Modern Concepts of Management         1011102321011160204           Field of study         Profile of study (general academic, practical)         Year /Semester           Engineering Management - Full-time studies - Elective path/specialty         Subject offered in: Polish         Course (compulsory, elective) obligatory           Cycle of study:         Form of study (full-time,part-time)         Course (compulsory, elective) obligatory           Second-cycle studies         Form of study (full-time,part-time)         No. of credits           Lecture:         30         Classes: - Laboratory: - (brak)         Project/seminars:         15         4           Status of the course in the study program (Basic, major, other)         (university-wide, from another filed)         No. of credits           Education areas and fields of science and art         ECTS distribution (number and %)         ECTS distribution (number and %)           social sciences         4         100%         4         100%           Responsible for subject / lecturer: prof, dr hab, inz, Stefan Trzciellinski, prof. nadzw. email: stefan trzciellinskie, prof. nadzw. email: stefan trzciellinskie, prof. nadzw. email: stefan trzciellinskie, prof. nadzw. email: stefan trzciellinskie put, poznań         Joanna Kałkowska @put,poznań.pl tel. +48 61 665 3372           Faculty of Engineering Management ul. Strzelecka 11 60-965 Poznań         Istralecka 11 60-965 Poznań         Strzelecka 11 60-965 Poznań           Prerequisite			STUDY MODULE D	ESC	CRIPTION FORM			
Engineering Management - Full-time studies - Elective path/specialty Marketing and Company Resources       Intervention       Course (compulsory, elective) Polish       Course (compulsory, elective) obligatory         Cycle of study:       Second-cycle studies       Form of study (full-time, par-time)       Course (compulsory, elective) obligatory         No. of roadits       Second-cycle studies       full-time       No. of credits         Lecture:       30       Classes: - Laboratory: - (brak)       Project/seminars: 15       4         Status of the course in the study program (Basic, major, other) (brak)       (university-wide, from another filed)       ECTS distribution (number and %)         Education areas and fields of science and at social sciences Economics       ECTS distribution (number and %)       4       100%         Responsible for subject / lecturer: prof. of hab. in:. Stefan Trzcieliński, prof. nadzw. email: stefan trzcieliński,	Name of the module/subject Modern Concepts of Management							
Elective path/specially Marketing and Company Resources         Subject offered in: Polish         Course (compulsory, elective) obligatory           Cycle of study:         Form of study (full-time, part-time)         Course (compulsory, elective)           Second-cycle studies         Form of study (full-time, part-time)         No. of credits           No. of hours         Laboratory:         Project/seminars:         15         4           Status of the course in the study program (Basic, major, other) (brak)         (university-wide, from another field) (brak)         ECTS distribution (number and %)           Education areas and fields of science and art         ECTS distribution (number and %)         4         100%           Social sciences         Leconomics         Forman Kalkowska         ECTS distribution (number and %)           Fearly of Engineering Management ul. Strzelecka 11 60-965 Poznań         Faculty of Engineering Management ul. Strzelecka 11 60-965 Poznań         Joanna Kalkowska @put poznan,pl tel. +48 61 665 3372           Tererequisites in terms of knowledge, skills and social competencies:         Imagement with proper organizational units.         Joanna Kalkowska @put poznan,pl tel. +48 61 665 3372           1         Knowledge         The knowledge, skills and social competencies:         Imagement subsystem of enterprise.           2         Skills         Is able to identify the functions executed in management system and match them with proper organizational unit					(general academic, practic	al)		
Marketing and Company Resources         Polish         obligatory           Cycle of study:         Form of study (full-time,part-time)         Form of study (full-time,part-time)         Image: Status of the course in the study program (Basic, major, other)         No. of oredits         No. of oredits         A           Status of the course in the study program (Basic, major, other)         (university-wide, from another field)         No. of oredits         4           Education areas and fields of sciences and and status of the course in the study program (Basic, major, other)         (university-wide, from another field)         No. of oredits           social sciences         Economics         K         100%         4		· · ·	ment - Full-time studies -	•	· /			
