



Subject card

Subject name and code	Management Concepts, PG_00067705						
Field of study	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 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	2	ECTS credits			5.0		
Learning profile	general academic profile	Assessment form			assessment		
Conducting unit	Department of Management -> Faculty of Management and Economics -> Faculties of Gdańsk University of Technology						
Name and surname of lecturer (lecturers)	Subject supervisor						
	Teachers						
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: 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_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			
	[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			

Subject contents	<p>Course content – lecture</p> <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>Ideal design concept</p> <p>Knowledge management 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>Systems and structures for collecting and disseminating knowledge</p> <p>Relationships between human resources management and knowledge management</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" data-bbox="448 647 1477 752"> <thead> <tr> <th data-bbox="448 647 794 680">Subject passing criteria</th> <th data-bbox="794 647 1141 680">Passing threshold</th> <th data-bbox="1141 647 1477 680">Percentage of the final grade</th> </tr> </thead> <tbody> <tr> <td data-bbox="448 680 794 714">Tutorials</td> <td data-bbox="794 680 1141 714">60.0%</td> <td data-bbox="1141 680 1477 714">40.0%</td> </tr> <tr> <td data-bbox="448 714 794 752">Exam</td> <td data-bbox="794 714 1141 752">60.0%</td> <td data-bbox="1141 714 1477 752">60.0%</td> </tr> </tbody> </table>			Subject passing criteria	Passing threshold	Percentage of the final grade	Tutorials	60.0%	40.0%	Exam	60.0%	60.0%
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Tutorials	60.0%	40.0%										
Exam	60.0%	60.0%										
Recommended reading	<p>Basic literature</p>	<p>Blikle. A. (2017). Doktryna jakości. Wydanie II Turkusowe. Wydawnictwo Helion. Warszawa</p> <p>Błaszczak, E. (2020). Zarządzanie w chaosie czyli sukces w biznesie zaczyna się na literę Z: zaufanie, zespół, zaangażowanie, One Press, Warszawa</p> <p>de Wit, B., Meyer, R. (2007). Synteza strategii, Polski Wydawnictwo Ekonomiczne, Warszawa</p> <p>Koźmiński A.K. (2004). Zarządzanie w warunkach niepewności. Podręcznik dla zaawansowanych, PWN. Warszawa</p> <p>Laloux F. (2016). Pracować inaczej, Studio Emka, Warszawa</p> <p>Morgan, G (1997). Obrazy organizacji, Wydawnictwo Naukowe PWN, Warszawa</p> <p>Senge, P. (2012). Piąta dyscyplina. Wolters Kluwer. Warszawa</p> <p>Evans Ch., Zarządzanie wiedzą, Polskie Wydawnictwo Ekonomiczne, Warszawa 2005</p> <p>Jemielniak D., Koźmiński A.K. (red.), Zarządzanie wiedzą, Wydawnictwa Akademickie i Profesjonalne, Warszawa 2008</p> <p>Nonaka I., H.Takeuchi, Kreowanie wiedzy w organizacji, Poltext, Warszawa 2000</p> <p>Brdulak J., Wiedza w zarządzaniu przedsiębiorstwem Oficyna Wydawnicza SGH, Warszawa 2012</p> <p>Fazlagic J., Innowacyjne zarządzanie wiedzą, Difin, Warszawa 2014</p> <p>Kostera M. (red.), Organizować z polotem. Wyobrażenia organizacyjna w praktyce, Sedno Wydawnictwo Akademickie, Warszawa 2013</p> <p>Kostera M.(red.), Organizacje w praktyce, Poltext. Warszawa 2011</p>										
Example issues/ example questions/ tasks being completed	<p>Supplementary literature</p>	<p>Abidi, S., Joshi, M. (2018). The VUCA Learner. Future-proof Your Relevance, SAGE, New Delhi</p> <p>Gierszewska, G. (red.) (2018). Co dalej z zarządzaniem. Oficyna Wydawnicza Politechniki Warszawskiej</p> <p>Gierszewska, G. (red.) (2020). Zarządzanie w przedsiębiorstwie N.O. Droga do przyszłości. Oficyna Wydawnicza Politechniki Warszawskiej</p> <p>Judek, R. (2020). Przywództwo transformujące w świecie VUCA http://www.production-manager.pl/2020/04/14/przywodztwo-transformujace-w-swiecie-vuca/</p> <p>Wzorek, M. (2019). Od hierarchii do turkus. Wydawnictwo Helion. Warszawa</p> <p>Davenport T.H., Prusak L., Working knowledge, Harvard Business School Press, Boston 2000</p> <p>Jashapara A., Zarządzanie wiedzą, Polskie Wydawnictwo Ekonomiczne, Warszawa 2006</p> <p>Probst G., Raub S., Romhardt K., Zarządzanie wiedzą w organizacji, Oficyna Ekonomiczna, Kraków 2002</p>										
Practical activities within the subject	<p>eResources addresses</p> <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> <p>Not applicable</p>											

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