



Subject card

Subject name and code	MANAGEMENT CONCEPTS , PG_00063750						
Field of study	Management, Management						
Date of commencement of studies	February 2025	Academic year of realisation of subject			2024/2025		
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			5.0		
Learning profile	general academic profile	Assessment form			assessment		
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 hab. inż. Krzysztof Leja dr Elżbieta Karwowska					
Lesson types and methods of instruction	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	45.0	30.0	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	6.0		44.0	125	
Subject objectives	Analyzes and critically evaluates modern management concepts, taking into account the complexity of the relationship between a modern business organization and its environment, using the results to plan the application of appropriate management concepts						
Learning outcomes	Course outcome	Subject outcome			Method of verification		
	[K7_U05] cooperates with other people in the implementation of teamwork, both as a leader and a team member, effectively achieving the assumed goals	formulates research problems and solves them as part of teamwork, choosing the right methods to solve them leading to the effective achievement of the assumed goals			[SU4] Assessment of ability to use methods and tools		
	[K7_W02] explains the meaning and interdependence of key components describing management processes, using in-depth knowledge consistent with the main trends in the development of scientific disciplines related to the field of study	explains the importance and mutual relations between the factors determining modern management concepts, indicating the differences between different approaches			[SW1] Assessment of factual knowledge		

Subject contents	<p>LECTURE</p> <p>Introduction - presentation of the objectives and program of the subject and the conditions for passing it</p> <p>The context of new management concepts</p> <p>The contemporary reality of organizations - VUCA, i.e. variability, uncertainty, complexity, ambiguity</p> <p>The concept of managing strategic paradoxes</p> <p>From the concept of organization as a machine to organization as an organism</p> <p>The concept of organizational social responsibility</p> <p>Turquoise organization concept</p> <p>Theory of organizational knowledge creation</p> <p>Features of the knowledge society</p> <p>Objectives and processes of knowledge management</p> <p>The role of organizational culture in knowledge management</p> <p>Intellectual entrepreneurship</p> <p>TUTORIALS</p> <p>Developing a concept for the organization of the future</p> <p>Illustration of topics discussed during lectures based on case studies and students' presentations of selected issues related to specific organizations</p>											
Prerequisites and co-requisites												
Assessment methods and criteria	<table border="1"> <thead> <tr> <th data-bbox="456 692 794 719">Subject passing criteria</th> <th data-bbox="801 692 1139 719">Passing threshold</th> <th data-bbox="1145 692 1482 719">Percentage of the final grade</th> </tr> </thead> <tbody> <tr> <td data-bbox="456 728 794 754">Exam</td> <td data-bbox="801 728 1139 754">60.0%</td> <td data-bbox="1145 728 1482 754">60.0%</td> </tr> <tr> <td data-bbox="456 763 794 790">Tutorials</td> <td data-bbox="801 763 1139 790">60.0%</td> <td data-bbox="1145 763 1482 790">40.0%</td> </tr> </tbody> </table>			Subject passing criteria	Passing threshold	Percentage of the final grade	Exam	60.0%	60.0%	Tutorials	60.0%	40.0%
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Tutorials	60.0%	40.0%										
Recommended reading	Basic 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. Davenport T.H., Prusak L. (2000). Working knowledge, Harvard Business School Press, Boston.</li> <li>3. de Wit, B., Meyer, R. (2014). Strategy Synthesis: Resolving Strategy Paradoxes to Create Competitive Advantage. CENGAGE Learning.</li> <li>4. Evans Ch. (2005). Zarządzanie wiedzą, Polskie Wydawnictwo Ekonomiczne, 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. 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>3. Davenport T.H., Prusak L., Working knowledge, Harvard Business School Press, Boston 2000</li> <li>4. Jashapara A., Zarządzanie wiedzą, Polskie Wydawnictwo Ekonomiczne, Warszawa 2006</li> </ol>										
	eResources addresses	<p>Podstawowe</p> <p><a href="https://enauczanie.pg.edu.pl/moodle/course/view.php?id=43307">https://enauczanie.pg.edu.pl/moodle/course/view.php?id=43307</a> - Lecture handouts</p> <p>Adresy na platformie eNauczanie:</p> <p>Koncepcje zarządzania – semestr letni 2024/2025 - Moodle ID: 43307</p> <p><a href="https://enauczanie.pg.edu.pl/moodle/course/view.php?id=43307">https://enauczanie.pg.edu.pl/moodle/course/view.php?id=43307</a></p>										
Example issues/ example questions/ tasks being completed	<p>Identify the characteristics of VUCA in the selected organization</p> <p>Discuss any strategic paradox in your chosen organization</p> <p>Point out the differences between the two approaches to organization: mechanistic and organismic</p> <p>Demonstrate the relationship between the social responsibility of the organization and the creation of shared value</p> <p>Design the organization of the future</p> <p>Explain the importance of tacit knowledge in the organization</p> <p>Suggest improving the flow and conversion of knowledge in the organization</p> <p>How can you measure organizational culture?</p>											
Work placement	Not applicable											

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