



## COURSE DESCRIPTION CARD - SYLLABUS

Course name

Enterprise Management

### Course

Field of study

Corporate management

Area of study (specialization)

Managing Enterprises of the Future

Level of study

Second-cycle studies

Form of study

full-time

Year/Semester

1/1

Profile of study

general academic

Course offered in

English

Requirements

compulsory

### Number of hours

Lecture

30

Tutorials

Laboratory classes

Projects/seminars

15

Other (e.g. online)

### Number of credit points

4

### Lecturers

Responsible for the course/lecturer:

Prof. Leszek Pacholski, Ph.D., D.Sc., Eng.,

Mail to: [leszek.pacholski@put.poznan.pl](mailto:leszek.pacholski@put.poznan.pl)

Faculty of Engineering Management

ul. J. Rychlewskiego 2, 60-965 Poznań

Responsible for the course/lecturer:

Ph.D., Eng., Edmund Pawłowski

Mail to: [edmund.pawlowski@put.poznan.pl](mailto:edmund.pawlowski@put.poznan.pl)

Faculty of Engineering Management

ul. J. Rychlewskiego 2, 60-965 Poznań

### Prerequisites

Student has knowledge of the foundations of management conducted in first-cycle studies. In addition,



he should also be able to use the acquired knowledge in practice and is ready to work within team structures.

### Course objective

The aim of the course is to provide students with knowledge about the functioning of modern enterprises of various sizes, including their structural solutions. In addition, the student learns selected management concepts used in modern enterprise, also in the aspect of sustainable development.

### Course-related learning outcomes

#### Knowledge

The student defines and designates advanced methods and tools for modeling information and decision-making processes used in business management, and demonstrates their application in specific scenarios [P7S\_WG\_02].

The student describes the specifics of contextual sciences in management, names the research methods and terminology of management sciences and technical sciences, and compares them [P7S\_WG\_04].

The student characterizes the determinants of the organizational structures of the enterprise, identifies methods of their modeling and change, and explains their essence [P7S\_WG\_05].

The student recognizes and lists the characteristics and dynamics of network organizations, such as corporations, holding companies, clusters, and analyzes the organizational relationships within the enterprise [P7S\_WG\_06].

#### Skills

The student forecasts and models complex social processes in the context of enterprise management using advanced methods and tools [P7S\_UW\_02].

The student applies the acquired knowledge in practical aspects of enterprise management including a critical analysis of the effectiveness and usefulness of applied solutions [P7S\_UW\_03].

The student independently formulates and implements solutions to management problems in an enterprise [P7S\_UW\_04].

The student effectively leads a team, taking responsibility for common tasks and teamwork [P7S\_UO\_01].

The student identifies the needs and opportunities for continuing education in the field of management and argues the need for lifelong learning [P7S\_UU\_01].

#### Social competences

The student analyzes and presents case studies, demonstrating how an interdisciplinary approach (combining elements of management, economics, psychology, etc.) can effectively solve complex problems in enterprise management [P7S\_KK\_01].

The student analyzes causal relationships in the implementation of enterprise objectives and ranks their relevance [P7S\_KK\_02].



The student makes a substantive contribution to the preparation and management of business projects [P7S\_KO\_01].

The student plans and manages business ventures, effectively achieving enterprise objectives [P7S\_KO\_03].

The student demonstrates an understanding and application of the principles of professional behavior, professional ethics, and respect for diversity of cultures and views in the work environment by developing and presenting a team management plan that incorporates these aspects. This includes conducting an analysis of professional situations in which these elements are key and proposing specific strategies for their implementation and monitoring in professional practice [P7S\_KR\_01].

### Methods for verifying learning outcomes and assessment criteria

Learning outcomes presented above are verified as follows:

Knowledge acquired during the lecture is verified by a test carried out after the last lecture. The test consists of 20 closed questions. Assessment threshold: 50% of the points (satisfactory).

Knowledge acquired under the project is verified on the basis of solving individual tasks covered by the curriculum. The student receives points for each task. Assessment threshold: 50% of the points (satisfactory).

### Programme content

Lecture: Organization as a socio-technical system and its goals (including: management concepts in organizations, enterprise management system and process), creating market advantage (cost, differential, specialization and diversification of enterprise development paths). Enterprise relational strategies. Business management paradigms in an economy based on a smart and sustainable development. Enterprise management system, structures and conditions. Divisions and services in the enterprise. Typical business processes and structural solutions of a large enterprise (including network and virtual structures). Enterprise management system design. Decision-making processes in enterprise management. Planning in company management. Enterprise culture, identity and social intelligence. Company image. Intelligent organization - features and models. Selected concepts of enterprise management: elements of information and knowledge management, lean and agile enterprise. An enterprise based on intelligent digital technologies. Basics of managing human teams in the enterprise.

Project: Designing the organizational structure of the enterprise: methodology and procedure for designing the organizational structure. Creating market advantage (cost, differential, specialization and diversification paths of enterprise development).

### Teaching methods

Monographic lecture in the form of a multimedia presentation, with elements of a seminar lecture. Project: solving project tasks based on the case study method.

### Bibliography



Basic

1. R.W. Griffin, Fundamentals of Management, Cengage Learning, 2022, 2011
2. J. Jeston., J. Nelis . Business Process Management. Practical Guidelines to Successful Implementations,, Elsevier, Hungary 2008
3. S.P. Robbins, D.A. De Cenzo, M. Coulter. Fundamentals of Management, Prentice Hall, 2010
4. S. Trzcieliński, M. Kruszyński, J. Trzcielińska. Shaping the enterprise's strategy – theory and practise, Publishing House of Poznan University of Technology, 2023
5. T. Peters, R. H. Waterman. In Search of Excellence: Lessons from America's Best-Run Companies; Profile Books 2015
6. E. Pawłowski. Designing the organizational structure of a company. A concept of multidimensional design space W: Management systems. Methods and structures / red. Magdolna Csath, Stefan Trzcieliński - Poznań, Poland : Publishing House of Poznan University of Technology, 2009 - s. 107-121
7. E. Pawłowski. Flexibility of organizational structure in a context of organizational innovations and modern concepts of enterprise management W: Portland International Conference on Management of Engineering and Technology (PICMET 2016): Technology Management for Social Innovation / red. D.F. Kocaoglu, T.R. Anderson, T.U. Daim, D.C. Kozanoglu, K. Niwa, G. Perman, 2016 - s. 2331-2337
8. S. Trzcieliński, J. Kałkowska, E. Pawłowski, H. Włodarkiewicz-Klimek : Adjustment of Polish Enterprises to the Knowledge Based Economy. Some Results of Research / // W: Management Science in Transition Period in Moldova and Poland. Responsible Use of Resources / red. Siscan Zorina, Halina Łyszczarz, Krzysztof Machaczka - Cracow, Poland : Cracow University of Economics, 2014 - s. 183-20

Additional

1. E. Pawłowski, S. Trzcieliński, Zarządzanie Przedsiębiorstwem. Funkcje i struktury. Wydawnictwo Politechniki Poznańskiej, Poznań 2011
2. Mintzberg H., Zarządzanie, Wydawnictwo Nieoczywiste, Warszawa 2019
3. Pacholski L., Malinowski B., Niedźwiedz S., Kierowanie, Wydawnictwo Politechniki Poznańskiej, Poznań 2012

**Breakdown of average student's workload**

	Hours	ECTS
Total workload	100	4,0
Classes requiring direct contact with the teacher	45	2,0
Student's own work (literature studies, preparation for projects, preparation for tests/exam) <sup>1</sup>	55	2,0

<sup>1</sup> delete or add other activities as appropriate