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Second-cycle studies         full-time           No. of hours         Lacture:         30         Classes:         -         Laboratory:         -         Project/seminars:         15         4           Status of the course in the study program (Basic, major, other)         (university-wide, from another field)         (brak)           Education areas and fields of science and at         (brak)         (brak)         ECTS distribution (number and %)           social sciences         Economics         4         100%         4         100%           Responsible for subject / lecturer:         Responsible for subject / lecturer:         Joanna Kalkowska@put.poznan.pl         tel.448 61 665 3373         tel.4	Cycle o		nd company resources	Form				
Lecture:       30       Classes:       -       Laboratory:       -       Project/seminars:       15       4         Status of the course in the study program (Basic, major, other) (brak)       (university-wide, from another filed)       (brak)         Education areas and fields of science and art       (brak)       (brak)       (brak)         Social sciences Economics       4       100%       4       100%         Responsible for subject / lecturer:       Responsible for subject / lecturer:       Joanna Kalkowska email: joanna kalkowska@put.poznan.pl tel. +48 61 665 3373       Joanna Kalkowska email: joanna kalkowska@put.poznan.pl tel. +48 61 665 3373       Joanna Kalkowska         Prerequisites in terms of knowledge, skills and social competencies:       1       Knowledge       The knowledge on: microeconomics, strategic management, managing the functional subsystem of enterprise.         2       Skills       Is able to identify the functions executed in management system and match them with proper organizational units.       Is able to identify the functions executed in management system and match them with proper organizational units.         3       Social competencies       Presents the readiness to update and developer his knowledge and skills. Is open for team based working.         Assumptions and objectives of the course: - To understand the both classical and contemporary concepts in management and use the modem concepts to explain real management phenomena.         1. The student posse								
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Education areas and fields of science and art       ECTS distribution (number and %)         social sciences       4 100%         Economics       4 100%         Responsible for subject / lecturer:       Responsible for subject / lecturer:         prof. dt hab. inz. Stefan Trzcieliński, prof. nadzw.       Joanna Kałkowska         email: stefan.trzcieliński @put.poznan.pl       email: joanna.kałkowska @put.poznan.pl         tel. +48 61 665 3373       Faculty of Engineering Management         ul. Strzelecka 11 60-965 Poznań       Ul. Strzelecka 11 60-965 Poznań         1       Knowledge       The knowledge on: microeconomics, strategic management, managing the functional subsystem of enterprise.         2       Skills       Is able to identify the functions executed in management system and match them with proper organizational units.         3       Social competencies       Presents the readiness to update and developer his knowledge and skills. Is open for team based working.         Assumptions and objectives of the course:	Status o	of the course in the study	program (Basic, major, other)	(L	university-wide, from anothe	r field)		
social sciences       4 100%         Economics       4 100%         Responsible for subject / lecturer:       Responsible for subject / lecturer:         prof, dr hab. in2. Stefan Trzcielliński, prof. nadzw.       Joanna Kałkowska         email: jeanna.kałkowska@put.poznan.pl       email: joanna.kałkowska@put.poznan.pl         tel. +48 61 665 3373       tel. +48 61 665 3372         Faculty of Engineering Management       Faculty of Engineering Management         ul. Strzelecka 11 60-965 Poznań       ul. Strzelecka 11 60-965 Poznań         Prerequisites in terms of knowledge, skills and social competencies:         1       Knowledge         2       Skills         3       Social competencies         2       Skills         4       Desense and reference to the educational results for a field of study         Advectional resenses of novelege about contextual sciences of management sciences and about unique terms concerning management sciences - [K2A_W04]         Audit of study outcomes and reference to the educational results for a field of study         Audit of a enterprise [K2A_W04]         A student possess the knowledge about contextual sciences of management sciences and about unique terms concerning management sciences - [K2A_W04]         A study outcomes and reference to the educational corporations and virtual enterprise [K2A_W04]			(brak)			(br	ak)	
