

Subject card

Subject name and code	Management, PG_00179669						
Field of study	Finance and Accounting						
Date of commencement of studies	October 2024		Academic year of realisation of subject		2025/2026		
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		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 hab. Piotr Wróbel, prof. UG				
	Teachers		dr Emilia Dobrowolska				
			dr hab. Jarosław Waśniewski, prof. UG				
			dr Marek Szymański				
			prof. dr hab. Jacek Rybicki				
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		16.0		74.0	150

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. 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 improve the performance of an individual employee, team, or organization. These educational goals include the "expected learning outcomes" required by PIBR in the qualification procedure for certified auditors on the "Economics and Internal Control" exam: 1. Business management and strategies 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	<table><tr><th>Course outcome</th><th>Subject outcome</th><th>Method of verification</th></tr><tr><td>[FiRL3_K03] Communication: - is able to present his view, issue in a way that others can understand - boldly (but thoughtfully) expresses his opinion, is not afraid to ask questions - is able to culturally participate in discussions - is able to give constructive criticism.</td><td>The student is able to effectively communicate with different audiences about organizational management using various communication channels.</td><td>[SK2] presentation/project/paper/report</td></tr><tr><td>[FiRL3_W03] The student knows the management systems of organizations, their functional areas and the main types of organizational structures.</td><td>The student has knowledge of organizational structures, their advantages and disadvantages, and their scope of application.</td><td>[SW4] test/exam - oral or written</td></tr><tr><td>[FiRL3_W04] The student has advanced knowledge of human as an entity that creates economic structures and the motives of his actions.</td><td>The student has advanced knowledge of human roles in organizations (roles, tasks, relationships, motivations).</td><td>[SW4] test/exam - oral or written</td></tr><tr><td>[FiRL3_U08] The student can prepare typical written works, as well as oral speeches and presentations in Polish, on specific issues in the field of finance and accounting, using advanced theoretical approaches and various sources of information.</td><td>The student can present their knowledge and views on organizational management in both written and oral forms.</td><td>[SU2] presentation/project/paper/report</td></tr><tr><td>[FiRL3_K02] Cooperation: - can harmoniously interact and work in a group, taking on different roles in it - is able to agree with the group on goals and division of tasks - is open-minded and respects the differences of other team members.</td><td>The student knows the principles of teamwork and group roles and can apply them in practice.</td><td>[SK2] presentation/project/paper/report</td></tr><tr><td>[FiRL3_W09] The student knows the principles of formation and economic functioning of commercial and public sector organizations, their forms, phases of development, as well as the financial conditions determining their value and economic success.</td><td>The student understands the functions of managing commercial and public sector organizations.</td><td>[SW4] test/exam - oral or written</td></tr></table>	Course outcome	Subject outcome	Method of verification	[FiRL3_K03] Communication: - is able to present his view, issue in a way that others can understand - boldly (but thoughtfully) expresses his opinion, is not afraid to ask questions - is able to culturally participate in discussions - is able to give constructive criticism.	The student is able to effectively communicate with different audiences about organizational management using various communication channels.	[SK2] presentation/project/paper/report	[FiRL3_W03] The student knows the management systems of organizations, their functional areas and the main types of organizational structures.	The student has knowledge of organizational structures, their advantages and disadvantages, and their scope of application.	[SW4] test/exam - oral or written	[FiRL3_W04] The student has advanced knowledge of human as an entity that creates economic structures and the motives of his actions.	The student has advanced knowledge of human roles in organizations (roles, tasks, relationships, motivations).	[SW4] test/exam - oral or written	[FiRL3_U08] The student can prepare typical written works, as well as oral speeches and presentations in Polish, on specific issues in the field of finance and accounting, using advanced theoretical approaches and various sources of information.	The student can present their knowledge and views on organizational management in both written and oral forms.	[SU2] presentation/project/paper/report	[FiRL3_K02] Cooperation: - can harmoniously interact and work in a group, taking on different roles in it - is able to agree with the group on goals and division of tasks - is open-minded and respects the differences of other team members.	The student knows the principles of teamwork and group roles and can apply them in practice.	[SK2] presentation/project/paper/report	[FiRL3_W09] The student knows the principles of formation and economic functioning of commercial and public sector organizations, their forms, phases of development, as well as the financial conditions determining their value and economic success.	The student understands the functions of managing commercial and public sector organizations.	[SW4] test/exam - oral or written		
