

Subject card

Subject name and code	Relational Approach to Management, PG_00178816						
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	part-time studies		Mode of delivery		at the university		
Year of study	2		Language of instruction		Polish		
Semester of study	3		ECTS credits		6.0		
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 Emilia Dobrowolska				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	16.0	16.0	0.0	0.0	0.0	32
	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	32		2.0		116.0	150
Subject objectives	The aim of the subject is to present the assumptions of the relational approach in management, as well as interorganizational relationships as intangible resources that are key in building corporate strategy.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[ZARZMU2_W03] The student possesses a deep understanding of the relationship between the organization and its stakeholders. They are also aware of the complex phenomena and processes that occur in the organization's environment, including their variability and impact on the organization's functioning.	The student explains the dynamics of interorganizational relationships, their variability and stakeholders key impact on the network.	[SW4] test/exam - oral or written
	[ZARZMU2_W06] The student possesses a thorough understanding of the principles of rational decision-making related to individual resources, functional areas within the organization, processes, and management levels. This understanding is based on a well-structured and theory-supported foundation in management, quality sciences, economics, and finance.	The student compares selected contemporary theories of strategic management with the relational approach, making an in-depth assessment of the importance of relational resources in building networks competitive advantage.	[SW4] test/exam - oral or written
	[ZARZMU2_U02] The student can identify complex issues related to the organization's operations, the processes within it, and its relationships with a changing environment, proposing appropriate and innovative solutions.	The student analyzes and interprets complex problems related to the network organizations functioning and proposes innovative solutions adequate to the changing business environment.	[SU2] presentation/project/paper/report
	[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 interprets the phenomena occurring at inter-organizational relations level and communicatively argues his/her views on interorganizational relations management.	[SU2] presentation/project/paper/report
Subject contents	• The importance of relations and networks in management sciences • Network thinking and network awareness • Organization in relations with the business environment • Relational approach in management sciences • The essence, components and types of interorganizational relations • Theoretical basis for interorganizational networks formation • Relations as a firm resources - the importance of relational resources • Relations and firm's competitiveness, innovation and internationalization • Relations versus interorganizational cooperation • Relational capability, relational competence, relational rent, relational strategy • Motives and barriers to creating interorganizational networks • Success factors in building interorganizational networks • Problems with managing networks • Value creation and appropriation in networks • Strategic challenges and benefits of creating interorganizational relationships		
Prerequisites and co-requisites	Bachelor's study graduation.		
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	Project presentation	51.0%	50.0%
	Exam - test	51.0%	50.0%
Recommended reading	Basic literature	1. W. Czakon, Sieci w zarządzaniu strategicznym, Wolters Kluwer, Warszawa 2012. 2. A. Koźmiński, D. Latusek-Jurczak (red. naukowa), Relacje międzyorganizacyjne w naukach o zarządzaniu, Wolters Kluwer, Warszawa 2014. 3. A. Kwiecień, Dynamiczne zarządzanie relacjami w kreacji sukcesu przedsiębiorstwa. Prace Naukowe Uniwersytetu Ekonomicznego w Katowicach, Katowice 2018. 4. D. Latusek Jurczak, Zarządzanie międzyorganizacyjne, Wolters Kluwer business, Warszawa 2011. 5. J. Niemczyk, Strategia. Od planu do sieci, Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław 2013. 6. J. Niemczyk, E. Stańczyk-Hugiet, B. Jasiński, Sieci międzyorganizacyjne. Współczesne wyzwania dla teorii i praktyki zarządzania, CH Beck, Warszawa 2012. 7. Z. Oleśiński, Zarządzanie relacjami międzyorganizacyjnymi, Wyd. Beck, Warszawa 2010. 8. A. Piekarczyk, K. Zimniewicz, Myślenie sieciowe w teorii i praktyce, PWE, Warszawa 2010.	

	Supplementary literature	1. M. Ratajczak-Mrozek, Sieci biznesowe a przewaga konkurencyjna przedsiębiorstw zaawansowanych technologii na rynkach zagranicznych, Wydawnictwo Uniwersytetu Ekonomicznego w Poznaniu, Poznań 2010. 2. Sieci w gospodarce, pod red. Ciesielskiego M., PWE, Warszawa 2013. 3. E. Dobrowolska, Sposoby tworzenia relacji w zarządzaniu innowacyjnością, Zarządzanie i Finanse 2016, vol. 14, no. 1, s. 153-172. 4. J.M. Lichtarski, Uczestnictwo w sieci międzyorganizacyjnej katalizator czy bariera w procesach odnowy strategicznej, Management Forum 2015, vol. 3, no. 1, s. 100-104. 5. M. Oliński, Model biznesu sieci przedsiębiorstw. Budowa, identyfikacja, ocena, PWN, Warszawa 2019 6. E. Stańczyk-Hugiet, Dynamika strategiczna w ujęciu ewolucyjnym, Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław 2013. 7. A. Zakrzewska Bielawska, Strategie przedsiębiorstw w sieci. Wyniki badań firm high tech, Prace Naukowe Wałbrzyskiej Wyższej Szkoły Zarządzania i Przedsiębiorczości, 2015, nr 32 (2), s. 439-457.
	eResources addresses	
Example issues/ example questions/ tasks being completed	1. What are the basic assumptions of the relational approach in strategic management? 2. What factors determine the establishment and development of interorganizational relationships? 3. What kind of barriers limit the development of interorganizational relationships? 4. What types of interorganizational relationships can be listed?	
Work placement	Not applicable	

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