Wyższa Szkoła Turystyki i Ekologii
ul. Zamkowa 1
34-200 Sucha Beskidzka

COURSE DESCRIPTION SHEET

ORGANISATION AND MANAGEMENT

Programme: Tourism and Leisure		Course ID:
Profile: practical		
Major: general	**Level of studies:** First degree (bachelor's)	**Year:** II **Semester:** 2
Type of classes: lecture, practical classes/exercises	**Number of hours per semester:** Full-time studies: **15/15** Part-time studies: **7/7**	**ECTS:** 3

COURSE GUIDE

Applicable to the students beginning studies in the academic year 2025/2026

STUDENT WORKLOAD

Type of activity	**Average number of hours required to complete the activities**	
	Full-time studies	**Part-time studies**
Total number of hours with direct participation of the instructor	33	16
Hours conducted in class	30	14
Including those using distance learning methods and technologies	-	-
Consultations	2	1
Examinations and assessments during the exam session	1	1
Independent student work	42	59
Total workload	**∑75**	

COURSE OBJECTIVES

C1 – To familiarise students with the fundamental issues related to the nature and essence of the management process.
C2 – To introduce students to the principles and techniques of business planning, strategy development, and decision-making processes.
C3 – To acquaint students with the principles of designing and the characteristics of organisational structures, both classical and modern.
C4 – To familiarise students with the fundamentals of employee motivation, motivation tools, and leadership styles.
C6 – To enable students to apply planning instruments and decision-making tools that influence the functioning of an enterprise.
C7 – To develop students' ability to design motivational systems and to create organisational structures for enterprises.

PREREQUISITES

1. The ability to use various sources of information.
2. The ability to work independently as well as collaboratively in a group.
3. The ability to present acquired knowledge and personal viewpoints clearly and correctly.

LEARNING OUTCOMES

KNOWLEDGE (W)
EU 1 The student possesses general knowledge and understands terminology related to management

processes and management methods within an enterprise. EU 2 The student identifies the principles and techniques of creating business plans and developing enterprise strategies. EU 3 The student defines and explains basic concepts related to organisational structure and understands the principles of constructing employee motivation systems.
SKILLS (U)
EU 4 The student is able to design an organisational structure for an enterprise. EU 5 he student can create a motivation system within an enterprise and identify and explain leadership styles applied by managers. EU 6 The student is able to apply planning and decision-making instruments that influence the functioning of an enterprise.
COMPETENCES (K)
EU 7 The student is able to work effectively in a team, adopting various roles as required. The student can set priorities for the implementation of tasks defined by themselves or others, is aware of trends in management development, and recognises the potential for applying modern concepts and methods of management in practice.

COURSE CONTENT

Type of class – LECTURES Detailed description of thematic blocks		**Number of hours**	
		Full-time studies	**Part-time studies**
L 1	1. The essence of the management process – concept, features, and functions. 2. The evolution of management sciences – classical management theories, integrative approaches, and contemporary management concepts. 3. Planning in an enterprise – essence, functions, stages, principles, and types of plans. 4. The decision-making process – essence, types of decisions, and decision-making techniques. 5. Types of organisational structures – differentiation criteria, classical and modern organisational structures. 6. Leadership and management styles – sources of power, leadership characteristics, situational models of leadership. 7. Control in an enterprise – essence, functions, types, and phases of control; effectiveness and efficiency of control.	**15**	**7**
Total		**15**	**7**

Type of class – PRACTICAL CLASSES / EXERCISES Detailed description of thematic blocks	**Number of hours**	
	Full-time studies	**Full-time studies**

PC/E 1	1. Selected modern management concepts, including Renaissance management, process management, paradox management, network organisations, cool companies, reengineering, benchmarking, outsourcing, and lean management. 2. The role and competencies of a manager – Mintzberg's concept. 3. Planning and decision-making instruments; forecasting methods. 4. Theories of motivation and motivating – Maslow's and Herzberg's theories. 5. Designing an organisational structure for a company; selected management methods and techniques (based on managerial functions). 6. Material and non-material motivation tools, and the principles of composing a motivation system from them. 7. Internal communication in an enterprise – principles for selecting and designing types of communication networks..	**15**	**7**
Total		**15**	**7**

TEACHING TOOLS

1. Lecture – multimedia presentation.
2. Exercises – problem-solving, practical tasks, case studies, discussions, teamwork.

ASSESSMENT METHODS AND TECHNIQUES (F – Formative, P – Summative)

F1. Assessment of the quality of tasks completed.
F2. Assessment of teamwork skills.
F3. Evaluation of class activity and participation in discussions.
P1. Assessment of mastery of the material covered during lectures and practical classes – written examination.

COURSE COMPLETION REQUIREMENTS

a. A positive grade from practical classes.
b. A positive grade from the written examination..

BIBLIOGRAPHY

BASIC LITERATURE

1. Koźmiński A., *Zarządzanie: teoria i praktyka*, PWN, Warszawa 2019.
2. Griffin R.W., *Podstawy zarządzania organizacjami*, Wydawnictwo Naukowe PWN, Warszawa 2018.
3. Zakrzewska-Bielawska A. (red.) Podstawy zarządzania – teoria i ćwiczenia, Wydawnictwo Nieoczwiste, Warszawa 2017.