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Subject contents	Lectures:1. Management and organizations in everyday life. Challenges for business management (e.g., globalization, technological development, digitization, natural environment, demography), changes in the business environment.2. The essence of an organization (attribute-based, functional, material approach). Organizational models (e.g., Leavitt, 7S). The goals of business operations. Business management, the essence, and functions of management, business strategy.3. Specificity of managing various types of organizations: businesses, public organizations, social organizations.4. People management in a company. Conditions for a manager's work. The role of the manager in leading people within a company. Managerial competencies and authority.5. The cycle of organized action.6. Planning types of plans, the planning process, risk and uncertainty in planning, flexibility in planning. The company and its environment: macro environment and competitive environment of the company. Strategic analysis. Strategic and operational planning. Business management and strategies. Criteria for evaluating the effectiveness of actions depending on the organization's goals and tasks.7. Organizing the static and dynamic dimensions of an organization. Business operation principles. Economic processes carried out within a company and the principles of their organization (resources within the company and company components).8. Employee motivation the essence, types of motivation, theories, and models of motivation. Tools for material and non-material motivation. Forced and incentivized situations. Needs, stimuli, and tools as components of the motivational system.9. Control. The role of control in organized action. Contemporary approaches to control. Control functions, forms of control, principles of control.10. Decision-making in a company the decision-making process and its limitations, ways of making decisions, techniques used in decision-making.11. Organizational changes, innovation. The process of preparing and implementing changes. People's attitudes towards changes, actions preventing and minimizing employee resistance. Exercises:1. Megatrends in the environment as sources of challenges for organizations analysis of environmental factors' impact on selected organizations/sectors.2. A manager's workday. Leadership styles (types, conditions for effective application).3. The cycle of organized action.4. Strategic analysis and strategy design.5. Organizing the work of a student team.6. Evolution of organizational structures.7. Selecting motivation tools to meet the needs of an organization and employee group.8. Selecting control tools for selected positions.9. Decision-making in a company.10. Organizational changes. The course content includes the following "required knowledge" scope as defined by PIBR in the qualification process for the certified auditor exam "Economics and Internal Control": 1. Business management and strategies 1.1. The company and its environment a) Business objectives b) Economic processes within the company and principles of their organization (resources within the company and company components) c) Business operation principles d) The company's macro environment e) The company's competitive environment f) Changes occurring in the company's environment 1.2. Business management a) The essence and functions of management b) Business strategy c) Challenges for business management 1.3. People management in a company a) The manager's role in leading people in the company b) Managerial competencies and authority c) Employee motivation 1.4. Decision-making in a company 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
	Written examination with problem tasks and test questions The detailed conditions are determined by the lecturer at the beginning of the semester.	51.0%	100.0%
	The condition for taking the exam is to obtain a positive grade in the written colloquium.	51.0%	0.0%
	The condition for taking the final exam is to obtain a positive grade for the final work (project/ presentation)	51.0%	0.0%
Recommended reading	Basic literature	1. R. W. Griffin, Podstawy zarządzania organizacjami, PWN, Warszawa 2022. 2. A. Zakrzewska-Bielawska (red.), Podstawy zarządzania: Teoria i ćwiczenia, Wolters Kluwer, Warszawa 2020. 3. L. F. Korzeniowski, Podstawy zarządzania organizacjami, Difin, Warszawa 2019.	
	Supplementary literature	1. P. F. Drucker, Zarządzanie w XXI wieku, Muza, Warszawa 2000. 2. P. F. Drucker, Praktyka zarządzania, Czytelnik, Nowoczesność, Kraków, 2005. 3. P. F. Drucker, Menedżer skuteczny. Efektywności można się nauczyć, MT Biznes, Warszawa, 2017.	
	eResources addresses		

Example issues/ example questions/ tasks being completed	Competencies of effective managers at different management levels.Planning in organizations in conditions of a turbulent environment.Determinants of selecting an organizational structure.Good and bad practices in employee motivation.Benefits and costs of using the control function.
Work placement	Not applicable

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