



Subject card

Subject name and code	MANAGEMENT CONCEPTS , PG_00063772						
Field of study	Management, Management						
Date of commencement of studies	October 2025		Academic year of realisation of subject		2025/2026		
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	Part-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 -> Wydziały Politechniki Gdańskiej						
Name and surname of lecturer (lecturers)	Subject supervisor		dr hab. inż. Krzysztof Leja				
	Teachers		dr hab. inż. Krzysztof Leja				
Lesson types and methods of instruction	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	24.0	16.0	0.0	0.0	0.0	40
	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	40		8.0		77.0	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 Ideal design concept Knowledge management 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 Systems and structures for collecting and disseminating knowledge Relationships between human resources management and knowledge management 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	Blikle, A. (2017). Doktryna jakości. Wydanie II Turkusowe. Wydawnictwo Helion. Warszawa Błaszczak, E. (2020). Zarządzanie w chaosie czyli sukces w biznesie zaczyna się na literę Z: zaufanie, zespół, zaangażowanie, One Press, Warszawa de Wit, B., Meyer, R. (2007). Synteza strategii, Polski Wydawnictwo Ekonomiczne, Warszawa Koźmiński A.K. (2004). Zarządzanie w warunkach niepewności. Podręcznik dla zaawansowanych, PWN. Warszawa Laloux F. (2016). Pracować inaczej, Studio Emka, Warszawa Morgan, G (1997). Obrazy organizacji, Wydawnictwo Naukowe PWN, Warszawa Senge, P. (2012). Piąta dyscyplina. Wolters Kluwer. Warszawa Evans Ch., Zarządzanie wiedzą, Polskie Wydawnictwo Ekonomiczne, Warszawa 2005 Jemielniak D., Koźmiński A.K. (red.), Zarządzanie wiedzą, Wydawnictwa Akademickie i Profesjonalne, Warszawa 2008 Nonaka I., H.Takeuchi, Kreowanie wiedzy w organizacji, Poltext, Warszawa 2000 Brdulak J., Wiedza w zarządzaniu przedsiębiorstwem Oficyna Wydawnicza SGH, Warszawa 2012 Fazlagic J., Innowacyjne zarządzanie wiedzą, Difin, Warszawa 2014 Kostera M. (red.), Organizować z połotem. Wyobrażenia organizacyjna w praktyce, Sedno Wydawnictwo Akademickie, Warszawa 2013 Kostera M.(red.), Organizacje w praktyce, Poltext. Warszawa 2011	
	Supplementary literature	Abidi, S., Joshi, M. (2018). The VUCA Learner. Future-proof Your Relevance, SAGE, New Delhi Gierszewska, G. (red.) (2018). Co dalej z zarządzaniem. Oficyna Wydawnicza Politechniki Warszawskiej Gierszewska, G. (red.) (2020). Zarządzanie w przedsiębiorstwie N.O. Droga do przyszłości, Oficyna Wydawnicza Politechniki Warszawskiej Judek, R. (2020). Przywództwo transformujące w świecie VUCA http://www.production-manager.pl/2020/04/14/przywodztwo-transformujace-w-swiecie-vuca/ Wzorek, M. (2019). Od hierarchii do turkus. Wydawnictwo Helion. Warszawa Davenport T.H., Prusak L., Working knowledge, Harvard Business School Press, Boston 2000 Jashapara A., Zarządzanie wiedzą, Polskie Wydawnictwo Ekonomiczne, Warszawa 2006 Probst G., Raub S., Romhardt K., Zarządzanie wiedzą w organizacji, Oficyna Ekonomiczna, Kraków 2002	
	eResources addresses	Adresy na platformie eNauczanie:	
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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