



Subject card

Subject name and code	TFL Enterprise Organization Design, PG_00060672						
Field of study	Projektowanie organizacji przedsiębiorstw TSL						
Date of commencement of studies	October 2023		Academic year of realisation of subject		2025/2026		
Education level	first-cycle studies		Subject group		Optional subject group 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	3		Language of instruction		Polish		
Semester of study	6		ECTS credits		5.0		
Learning profile	general academic profile		Assessment form		assessment		
Conducting unit	Transport and Logistics -> Institute of Naval Architecture -> Faculty of Mechanical Engineering and Ship Technology -> Faculties of Gdańsk University of Technology						
Name and surname of lecturer (lecturers)	Subject supervisor		dr Anna Dembicka				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	0.0	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		5.0		60.0	125
Subject objectives	The aim of the course is to deepen competencies in the design, analysis, and optimization of organizational structures and systems in the TSL sector, taking into account contemporary management paradigms and the concept of sustainable development. The outcome is the development of the ability to integrate modern business models with operational practices, enabling increased efficiency, resilience, and adaptability of competitive TSL enterprises.						
Learning outcomes	Course outcome		Subject outcome		Method of verification		
	[K6_W08] has knowledge of the principles of sustainable development		He has knowledge of the guidelines that support the achievement of sustainable development goals.		[SW1] Ocena wiedzy faktograficznej [SW3] Ocena wiedzy zawartej w opracowaniu tekstowym i projektowym		
	[K6_K02] is able to work in a team playing various roles;is able to act in a rational and ethical way		He is able to work collaboratively in a team, acting rationally and ethically.		[SK4] Ocena umiejętności komunikacji, w tym poprawności językowej [SK3] Ocena umiejętności organizacji pracy [SK1] Ocena umiejętności pracy w grupie		
	[K6_U71] is able to apply knowledge from humanistic, social, economic or legal sciences in order to solve problems		He uses basic concepts of management and analyzes current issues related to organizational functioning. He distinguishes the processes of planning, organizing, motivating, and controlling. He has acquired knowledge of material and immaterial resources, organizational and financial capital, ethics, innovation, and business communication. He has also learned the basic issues in the field of law.		[SU5] Ocena umiejętności zaprezentowania wyników realizacji zadania [SU4] Ocena umiejętności korzystania z metod i narzędzi [SU3] Ocena umiejętności wykorzystania wiedzy uzyskanej w ramach przedmiotu [SU2] Ocena umiejętności analizy informacji		

Subject contents	Course content – lecture Designing strategy and organizational requirements Designing organizational structure Planning organizational systems Designing material resources Designing intangible resources Modelling logistics and transport processes Modern business models in TSL Managing organizational structure and its transformation Resilient organization flexibility and adaptation to change		
	Course content – project Case study: designing a strategy and translating it into the structure of a TSL organization Development of an organizational system for a selected logistics process Map of material and intangible resources Modelling a logistics process from structure to operational activities Organizational transformation project and assessment of its impact on organizational resilience		
Prerequisites and co-requisites	Basic knowledge in the field of strategic management and economics.		
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	Project work	70.0%	50.0%
	LECTURE – 2 tests, individual presentation	70.0%	50.0%

Recommended reading	Basic literature	<i>Zrównoważony transport w logistyce i handlu międzynarodowym</i>, monografia naukowa, Wydawnictwo Uniwersytetu Łódzkiego, ŁÓDŹ 2025. Myślenie projektowe a projektowanie organizacji D. Skowroński (2018). Artykuł omawia rolę myślenia projektowego (design thinking) w projektowaniu struktur i procesów organizacyjnych. Procesy i projekty w organizacji. O potrzebie i sposobach współdziałania S. Nowosielski (2018). O zarządzaniu procesami i projektami w organizacjach i ich wpływie na strukturę organizacyjną. Zarządzanie, organizacje i organizowanie inspiracje teoretyczne i próby systematyzacji K. Klincewicz (red.) (2016). Choć to książka, to rozdziały dotyczą m.in. projektowania organizacji i struktur dobry kontekst teoretyczny. Elastyczność jako atrybut współczesnej organizacji J. Grześ-Buklało (2022). Opracowanie systematyzuje wiedzę na temat roli elastyczności w funkcjonowaniu organizacji w dynamicznym otoczeniu.
	Supplementary literature	Zmiany w strukturach organizacyjnych zgrupowanych przedsiębiorstw D. Sobotkiewicz (2023). Praca teoretyczno-empiryczna, która omawia upraszczanie struktur organizacyjnych i decentralizację uprawnień decyzyjnych w grupach kapitałowych Współczesne wykorzystanie innowacji w kontekście zarządzania działalnością z branży TSL autor: K. Jurek (2025), Studia i Materiały.
	eResources addresses	
Example issues/ example questions/ tasks being completed	Design of TSL organizations Logistics process modeling Resource management Strategy implementation Organizational transformation and resilience	
Practical activities within the subject	Not applicable	

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