

Subject card

Subject name and code	Managerial Decision Making Exercises, PG_00178091						
Field of study	Economics, International Economic Relations, International Business						
Date of commencement of studies	October 2024		Academic year of realisation of subject			2025/2026	
Education level	Master'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	2		Language of instruction			English none	
Semester of study	3		ECTS credits			5.0	
Learning profile	academic		Assessment form			credit	
Conducting unit	Department of Macroeconomics -> Faculty of Economics -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr hab. Przemysław Kulawczuk				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	0.0	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	The course main aim to build skills and knowledge in making effective managerial decisions using experineces and practices of managemnt, psychology, sociology, culture and in the spirit of corporate social responsibility. The course graduate will be a mature decision making specialist who can properly assess the situation, define the problem, design possible solitions, make the right choice and effectively implement the decision in the business life						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[MSGSL3_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	is ready to think and act in an entrepreneurial manner; adapts to new situations and conditions, takes up the challenges of creative thinking in the decision-making process	[SK5] implementation of a problem task
	[MSGSL3_K03] participates in the preparation of economic and social projects; can reconcile legal, economic, ecological, political and social requirements	participates in the preparation of decision-making projects in which he is able to reconcile legal, economic, ecological, political and social requirements	[SK2] presentation/project/paper/report
	[MSGMU2_U14] has a thorough ability to prepare specialist oral presentations on economic and social issues, using specialist theoretical approaches, the principles of collecting data from various sources, their description and interpretation, and drawing conclusions on the basis of scientific literature; can prepare and lead a debate	has advanced skills in preparing specialized oral presentations in English on the issues of making business decisions	[SU2] presentation/project/paper/report
	[IBL3_U09] is able to work individually and within teams, also of interdisciplinary character; can plan and organize own tasks and the works of teams	is able to work individually and in teams, including interdisciplinary ones; is able to plan and organize own tasks and team work related to the preparation of a decision-making project	[SU2] presentation/project/paper/report
	[IBL3_W02] knows and understands fundamental concepts and terminology of international business, international economic and financial relations and complementary disciplines	knows and understands the basic concepts and terminology in the field of international business, especially in relation to decision-making processes	[SW2] presentation/project/paper/report
	[MSGSL3_K05] correctly identifies, diagnoses and solves dilemmas and various options of solutions related to the profession	correctly identifies, diagnoses and resolves dilemmas and different variants of solutions related to decision-making	[SK5] implementation of a problem task
	[MSGMU2_W10] has an in-depth knowledge of the legal, cultural and financial conditions related to business operations, in particular those of an international nature	has in-depth knowledge of the legal, cultural and financial conditions related to running a business and knows what the best practices are in this area	[SW5] implementation of a problem task
	[MSGMU2_W09] has an in-depth knowledge of selected areas of the functioning of a modern enterprise in the national and international environment; understands the conditions, principles and consequences of decisions taken in its structures aiming at the development, and the dependencies among enterprises on the international market	has in-depth knowledge of selected areas of operation of a modern enterprise in the national and international environment and knows how the environment influences decision-making processes	[SW5] implementation of a problem task
	[MSGSL3_W13] gospodarczych w otoczeniu krajowym i międzynarodowym, ze szczególnym uwzględnieniem Unii Europejskiej has a well-structured knowledge of the functioning of business entities in the national and international environment, with particular emphasis on the European Union	has structured knowledge of the functioning of business entities in the national and international environment as well as key decision areas related to them	[SW5] implementation of a problem task
	[MSGSL3_W11] has an advanced knowledge of (legal, organisational, ethical) rules and norms organising economic structures and institutions (in particular those on the international market)	has advanced knowledge of the rules and norms (legal, organizational, ethical) that organize economic structures and institutions, which creates the necessary decision-making framework	[SW5] implementation of a problem task

