



## COURSE DESCRIPTION CARD - SYLLABUS

Course name

Organizational Structures of Contemporary Enterprises

### Course

Field of study

Engineering Management

Area of study (specialization)

Level of study

First-cycle studies

Form of study

full-time

Year/Semester

3/6

Profile of study

general academic

Course offered in

English

Requirements

elective

### Number of hours

Lecture

15

Tutorials

15

Laboratory classes

Projects/seminars

Other (e.g. online)

### Number of credit points

2

### Lecturers

Responsible for the course/lecturer:

Ph.D., Eng., Edmund Pawłowski

Responsible for the course/lecturer:

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

Faculty of Engineering Management

ul. J. Rychlewskiego 2, 60-965 Poznan

### Prerequisites

Knowledge of Management Basics and Organisation Science



### Course objective

Teaching a system of basic concepts used to describe an organization's structure, and teaching models of organization's internal and external structures. Teaching methodology of modeling and designing organizational structures

### Course-related learning outcomes

#### Knowledge

The student defines basic concepts related to organizational structure and explains its dimensions [P6S\_WG\_01].

The student classifies different types of organizational structures and describes their characteristic features [P6S\_WG\_06].

The student identifies the conditions of organizational structure, taking into account legal, cultural, and economic aspects [P6S\_WG\_03].

The student characterizes the differences between network, virtual, and traditional forms of organization [P6S\_WG\_07].

The student determines the impact of organizational structures on the effectiveness of organizations, based on ethical standards and their changes [P6S\_WK\_01].

#### Skills

The student applies methodologies of modeling and designing organizational structures to analyze business cases [P6S\_UW\_01].

The student interprets the impact of different organizational structures on the effectiveness of enterprise management [P6S\_UW\_06].

The student analyzes the documentation of organizational structure, using normative tools [P6S\_UW\_08].

The student conducts a proper analysis of the causes and course of management processes in the context of organizational structures, taking into account the influence of social, cultural, political, legal, and economic factors [P6S\_UW\_07].

#### Social competences

The student demonstrates the ability to make substantive contributions to projects related to organizational structure, considering legal, economic, and organizational aspects [P6S\_KO\_01].

The student shows awareness of the importance of professional ethics and cultural diversity in creating and managing organizational structures [P6S\_KR\_02].

### Methods for verifying learning outcomes and assessment criteria

Learning outcomes presented above are verified as follows:



The knowledge of the lectures is verified during the written test. Written test in two versions: 1/ 5 open questions, 2/ 10 multiple-choice test questions. Maximum number of points = 100. Positive score from 65 points.

Knowledge from the tutorials is verified in two stages: 1/ evaluation of public presentations on the given topic, 2/ evaluation of the final test from the knowledge covered by the tutorials. A maximum of 50 points can be obtained from each part, together 100 points. Positive assessment from 65 points.

### Programme content

The essence and dimensions of the organisational structure. Conditions of the organizational structure. Organizational structure and effectiveness of the organization. Classification of organizational structures. External organization architectures (network and virtual structures). Typical organizational structure of a large industrial enterprise. Methodology of organizational structure modeling. Methodology of designing an organization structure. Documentation of organisational structure.

### Teaching methods

1. lecture: Monographic lecture, case studies
2. Tutorials: multimedia presentation illustrated with examples given on the board and the performance of tasks given by the instructor - practical tutorials .

### Bibliography

Basic

Pawłowski E.. Designing Organizational Structure of a Company. A Concept of Multidimensional Design Space. In: M. Csath, S. Trzcielinski (Eds.). Management Systems. Methods and Structures. Monograph. Publishing House of Poznan University of Technology, Poznan, 2009

Pawłowski E. , Designing the Organizational Structure of Enterprises Operating in a Highly Turbulent Environment W: Human aspects of advanced manufacturing. Proceedings of the 14th International Conference on Applied Human Factors and Ergonomics and the Affiliated Conferences, San Francisco, USA, 20-24, July, 2023 / red. Waldemar Karwowski, Stefan Trzcieliński (WIZ): AHFE International, 2023 - s. 111-119,

Pawłowski E., Pawłowski K., Organizational structure and agile enterprise. Anticipated effects and empirical results from Polish enterprises / W: Advances in Ergonomics of Manufacturing: Managing the Enterprise of the Future : Proceedings of the AHFE 2016 International Conference on Human Aspects of Advanced Manufacturing, July 27-31, 2016, Walt Disney World®, Florida, USA / red. Christopher Schlick, Stefan Trzcieliński - Cham, Switzerland : Springer International Publishing, 2016 - s. 391-401



Pawłowski E. 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. 2331-233

H. Mintzberg. Understanding Organizations--Finally!. Berrett-Koehler Publishers, 2023

T.S. Bateman, S.A. Snell. Managment. Competing in the New Era. McGraw-Hill, 2002

Pawłowski E. Designing the Organizational Structure of Enterprises Operating in a Highly Turbulent Environment. in: Human Aspects of Advanced Manufacturing, Vol. 80, 2023, 111–119, Human Aspects of Advanced Manufacturing, Vol. 80, 2023, 111–119; <https://doi.org/10.54941/ahfe1003513>

Mintzberg H. Structure in Fives. Designing Effective Organizations. Prentice - Hall: Englewood Cliffs, 1983

#### Additional

Hopej M. Struktury organizacyjne. Podstawowe, współczesne i przyszłe rozwiązania strukturalne. Wydawnictwo Ossolineum, Wrocław, 2004

Pawłowski E., Trzcieliński S. Zarządzanie przedsiębiorstwem. Funkcje i struktury. Wydawnictwo Politechniki Poznańskiej, 2011

#### Breakdown of average student's workload

	Hours	ECTS
Total workload	50	2,0
Classes requiring direct contact with the teacher	30	1,0
Student's own work (literature studies, preparation for laboratory classes/tutorials, preparation for tests, project preparation) <sup>1</sup>	20	1,0

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