

Subject card

Subject name and code	Master Seminar 3, PG_00178337						
Field of study	Management						
Date of commencement of studies	October 2025		Academic year of realisation of subject		2026/2027		
Education level	Master's studies		Subject group		Obligatory subject group in the field of study Optional subject group 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	2		Language of instruction		Polish Polish		
Semester of study	4		ECTS credits		5.0		
Learning profile	academic		Assessment form		credit		
Conducting unit	Department of Organisational Behaviour -> Faculty of Management -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr hab. Piotr Wróbel				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	0.0	0.0	0.0	0.0	35.0	35
	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	35		4.0		86.0	125
Subject objectives	Preparation of the thesis in accordance with ethical standards and the rules of academic writing as specified by the Dean of the Faculty. Preparation for the defence of the thesis.						

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 makes use of the collected research material in order to analyse it appropriately and draw conclusions, while being aware of the limitations of the study and the need for continuous updating of knowledge on the research topic.	[SK1] oral statement/conversation/discussion [SK3] text preparation/written work
	[ZARZMU2_U04] The student can effectively select, use, adapt, or create methods and tools from management, quality sciences, economics, and finance for decision-making.	The student applies the research methods proposed by themselves in order to achieve the established research objective.	[SU1] oral statement/conversation/discussion [SU3] text preparation/written work
	[ZARZMU2_U13] The student can formulate and verify hypotheses for simple research problems, acquire structured knowledge in management and quality sciences, learn about economics and finance, and appropriately select research methods.	The student specifies the research aim and research problems and resolves them by obtaining answers to the research questions, including the analysis of their own research findings.	[SU1] oral statement/conversation/discussion [SU3] text preparation/written work
	[ZARZMU2_W05] The student possesses a thorough understanding of advanced methods and techniques for acquiring, developing, and utilizing data in complex decision-making and management processes.	The student identifies appropriate research methods, principles, and stages of conducting the study, collecting and describing research results, drawing conclusions, as well as up-to-date literature and other sources necessary for writing the Master's thesis.	[SW1] oral statement/conversation/discussion [SW3] text preparation/written work
	[ZARZMU2_U07] Students can create detailed written papers, including reviews, analyses, or research, along with presentations and oral discussions on management topics.	The student develops, revises, and, based on the supervisor's feedback, refines the empirical part of their thesis.	[SU3] text preparation/written work
	[ZARZMU2_U10] The student can communicate information, express opinions, and engage in debates with diverse audiences using management and quality science terminology across various media.	The student implements the adopted research plan to achieve the stated objectives and to obtain answers to the research questions.	[SU1] oral statement/conversation/discussion [SU3] text preparation/written work

Subject contents	1. Development of the empirical part: conducting the research, elaborating on the results, analysing them, and drawing conclusions. 2. Thesis summary. 3. Preparation for the thesis defence. Seminar topics: Dr hab. Tomasz Kawka The application of non-standard forms of employment in enterprises. Employee motivation in the context of civilisational and technological changes. The impact of incentive systems on employee engagement and job satisfaction. Generation Z attitudes towards the work environment and organisational challenges. The impact of financial participation on employee motivation and performance. The role of soft skills in reducing occupational stress and fostering professional development. Analysis of the effectiveness of employee appraisal systems in the context of pay differentiation. Challenges in managing generational diversity in the contemporary labour market. Talent management models in knowledge-based organisations. The importance of HR technologies in personnel decision-making. HR controlling as a tool for optimising human resource management processes. The use of artificial intelligence in recruitment and employee selection processes. Dr hab. Piotr Sliż Green competencies in the era of sustainable development. Digital competencies in the digital economy. The role of the employee and leader in a process-oriented organisation. The role of the employee and leader in a process-project organisation. Flexible organisational structures. Business process management. Dr hab. Piotr Walentynowicz Organisational change and restructuring. Development and continuous improvement of modern organisations. Employee motivation. Managerial decision-making. Solving organisational problems. Project management. Organisational behaviour (with particular emphasis on organisational culture management). Dr hab. Piotr Wróbel Leadership. Organisational culture. Remote work, hybrid work, four-day working week. Internal communication, electronic communication. The use of AI in HR processes. Organisational behaviour. Change management, restructuring. Management of organisations at different stages of development. Diversity management (DEI), women in management, workplace discrimination.								
Prerequisites and co-requisites									
Assessment methods and criteria	<table><tr><th>Subject passing criteria</th><th>Passing threshold</th><th>Percentage of the final grade</th></tr><tr><td>written paper</td><td>51.0%</td><td>100.0%</td></tr></table>	Subject passing criteria	Passing threshold	Percentage of the final grade	written paper	51.0%	100.0%		
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written paper	51.0%	100.0%							
Recommended reading	Basic literature	Literature used by the student in the preparation of the thesis, verified by the thesis supervisor R. Zenderowski, Technika pisania prac magisterskich i licencjackich, CeDeWu, Warszawa 2023. S. Sudół, Nauki o zarządzaniu. Węzłowe problemy i kontrowersje, TNOiK, Toruń 2007.							
	Supplementary literature	M. Węglińska, Jak pisać pracę magisterską? Oficyna Wydawnicza Impuls, 2010.							
	eResources addresses								
Example issues/ example questions/ tasks being completed	-								

Work placement	Not applicable
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