University of Gdańsk

Subject card

Subject name and code	Management, PG_00178058					
Field of study	Finance and Accounting					
Date of commencement of studies	October 2025		Academic year of realisation of subject		2026/2027	
Education level	Bachelor'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	2		Language of instruction		Polish	
Semester of study	3		ECTS credits		5.0	
Learning profile	academic		Assessment form		exam	
Conducting unit	Department of Organisation and Management -> Faculty of Management -> Rector					
Name and surname of lecturer (lecturers)	Subject supervisor	dr Adriana Frączek				
	Teachers					
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	30.0	0.0	0.0	0.0	60
	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	60	4.0	61.0	125	
Subject objectives	The goal of the course is to introduce students to the fundamentals of organizational management, including demonstrating the complexity and interdisciplinary nature of management and quality sciences as a field of knowledge that permeates all aspects of organizational functioning, with particular emphasis on management functions and tools. In particular , the following educational objectives are pursued within the subject : A. Knowledge of various organizational models and structures. B. Defining the purpose of the enterprise's operations. C. Identifying economic processes in various types of business activities. D. Understanding the significance of various types of functional and operational areas within the organization. E. Identifying the principles of managing the material, capital, and human resources at the enterprises disposal and assessing the rationality of their use. F. Identifying the macro environment and competitive environment of the enterprise and changes occurring in this environment, considering key economic, legal, political, social, technical, international, and cultural factors. G. Analyzing external and internal factors that may affect the organizations strategy. H. Applying the basic principles of economics and management in the practical functioning of an economic entity (the essence of management, its functions, and challenges). I. Presenting the companys strategy and understanding the processes that can be used to implement the organizations strategy. J. Defining the managers role in the company, their competencies, and the functions they perform. K. Defining the decision-making process, its limitations, the techniques used, and ways of making decisions. L. Understanding how theories of organizational behavior can be used to improve the performance of an individual employee, team, or organization.					

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[FiRL3_W01] The student has advanced knowledge and understanding of the nature and evolution of management, quality, economics, and finance theories and their place in the social sciences system, particularly from the perspectives of finance and accounting.	The student names complex problems and phenomena resulting from the role and importance of the main resource, which is man, both in internal relations and in the context of the organization's immediate and distant environment.	[SW4] test/exam - oral or written
	[FiRL3_W04] The student has advanced knowledge and understanding of the role and place of man in financial structures and his behaviour in organisations, both at the individual, group, and institutional levels.	The student recognizes and describes basic concepts and classical theories in the field of management and quality sciences, indicating their importance for the functioning of the organization and business decisions in various organizations from the point of view of internal and external conditions, as well as adapting solutions to the developed strategy in the development of the organization, mainly on a competitive market.	[SW4] test/exam - oral or written
	[FiRL3_U02] The student can identify, analyze or design adequate solutions to problems in finance and accounting.	The student identifies and processes empirical data and information and argues his/her views in a communicative manner in the field of management of specific economic problems.	[SU2] presentation/project/paper/ report [SU4] test/exam - oral or written

Subject contents	Lectures: 1. Management and organisations in everyday life. Challenges for business management (e.g. globalisation, technological development, digitalisation, the natural environment, demographics), changes taking place in the business environment. 2. The nature of organisations (attribute-based, activity-based and functional approaches). Organisational models (e.g. Levitt's, 7S). The objectives of a business. Business management, the nature and functions of management, business strategy. 3. The specific nature of managing different types of organisations: businesses, public organisations and social organisations. 4. Leading people within a company. The context of a manager's work. The role of the manager in leading people within a company. A manager's competencies and authority. 5. The cycle of organised activity. 6. Planning – types of plans, the planning process, risk and uncertainty in planning, flexibility in planning. The enterprise and its environment: the macro-environment and the competitive environment of the enterprise. Strategic analysis. Strategic and operational planning. Management and business strategies. Criteria for assessing the effectiveness of activities depending on the organisation's objectives and tasks. 7. Organising: the static and dynamic dimensions of an organisation. Principles of business operation. Economic processes carried out within a business and the principles governing their organisation (business resources and components of a business). 8. Motivating employees – the essence, types of motivation, theories and models of motivation. Material and non-material motivational tools. Coercive and enticing situations. Needs, incentives and tools as components of a motivational system. 9. Control. The role of control in organised activity. Contemporary approaches to control. Functions, forms and principles of control. 10. Decision-making in an organisation: the decision-making process and its limitations; methods of decision-making; techniques used in the decision-making process. 11. Change in organisations; innovation. The process of preparing for and implementing change. People's attitudes towards change; measures to prevent and minimise employee resistance. Exercises: 1. Megatrends in the external environment as sources of challenges for organisations – analysis of the impact of environmental factors on selected organisations/sectors. 2. A manager's working day. Leadership styles (types, conditions for effective application). 3. The cycle of organised action. 4. Strategic analysis and strategy design. 5. Organisation of a student team's work. 6. The evolution of organisational structures. 7. Selecting motivational tools to suit the needs of the organisation and the workforce. 8. Selecting control tools for selected roles. 9. Decision-making within a company. 10. Organisational change. **The course content covers the following 'scope of required knowledge' as defined by the PIBR in the qualification procedure for certified auditors in the 'Economics and Internal Control' examination:** 1. Management and business strategies 1.1. The enterprise and its environment

	a) The enterprise’s objectives b) Economic processes carried out within the enterprise and the principles governing their organisation (resources within the enterprise and its components) c) Principles governing the enterprise’s operations d) The enterprise’s macro-environment e) The company’s competitive environment f) Changes taking place in the company’s environment 1.2. Business management a) The nature and functions of management b) Business strategy c) Challenges in business management 1.3. Managing people within a business a) The role of the manager in managing people within a business b) A manager’s competencies and authority c) Motivating employees 1.4. Decision-making in a business a) The decision-making process and its limitations b) Methods of decision-making c) Techniques used in the decision-making process
Prerequisites and co-requisites	
Assessment methods and criteria	

Subject passing criteria	Passing threshold	Percentage of the final grade
Test – exercise – To be eligible to sit the exam, students must achieve a pass mark in the written test.	51.0%	0.0%
A written examination comprising problem-based tasks and multiple-choice questions. The lecturer will set out the detailed requirements at the start of the semester.	51.0%	100.0%
Project – assignment – To be eligible to sit the final exam, students must achieve a pass mark for their assessed work (project/presentation)	51.0%	0.0%

Recommended reading	Basic literature	1. R. W. Griffin, Fundamentals of Organisational Management, PWN, Warsaw 2022. 2. A. Zakrzewska-Bielawska (ed.), Fundamentals of Management: Theory and Exercises, Wolters Kluwer, Warsaw 2020. 3. L. F. Korzeniowski, Fundamentals of Organisational Management, Difin, Warsaw 2019.
	Supplementary literature	P. F. Drucker, Management in the 21st Century, Muza, Warsaw, 2000. P. F. Drucker, The Practice of Management, Czytelnik, Nowoczesność, Kraków, 2005. P. F. Drucker, The Effective Executive: Effectiveness Can Be Learnt, MT Biznes, Warsaw, 2017.
	eResources addresses	
Example issues/ example questions/ tasks being completed	1. The competencies of effective managers at various levels of management. 2. Planning within an organisation in a turbulent environment. 3. Factors influencing the choice of organisational structure. 4. Good and bad practices in motivating staff. 5. The benefits and costs of using control functions.	
Work placement	Not applicable	