Economics       4 100%         Responsible for subject / lecturer:       Responsible for subject / lecturer:         prof. dr hab. inż. Stefan Trzcieliński (put.poznan.pl tel. +48 61 665 3373       Joanna Kałkowska email: joanna.kalkowska@put.poznan.pl tel. +48 61 665 3372         Faculty of Engineering Management ul. Strzelecka 11 60-965 Poznań       Joanna Kałkowska@put.poznan.pl tel. +48 61 665 3372         Prerequisites in terms of knowledge, skills and social competencies:         1       Knowledge         2       Skills         3       Social competencies         3       Social competencies         2-1       Skills         4       Is able to identify the functions executed in management system and match them with proper organizational units.         3       Social competencies         Chouldrester and the both classical and contemporary concepts in management and use the modern concepts to explain real managerial phenomena.         1       The student possess the knowledge about contextual sciences of management sciences and about unique terms concerning management sciences - [K2A_W04]         2       He possesses dwanced knowledge about teretorise [K2A_W04]         3       He possesses the knowledge about teretorise scitting in concerns and holdings and advanced knowledge about relations between organizational units of an enterprise [K2A_W04]         3       He possesses the knowledge about the relations existing in concerns an	Educati	on areas and fields of sci	ence and art					
Responsible for subject / lecturer:       Responsible for subject / lecturer:         prof. dr hab. inż. Stefan Trzcieliński, prof. nadzw.       Joanna Kałkowska         email: isdran.trzcieliński@put.poznan.pl       tel. +48 61 665 3373         Faculty of Engineering Management       Joanna Kałkowska         ul. Strzelecka 11 60-965 Poznań       Faculty of Engineering Management         ul. Strzelecka 11 60-965 Poznań       Ul. Strzelecka 11 60-965 Poznań         Prerequisites in terms of knowledge, skills and social competencies:         1       Knowledge         2       Skills         3       Social competencies         Presents the readiness to update and developer his knowledge and skills. Is open for team based working.         Assumptions and objectives of the course:         To understand the boti classical and contemporary concepts in management and use the modern concepts to explain real managerial phenomena.         Study outcomes and reference to the educational results for a field of study         Knowledge:         1. he student possess the knowledge about contextual sciences of management sciences and about unique terms concerning management sciences - [K2A_W04]         3. He possesses advanced knowledge about tereletions existing in concerns and holdings and advanced knowledge about tereletions existing in concerns and holdings and advanced knowledge about tereletions existing in concerns and holdings and advanced knowledge about the pracesses of changes of organizational units	socia	al sciences					4 100%	
prof. dr hab. inż. Stefan Trzcieliński, prof. nadzw.       Joanna Kałkowska         email: stefan.trzcielinski@put.poznan.pl       tel. +48 61 665 3373         Faculty of Engineering Management       Faculty of Engineering Management         ul. Strzelecka 11 60-965 Poznań       Ul. Strzelecka 11 60-965 Poznań         Prerequisites in terms of knowledge, skills and social competencies:         1       Knowledge         2       Skills         3       Social competencies         2       Skills         3       Social competencies         Presents the readiness to update and developer his knowledge and skills. Is open for team based working.         Assumptions and objectives of the course:         -To understand the both classical and contemporary concepts in management and use the modern concepts to explain real managerial phenomena.         Study outcomes and reference to the educational results for a field of study         Knowledge:         1. The student possess the knowledge about contextual sciences of management sciences and about unique terms concerning management sciences - [K2A_W01]         2. He possesses advanced knowledge about terelations existing in concerns and holdings and advanced knowledge about the relations existing in concerns and holdings and advanced knowledge about the processes of changes of organizational structures as well as about the change management [K2A_W14]		Economics					4 100%	
