

Subject card

Subject name and code	Management Potential Training, PG_00195016						
Field of study	Sport Management						
Date of commencement of studies	October 2026	Academic year of realisation of subject			2027/2028		
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 Polish		
Semester of study	4	ECTS credits			7.0		
Learning profile	academic	Assessment form			credit		
Conducting unit	Department of Organisational Behaviour -> Faculty of Management -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr hab. Tomasz Kawka				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	15.0	60.0	0.0	0.0	0.0	75
	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	75		2.0		98.0	175
Subject objectives	The course aims to familiarise students with the determinants of effective leadership, identify the factors of efficient managerial work, and discuss the fundamental leadership styles and social competencies necessary for effectively influencing subordinate employees. Students are provided with frameworks for rational managerial decision-making. The course covers key concepts and mechanisms of building competency profiles for managers and their application in sports organisations, with particular emphasis on social conflict issues. The classes are workshop-based in nature, focusing on the recognition of students' own leadership potential as well as the organisational, social, and managerial conditions shaping the functioning of a sports manager and sports team coach.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[ZSSML3_U11] Can engage and collaborate in teams, assuming different roles.	Student organizuje pracę zespołową w kontekście sportowym, świadomie przyjmując różne role grupowe (lidera, współpracownika, mediatora) w zależności od sytuacji i etapu realizacji zadania.	[SU8] observation of student's independent or team work
	[ZSSML3_W04] Has advanced knowledge and understanding of the roles, places, and behaviours of people in organisations and in the sports market—at the individual, group, and organisational levels.	The student possesses advanced knowledge of the external and internal environment of sports organisations and understands the role of managerial competencies in the process of creating and implementing their strategic directions.	[SW4] test/exam - oral or written
	[ZSSML3_U10] Can convey information and present their opinions clearly and effectively, using terminology from management and quality sciences, and sports across various communication channels.	The student can prepare and discuss the role of competencies of a contemporary manager within an organisation.	[SU2] presentation/project/paper/report
	[ZSSML3_K01] Is ready to acquire the knowledge needed to solve cognitive and practical problems, particularly in the field of management and quality sciences and the specifics of the sports market, as well as to evaluate their knowledge and the content they receive critically, and to seek expert advice when they have difficulty solving a problem on their own.	The student is prepared to critically reflect on their own managerial potential and to actively seek knowledge and tools supporting their development as a manager in the sports environment, including the use of expert opinions and feedback in the process of enhancing leadership competencies.	[SK4] test/exam - oral or written

