

## Subject card

|                                             |                                                                                                                                                                                                                                                                                                                                                      |                                                          |                                         |                                     |                                                                                                                      |            |     |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------|------------|-----|
| Subject name and code                       | Organization and Management, PG_00177918                                                                                                                                                                                                                                                                                                             |                                                          |                                         |                                     |                                                                                                                      |            |     |
| 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<br>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                 |                                     | English<br>English                                                                                                   |            |     |
| 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                          | ) The aim of the course is to introduce students to the basics of organisational management science, including the complexity and interdisciplinary nature of management science and quality as a subject (field of knowledge) that permeates all aspects of organisational functioning, with particular emphasis on management functions and tools. |                                                          |                                         |                                     |                                                                                                                      |            |     |

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| Learning outcomes               | Course outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Subject outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Method of verification                                                                  |
|                                 | [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 and its environment. He is not afraid to ask questions and contest the situation in order to solve the organizational problem                                                                                                                                                                                                                                                                                                                                                                                                                                                             | [SK1] oral statement/conversation/discussion                                            |
|                                 | [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 analyses and interprets complex problems related to the functioning of contemporary organisations and proposes a solution to the problem                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | [SU1] oral statement/conversation/discussion<br>[SU5] implementation of a problem task  |
|                                 | [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 familiar with the management system of the organization in the environment. He is able to assess the context of the situation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | [SW1] oral statement/conversation/discussion<br>[SW2] presentation/project/paper/report |
|                                 | [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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | The student is able to present the place and role of management sciences in the context of achieving business goals.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | [SW3] text preparation/written work<br>[SW5] implementation of a problem task           |
| Subject contents                | <ol style="list-style-type: none"> <li>1. The evolution of management concepts.</li> <li>2. Management functions.</li> <li>3. Managerial competences.</li> <li>4. Managing styles.</li> <li>5. Decision making in organizations. Individual and collective decisions.,</li> <li>6. Strategic planning: strategic analysis, elements of strategy, strategic choice.</li> <li>7. Organization and organization process. definitions and types of organization. models of an organisation. organization as a system. Organizational ties. classic and contemporary organizational structures and their characteristics. Business ecosystem.</li> <li>8. Human resources management (recruitment, job description, evaluation) and motivating (wage and non-wage incentives).</li> <li>9. Controlling in organizations. strategic balanced scorecard.</li> <li>10. Organizational culture organizational environment. Social responsibility of an organization</li> <li>11. Development of an organisation: development stages according to greiner, innovation and restructuring.</li> </ol> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                         |
| Prerequisites and co-requisites |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                         |
| Assessment methods and criteria | Subject passing criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Passing threshold                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Percentage of the final grade                                                           |
|                                 | test                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 51.0%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 50.0%                                                                                   |
|                                 | Project, case study,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 51.0%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 50.0%                                                                                   |
| Recommended reading             | Basic literature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <ol style="list-style-type: none"> <li>1. Mahajan J.P (2010) Business Organisation and Management, Mumbai, Himalaya Publishing House;</li> <li>2. Sharma V. (2008) Business Environment: Concepts and Technics. Jaipur, IND:Book Enclave</li> <li>3. Bhattacharyya D.K. (2009) Organisational Systems, Design, Structure and Management. Mumbai, IND: Himalaya Publishing</li> <li>4. Griffin R.W. (2016) Management, Cengage Learning</li> </ol>                                                                                                                                                                                                        |                                                                                         |
|                                 | Supplementary literature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ol style="list-style-type: none"> <li>1. Drucker P. (2006) The Effective Executive: The Definitive Guide to Getting the Right Things Done</li> <li>2. Drucker P. (2006) The Effective Executive: The Definitive Guide to Getting the Right Things Done</li> <li>3. Machel, W. (2024). Strategic coherence in the world of VUCA. In: Scientific Papers of the Silesian University of Technology. Organization and Management, 2024, no. 194, pp. 275-294</li> <li>3. Machel, W. (2025), Strategy and organizational culture [in] Organizational Culture External and internal conditions (ed. H.Czubasiewicz, P. Wróbel) CMS Publishing House</li> </ol> |                                                                                         |

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|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                | eResources addresses                                                                                                                                                                                                                                                                                                      | Supplementary<br><a href="https://hbr.org/2021/01/the-rules-of-co-opetition">https://hbr.org/2021/01/the-rules-of-co-opetition</a> . - 1. Brandenburger, A., Nalebuff, B. (2021). The rules of co-opetitions. Harvard Business Review, 1-2 |
| Example issues/<br>example questions/<br>tasks being completed | <p>List the functions of management. Which managers become leaders?</p> <p>In which organisational situations is it better to make decisions alone and in which situations to make decisions as a team? Does the organisation need to change? How do you manage a multi-generational team? Why is strategy important?</p> |                                                                                                                                                                                                                                            |
| Work placement                                                 | Not applicable                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                            |

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