email: stefan.trzcielinski@put.poznan.pl       email: joanna.kalkowska@put.poznan.pl         tel. +48 61 665 3373       tel. +48 61 665 3372         Faculty of Engineering Management       Faculty of Engineering Management         ul. Strzelecka 11 60-965 Poznań       U. Strzelecka 11 60-965 Poznań         Prerequisites in terms of knowledge, skills and social competencies:         1       Knowledge       The knowledge on: microeconomics, strategic management, managing the functional subsystem of enterprise.         2       Skills       Is able to identify the functions executed in management system and match them with proper organizational units.         3       Social competencies       Presents the readiness to update and developer his knowledge and skills. Is open for team based working.         Study outcomes and reference to the educational results for a field of study         Mewledge:         1       The student possess the knowledge about contextual sciences of management sciences and about unique terms concerning management sciences - [K2A_W01]         Conderstand the advanced knowledge about the relations existing in concerns and holdings and advanced knowledge about treprise [K2A_W04]         1. The student possess the knowledge about structure-creating mechanisms of an enterprise [K2A_W14]         A study outcomes and reference to the educational corporations and virtual enterprises [K2A_W04]         2      <	Resp	onsible for subj	ect / lecturer:	Res	sponsible for subj	ect /	lecturer:	
tel. +48 61 665 3373       tel. +48 61 665 3372         Faculty of Engineering Management       Faculty of Engineering Management         ul. Strzelecka 11 60-965 Poznań       U. Strzelecka 11 60-965 Poznań         Prerequisites in terms of knowledge, skills and social competencies:         1       Knowledge         2       Skills         3       Social competencies         Presents the readiness to update and developer his knowledge and skills. Is open for team based working.         Assumptions and objectives of the course:         To understand the both classical and contemporary concepts in management and use the modern concepts to explain real managerial phenomena.         Study outcomes and reference to the educational results for a field of study         Knowledge:         1. The student possess the knowledge about contextual sciences of management sciences and about unique terms concerning management sciences - [K2A_W01]         2. He possesses advanced knowledge about contextual sciences of management sciences and about unique terms concerning management sciences in an antipicational units of an enterprise [K2A_W05]         4. He has the advanced knowledge about structure-creating mechanisms of an enterprise [K2A_W14]         5. He has the advanced knowledge about the processes of changes of organizational structures as well as about the change management [K2A_W15]	prof	. dr hab. inż. Stefan Ti	rzcieliński, prof. nadzw.	J	loanna Kałkowska			
Faculty of Engineering Management ul. Strzelecka 11 60-965 Poznań       Faculty of Engineering Management ul. Strzelecka 11 60-965 Poznań         Prerequisites in terms of knowledge, skills and social competencies:         1       Knowledge         2       Skills         2       Skills         3       Social competencies         Presents the readiness to update and developer his knowledge and skills. Is open for team based working.         Assumptions and objectives of the course:         -To understand the both classical and contemporary concepts in management and use the modern concepts to explain real managerial phenomena.         Study outcomes and reference to the educational results for a field of study         Knowledge:         1. The student possess the knowledge about contextual sciences of management sciences and about unique terms concerning management sciences - [K2A_W01]         2. He possesses the knowledge about clasters, forms of international corporations and virtual enterprises [K2A_W04         3. He possesses the knowledge about the relations existing in concerns and holdings and advanced knowledge about relations between organizational units of an enterprise [K2A_W05]         4. He has the advanced knowledge about threure-creating mechanisms of an enterprise [K2A_W14]         5. He has the advanced knowledge about the processes of changes of organizational structures as well as about the change management [K2A_W15]			put.poznan.pl			@put.	.poznan.pl	
ul. Strzelecka 11 60-965 Poznań       ul. Strzelecka 11 60-965 Poznań         Prerequisites in terms of knowledge, skills and social competencies:       1         1       Knowledge       The knowledge on: microeconomics, strategic management, managing the functional subsystem of enterprise.         2       Skills       Is able to identify the functions executed in management system and match them with proper organizational units.         3       Social competencies       Presents the readiness to update and developer his knowledge and skills. Is open for team based working.         Assumptions and objectives of the course:       -To understand the both classical and contemporary concepts in management and use the modern concepts to explain real managerial phenomena.         Study outcomes and reference to the educational results for a field of study         Knowledge:         1. The student possess the knowledge about contextual sciences of management sciences and about unique terms concerning management sciences - [K2A_W01]         2. He possesses advanced knowledge about clasters, forms of international corporations and virtual enterprises [K2A_W04]         3. He possesses the knowledge about the relations existing in concerns and holdings and advanced knowledge about relations between organizational units of an enterprise [K2A_W05]         4. He has the advanced knowledge about structure-creating mechanisms of an enterprise [K2A_W14]         5. He has the advanced knowledge about the processes of changes of organizational structures as well as about the change management [K2A_W15]			anagement					
