Subject card

Subject name and code	Management, PG_00178900						
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	part-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 Beata Zackiewicz-Brunke				
	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	91.0		125
Subject objectives	The aim of the course is to present students with the basics of organizational management science, including showing the complexity and interdisciplinary nature of management as a subject (scope of knowledge) permeating all aspects of an organization's 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_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
	[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

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	

<table>
<tr><td rowspan="1">Assessment methods and criteria</td><td colspan="2">
<table>
<tr><th>Subject passing criteria</th><th>Passing threshold</th><th>Percentage of the final grade</th></tr>
<tr><td>The condition for taking the exam is obtaining a positive grade in the written colloquium – the practice part.</td><td>51.0%</td><td>0.0%</td></tr>
<tr><td>The condition for taking the final exam is to obtain a positive grade from the project/presentation – the practice part.</td><td>51.0%</td><td>0.0%</td></tr>
<tr><td>Written exam with problem tasks and test questions. Detailed conditions are set by the teacher at the beginning of the semester.</td><td>51.0%</td><td>100.0%</td></tr>
</table>
</td></tr>
<tr><td rowspan="3">Recommended reading</td><td>Basic literature</td><td>1. Czermiński, M. Czerska, B. Nogalski, R. Rutka, J. Apanowicz, Management of organizations, TNOiK, Toruń 2001.
2. L. F. Korzeniowski, Fundamentals of management of organizations, Difin, Warsaw 2019.
3. J. A. F. Stoner, R. E. Freemanm , D. G. Gilbert, Management, PWE, Warsaw 2011.
4. R. W. Griffin, Fundamentals of management of organizations, PWN, Warsaw 2017.
5. Zakrzewska Bielawska, Fundamentals of management theory and exercises, Niepoprawne Publishing House, Warsaw 2020.</td></tr>
<tr><td>Supplementary literature</td><td>1. P. F. Drucker, Management in the 21st Century, Muza, Warsaw 2000.

2. P. F. Drucker, Management Practice, Czytelnik, Nowoczesność, Cracow, 2005.

3. P. F. Drucker, Effective Manager. Effectiveness Can Be Learned, MT Biznes, Warsaw, 2017.

4. K. Blanchard, S. Johnson, The New One-Minute Manager, MT Biznes, Warsaw 2015.

5. S. R. Covey, 7 Habits of Highly Effective People, Rebis Publishing House, Poznań 2007.

6. H. Steinmann, G. Schreyogg, Management. Basics of Enterprise Management Concepts, Functions, Examples, Publishing House of Wrocław University of Technology, Wrocław 2001.</td></tr>
<tr><td>eResources addresses</td><td></td></tr>
<tr><td>Example issues/ example questions/ tasks being completed</td><td colspan="2">1. Compare and analyze the effectiveness of autocratic, democratic, and transformational leadership styles in managing interdisciplinary teams. What factors should determine the choice of leadership style in the implementation of innovative projects?
2. Critically evaluate the use of SWOT analysis as a strategic decision-making tool in a rapidly changing market environment. What are its limitations, and how can they be addressed?
3. Analyze the impact of organizational culture on the implementation of sustainable development strategies within a company. Refer to selected models of organizational culture and propose actions to support cultural transformation.
4. Assess the effectiveness of Management by Objectives (MBO) in organizations operating within matrix structures. What challenges may arise, and how can they be mitigated?
5. Identify the key roles of a leader in managing organizational change under conditions of uncertainty and employee resistance. What approaches and tools can a leader use to increase acceptance of change?
6. Based on selected motivation theories (e.g., Herzberg, Vroom, Deci & Ryan), design a comprehensive motivation system for an organization undergoing restructuring. What risks are associated with its implementation, and how can they be minimized?</td></tr>
<tr><td>Work placement</td><td colspan="2">Not applicable</td></tr>
</table>