SUPPLEMENTARY LITERATURE

1. Stoner J.A.F., Freeman R.E., Gilbert D.R., *Kierowanie*, PWE, Warszawa 2001.
2. Wajda A., Organizacja i zarządzanie, PWE, Warszawa 2013.
3. Materiały autorskie zamieszczone na platformie

INFORMATION ABOUT THE ACADEMIC TEACHERS

Course instructor (name, surname, e-mail address)

.....,e-mail: ……

COURSE IMPLEMENTATION MATRIX

Learning	Reference to	Course	Course	Teaching	Assessment

outcome for the course	programme learning outcomes	objectives	content	tools	methods
EU1	K_W06	C1	L, PC/E	1,2	F1-F3, P1
EU2	K_W06	C2	L, PC/E	1,2	F1-F3, P1
EU3	K_W06	C3	L, PC/E	1,2	F1-F3, P1
EU4	K_W06, K_U06	C4	L, PC/E	1,2	F1-F3, P1
EU5	K_U06	C5	L, PC/E	1,2	F1-F3, P1
EU6	K_W06, K_U06	C6	L, PC/E	1,2	F1-F3, P1
EU7	K_U10, K_K02	C7	L, PC/E	1,2	F1-F3, P1

STUDENT ASSESSMENT CRITERIA

LEARNING OUTCOME 1(W)	
For grade 2	1. The student does not possess knowledge or understand terminology related to management processes and management methods within an enterprise.
For grade 3	1. The student has a basic knowledge and understanding of terminology related to management processes and management methods within an enterprise.
For grade 4	1. The student has a good knowledge and understanding of terminology related to management processes and management methods within an enterprise.
For grade 5	1. The student has good knowledge knowledge and a comprehensive understanding of terminology related to management processes and management methods within an enterprise.
LEARNING OUTCOME 2(W)	
For grade 2	2. The student does not know the principles and techniques of creating business plans and developing enterprise strategies.
For grade 3	2. The student has a basic understanding of the principles and techniques of creating business plans and developing enterprise strategies.
For grade 4	2. The student has a good understanding of the principles and techniques of creating business plans and strategies.
For grade 5	2. The student has a very good understanding of the principles and techniques of creating business plans and strategies.
LEARNING OUTCOME 3 (W)	
For grade 2	3. The student cannot identify or define the basic concepts related to organisational structures and does not know the principles of constructing motivation systems.
For grade 3	3. The student can identify and define basic concepts related to organisational structures and demonstrates a satisfactory understanding of the principles of constructing motivation systems.
For grade 4	3. The student can identify and define basic concepts related to organisational structures and demonstrates a good understanding of the principles of constructing motivation systems.
For grade 5	3. The student can identify and define basic concepts related to organisational structures and demonstrates a very good understanding of the principles of constructing motivation systems.
LEARNING OUTCOME 4 (U)	
For grade 2	4. The student is unable to design an organisational structure for an enterprise..
For grade 3	4. The student can prepare an outline of an organisational structure for an enterprise.
For grade 4	4. The student can complete the structure outline by adding essential functions and hierarchical relationships.
For grade 5	4. The student can design a complete organisational structure for an enterprise, taking into account all necessary elements.
LEARNING OUTCOME 5 (U)	
For grade 2	5. The student cannot develop a motivation system or explain leadership styles used by managers.
For grade	5. The student cannot fully construct a motivation system but can satisfactorily explain

3	leadership styles used by managers.
For grade 4	5. The student can create an outline of a motivation system for a specific enterprise and can clearly explain leadership styles used by managers.
For grade 5	5. The student can design a comprehensive motivation system and fully explain leadership styles used by managers.
LEARNING OUTCOME 6 (U)	
For grade 2	6. The student lacks the ability to apply planning and decision-making instruments influencing the functioning of an enterprise.
For grade 3	6. The student demonstrates a satisfactory ability to apply planning and decision-making instruments influencing the functioning of an enterprise.
For grade 4	6. The student demonstrates a good ability to apply planning and decision-making instruments influencing the functioning of an enterprise.
For grade 5	6. The student demonstrates a very good ability to apply planning and decision-making instruments influencing the functioning of an enterprise.
LEARNING OUTCOME 7 (K)	
For grade 2	5. The student cannot work effectively in a team or assume various roles. The student cannot set priorities for task implementation, lacks awareness of management trends, and is unaware of opportunities to apply modern management concepts and methods in practice.
For grade 3	5. The student demonstrates a satisfactory ability to work in a team, adopt different roles, and set priorities for implementing tasks. The student is aware of management trends and recognises, to some extent, opportunities to apply modern management concepts and methods in practice.
For grade 4	5. The student demonstrates a good ability to work in a team, adopt different roles, and set priorities for implementing tasks. The student is aware of management trends and can recognise opportunities to apply modern management concepts and methods in practice.
For grade 5	5. The student demonstrates a very good ability to work in a team, adopt different roles, and set priorities for implementing tasks. The student is fully aware of management trends and can effectively apply modern management concepts and methods in practice.

METHOD OF LEARNING OUTCOME VERIFICATION

Assessment of:	**Percentage distribution of assessment:**
Knowledge (W)	**40%** of total course grade
Skills (U)	**40%** of total course grade
Social competences (K)	**20%** of total course grade

GRADING SCALE:

Insufficient (2.0)	Below 50% of the maximum score for the intended learning outcomes.
Satisfactory (3.0)	From 50% to 60% of the maximum score for the intended learning outcomes.
Satisfactory plus (3.5)	From 60% to 70% of the maximum score for the intended learning outcomes.
Good (4.0)	Above 70% to 80% of the maximum score for the intended learning outcomes.
Good plus (4,5)	Above 80% to 90% of the maximum score for the intended learning outcomes.
Very good (5,0)	Above 90% to 100% of the maximum score for the intended learning outcomes.

Person responsible for the course description sheet

APPROVAL OF THE COURSE DESCRIPTION SHEET FOR IMPLEMENTATION

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(place, date) (course coordinator) (dean)