Course outcome	Subject outcome	Method of verification
[MSG3_W07] knows and understands types of economic ties and regularities governing them, including the principles of functioning of the market and the market mechanism, both in the national and international aspect	knows and understands the types of economic relations and the rules that govern them, including the principles of market functioning and the market mechanism, in particular in terms of decision-making requirements	[SW5] implementation of a problem task
[MSG3_W05] knows and understands the basic principles of establishing and developing various forms of entrepreneurship	knows and understands the basic principles of establishing and developing various forms of entrepreneurship and understands the decisions related to them	[SW5] implementation of a problem task
[IBL3_W05] knows and understands basic principles of establishing and developing various forms of entrepreneurship	knows and understands the basic principles of establishing and developing various forms of entrepreneurship and understands the decisions related to them	[SW5] implementation of a problem task
[EKONL3_U04] can predict and forecast the course of economic and social processes and phenomena	is able to predict the course of economic and social processes and phenomena and forecast these phenomena, which is used in decision-making processes	[SU5] implementation of a problem task
[EKONL3_W08] has knowledge of the processes of changing elements, enterprises and whole structures of economic organisations, as well as the processes of changing social institutions, knows what their causes, course, scale, consequences are and what the influence of external stakeholders is on them	has knowledge about the processes of changing elements, enterprises and entire structures of economic organizations, which helps prepare decision-making criteria and make managerial decisions	[SW2] presentation/project/paper/report
[EKONL3_U11] has language skills in economics which meet the requirements of level B2 of the Common European Framework of Reference for Languages	has language skills in the field of economics, in line with the requirements specified for the B2 level in English, which is necessary to prepare and present the project	[SU2] presentation/project/paper/report
[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	is able to appropriately define decision priorities and plan and organize decision-making tasks	[SU2] presentation/project/paper/report
[EKONL3_K01] recognises the importance of economic knowledge in identifying and solving economic problems and of consulting experts when difficulties in solving them independently	recognizes the importance of economic knowledge in the process of identifying and solving decision-making problems in business	[SK5] implementation of a problem task
[EKONL3_K05] correctly identifies, diagnoses and resolves professional dilemmas and different options for solutions	correctly identifies, diagnoses and resolves dilemmas and various solution options related to making managerial decisions	[SK5] implementation of a problem task
[EKONL3_W11] knows the general principles for the creation and development of forms of individual entrepreneurship, using knowledge of economics, finance and management sciences	knows the general principles of creating and developing forms of individual entrepreneurship, including decision-making in private enterprises	[SW5] implementation of a problem task
[IBL3_K01] is ready to recognise the importance of knowledge in the field of international business in identifying and solving business theoretical and practical issues; is ready to consult with experts in case of facing difficulties in solving business issues individually	is ready to recognize the importance of international business knowledge in identifying and solving theoretical and practical business decision-making problems	[SK5] implementation of a problem task
[IBL3_U05] can identify and evaluate selected risks related to international business	is able to identify and assess selected risks related to international business and include them in decision-making models	[SU5] implementation of a problem task

Course outcome	Subject outcome	Method of verification
[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	is ready to think and act in an entrepreneurial manner; adapts to new situations and conditions, takes on the challenges of creative thinking, in relation to the design of decision-making processes	[SK5] implementation of a problem task
[IBL3_U03] is able to perform tasks in uncertain conditions, solve complex issues of international business by appropriate selection information sources, conducting critical analysis and synthesis on the collected information and data	is able to perform tasks under conditions of uncertainty, solve complex international business problems using technical and resource support	[SU2] presentation/project/paper/report
[IBL3_K03] is ready to take part in co-organizing activities for social environment and fulfil social obligations of international business stakeholders	is ready to participate in co-organizing activities for the social environment and fulfilling the social obligations of international business stakeholders, including decision-making	[SK5] implementation of a problem task
[EKONL3_W02] has advanced knowledge of the different types of existing business entities and organisations and public institutions	has advanced knowledge of the various types of existing economic entities and organizations and public institutions and the existing problems affecting them	[SW5] implementation of a problem task
[MSG3_U05] can use basic regulations and standards which determine business activity, as well as accounting principles in order to solve specific tasks related to the activity of enterprises	is able to use basic regulations and standards that determine business activity in order to solve a specific task in the field of solving decision-making problems	[SU2] presentation/project/paper/report
[MSG3_U06] can identify selected risks related to international operations of enterprises and assess their consequences correctly	potrafi zidentyfikować wybrane rodzaje ryzyka związanego z działalnością międzynarodową przedsiębiorstw oraz uwzględnić ten element w podejmowaniu decyzji	[SU5] implementation of a problem task
[MSG3_U11] has language skills in the field of economics, specific to the field of study of International Economic Relations, in accordance with the requirements of Level B2 of the Common European Framework of Reference for Languages	has language skills in the field of economics, in line with the requirements specified for level B2, needed to formulate a project in English	[SU2] presentation/project/paper/report
[MSG3_U13] can prepare presentations and oral speeches on selected specific problems concerning international economic relations (in connection with the chosen speciality within International Economic Relations), using basic theoretical approaches, specialist terminology, principles of collecting data from various sources, their description and interpretation, and drawing conclusions based on scientific literature	has the ability to prepare presentations and oral presentations in English in the field of presenting a decision-making problem	[SU2] presentation/project/paper/report
[MSG3_U14] can interact and work in a team (including an international one), taking various roles within it	is able to cooperate and work in a group (including in an international environment), when working on a decision-making project	[SU2] presentation/project/paper/report
[EKONL3_K03] participates in the preparation of economic and social projects, being able to reconcile legal, economic, ecological, political and social requirements	participates in the preparation of decision-making projects, being able to reconcile legal, economic, ecological, political and social requirements	[SK5] implementation of a problem task
[MSGMU2_K08] prepares responsibly for his/her work; is able to set priorities and to plan work appropriately considering changing social needs	odpowiedzialnie przygotowuje się do swojej pracy, potrafi określić priorytety oraz odpowiednio rozplanować prace w zakresie analizy problemu decyzyjnego	[SK2] presentation/project/paper/report

