



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	LECTURE Introduction - presentation of the objectives and program of the subject and the conditions for passing it The context of new management concepts The contemporary reality of organizations - 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 organizational social responsibility Turquoise organization concept Theory of organizational knowledge creation Features of the knowledge society Objectives and processes of knowledge management The role of organizational culture in knowledge management Intellectual entrepreneurship TUTORIALS Developing a concept for the organization of the future Illustration of topics discussed during lectures based on case studies and students' presentations of selected issues related to specific organizations		
Prerequisites and co-requisites			
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	Exam	60.0%	60.0%
	Tutorials	60.0%	40.0%
Recommended reading	Basic literature	<ol style="list-style-type: none">1. Abidi, S., Joshi, M. (2018). The VUCA Learner. Future-proof Your Relevance, SAGE, New Delhi.2. Davenport T.H., Prusak L. (2000). Working knowledge, Harvard Business School Press, Boston.3. de Wit, B., Meyer, R. (2014). Strategy Synthesis: Resolving Strategy Paradoxes to Create Competitive Advantage. CENGAGE Learning.4. Evans Ch. (2005). Zarządzanie wiedzą, Polskie Wydawnictwo Ekonomiczne, Warszawa.	
	Supplementary literature	<ol style="list-style-type: none">1. Abidi, S., Joshi, M. (2018). The VUCA Learner. Future-proof Your Relevance, SAGE, New Delhi2. Judek, R. (2020). Przywództwo transformujące w świecie VUCA . http://www.production-manager.pl/2020/04/14/przywodztwo-transformujace-w-swiecie-vuca/3. Davenport T.H., Prusak L., Working knowledge, Harvard Business School Press, Boston 20004. Jashapara A., Zarządzanie wiedzą, Polskie Wydawnictwo Ekonomiczne, Warszawa 2006	
	eResources addresses	Podstawowe https://enauczanie.pg.edu.pl/moodle/course/view.php?id=43307 - Lecture handouts Adresy na platformie eNauczanie: Koncepcje zarządzania – semestr letni 2024/2025 - Moodle ID: 43307 https://enauczanie.pg.edu.pl/moodle/course/view.php?id=43307	
Example issues/ example questions/ tasks being completed	Identify the characteristics of VUCA in the selected organization Discuss any strategic paradox in your chosen organization Point out the differences between the two approaches to organization: mechanistic and organismic Demonstrate the relationship between the social responsibility of the organization and the creation of shared value Design the organization of the future Explain the importance of tacit knowledge in the organization Suggest improving the flow and conversion of knowledge in the organization How can you measure organizational culture?		
Work placement	Not applicable		

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