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1       Knowledge       subsystem of enterprise.         2       Skills       Is able to identify the functions executed in management system and match them with proper organizational units.         3       Social competencies       Presents the readiness to update and developer his knowledge and skills. Is open for team based working.         Assumptions and objectives of the course:       -To understand the both classical and contemporary concepts in management and use the modern concepts to explain real managerial phenomena.         Study outcomes and reference to the educational results for a field of study         Knowledge:         1. The student possess the knowledge about contextual sciences of management sciences and about unique terms concerning management sciences - [K2A_W01]         2. He possesses advanced knowledge about clasters, forms of international corporations and virtual enterprises [K2A_W04]         3. He possesses the knowledge about the relations existing in concerns and holdings and advanced knowledge about relations between organizational units of an enterprise [K2A_W05]         4. He has the advanced knowledge about structure-creating mechanisms of an enterprise [K2A_W14]         5. He has the advanced knowledge about the processes of changes of organizational structures as well as about the change management [K2A_W15]	Prere	equisites in term	s of knowledge, skills an	nd so	ocial competencies	S:		
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<ul> <li>To understand the both classical and contemporary concepts in management and use the modern concepts to explain real managerial phenomena.</li> <li>Study outcomes and reference to the educational results for a field of study</li> <li>Knowledge:</li> <li>1. The student possess the knowledge about contextual sciences of management sciences and about unique terms concerning management sciences - [K2A_W01]</li> <li>2. He possesses advanced knowledge about clasters, forms of international corporations and virtual enterprises [K2A_W04]</li> <li>3. He possesses the knowledge about the relations existing in concerns and holdings and advanced knowledge about relations between organizational units of an enterprise [K2A_W05]</li> <li>4. He has the advanced knowledge about structure-creating mechanisms of an enterprise [K2A_W14]</li> <li>5. He has the advanced knowledge about the processes of changes of organizational structures as well as about the change management [K2A_W15]</li> </ul>	3			te and	l developer his knowled	ge and	d skills. Is open for team	
<ul> <li>managerial phenomena.</li> <li>Study outcomes and reference to the educational results for a field of study</li> <li>Knowledge:</li> <li>1. The student possess the knowledge about contextual sciences of management sciences and about unique terms concerning management sciences - [K2A_W01]</li> <li>2. He possesses advanced knowledge about clasters, forms of international corporations and virtual enterprises [K2A_W04]</li> <li>3. He possesses the knowledge about the relations existing in concerns and holdings and advanced knowledge about relations between organizational units of an enterprise [K2A_W05]</li> <li>4. He has the advanced knowledge about structure-creating mechanisms of an enterprise [K2A_W14]</li> <li>5. He has the advanced knowledge about the processes of changes of organizational structures as well as about the change management [K2A_W15]</li> </ul>	Assu	mptions and obj	ectives of the course:					
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<ul> <li>concerning management sciences - [K2A_W01]</li> <li>He possesses advanced knowledge about clasters, forms of international corporations and virtual enterprises [K2A_W04]</li> <li>He possesses the knowledge about the relations existing in concerns and holdings and advanced knowledge about relations between organizational units of an enterprise [K2A_W05]</li> <li>He has the advanced knowledge about structure-creating mechanisms of an enterprise [K2A_W14]</li> <li>He has the advanced knowledge about the processes of changes of organizational structures as well as about the change management [K2A_W15]</li> </ul>	Knov	vledge:						
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management [K2A_W15]								
Skills:	manag	ement [K2A_W15]	wledge about the processes of cha	langes	s of organizational struct	ures	as well as about the change	
	Skills	6:						

