected economic and social phenomena in relation to the macro scale (economy, demography, health), as well as in micro terms (medical entities) using methods and tools applied in management.	The student is able to identify, forecast, and simulate selected economic and social phenomena at both the macro level (economy, demography, health) and the micro level (healthcare entities), applying appropriate concepts, methods, and tools utilized within these frameworks.	[SU1] oral statement/conversation/discussion [SU2] presentation/project/paper/report [SU5] implementation of a problem task
	[ZISZL3_K02] The student applies an analytical approach to problem solving, is able to independently search for solutions, as well as use expert opinions.	The student is able to analytically solve problems related to implementing new management concepts in healthcare entities, using both their own analytical skills and the opinions of experts, he is capable of identifying potential difficulties.	[SK1] oral statement/conversation/discussion [SK5] implementation of a problem task
	[ZISZL3_U05] The student is able to correctly select and apply methods and tools used, inter alia, in management and quality sciences, economics, sociology adequate to the problem and specificity of management of medical entities.	The student is able to correctly select and apply methods and tools used in management and quality sciences, economics, and sociological sciences that are appropriate for the problem and specifics of managing healthcare entities.	[SU2] presentation/project/paper/report [SU3] text preparation/written work [SU5] implementation of a problem task
Subject contents	- History of the development of management concepts in light of changes in the environment and within organizations. - Paradigms of flexibility in management. - Benchmarking types and the pros and cons of its application. - Outsourcing principles for selecting an outsourcing partner and the subject of outsourcing, benefits, and limitations of adoption. - Reengineering benefits of using reengineering, limitations of using the concept. - Lean Management. - Virtual, networked, and fractal organizations. - Concepts related to quality management. - Knowledge management and the concept of a learning organization. - Time-Based Management - adoption of the concept in organizations, advantages of using the concept, and its limitations.		
Prerequisites and co-requisites	Knowledge from the subject Fundamentals of Management.		
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	written test	51.0%	50.0%
	project	51.0%	20.0%
	case study and participation in discussion	51.0%	30.0%

Recommended reading	Basic literature	1. J. Waśniewski, J. Strumiłło, Management Concepts for Healthcare Entities, University of Gdańsk Press, Gdańsk 2020. 2. J. Waśniewski, J. Strumiłło, Selected Management Concepts in Healthcare Entities, TNOiK, Toruń 2013. 3. Management Concepts. Academic Handbook, edited by M. Czerska, A. A. Szpitter, CH BECK, Warsaw 2010. 4. K. Zimniewicz, Contemporary Concepts and Methods of Management, PWE, Warsaw 2003.
	Supplementary literature	1. J. Brilman, Modern Concepts and Methods of Management, PWE, Warsaw 2002. 2. Managing a Company in a Turbulent Environment, edited by R. Krupski, PWE, Warsaw 2005. 3. W. M. Grudzewski, I.K. Hejduk, The Virtual Enterprise, Difin, Warsaw 2002. 4. U. R. Muller, Lean Organizations, Placet, Warsaw 1997. 5. Ch. Evans, Knowledge Management, PWE, Warsaw 2005. 6. P.M. Senge, The Fifth Discipline Theory and Practice of a Learning Organization, Economic Publishing House, Krakow 2006. 7. M. Hammer, J. Champy, Reengineering the Corporation, Neumann Management Institute, Warsaw 1996. 8. M. Trocki, Outsourcing. A Method of Economic Activity Restructuring, PWE, Warsaw 2001.
	eResources addresses	
Example issues/ example questions/ tasks being completed		
Work placement	Not applicable	

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