

Subject card

Subject name and code	Operational Improvement Management, PG_00187228						
Field of study	International Business						
Date of commencement of studies	October 2026		Academic year of realisation of subject		2027/2028		
Education level	Master'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		English		
Semester of study	3		ECTS credits		3.0		
Learning profile	academic		Assessment form		credit		
Conducting unit	Department of Logistics -> Faculty of Economics -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr hab. Cezary Mańkowski, prof. UG				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	0.0	30.0	0.0	30.0	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		0.0		15.0	75
Subject objectives	The aim of the course is to familiarize students with methods and tools supporting operational decision-making and to develop their ability to analyse and improve business processes in companies operating in an international environment.						
Learning outcomes	Course outcome		Subject outcome		Method of verification		
	[IBMU2_K02] is ready to make responsible professional decisions based on available data and information, taking into account their economic, social and ethical consequences in the international environment.		The student demonstrates readiness to responsibly evaluate alternative solutions to business problems and to take into account their consequences for companies operating in an international environment.		[SK5] implementation of a problem task		
	[IBMU2_U07] can coordinate and lead teamwork, including in an international environment, assuming responsibility for the implementation of complex tasks.		The student is able to coordinate project tasks and collaborate within a team when analyzing decision-making problems and developing solutions supporting business process improvement.		[SU2] presentation/project/paper/report		
	[IBMU2_W08] knows and understands the areas of operation of a modern enterprise in the international environment as well as the determinants of its activity.		The student knows and understands the mechanisms of planning, monitoring and improving business processes and their importance for the operation of companies in an international environment.		[SW4] test/exam - oral or written [SW1] oral statement/conversation/discussion		

Subject contents	1. Decision-making in business operations • optimization and suboptimization, • the decision-making process in organizations, • decision models as tools supporting managerial decision-making. 2. Planning business process objectives • objectives to be achieved and objectives to be maintained, • key performance indicators (KPIs), • flexible budgeting, • break-even analysis and safety margins. 3. Identification of deviations and profitability assessment of products and services • identification of deviations from planned objectives, • profitability analysis of products and services, • profitability hierarchy of products and services, • managerial proposals. 4. Variance analysis • methods and tools of variance analysis, • confidence intervals for monitored parameters, • application of statistical tests to identify the significance of deviations. 5. Linear programming models • characteristics of linear programming models, • application of the Solver tool, • examples of linear programming models in business operations.		
Prerequisites and co-requisites	Entry requirements none Course Completion Requirements A final course grade may be awarded only upon successful completion of all course components, including classes, and the project. Passing each component is a mandatory requirement for passing the course.		
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	project - problem-solving tasks	51.0%	50.0%
	class assessment (final test, active participation in classes)	51.0%	50.0%
Recommended reading	Basic literature C. Mańkowski, <i>Planning key logistics indicators as targets to be achieved or kept</i>. (pages 141-158) - article is available at https://ekonom.ug.edu.pl/pp/download.php?OpenFile=38091 L. Reszka, <i>Decision Making Process in the Management of Logistics Support System</i> [in:] C. Mańkowski, L. Reszka (eds.): <i>Modelowanie procesów i systemów logistycznych</i>, part. XXII Wydawnictwo Uniwersytetu Gdańskiego, Gdańsk 2021, p. 167-176 S. G.Powell, K. R.Bake, <i>Management Science, The Art of Modeling with Spreadsheets</i>, John Wiley and Sons, 2011 J.K.Shim, J.G.Siegel, N.Dauber, <i>Corporate controllers handbook of financial management</i>. CCH, Inc., 2008		

	Supplementary literature	S.M.Bragg, <i>Controllershship: the work of the managerial accountant</i>. John Wiley & Sons, 2009 A.Yalaoui, H.Chehade, F.Yalaoui, L.Amodeo, <i>Optimization of logistics</i>, Wiley, Hoboken 2012 C.Drury, <i>Management and cost accounting</i>. Cengage Learning EMEA, London 2015 G. J. Plenert, <i>Supply Chain Optimization through Segmentation and Analytics (Resource Management)</i>, CRC Press, 2014 L.Reszka, <i>Multicriteria optimization methods in logistics on the example of warehouse location</i>, "Journal of Positive Management", vol. 9, nr 3/2018, Toruń 2018, ISSN: 2083-103X, p. 3-16 L.Reszka, <i>The Applicability of the Simos Method to Determination of Weights in Optimal Multicriteria Decision Making in Logistics</i> [in:] M. Chaberek, L. Reszka (eds): <i>Modelling of Logistics Processes and Systems, part XVII. Research Journal of the University of Gdańsk Transport Economics and Logistics</i> vol. 66. Gdańsk University Press, Gdańsk 2017, p. 81-88
	eResources addresses	
Example issues/ example questions/ tasks being completed	-	
Work placement	Not applicable	

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