

## ITEM CARD

Attachment No. 1 into Regulation No 3/07/2020  
of 13 July 2020 *on the model card*  
*subject at the Higher School of Management*  
*in Warsaw*

I. GENERAL BASIC INFORMATION ABOUT THE SUBJECT (MODULE)										
<b>COURSE NAME:</b> Managerial competences and ways to improve them										
<b>Name of the organizational unit leading the course:</b>				<b>Faculty of Management and Technical Sciences</b>						
<b>Name of the field of study, level of education:</b>				Management I degree						
<b>Learning profile:</b>				General academic						
<b>Name of the specialty:</b>				Business Manager						
<b>Type of learning module:</b>				Specialty						
<b>Year/Semester:</b>				Year 3, semester 6						
<b>Person coordinating the subject:</b>				<b>Anna Kacprzak, M.A.</b>						
<b>Prerequisites (resulting from the succession of items):</b>				Basic management knowledge						
II. FORMS OF CLASSES AND NUMBER OF HOURS										
	Lecture	Exercise	Seminar	Laboratory	Workshop	Project	Seminar	Consultation	Exam/Passing	Total hours
Full-time studies	20	30								50
Part-time studies	15	15								30
III. METHODS OF TEACHING ACTIVITIES										
<b>Forms of classes</b>			<b>Didactic methods</b>							
<b>Lecture</b>			Multimedia presentations, discussions, brainstorming, case-study, problem methods, work with literature, exercises assuming hypothetical-deductive thinking of listeners							
<b>Practical</b>			Activating methods, problem tasks, case studies, teamwork							
IV. OBJECTIVE LEARNING OUTCOMES IN RELATION TO LEARNING OUTCOMES FOR THE FIELD OF STUDY AND AREAS										
<b>Lp.</b>	<b>Description of the learning outcomes in question</b>							<b>Directional effect reference</b>		
<b>Knowledge:</b>										
1	Knows and understands to an in-depth degree the essence and importance of key managerial competences in efficient management of the organization							ZO1_W01 P6S_WG		
2	Knows and understands in depth the essence of improving managerial competences in the context of lifelong learning							ZO1_W09 P6S_WG		
<b>Abilities:</b>										
1	Can follow the principles of ethics in the work of a manager							ZO1_U11 P6S_UK		
2	Is able to apply in practice selected HR tools m.in employee training in order to improve managerial competences and diagnose competence gaps and surpluses							ZO1_U13 P6S_UU		
<b>Social competences:</b>										

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1	He is ready to move freely on the labor market, consciously decides about the change of employment and his development	ZO1_K04 P6S_KR; P6S_KK
2	He is ready to cultivate and disseminate models of good conduct in the work environment and outside it	ZO1_K08 P6S_KR; P6S_KO
<b>V. CURRICULAR CONTENT (LEARNING)</b>		
<b>Lp.</b>	<b>Lecture:</b>	<b>Reference to the learning outcomes in question</b>
1.	Manager and his work – preliminary issues	ZO1_W01 ZO1_W09 ZO1_U11 ZO1_U13 ZO1_K04 ZO1_K08
2.	Strategic competences of the managerial staff and the labour market	
3.	The model of managerial competence in a modern organization	
4.	Managerial competencies in creative organizations	
5.	Manager competencies 4.0	
6.	The essence and typology of competences. Structure of managerial competences	
7.	Diagnosing managerial competences	
8.	Emotional intelligence of managers	
9.	Manager's efficiency and effectiveness versus competences	
10.	Determinants of the development of managerial competences	
11.	Contemporary trends in managerial improvement	
12.	Directions of development of managers' competences in various types of organizations - case study	
13.	Employee training and improvement of managerial competences	
<b>Lp.</b>	<b>Exercises/workshops:</b>	<b>Reference to the learning outcomes in question</b>
1	Tools for diagnosing managerial competences	ZO1_W01 ZO1_W09 ZO1_U11 ZO1_U13 ZO1_K04 ZO1_K08
2	Managers' competency profiles	
3	Coaching and mentoring	
4	Improving communication skills	
5	Doskonalowanie competence related to motivating subordinates	
6	Improving the conceptual competencies of the future manager	
7	Improving the organizational competences of the modern manager	
8	"Career path" – individual counselling sessions in the area of professional development planning	
9	Development Centre - examination of the potential of an individual manager	
10	Gamification	
11	Planning and organization of the manager's work	
12	Manager's assertiveness	
13	Good practices in managing a multicultural team	