	Course outcome	Subject outcome	Method of verification
	[MSGMU2_K06] is ready to independently identify, diagnose and responsibly resolve dilemmas and alternative solutions related to his/her profession and the development of professional achievements	is ready to independently identify, diagnose and responsibly resolve decision-making dilemmas	[SK2] presentation/project/paper/report
	[MSGMU2_K04] is ready to think and act in an entrepreneurial manner; adapts to new situations and conditions; undertakes challenges of creative thinking; acquires resilience to failures; assesses risks and threats and finds ways of counteracting their effects	is ready to think and act in an entrepreneurial manner, adapts to new situations and conditions, takes on the challenge of creative thinking to formulate different variants of solving a problem	[SK2] presentation/project/paper/report
	[MSGMU2_K03] is ready to actively participate in groups, organisations and institutions conducting professional projects concerning the functioning of economic entities in the conditions of globalisation and the development of integration processes	jest gotów do aktywnego uczestniczenia w grupach, organizacjach i instytucjach realizujących profesjonalne projekty dotyczące podejmowania decyzji gospodarczych	[SK5] implementation of a problem task
	[MSGL3_K06] is ready to be guided in his/her professional life by business ethics and corporate social responsibility, to respect others and to be loyal to his/her employer	is ready to be guided by business ethics and corporate social responsibility in decision-making processes, respect for others and be loyal to the employer	[SK5] implementation of a problem task
	[MSGMU2_U12] can manage teamwork, cooperate and work in a team, in particular an international one, taking a leading role in it	is able to manage the work of a team and cooperate and work in a team, especially an international team working on a decision-making project	[SU2] presentation/project/paper/report
	[MSGMU2_U09] can innovatively solve problems in the field of international economic relations and the functioning of economic entities on the international market, adapting existing or developing new methods and tools	is able to innovatively solve problem tasks related to the functioning of economic entities on the international market and propose solutions	[SU2] presentation/project/paper/report
	[MSGMU2_U06] can identify types of risks related to international operations of enterprises and correctly determine their consequences and methods of mitigation, with a skilful application of theory, using appropriate research method	potrafi zidentyfikować rodzaje ryzyka związane z działalnością międzynarodową przedsiębiorstw oraz prawidłowo określić ich konsekwencje i metody ograniczania i uwzględniać te zagadnienia w procesach decyzyjnych	[SU2] presentation/project/paper/report
	[MSGMU2_U05] can apply the rules and standards of business activity in order to solve complex and atypical problems arising from international economic cooperation	is able to use business rules and standards to solve complex and unusual decision-making problems	[SU5] implementation of a problem task
	[MSGMU2_U04] can use the acquired knowledge to formulate and solve complex problems related to the operation of economic entities on the international market, with particular emphasis on the European Union market	is able to use his/her knowledge to formulate and solve complex decision-making problems on the international market	[SU5] implementation of a problem task
	[MSGMU2_U03] can identify and analyse relations between business entities and institutions in their national and international environment	is able to identify and analyse the relationships between economic entities and institutions in their national and international environment and take these issues into account in decision-making processes	[SU5] implementation of a problem task
	[MSGL3_U04] uses the acquired theoretical knowledge in economics to analyse and evaluate the operation of economic entities on the international market, with particular emphasis on the European Union market	uses theoretical knowledge in the field of decision-making to analyze and evaluate the functioning of economic entities on the international market,	[SU5] implementation of a problem task

