

Subject card

Subject name and code	Improving managerial skills - workshop classes, PG_00177364						
Field of study	Economics, International Economic Relations						
Date of commencement of studies	October 2023		Academic year of realisation of subject		2025/2026		
Education level	Bachelor's studies		Subject group		Obligatory subject group in the field of study Optional subject group		
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		2.0		
Learning profile	academic		Assessment form		credit		
Conducting unit							
Name and surname of lecturer (lecturers)	Subject supervisor		dr Joanna Fryca				
	Teachers		dr Joanna Fryca				
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		0.0		0.0	30
Subject objectives	To broaden the cognitive perspective and complement the knowledge, skills and competencies acquired in the economics major with practical aspects of management, taking into account the development of managerial competencies relevant to teamwork, leadership and decision-making in a business environment.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[MSG3_K04] is ready to think and act in an entrepreneurial manner; adapts to new situations and conditions, undertakes challenges of creative thinking; is resilient to failures; can identify threats and assess the risk of their occurrence	He is ready to act in an entrepreneurial and flexible manner; he demonstrates initiative, takes on the challenges of creative problem solving, is able to deal constructively with setbacks, as well as assess and manage risks in a managerial environment, taking into account the needs of the environment and the variability of conditions.	[SK1] oral statement/conversation/discussion [SK6] demonstration of practical skills [SK8] observation of student's independent or team work
	[EKONL3_K04] is willing to think and act in an entrepreneurial manner; adapts to new situations and conditions, takes on the challenges of creative thinking, is resilient in the face of failure, is able to identify risks and assess the risks of failure	He is willing to think and act in an entrepreneurial and innovative manner; he is characterized by flexibility, resilience to stress and failure, as well as readiness to take initiatives and creatively solve problems. He demonstrates the ability to identify risks and assess risks in the context of managerial projects and a dynamically changing business environment.	[SK1] oral statement/conversation/discussion [SK6] demonstration of practical skills [SK8] observation of student's independent or team work
	[EKONL3_U13] be able to interact and work in a group (including an international one), assuming various roles within it	Able to interact and work effectively in a group, including in a cross-cultural and international environment, assuming various roles (including leader and team member); able to build relationships based on trust, communicate assertively, and use the diversity of the team as a source of synergy.	[SU1] oral statement/conversation/discussion [SU6] demonstration of practical skills [SU8] observation of student's independent or team work
	[MSG3_U14] can interact and work in a team (including an international one), taking various roles within it	Able to work effectively in a team - including an international one - assuming various roles in it, including that of a leader; develops the ability to consciously manage group dynamics, interpersonal communication and use the potential of the team to effectively achieve managerial goals.	[SU1] oral statement/conversation/discussion [SU6] demonstration of practical skills [SU8] observation of student's independent or team work
	[EKONL3_U14] is able to set priorities and plan and organise the tasks involved in their implementation as well as monitor and evaluate progress accordingly	Able to accurately set priorities and plan and organize individual and team tasks under conditions of variability and time pressure; uses tools to monitor and evaluate progress, and responds flexibly to obstacles, optimizing team activities in the context of managerial goals, and when necessary consults with the instructor to resolve doubts or solve related problems.	[SU1] oral statement/conversation/discussion [SU6] demonstration of practical skills [SU8] observation of student's independent or team work
	[MSG3_U15] can appropriately identify priorities, plan and organise tasks related to their implementation, as well as monitor and evaluate progress	Able to accurately prioritize activities, plan and organize the work of the team, and manage time and resources in an efficient manner; apply tools for control and evaluation of progress, responding adequately to changing conditions and problem situations in project or managerial work, and, if necessary, consult with the instructor to resolve doubts or solve related problems.	[SU1] oral statement/conversation/discussion [SU6] demonstration of practical skills [SU8] observation of student's independent or team work