Subject contents	<p>MODULE I SELF-LEADERSHIP: WHO AM I AS A LEADER? (15h)</p> <p>Workshop 1 (5h) Diagnosing One's Own Leadership Potential Leadership style questionnaires (Lewin, Hersey-Blanchard). Managerial personality tests (MBTI/Big Five in the context of sports management). Self-diagnosis of strengths and areas for development. Individual leader profile reflective exercises and group feedback.</p> <p>Workshop 2 (5h) Emotional Intelligence of the Sports Manager Goleman's EQ model self-awareness, self-regulation, empathy, motivation, social skills. Simulations of emotionally challenging situations in the sports environment (athlete conflict, performance pressure, reputational crisis). Mindfulness and emotion regulation exercises under pressure.</p> <p>Workshop 3 (5h) Values, Ethics and the Identity of the Sports Leader Case study analysis of unethical decisions in sports organisations (doping, corruption, mobbing). Building a personal managerial code of values. Panel discussion: the limits of compromise in sports management.</p> <p>MODULE II SOCIAL AND INTERPERSONAL COMPETENCIES (15h)</p> <p>Workshop 4 (5h) Managerial Communication and Influence Communication styles within a sports team. Active listening, "I" statements, assertiveness. Persuasion and argumentation techniques in sports negotiations (contracts, budgets, media). Simulations of difficult conversations: employee appraisal, delivering bad news.</p> <p>Workshop 5 (5h) Building and Managing a Sports Team Belbin's team role model diagnosis and application in a team/coaching staff. Stages of team development (Tuckman) and the specifics of the sports season. Simulation game: building a coaching staff from scratch allocation of roles, resources, and responsibilities.</p> <p>Workshop 6 (5h) Conflict Management and Mediation Typology of conflicts in sports organisations (athletecoach, clubfederation, boardsponsor). Conflict resolution styles (Thomas-Kilmann). Mediation as a core competency of the sports manager triadic exercises. Analysis of real-world case studies from Polish and international sport.</p> <p>MODULE III LEADERSHIP IN ACTION (15h)</p> <p>Workshop 7 (5h) Leadership Styles and the Effectiveness of Sports Organisations Transformational vs. transactional leadership in sport. Situational leadership when and how to adapt one's style? Servant leadership and its application in sports clubs. Analysis of outstanding sports leaders (Mourinho, Guardiola, Ferguson case study).</p> <p>Workshop 8 (5h) Managerial Decision-Making Under Time Pressure and Uncertainty Decision-making models (rational, intuitive, political). Cognitive biases in sports decisions heuristics and thinking traps. Crisis simulation: a club manager facing a sudden crisis (key athlete injury, media scandal, sponsor bankruptcy). Decision-making techniques under time pressure.</p> <p>Workshop 9 (5h) Motivation and Building Engagement Motivation theories and the realities of the sports environment (Herzberg). Motivational systems in clubs and sports federations. Individualising motivation working with athletes/employees with diverse motivational profiles. Exercise: designing a motivational system for a selected sports organisation.</p> <p>MODULE IV THE MANAGER AS COACH AND MENTOR (15h)</p> <p>Workshop 10 (5h) Coaching as a Managerial Tool in Sports The philosophy and tools of coaching (GROW model, coaching questions, coaching contract). Differences between coaching, mentoring, and consulting in the sports context. Paired exercises: coaching sessions with feedback from the group and the instructor.</p> <p>Workshop 11 (5h) Mentoring and Knowledge Transfer in a Sports Organisation Building an organisational culture based on continuous learning. Mentoring programmes in clubs and federations design and implementation. The role of the experienced manager as a mentor for young talent (athletes and staff). Case study analysis: the sports academy as a mentoring environment.</p> <p>Workshop 12 (5h) Feedback and a Learning Culture Feedback models (SBI, feedforward). The appraisal conversation as a development tool simulations. Building psychological safety in a sports team (A. Edmondson). Project: designing a feedback system for a selected department of a sports organisation.</p> <p>MODULE V STRATEGIC MANAGEMENT OF LEADERSHIP POTENTIAL (15h)</p> <p>Workshop 13 (5h) The Competency Profile of the Sports Manager Design and Assessment Methodology for building competency models for sports organisations. Assessment Centre as a tool for the selection and development of managerial staff in sport. Project exercise: developing a competency profile for the position of sporting director/club president.</p> <p>Workshop 14 (5h) Managing One's Own Development and Managerial Career Individual Development Plan (IDP) for the sports manager construction and implementation. Adult learning methods in management (70-20-10). Time and energy management for the manager productivity techniques in high-intensity environments (Pomodoro, time-blocking, Eisenhower matrix). Leader wellbeing as a prerequisite for sustained effectiveness.</p> <p>Workshop 15 (5h) Project Presentations and Assessment Centre Simulation Students present their individual development projects (Personal Sports Leader Development Plan). Simulation of an Assessment Centre session group exercises, in-basket tasks, role-plays. Peer feedback and instructor evaluation. Course summary reflection on each participant's development trajectory.</p>
Prerequisites and co-requisites	

Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	ATTENDANCE AT WORKSHOPS	51.0%	25.0%
	TEST	51.0%	75.0%
Recommended reading	Basic literature	<ul style="list-style-type: none"> • Goleman D., Boyatzis R., McKee A. <i>Primal Leadership. Unleashing the Power of Emotional Intelligence</i>, Harvard Business Review Press, Boston 2013 • Blanchard K., Zigarmi P., Zigarmi D. <i>Leadership and the One Minute Manager</i>, HarperCollins, New York 2013 • Belbin R.M. <i>Team Roles at Work</i>, Routledge, London 2010 	
	Supplementary literature	<p>Kuźbik P., Moterski F. (red.) <i>Zarządzanie w sporcie. Organizacje, ludzie, marketing</i>, Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2015.</p> <p>Baczyńska A., Czarczyńska A. <i>Akademia Kompetencji Menedżera. Najlepsze praktyki skutecznego menedżera</i>, Poltext, Warszawa 2019.</p> <p>Pawlikowska-Olszta M. <i>Skuteczny menedżer. Czego nie uczą w szkole o zarządzaniu ludźmi</i>, Samo Sedno, Warszawa 2014.</p>	
	eResources addresses		
Example issues/ example questions/ tasks being completed	<p>1. What are the key competencies of a manager in a contemporary organisation?</p> <p>2. What are the goals and functions of the workshop-based approach in developing managerial competencies?</p> <p>3. Participation in workshop training developing competencies in decision-making and action planning for a team - what are your findings?</p>		
Work placement	Not applicable		

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