

**Subject card**

<b>Subject name and code</b>	Managerial Decision-Making Workshop, PG_00178776						
<b>Field of study</b>	Management						
<b>Date of commencement of studies</b>	October 2026	<b>Academic year of realisation of subject</b>			2027/2028		
<b>Education level</b>	Master's studies	<b>Subject group</b>			Obligatory subject group in the field of study Optional subject group 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>	2	<b>Language of instruction</b>			Polish		
<b>Semester of study</b>	4	<b>ECTS credits</b>			5.0		
<b>Learning profile</b>	academic	<b>Assessment form</b>			credit		
<b>Conducting unit</b>	Department of Strategic Development and Quality Science -> Faculty of Management -> Rector						
<b>Name and surname of lecturer (lecturers)</b>	<b>Subject supervisor</b>		dr hab. Paweł Antonowicz				
	<b>Teachers</b>						
<b>Lesson types</b>	<b>Lesson type</b>	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	<b>Number of study hours</b>	0.0	32.0	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 prepare students for practical challenges related to managerial positions. Students are expected to creatively solve proposed management problems that reflect current economic realities. The workshop topics are regularly updated to reflect changing market conditions. The discussed case studies are generalizations of real business situations drawn from actual economic practice.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[ZARZMU2_U03] Students can obtain and verify data from selected sources, present and analyze economic processes and phenomena.	The student uses economic and management databases, compares data sources, assesses their relevance, and incorporates them into the process of making optimal managerial decisions	[SU2] presentation/project/paper/report
	[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 evaluates complex management problems and develops solution scenarios that reflect the dynamics of the organization's relationship with its environment.	[SU2] presentation/project/paper/report
	[ZARZMU2_K01] The student is prepared to gain and enhance the knowledge required to solve both cognitive and practical problems, particularly in the areas of management and quality sciences. Additionally, the student is capable of critically evaluating the knowledge and content received and will seek guidance from experts if they encounter difficulties in resolving a problem independently.	The student critically evaluates proposed solutions, identifies situations that require additional external experts, and inspires others to continuously deepen their knowledge.	[SK2] presentation/project/paper/report
	[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 describes and compares different scenarios for solving managerial problems and simultaneously explains their impact on the success of the company's strategy implementation	[SW2] presentation/project/paper/report
	[ZARZMU2_U01] Students can analyze and creatively interpret complex social and economic processes in business decision-making. They use structured knowledge and tools from management, quality sciences, economics, and finance.	The student applies appropriate methods for solving unique managerial problems, in accordance with the methodological canon of management and quality sciences, and justifies the assumptions underlying their selection.	[SU2] presentation/project/paper/report
Subject contents	<ol style="list-style-type: none"> <li>1. Decision-making practice as a core managerial task models, process, optimization</li> <li>2. Environmental conditions and managerial decision-making</li> <li>3. Moral hazard, conflict of interest, and other factors disrupting optimal managerial decision-making in practice</li> <li>4. Managerial (operational) decisions case studies</li> <li>5. Managerial (strategic) decisions case studies</li> <li>6. Selected interdisciplinary tools supporting managerial decisions workshop</li> <li>7. Change and adjustment of decisions as a manifestation of managerial intelligence workshop</li> <li>8. Technological and social determinants of managerial decisions case studies</li> </ol>		
Prerequisites and co-requisites	Knowledge of the fundamentals of management and finance.		
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	Group assignment project	51.0%	100.0%

Recommended reading	Basic literature	<p>1. Antonowicz P. (red.), Zarządzanie rozwojem przedsiębiorstwa. Interaktywny podręcznik z zakresu zarządzania. Repozytorium case study dla studentów, Wydawnictwo Uniwersytetu Gdańskiego, Gdańsk 2020 (obowiązują wszystkie rozdziały autorstwa J. Sicińskiego i/lub P. Antonowicza)</p> <p>2. Antonowicz A., Antonowicz P., Kaczmarek P., Siciński J., Kryzys i erozja kondycji finansowej: barometr upadłości czy sygnał do restrukturyzacji? Finanse, statystyka i studia przypadków, Wyd. Centrum Myśli Strategicznych, Sopot 2021.</p> <p>3. Siciński J., Tworzenie i przechwytywanie wartości jako czynnik rozwoju Przedsiębiorstwa, w: Zarządzanie rozwojem przedsiębiorstwa: perspektywa nauki i praktyki gospodarczej / Wiśniewska Małgorzata, Antonowicz Paweł, Szymańska-Brałkowska Małgorzata (red.), 2020, vol. 1, Gdańsk, Wydawnictwo Uniwersytetu Gdańskiego, s.27-48, ISBN 978-83-8206-030-0</p> <p>4. Siciński J., System wczesnego ostrzegania przedsiębiorstw przed ryzykiem upadłości na przykładzie branży transportowej. Centrum Myśli Strategicznych, Sopot 2021.</p>
	Supplementary literature	Grzesik, K., Karas, M. Decyzje menedżerskie w organizacji, Onepress, Warszawa 2014.
	eResources addresses	
Example issues/ example questions/ tasks being completed	Case study: Proposal of a recovery strategy for company X (real case) using discriminant and sector analysis.	
Work placement	Not applicable	

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