

## Subject card

|                                             |                                                                                                                                                                                                                                                                                                                                                                                |                                                          |                                         |                                     |         |                                                |     |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------|-------------------------------------|---------|------------------------------------------------|-----|
| Subject name and code                       | Foundations of Management, PG_00155979                                                                                                                                                                                                                                                                                                                                         |                                                          |                                         |                                     |         |                                                |     |
| Field of study                              | Management of Healthcare Institutions                                                                                                                                                                                                                                                                                                                                          |                                                          |                                         |                                     |         |                                                |     |
| Date of commencement of studies             | October 2025                                                                                                                                                                                                                                                                                                                                                                   |                                                          | Academic year of realisation of subject |                                     |         | 2025/2026                                      |     |
| Education level                             | Bachelor's studies                                                                                                                                                                                                                                                                                                                                                             |                                                          | Subject group                           |                                     |         | Obligatory subject group in the field of study |     |
| Mode of study                               | full-time studies                                                                                                                                                                                                                                                                                                                                                              |                                                          | Mode of delivery                        |                                     |         | at the university                              |     |
| Year of study                               | 1                                                                                                                                                                                                                                                                                                                                                                              |                                                          | Language of instruction                 |                                     |         | Polish                                         |     |
| Semester of study                           | 1                                                                                                                                                                                                                                                                                                                                                                              |                                                          | ECTS credits                            |                                     |         | 5.0                                            |     |
| Learning profile                            | practical                                                                                                                                                                                                                                                                                                                                                                      |                                                          | Assessment form                         |                                     |         | exam                                           |     |
| Conducting unit                             |                                                                                                                                                                                                                                                                                                                                                                                |                                                          |                                         |                                     |         |                                                |     |
| Name and surname of lecturer (lecturers)    | Subject supervisor                                                                                                                                                                                                                                                                                                                                                             |                                                          | dr hab. Jarosław Waśniewski             |                                     |         |                                                |     |
|                                             | Teachers                                                                                                                                                                                                                                                                                                                                                                       |                                                          | dr hab. Jarosław Waśniewski             |                                     |         |                                                |     |
| Lesson types                                | Lesson type                                                                                                                                                                                                                                                                                                                                                                    | Lecture                                                  | Tutorial                                | Laboratory                          | Project | Seminar                                        | SUM |
|                                             | Number of study hours                                                                                                                                                                                                                                                                                                                                                          | 30.0                                                     | 30.0                                    | 0.0                                 | 0.0     | 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                                                       |                                         | 5.0                                 |         | 60.0                                           | 125 |
| Subject objectives                          | The purpose of the course is to provide knowledge on the essence, scope and structure of the process of managing organizations. The students should realize the complexity and limited possibilities of the manager's influence on the processes in organizations. They should learn about the structure of the management process, managerial roles and management functions. |                                                          |                                         |                                     |         |                                                |     |

| Learning outcomes               | Course outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Subject outcome                                                                                                                                                                             | Method of verification                       |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
|                                 | [ZISZL3_W06] The student knows to an advanced degree the relationships that occur between organizations (including forms of interaction with health care units) and between the organization and the human being, in particular medical personnel and the patient.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | He knows the types of organizational structures, the process of their evolution from a historical perspective and the determinants of their design.                                         | [SW1] oral statement/conversation/discussion |
|                                 | [ZISZL3_K02] The student applies an analytical approach to problem solving, is able to independently search for solutions, as well as use expert opinions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Knows and understands, to an advanced degree, the functions of management and the role of management in their implementation and how to achieve the goals of health care units health care. | [SK1] oral statement/conversation/discussion |
|                                 | [ZISZL3_W03] The student knows and understands to an advanced degree the functions of management and the role of managers in their implementation, as well as ways to achieve the goals of health care units.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Knows how to apply knowledge regarding the selection and introduction of managers to the strategic goals of the treatment entity.                                                           | [SW5] implementation of a problem task       |
|                                 | [ZISZL3_K10] The student is aware of continuous improvement and deepening of knowledge both in academic mode.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | He is knowledgeable and aware of the progress, challenges and changes in the management of medical entities.                                                                                | [SK1] oral statement/conversation/discussion |
|                                 | [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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | He is able to solve the problem methodically on his own based on his knowledge and the knowledge of experts.                                                                                | [SU1] oral statement/conversation/discussion |
|                                 | [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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Knows how to apply knowledge to simulate the development of a medical entity.                                                                                                               | [SU2] presentation/project/paper/report      |
| Subject contents                | Entrepreneur, manager, owner - tasks and place in the organization. Criteria for assessing the efficiency of activities depending on the goals and objectives of the organization. Classical and modern understanding of the planning function (the relationship of the manager to the plan and planning). Structure of the planning process. Risk and uncertainty in planning. Planning rationale. Types of plans by horizon, scope and range. Organization as: thing, function, attribute. Static and dynamic aspect of organization. Elements of organization: people, technology, processes. Structural factors. Components (morphological) of organization: positions, ties, processes. Criteria for combining elements of structure into groups. Advantages and disadvantages of combining positions by function. Motivation. Activity-based and outcome-based approaches. Needs, incentives and inputs as components of the motivation system. Tools of tangible and intangible motivation. Coercive and enticing situations - features, effects and recommended scope of application. Control. The place of control in organized action. Contemporary approaches to control. Functions of control, forms of control, principles of control. Management as an information and decision-making process. Decision cycle, classification of decisions, elements of information-decision system. Management in the context of change. Costs and benefits of change. Structure of the reorganization process. Manifestations of resistance to change. |                                                                                                                                                                                             |                                              |
| Prerequisites and co-requisites | Basic knowledge of organizations and their functioning in the service market.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                             |                                              |
| Assessment methods and criteria | Subject passing criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Passing threshold                                                                                                                                                                           | Percentage of the final grade                |
|                                 | Test                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 50.0%                                                                                                                                                                                       | 100.0%                                       |

|                                                                |                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Recommended reading                                            | Basic literature         | <p>1. Czerminski. M. Czerska, D. Nogalski, R. Rutka, J. Apanowicz: Managing organizations. TNOiK, Torun 20022.</p> <p>2. R.W. Griffin: Fundamentals of organization and management, Wyd. Naukowe PWN, Warsaw 2004</p> <p>3. Strategor: Managing the company. Strategies, structures, decisions, identity, PWE, Warsaw 20014.</p> <p>James A.F. Stoner, Edward Freeman, Daniel R. Gilberih: Management, PWE 2016 (2nd ed.)</p> <p>5. Zakrzewska-Bielawska (ed.) Fundamentals of management. Theory and exercises. Oficyna Wolters Kluwer business, Warsaw 2018</p> <p>6. J. Waśniewski, Uwarunkowania efektywności zastosowania outsourcingu w ochronie zdrowia, UG Publishing House, Gdańsk 2015</p> |
|                                                                | Supplementary literature | <p>1. M. Czerska: Organization of enterprises. Methodology of organizational change, Wyd.U.G.1996</p> <p>2. R. Rutka: Organization of enterprises. The subject of design, Wyd.U.G.1996</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                | eResources addresses     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Example issues/<br>example questions/<br>tasks being completed |                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Work placement                                                 | Not applicable           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

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