1. Is able to interpret and explain the social, cultural, political, legal, economical phenominas and the mutual relation between social events ta king place in the environment. - [K2A\_U01]

2. Is able to use the theoretical knowledge to descript and analyze the causes and flow of social processes and phenomena as well as formulate his own opinions and chose the critical data and methods of analysis. - [K2A\_U02]

3. He is able to analyze property the causes and flow of social processes and phenomena as well as formulate his own opinions about that as well as construct the simple hypothesis and verify them. - [K2A\_U03]

4. He possesses the abilities of using the knowledge obtain in different areas that is enriched about critical analysis of the usability and effectiveness of the knowledge. - [K2A\_U06]

5. He possesses the abilities of making proposals of the real managerial problems solutions and deciding about procedures to make settlement in this scope. - [K2A\_U07]

6. He possesses the abilities to reasoning and analyzing the social phenomena that is extended about abilities of deeper theoretical estimation of the phenomena in some areas with the use of research method. - [K2A\_U08]

### Social competencies:

1. The student understands the needs and know the possibilities of continious improvement of his professional, personal and social competencies; he is able to justify the LLL. - [K2A\_K01]

2. He is conscious about the responsibility for his activities and is ready to respect the team based working rules as well as to take the responsibility for collective tasks. -  $[K2A_K02]$ 

3. He is able to perceive the cause and effect relations in the process of achieving the goals and rank the importance of alternative or competitive tasks. - [K2A\_K03]

4. He is conscious about the importance of professional behavior, respecting the ethical occupational principles and the variety of opinion and cultures. - [K2A\_K04]

5. He is able to add the valuable contribution in preparation and execution of social projects. - [K2A\_K05]

6. He is conscious about the necessity of interdisciplinary knowledge and skills to resolve complex problems of the organization and about the usefulness of creating the interdisciplinary teams. - [K2A\_K06]

7. Is able to plan and manage the business projects. - [K2A\_K07]

# Assessment methods of study outcomes

-The multiple-choice test and assessment of the project.

### Course description

-Contemporary approaches and concepts in management ? focus on the customer, focuse on the quality, focus on innovations and know-how, focus on financial results, focus on company value; focus on knowledge, focus on human resources; resource approach. The paradigms of: process orientation, flexibility and changes of management concepts.

Two meta-concepts of management: lean enterprise and agile enterprise. Effectiveness of the contemporary concepts and methods of management. The levels of enterprise agility and IT that are used on the levels.

#### Basic bibliography:

1. Agile Enterprise. Concepts and some results of research, Trzcieliński S. (Red.)., IEA, Madison, 2007

2. Towards the virtual organization, Hale R., Whitlam P., McGraw-Hill, London, 1997

3. Agile competitors and virtual organization. Strategies for enriching the customer, , Goldman S., Nagel R., Preiss K., Van Nostrand Reinhold, New York, 1995.

4. The machine that changed the world, Womack J.P., Jones D.T., Roos D., Rawson Associates, New York, 1990.

#### Additional bibliography:

1. Przedsiębiorstwo zwinne, Trzcieliński S., Wydawnictwo Politechniki Poznańskiej, Poznań, 2011.

2. Metody zarządzania, Brzozowski M., Kopczyński T., Wydawnictwo Uniwersytetu Ekonomicznego Poznaniu, Poznań, 2011.

3. Zarządzanie przedsiębiorstwem w turbulentnym otoczeniu, Krupski R. (Red.)., PWE, Warszawa, 2005.

4. Zarządzanie przedsiębiorstwem w turbulentnym otoczeniu, Krupski R. (Red.)., PWE, Warszawa, 2005.

# Result of average student's workload

Activity	Time (working hours)
1. Lecture	30
2. Project	15
3. Preparation before the lecture	30
4. Project - outdoor work: 4x5h	20
5. Consult of the project: 4x2h	8
Student's workload	

Source of workload	hours	ECTS
Total workload	103	4
Contact hours	53	2
Practical activities	43	2