	Course outcome	Subject outcome	Method of verification
	[MSGMU2_W12] has an in-depth knowledge and understanding of the principles of establishing and development of business entities, including forms of individual entrepreneurship	has a deeper knowledge and understanding of the principles of creating and developing business entities and understands various decision-making problems	[SW5] implementation of a problem task
	[MSGMU2_W11] has a theoretically grounded, in-depth knowledge of the key issues of managing a business entity on the national and international market and of selected detailed issues of the international supply chain	has theoretically based, in-depth knowledge of key issues in the field of managing a business entity on the domestic and international market and uses it in decision-making	[SW2] presentation/project/paper/report
	[EKONL3_U09] is able to prepare written work, in Polish and in a foreign language, on specific economic and social issues, using specialist terminology, theoretical and methodological approaches, principles of collecting data from various sources, their description and interpretation, making inferences based on scientific literature and factual data, and making international comparisons	is able to prepare written works in English on specific economic and social issues, using specialist terminology, for use in decision-making projects	[SU2] presentation/project/paper/report
	[EKONL3_U13] be able to interact and work in a group (including an international one), assuming various roles within it	is able to cooperate and work in a group (including in an international environment), assuming various roles in order to prepare a decision-making project	[SU2] presentation/project/paper/report
	[EKONL3_U03] is able to analyse the causes and course of specific economic and social processes and phenomena, and accurately analyse these phenomena using adequate methods and tools economic and social	is able to analyze the causes and course of specific economic and social processes and phenomena, as well as accurately analyze these phenomena and prepare decision-making criteria	[SU5] implementation of a problem task
	[IBL3_W09] knows and understands the basic economic, legal and other conditions of various activities related to the given qualification	knows and understands the basic economic, legal and other conditions of various activities related to the design of decision-making models	[SW5] implementation of a problem task
	[IBL3_U08] has language skills in the field of international business, economics and finance, in accordance with the requirements of Level B2 of the Common European Framework of Reference for Languages	has language skills in the field of international business, economics and finance, in line with the requirements of the B2 level for preparing a project and delivering a presentation	[SU2] presentation/project/paper/report
	[IBL3_W06] knows and understands the relations and regularities between international business stakeholders i.a. business entities, public institutions, organisations; functioning in the national, international and intercultural realms	knows and understands the relationships and regularities between stakeholders of international business, including economic entities and public institutions, which are important in decision-making	[SW2] presentation/project/paper/report
	[IBL3_K05] is ready to perform professional role in responsible manner, abide business ethics and business standards in working environment	is ready to perform his/her professional role in a responsible manner, observing business ethics and business standards, especially when designing decisions	[SK2] presentation/project/paper/report

Subject contents	2 introductory lectures followed by short exercises, 12 classes, each class will start from short introductory lecture 15-20 min which will remind the basic concepts in the given field of management, and following practical exercises, conducted in international students teams on different elements of decision making process. The exercises will be completed by short presentations and discussions. Design of classes: each class will start from 1. Rational model of managerial decision making - lecture and short exercise 2. Behavioral models of making business decisions - lecture and short exercise 3. Business field for start up choice - exercise on decisions preparation 4. Equal employment - managerial exercise 5. Customers complaints solutions - managerial exercise 6. Suppliers treatment exercise 7. Environmental disaster - crisis behavior exercise 8. Market entry dilemmas - assessment of decisions alternatives 9. Customers boycott - crisis management exercise 10. Merger of two companies - managerial game 11. Theft of intellectual property by Far Distance Competitor - strategy preparation 12. Technology damage and employees mobilization - crisis management exercise 13. Motivating employees - overcoming high employment turnover - planning exercise 14. Participatory management - preparation of decisions involving employees in the management process Any doubts arising during the implementation of the subject matter or interpretation issues will be resolved during consultations.		
Prerequisites and co-requisites			
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	50% assessment of activity during classes 50% assessment of the quality of the project presentation	51.0%	100.0%
Recommended reading	Basic literature	1. Case studies delivered by the instructor in the electronic form 2. Dean A. Shepherd, Michael P. Peters, Robert D. Hisrich, Entrepreneurship, Irwin Professional, 2007 3. The Sustainable Business Case Book, The Saylor Foundation, or any other book on CSR applications	
	Supplementary literature	BarlettCh., Ghoshal S., Birkinshaw J., Transnational Management, Text, Cases and Readings in Cross-Border Management, McGraw Hill, 2003 or later editions	

	eResources addresses	
Example issues/ example questions/ tasks being completed	Eisenhower Matrix - Quick Decisions Customer Service Decisions - Decision-Making Exercises Human Capital Management Decisions - Decision-Making Exercises Crisis Decisions - Decision-Making Exercises Project - presentation of an important business problem, prepared by small teams, showing real and optimal decision-making solutions proposed by students, group discussion	
Work placement	Not applicable	

Document generated electronically. Does not require a seal or signature.