



## Subject card

Subject name and code	Management concepts, PG_00037812						
Field of study	Management, Management						
Date of commencement of studies	February 2023		Academic year of realisation of subject		2022/2023		
Education level	second-cycle 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	1		Language of instruction		Polish		
Semester of study	1		ECTS credits		4.0		
Learning profile	general academic profile		Assessment form		exam		
Conducting unit	Department of Management -> Faculty of Management and Economics						
Name and surname of lecturer (lecturers)	Subject supervisor		dr hab. inż. Krzysztof Leja				
	Teachers		dr Elżbieta Karwowska				
			dr hab. inż. Krzysztof Leja				
Lesson types and methods of instruction	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	15.0	0.0	0.0	0.0	45
	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	45		5.0		50.0	100
Subject objectives	The main goal of the lectures is to present and define the key management coneptions which were used in the last 150 years.						
Learning outcomes	Course outcome		Subject outcome		Method of verification		
	[K7_W02] has an in-depth knowledge of classical and modern management concepts and their application in the management of modern organizations of various types		Student absorbs and consolidates knowledge of classical and modern management concepts. Can apply modern management methods, paradox management, idealized design, CSR etc.		[SW2] Assessment of knowledge contained in presentation [SW1] Assessment of factual knowledge		
	[K7_U06] has a good command of the relevant standards, methods and techniques used in the discipline of management science to solve problems related to the organization's activities		Basing on the current knowledge about relations between management concepts and market situation and due to that have the competence to make necessary changes in current management concept in the market organization.		[SU2] Assessment of ability to analyse information		
	[K7_U12] applies selected theoretical management concepts in the management of the organisation		Students udnerstand compexity of current market relations between organization and its environent to plan the usage of proper concept of management.		[SU4] Assessment of ability to use methods and tools		
	[K7_W03] has a broadened knowledge of the sciences of management and economics, including the evolution of the various types of structures and institutions and the links between them		Students know the resons of management concept changes which occured due to the changes in companie's environment in VUCA world.		[SW1] Assessment of factual knowledge		

Subject contents	Lectures:  Introduction - presentation of the objectives and program and the conditions for passing. The context of new management concepts. Contemporary reality of the organization - VUCA, i.e. variability, uncertainty, complexity, ambiguity. The concept of managing strategic paradoxes. From the concept of organization as a machine to organization as an organism. The concept of corporate social responsibility. Turquoise organization concept. Ideal design concept. The concept of the organization of the future - students' original project  Classes:  Case studies		
Prerequisites and co-requisites	Knowledge of the basics of management.		
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	Written exam	60.0%	60.0%
	Classes	60.0%	40.0%
Recommended reading	Basic literature	<ol style="list-style-type: none"><li>1. Blikle, A. (2017). Doktryna jakości. Wydanie II Turkusowe. Wydawnictwo Helion. Warszawa.</li><li>2. Błaszczak, E. (2020). Zarządzanie w chaosie czyli sukces w biznesie zaczyna się na literę Z: zaufanie, zespół, zaangażowanie, One Press, Warszawa.</li><li>3. de Wit, B., Meyer, R. (2007). Synteza strategii, Polski Wydawnictwo Ekonomiczne, Warszawa.</li><li>4. Koźmiński A.K. (2004). Zarządzanie w warunkach niepewności. Podręcznik dla zaawansowanych, PWN. Warszawa</li><li>5. Laloux F. (2016). Pracować inaczej, Studio Emka, Warszawa.</li><li>6. Morgan, G (1997). Obrazy organizacji, Wydawnictwo Naukowe PWN, Warszawa</li><li>7. Senge, P. (2012). Piąta dyscyplina. Wolters Kluwer. Warszawa.</li></ol>	
	Supplementary literature	<ol style="list-style-type: none"><li>1. Abidi, S., Joshi, M. (2018). The VUCA Learner. Future-proof Your Relevance, SAGE, New Delhi</li><li>2. Gierszewska, G. (red.) (2018). Co dalej z zarządzaniem. Oficyna Wydawnicza Politechniki Warszawskiej.</li><li>3. Gierszewska, G. (red.) (2020). Zarządzanie w przedsiębiorstwie N.O. Droga do przyszłości, Oficyna Wydawnicza Politechniki Warszawskiej.</li><li>4. Judek, R. (2020). Przywództwo transformujące w świecie VUCA. <a href="http://www.production-manager.pl/2020/04/14/przywodztwo-transformujace-w-swiecie-vuca/">http://www.production-manager.pl/2020/04/14/przywodztwo-transformujace-w-swiecie-vuca/</a></li><li>5. Wzorek, M. (2019). Od hierarchii do turkus. Wydawnictwo Helion. Warszawa.</li></ol>	
	eResources addresses	Adresy na platformie eNauczanie: Zarządzanie wiedzą - Nowy - Moodle ID: 27187 <a href="https://enauczanie.pg.edu.pl/moodle/course/view.php?id=27187">https://enauczanie.pg.edu.pl/moodle/course/view.php?id=27187</a> Zarządzanie wiedzą - Nowy - Moodle ID: 27187 <a href="https://enauczanie.pg.edu.pl/moodle/course/view.php?id=27187">https://enauczanie.pg.edu.pl/moodle/course/view.php?id=27187</a>	
Example issues/ example questions/ tasks being completed	Identify VUCA characteristics in the selected organization.  Discuss any strategic paradox in your chosen organization.  Identify the differences between the two approaches to organization as machine and organization as organism,.  Demonstrate the relationship between the social responsibility of the organization and creation of shared value.  Design the organization of the future.		
Work placement	Not applicable		