



## Subject card

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| Subject name and code                       | Management Concepts, PG_00067740                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                          |                                                                                                                                                                                  |                                     |                                                                                                                      |            |     |
| Field of study                              | Management, Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                          |                                                                                                                                                                                  |                                     |                                                                                                                      |            |     |
| Date of commencement of studies             | October 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                          | Academic year of realisation of subject                                                                                                                                          |                                     | 2026/2027                                                                                                            |            |     |
| Education level                             | second-cycle studies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                          | Subject group                                                                                                                                                                    |                                     | Obligatory subject group in the field of study<br>Subject group related to scientific research in the field of study |            |     |
| Mode of study                               | Part-time studies (on-line)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                          | 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                          |                                                                                                                                                                                  |                                     |                                                                                                                      |            |     |
|                                             | Teachers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                          |                                                                                                                                                                                  |                                     |                                                                                                                      |            |     |
| 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                                                       |                                                                                                                                                                                  | 3.0                                 |                                                                                                                      | 82.0       | 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_W02] understands the significance and interrelationships of key components describing economic processes, drawing on in-depth knowledge aligned with major developmental trends in scientific disciplines related to the field of studies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                          | knows and understands the significance and interrelationships among the factors determining contemporary management concepts, identifying differences between various approaches |                                     | [SW1] Assessment of factual knowledge                                                                                |            |     |
|                                             | [K7_U05] collaborates with others in team projects, effectively fulfilling both leadership and team member roles to achieve established goals.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                          | is able to formulate research problems and solve them within a team setting, selecting appropriate methods that lead to the effective achievement of established goals           |                                     | [SU4] Assessment of ability to use methods and tools                                                                 |            |     |
| Subject contents                            | LECTURE<br>Introduction - presentation of the objectives and program of the subject and the conditions for passing it<br>The context of new management concepts<br>The contemporary reality of organizations - VUCA, i.e. variability, uncertainty, complexity, ambiguity<br>The concept of managing strategic paradoxes<br>From the concept of organization as a machine to organization as an organism<br>The concept of organizational social responsibility<br>Turquoise organization concept<br>Ideal design concept<br>Knowledge management concept<br>Theory of organizational knowledge creation<br>Features of the knowledge society<br>Objectives and processes of knowledge management<br>The role of organizational culture in knowledge management<br>Systems and structures for collecting and disseminating knowledge<br>Relationships between human resources management and knowledge management<br>TUTORIALS<br>Developing a concept for the organization of the future<br>Illustration of topics discussed during lectures based on case studies and students' presentations of selected issues related to specific organizations |                                                          |                                                                                                                                                                                  |                                     |                                                                                                                      |            |     |

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|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| Prerequisites and co-requisites                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                               |
| Assessment methods and criteria                                | Subject passing criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Passing threshold                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Percentage of the final grade |
|                                                                | Tutorials                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 60.0%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 40.0%                         |
|                                                                | Exam                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 60.0%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 60.0%                         |
| Recommended reading                                            | Basic literature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Blikle. A. (2017). Doktryna jakości. Wydanie II Turkusowe. Wydawnictwo Helion. Warszawa<br>Błaszczak, E. (2020). Zarządzanie w chaosie czyli sukces w biznesie zaczyna się na literę Z: zaufanie, zespół, zaangażowanie, One Press, Warszawa<br>de Wit, B., Meyer, R. (2007). Synteza strategii, Polski Wydawnictwo Ekonomiczne, Warszawa<br>Koźmiński A.K. (2004). Zarządzanie w warunkach niepewności. Podręcznik dla zaawansowanych, PWN. Warszawa<br>Laloux F. (2016). Pracować inaczej, Studio Emka, Warszawa<br>Morgan, G (1997). Obrazy organizacji, Wydawnictwo Naukowe PWN, Warszawa<br>Senge, P. (2012). Piąta dyscyplina. Wolters Kluewr. Warszawa<br>Evans Ch., Zarządzanie wiedzą, Polskie Wydawnictwo Ekonomiczne, Warszawa 2005<br>Jemielniak D., Koźmiński A.K. (red.), Zarządzanie wiedzą, Wydawnictwa Akademickie i Profesjonalne, Warszawa 2008<br>Nonaka I., H.Takeuchi, Kreowanie wiedzy w organizacji, Poltext, Warszawa 2000<br>Brdulak J., Wiedza w zarządzaniu przedsiębiorstwem Oficyna Wydawnicza SGH, Warszawa 2012<br>Fazlagic J., Innowacyjne zarządzanie wiedzą, Difin, Warszawa 2014<br>Kostera M. (red.), Organizować z polotem. Wyobrażenia organizacyjna w praktyce, Sedno Wydawnictwo Akademickie, Warszawa 2013<br>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<br>Gierszewska, G. (red.) (2018). Co dalej z zarządzaniem. Oficyna Wydawnicza Politechniki Warszawskiej<br>Gierszewska, G. (red.) (2020). Zarządzanie w przedsiębiorstwie N.O. Droga do przyszłości, Oficyna Wydawnicza Politechniki Warszawskiej<br>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><br>Wzorek, M. (2019). Od hierarchii do turkus. Wydawnictwo Helion. Warszawa<br>Davenport T.H., Prusak L., Working knowledge, Harvard Business School Press, Boston 2000<br>Jashapara A., Zarządzanie wiedzą, Polskie Wydawnictwo Ekonomiczne, Warszawa 2006<br>Probst G., Raub S., Romhardt K., Zarządzanie wiedzą w organizacji, Oficyna Ekonomiczna, Kraków 2002                                                                                                                                                                                                                                                                                                                                              |                               |
|                                                                | eResources addresses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Adresy na platformie eNauczanie:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                               |
| Example issues/<br>example questions/<br>tasks being completed | Identify the characteristics of VUCA in the selected organization<br>Discuss any strategic paradox in your chosen organization<br>Point out the differences between the two approaches to organization: mechanistic and organismic<br>Demonstrate the relationship between the social responsibility of the organization and the creation of shared value<br>Design the organization of the future<br>Explain the importance of tacit knowledge in the organization<br>Suggest improving the flow and conversion of knowledge in the organization<br>How can you measure organizational culture? |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                               |
| Work placement                                                 | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                               |

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