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14	Methods and techniques for shaping the creativity of the manager			
15	Effective manager - case study			
VI. METHODS OF ASSESSMENT OF LEARNING OUTCOMES				
Learning outcomes	Verification method	Form of classes in which EUS is verified (Learning outcome)		
Knowledge:				
ZO1_W01 ZO1_W09	Written paper, presentation, discussion activity, project	Inthe course / exercises		
Abilities:				
ZO1_U11 ZO1_U13	Written paper, presentation, discussion activity, project	Inthe course / exercises		
Social competences:				
ZO1_K04 ZO1_K08	Written paper, presentation, discussion activity, project	Inthe course / exercises		
VII. CRITERIA FOR ASSESSING ACHIEVED LEARNING OUTCOMES				
Learning outcomes	Unsatisfactory assessment The student does not know and does not understand/cannot/is not ready:	Grade range 3.0-3.5 The student knows and understands / can / is ready:	Grade range 4.0-4.5 The student knows and understands / can / is ready:	Very good rating The student knows and understands / can / is ready:
For each of the learning outcomes identified for the Knowledge, Skills and Competences module	The student obtains less than 50% max. the number of points for a given effect	The student gets from 50 to 59% max. the number of points for a given effect on a grade of 3 and The student gets from 60 to 69% max. the number of points for a given effect per grade 3.5	The student gets from 70 to 79% max. the number of points for a given effect per grade 4, and The student obtains from 80 to 89% max. the number of points for a given effect per rating 4.5	The student obtains more than 89% max. the number of points for a given effect
VIII. STUDENT'S WORKLOAD – NUMBER OF HOURS AND BALANCE OF ECTS CREDITS				
Type of activity ECTS			Student load	
			Studies Stationary	Part-time studies
Participation in didactic activities (lectures, exercises, tutorials, project, laboratories, workshops, seminars) – SUM of hours – from point II			50	30
Exam/Passing				
Participation in the consultation				
Project / Essay			10	20
Independent preparation for didactic classes			20	25
Preparing to pass a teaching class			20	25
Total student workload (25h = 1 ECTS) TOTAL hours/ECTS			4 ECTS credits/ 100 h	4 ECTS credits/ 100 h

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Student load in classes in direct contact with the teacher	50	30
Student load in practical classes	25	35
Student load in practical vocational preparation classes		
Student load in research preparation classes	25	35
<b>IX. LITERATURE AND OTHER DIDACTIC MATERIALS</b>		
<b>Basic literature:</b>		
1. Katarzyna Szczepańska-Woszczyna, Managerial competences in the context of enterprise innovation, Wydawnictwo Naukowe PWN 2020		
2. Bogusław Bemberek, Managerial competences in cluster management. Praxeological perspective, Rzeszów University of Technology 2019		
3. Mirosław the Cat, Manager's competences. Onepress 2018		
<b>Supplementary Literature:</b>		
1. Kuc B. R., Żemigła M., Manager of new times. The best management methods and tools, Wyd. Helion, Gliwice 2010.		
2. Rakowska A., Sitko-Lutek A., Improvement of managerial competences, Wyd. PWN, Warsaw 2000.		
3. Jakubiak M., Improving managerial skills of future managers. Organization and Management No. 4, Wyd. World Cup, Gliwice 2008.		
4. Adamczuk L., Consequences of incompetence for the organization and manager, [in:] Business Coaching No. 1/2009.		
5. Kacprzak M., Król A., Strategic competences of managerial staff and the labor market, Management. Theory and Practice, 10(2) 2014. Ed. Wyższa Szkoła Menedżerska w Warszawie Williams M., Mistrze leadership, Oficyna Wydawnicza Wolters Kluwer Business, Kraków 2009.		
6. Juchnowicz M., Management through engagement, PWE, Warsaw 2010.		
7. Sajkiewicz A. (ed.), Competences of managers in a learning organization , Wyd. Difin Advisory and Information Centre. Warsaw 2008.		
8. Sajkiewicz A. (ed.), Quality of labor resources: culture, competences, competitiveness, Wyd. Poltext, Warsaw 2002		
<b>Other teaching materials:</b>		
4. - Moodle, MS Teams		