

Subject card

Subject name and code	Organization and Management, PG_00177827						
Field of study	Management						
Date of commencement of studies	October 2025		Academic year of realisation of subject		2025/2026		
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	1		Language of instruction		Polish Polish		
Semester of study	1		ECTS credits		4.0		
Learning profile	academic		Assessment form		credit		
Conducting unit	Department of Organisation and Management -> Faculty of Management -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr Wojciech Machel				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	15.0	30.0	0.0	0.0	0.0	45
	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	45		3.0		52.0	100
Subject objectives	To familiarize students with the latest management concepts and methods, as well as organizational forms and possibilities for their application in the management of organizations.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[ZARZMU2_W01] The student has an in-depth knowledge and understanding of the theories in management, quality sciences, economics, and finance and their role within the social sciences. This knowledge is particularly relevant for making informed business decisions.	119 / 5 000 The student is able to present the place and role of management sciences in the context of achieving business goals.	[SW4] test/exam - oral or written [SW1] oral statement/conversation/discussion [SW2] presentation/project/paper/report
	[ZARZMU2_K01] The student is prepared to gain and enhance the knowledge required to solve both cognitive and practical problems, particularly in the areas of management and quality sciences. Additionally, the student is capable of critically evaluating the knowledge and content received and will seek guidance from experts if they encounter difficulties in resolving a problem independently.	The student interprets phenomena occurring in the organization, asks questions and knows where to find information (knowledge) needed to solve the problem	[SK1] oral statement/conversation/discussion [SK2] presentation/project/paper/report
	[ZARZMU2_U06] Students can utilize and integrate structured, detailed knowledge of management, quality sciences, economics, and finance to address dilemmas and formulate solutions, including innovative ones, to complex or atypical management problems that arise in professional settings.	The student interprets phenomena occurring in the organization and its environment. Is not afraid to ask questions and propose solutions to problems requiring managerial knowledge.	[SU1] oral statement/conversation/discussion [SU2] presentation/project/paper/report
	[ZARZMU2_W08] The student possesses a deep understanding of management processes, including their objectives, specificity, complexity, and how they relate to other organizational processes, alongside the challenges and dilemmas presented by a dynamically changing environment.	The student is able to present the conditions for the functioning of an organization in the changing context of the environment.	[SW4] test/exam - oral or written [SW1] oral statement/conversation/discussion [SW2] presentation/project/paper/report
Subject contents	1. Classical and neoclassical management concepts, 2. Process management and reengineering 3. Management by objectives, benchmarking, and outsourcing 4. Just in Time, lean management, and Kaizen 5. Total Quality Management, Six Sigma, and Kaizen 6. Time-based management 7. Network, virtual, and fractal organizations 8. Learning organizations and knowledge management		
Prerequisites and co-requisites			
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	test	51.0%	50.0%
	Term paper – project or presentation	51.0%	50.0%
Recommended reading	Basic literature	1. M. Czerska, A. Szpitter, Konceptcje zarządzania. Podręcznik akademicki, wyd. C. H. Beck, Warszawa 2010. 2. K. Zimniewicz, Współczesne koncepcje i metody zarządzania. PWE, Warszawa 2003. 3. J. Brilman, Nowoczesne koncepcje i metody zarządzania, PWE, Warszawa 2002. 4. Pr. zbior. pod red. R. Krupskiego, Zarządzanie przedsiębiorstwem w turbulentnym otoczeniu, PWE, Warszawa 2005. 5. R. Karaszewski Nowoczesne koncepcje zarządzania jakością, wyd. Dom Organizatora, Toruń 2009. 6. Pr. zbior. pod red. A. K. Koźmińskiego i W. Piotrowskiego, Zarządzanie. Teoria i praktyka, PWN, Warszawa 1997.	

	Supplementary literature	1. U. R. Muller, <i>Szczupłe organizacje</i>, Placet, Warszawa 1997. 2. Praca zbior. pod red. W. M. Grudzewskiego i I. K. Hejduk, <i>Przedsiębiorstwo przyszłości</i>, Difin, Warszawa 2005. 3. P. M. Senge, <i>Piąta dyscyplina. Teoria i praktyka organizacji uczącej się</i>, Oficyna Ekonomiczna, Kraków 2006. 4. M. Imai, <i>Gemba Kaizen</i>, MT Biznes, Warszawa 2006. 5. J. K. Liker, <i>Droga Toyoty</i>, MT Biznes, Warszawa 2005. 6. E. Goldratt, <i>Cel. Doskonałość w produkcji</i>, Werbel, Warszawa 2000. 7. M. Hammer, J. Champy <i>Reengineering w przedsiębiorstwie</i>, Neumann Management Institute, Warszawa 1996. 8. J. P. Womack, D. T. Jones, D. Roos, <i>Maszyna która zmieniła świat</i>, wyd. ProdPress, Wrocław 2008. 9. D.T. Jones, J. P. Womack <i>Odchudzanie firm</i>, CIM, Warszawa 2001. 10. M. Balle, F. Balle <i>Dyrektor firmy jako Lean menedżer</i>, LEIP, Wrocław 2012. 11. R. Kraszewski <i>TQM teoria i praktyka</i>, Wydawnictwo Dom Organizatora, Toruń 2001. 12. M. Trocki <i>Outsourcing. Metoda restrukturyzacji działalności gospodarczej</i>, PWE, Warszawa 2001. 13. B. Wawrzyniak, G. Gierszewska <i>Globalizacja. Wyzwania dla zarządzania strategicznego</i>. Podtekst, Warszawa 2001. 14. M. Hopej, <i>Struktury organizacyjne. Podstawowe współczesne i przyszłe rozwiązania strukturalne</i>, Ossolineum, Wrocław-Warszawa-Kraków 2004. 15. P. Walentynowicz, <i>Uwarunkowania skuteczności wdrażania Lean Management w przedsiębiorstwach produkcyjnych w Polsce</i>, Wydawnictwo Uniwersytetu Gdańskiego, 2013 16. P. Sycz, <i>Metodyka ograniczania marnotrawstwa w projektach IT</i>, Wydawnictwo Uniwersytetu Gdańskiego, 2025
	eResources addresses	Basic https://www.youtube.com/watch?v=jtDzz-IEgdQhttps://www.youtube.com/watch?v=Kh4Q9RXweaQ - movie management functions
Example issues/ example questions/ tasks being completed	Management functions according to Fayol and today The Deming cycle Types of benchmarking Types of muda and the 5/6S method	
Work placement	Not applicable	

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