



Subject card

Subject name and code	MANAGEMENT CONCEPTS , PG_00063796						
Field of study	KONCEPCJE ZARZĄDZANIA						
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 (on-line)		Mode of delivery		blended-learning		
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 dr Marta Szeluga-Romańska				
Lesson types	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: 30.0						
	eNauczanie source addresses: Moodle ID: 46663 Koncepcje zarządzania on line zima 2025 https://enauczanie.pg.edu.pl/moodle/course/view.php?id=46663 Moodle ID: 46663 Koncepcje zarządzania on line zima 2025 https://enauczanie.pg.edu.pl/moodle/course/view.php?id=46663						
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	Preparing students to critically analyze and practically apply contemporary management concepts, based on knowledge of the complex relationships between an organization and its environment, as well as fostering attitudes related to teamwork, social responsibility, and the ability to collaborate in the context of managing organizations under VUCA and BANI conditions.						
Learning outcomes	Course outcome		Subject outcome		Method of verification		
	[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		knows and understands the significance and interrelationships of the factors determining contemporary management concepts, identifying differences between various approaches in the context of current trends in the development of management sciences.		[SW1] Ocena wiedzy faktograficznej		
	[K7_U05] cooperates with other people in the implementation of teamwork, both as a leader and a team member, effectively achieving the assumed goals		is able to propose a selected management concept for a specific organization, choose appropriate methods and tools, and collaborate within a team to effectively achieve the intended goals		[SU4] Ocena umiejętności korzystania z metod i narzędzi		

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
	Group project	60.0%	70.0%
	Oral exam	60.0%	20.0%
	Class participation	0.0%	10.0%
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 polotem. Wyobraźnia 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		
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?		
Practical activities within the subject	Not applicable		

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