Subject contents	Topic 1: Improving self-awareness and managerial identity in the context of competence Objective of the class: to develop awareness of one's own management style, values, and individual resources and limitations in the role of a manager. Nature of classes: self-diagnosis, reflective exercises, individual and pair work, competence mapping. Topic 2: Improving communication competence in managerial relations Purpose of the class: to develop the ability to communicate coherently, clearly and adequately in interpersonal situations in a team. Nature of classes: simulated conversations, role-play, analysis of communication styles, exercises in giving and receiving feedback. Topic 3: Improving competence in delegation and building team responsibility Purpose of the class: strengthening the ability to delegate tasks, enforce responsibility and build trust in team relations. Nature of classes: working with cases, decision-making and organizational exercises, analysis of barriers to delegation. Topic 4: Improving competencies in team building and cooperation Purpose of the class: to develop the skills of forming an effective and integrated team by diagnosing the phases of its development and strengthening group roles. Nature of classes: teamwork, group role tests, interdependence-based exercises. Topic 5: Improving competencies in managing conflict situations Purpose of the class: strengthening the ability to recognize, understand and constructively resolve conflicts in the team. Nature of classes: simulations of difficult situations, mediation exercises, analysis of conflict cases. Topic 6: Improving competencies in motivating and strengthening the commitment of employees Aim of the classes: getting to know motivational mechanisms and developing skills of influencing internal and external motivation of team members. Nature of the class: case study, analysis of motivational factors, designing activities to strengthen commitment. Topic 7: Improving creative problem-solving competencies in the work of a manager Purpose of the classes: developing the ability to apply creative thinking techniques and innovative approaches to challenges in managerial work.		
Prerequisites and co-requisites	Interest and desire to develop in the area of managerial competencies and their practical application in the context of organizational functioning and professional relationships.		
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	activity and commitment	50.0%	100.0%
Recommended reading	Basic literature Brown B., <i>Odwaga w przywództwie. Cztery kompetencje autentycznego lidera</i>, MT Biznes, Warszawa 2019. Chybicka A., Puchalska M., <i>Skuteczny menedżer</i>, Gdańskie Wydawnictwo Psychologiczne, Gdańsk 2015. Goleman D., Cherniss C., <i>Optimum. Inteligentne emocjonalnie zarządzanie pracą</i>, Media Rodzina. Poznań 2024. Penc J., <i>Role i umiejętności menedżerskie. Sekrety sukcesu i kariery</i>, Difin, Warszaw 2005. Rakowska A., Sitko-Lutek A., <i>Doskonalenie kompetencji menedżerskich</i>, WN PWN, Warszawa 2000.		

	Supplementary literature	Berne E., <i>W co grają ludzie. Psychologia stosunków międzyludzkich</i>, WN PWN, Warszawa 1997. Flower S., <i>Dlaczego motywowanie nie działa i co działa. Najnowsze metody przywództwa, dodawania ludziom energii i ich angażowania</i>, MT Biznes, Warszawa 2019. Fryca J., <i>Kompetencje umysłowe decydenta - dylematy transferu wiedzy</i>, [w:] <i>Dylematy i perspektywy rozwoju współczesnych przedsiębiorstw</i>, red. J. Fryca i D. Wach, Polskie Towarzystwo Ekonomiczne Oddział w Gdańsku, Gdańsk 2007, s. 91-100. Fryca J., <i>Elastyczność behawioralna a zdolności analityczne decydenta w procesach podejmowania decyzji marketingowych</i>, [w:] <i>Czynnik ludzki w marketingu</i>, red. A. Radzewicz i J. Michalak, Uniwersytet Warmińsko-Mazurski w Olsztynie, Olsztyn 2008, s. 132-140. Jachtchenko W., <i>Potęga psychologii pozytywnej</i>, Vital, Białystok 2025. Kofman F., <i>Świadomy biznes. Jak budować wartość poprzez wartości</i>. Galaktyka, Łódź 2019. <i>Kompetencje menedżerów w organizacji uczącej się</i>, red. A. Sajkiewicz, Difin, Warszawa 2008. Kożusznik B., <i>Wpływ społeczny w organizacji</i>, PWE, Warszawa 2005. Laloux F., <i>Pracować inaczej. Nowatorski model organizacji inspirowany kolejnym etapem rozwoju ludzkiej świadomości</i>, Wydawnictwo Studio Emka, Warszawa 2016. Nęcka E., Orzechowski J., Słabosz A., Szymura B., <i>Trening twórczości</i>, Polskie Towarzystwo Psychologiczne, Gdańsk 2008. Oleksyn T., <i>Zarządzanie kompetencjami. Teoria i praktyka</i>, Oficyna Ekonomiczna, Kraków 2006. Rosenberg M.B., <i>Porozumienie bez przemocy. O języku życia</i>, Wydawnictwo Czarna Owca, Warszawa 2016. Pink D.H., <i>Drive. Kompletnie nowe spojrzenie na motywację</i>, Wydawnictwo Studio Emka, Warszawa 2022. Siegel W., <i>Efektywność osobista 4x4. Holistyczny poradnik jak być skutecznym w życiu i biznesie</i>, MT Biznes, Warszawa 2021. Tracy B., <i>Zarządzanie czasem</i>, Wydawnictwo MUZA SA, Warszawa 2020.
	eResources addresses	
Example issues/ example questions/ tasks being completed		
Work placement	Not applicable	

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