

**Subject card**

<b>Subject name and code</b>	Management, PG_00178420						
<b>Field of study</b>	Management						
<b>Date of commencement of studies</b>	October 2026	<b>Academic year of realisation of subject</b>			2026/2027		
<b>Education level</b>	Bachelor's studies	<b>Subject group</b>			Obligatory subject group in the field of study Subject group related to scientific research in the field of study		
<b>Mode of study</b>	part-time studies	<b>Mode of delivery</b>			at the university		
<b>Year of study</b>	1	<b>Language of instruction</b>			Polish		
<b>Semester of study</b>	1	<b>ECTS credits</b>			5.0		
<b>Learning profile</b>	academic	<b>Assessment form</b>			exam		
<b>Conducting unit</b>	Faculty of Management -> Rector						
<b>Name and surname of lecturer (lecturers)</b>	<b>Subject supervisor</b>		dr Adriana Frączek				
	<b>Teachers</b>						
<b>Lesson types</b>	<b>Lesson type</b>	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	<b>Number of study hours</b>	16.0	16.0	0.0	0.0	0.0	32
	E-learning hours included: 0.0						
<b>Learning activity and number of study hours</b>	<b>Learning activity</b>	Participation in didactic classes included in study plan		Participation in consultation hours		Self-study	SUM
	<b>Number of study hours</b>	32		2.0		91.0	125
<b>Subject objectives</b>	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.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[ZARZL3_W04] To an advanced degree, the student knows and understands a person's role, place, and behaviour in an organization, both in individual, group, and organizational dimensions.	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
	[ZARZL3_W01] The student has advanced knowledge and understanding of the nature and evolution of management, quality sciences, economics, and finance theories, along with their place in the social sciences system — particularly their relevance to business decision-making.	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
	[ZARZL3_U02] The student can identify problems related to the organization's functioning, its processes, and its relations with the environment and propose adequate solutions.	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.	[SU4] test/exam - oral or written
Subject contents	<ol style="list-style-type: none"> <li>1. Origin of management science - basic management problems, basic concepts: control, management, administration, organization)</li> <li>2. Organized action - characteristics of organized action, cycle of organized action.</li> <li>3. Management (roles of the manager in the organization, leadership in the organization, characteristics of management styles, managerial skills)</li> <li>4. Planning (role of planning in management, principles of planning, factors shaping the organization's plan: mission, vision, organization strategy, structure of the planning process, types of plans in the organization, risk and uncertainty in planning).</li> <li>5. Organizing (process of building an organization model - creating organizational positions and combining them into groups, span and concentration of management, structural factors, dimensions of the organization - specialization, centralization, configuration and formalization, types of organizational structures - classic, basic and modern organizational structures).</li> <li>6. Motivation (the essence and mechanisms of human motivation, motivation in the functional and result approach, human needs: classification and individualization, tools of material and non-material motivation, remuneration system - goals, components, determinants).</li> <li>7. Control (evolution of control in management, stages of the control process, tasks, types and functions of control, features of efficient control).</li> <li>8. Making managerial decisions (the essence and classification of decisions, the decision-making cycle, techniques and methods of decision-making, advantages and disadvantages of single- and multi-entity decisions, decisions under conditions of certainty, risk and uncertainty, methodological and substantive rationality of decision-making).</li> <li>9. Organizational development (the life cycle of an organization, costs and benefits of organizational changes, diagnostic and prognostic approach to designing changes, overcoming resistance to change).</li> </ol>		
Prerequisites and co-requisites			
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	Exam	51.0%	100.0%
Recommended reading	Basic literature	Czermiński, M. Czarska, B. Nogalski, R. Rutka, J. Apanowicz, Management of organizations, TNOiK, Toruń 2001. L. F. Korzeniowski, Fundamentals of management of organizations, Difin, Warsaw 2019. J. A. F. Stoner, R. E. Freemanm , D. G. Gilbert, Management, PWE, Warsaw 2011. R. W. Griffin, Fundamentals of management of organizations, PWN, Warsaw 2017. Zakrzewska Bielawska, Fundamentals of management theory and exercises, Nieoprawne Publishing House, Warsaw 2020.	

	Supplementary literature	<p>1. P. F. Drucker, Management in the 21st Century, Muza, Warsaw 2000.</p> <p>2. P. F. Drucker, Management Practice, Czytelnik, Nowoczesność, Cracow, 2005.</p> <p>3. P. F. Drucker, Effective Manager. Effectiveness Can Be Learned, MT Biznes, Warsaw, 2017.</p> <p>4. K. Blanchard, S. Johnson, The New One-Minute Manager, MT Biznes, Warsaw 2015.</p> <p>5. S. R. Covey, 7 Habits of Highly Effective People, Rebis Publishing House, Poznań 2007.</p> <p>6. H. Steinmann, G. Schreyogg, Management. Basics of Enterprise Management Concepts, Functions, Examples, Publishing House of Wrocław University of Technology, Wrocław 2001.</p>
	eResources addresses	
Example issues/ example questions/ tasks being completed	<ol style="list-style-type: none"> <li>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?</li> <li>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?</li> <li>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.</li> <li>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?</li> <li>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?</li> </ol> <p>6. Based on selected motivation theories (e.g., Herzberg, Vroom, Deci &amp; Ryan), design a comprehensive motivation system for an organization</p>	
Work placement	Not applicable	

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