

## SYLLABUS

**Nazwa przedmiotu:** Theory and practice of decision making

**Nazwa w języku polskim:** Teoria i praktyka podejmowania decyzji

**Nazwa w języku angielskim:** Theory and practice of decision making

### Information on course:

**Course offered by department:** Faculty of Organisation and Management

**Course for department:** Silesian University of Technology

**Study level and form:** Bachelor's degree, Full-time

**Term:** winter semester 2026/2027

**Coordinator of course edition:** Dr Ida Skubis

### Default type of course examination report:

Credit

### Language:

English

### Course homepage:

<https://platforma.polsl.pl/roz/>

### ECTS

2

### Short description:

The aim of the course is to provide knowledge of the approaches, methods and tools used in management and decision-making theory.

Course objectives:

- To learn how to increase employee's professional satisfaction using different management methods;
- To learn the theory and practice of decision-making methods for understanding how to make rational decisions that affect the proper functioning and development of the organization in a competitive environment.

### Description:

Lectures:

1. Introduction to management
2. Management by alternatives – normative analysis
3. Management by alternatives – descriptive analysis – intuition
4. Management by objectives
5. Management by quality circle
6. Management by innovation
7. Conclusions

Practice lessons:

1. Introduction to the management and decision-making methods.
2. Management by alternatives - normative analysis as a part of MbA.
3. Using the intuition in management.
4. MbO practice.
5. Decision-making in quality circles.
6. Using innovation ideas in practice.
7. Test

### Bibliography:

1. Wodarski, K. (2021). Management and decision making methods. Theoretical and practical aspects. Lublin: Wydawnictwo Naukowe TYGIEL sp. z o.o. Retried from: <https://bc.wydawnictwo-tygiel.pl/publikacja/A39C6DF3-30F5-87EA-E362-4E0671D4A5D3>.
2. Baker, D., Bridges, D., Hunter, R., Johnson, G. et. (2001). Guidebook to Decision-Making Methods. Retried from: [https://www.researchgate.net/publication/255621095\\_Guidebook\\_to\\_Decision-Making\\_Methods](https://www.researchgate.net/publication/255621095_Guidebook_to_Decision-Making_Methods)
3. Hooks, I. F., & Farry, K. A. (2001) Customer Centered Products – Creating successful Products through Smart Requirements Management, American Management Association, New York.

4. Zavadskas, E. K, Antucheviciene, J. & Chatterjee, P. (2019) Multiple-Criteria Decision-Making (MCDM) Techniques for Business Processes Information Management. Retried from: <a href="https://www.mdpi.com/books/pdfdownload/book/1164">https://www.mdpi.com/books/pdfdownload/book/1164</a>
5. Shanteau, J. (2001). Encyclopedia of Psychology and Behavioral Science (3rd ed). Craighead, W. E., & Nemeroff, C. B. (Eds). NY: Wiley. (pp. 913-915). Retried from: <a href="https://www.researchgate.net/publication/262915658_Management_Decision_Making">https://www.researchgate.net/publication/262915658_Management_Decision_Making</a>
6. Skubis, I., Akahome, J., Bijańska, J., 2023, Green innovations in healthcare sector in Nigeria , in: Scientific Papers of Silesian University of Technology – Organization and Management Series, no. 176, <a href="http://dx.doi.org/10.29119/1641-3466.2023.176.33">http://dx.doi.org/10.29119/1641-3466.2023.176.33</a>
7. Skubis, I., Akahome, J., Bijańska, J., 2023, The brain drain syndrome and the role of responsible leadership in health care service organisation in Nigeria , in: Scientific Papers of Silesian University of Technology – Organization and Management Series, no. 176, <a href="http://dx.doi.org/10.29119/1641-3466.2023.176.34">http://dx.doi.org/10.29119/1641-3466.2023.176.34</a>
8. Skubis, I., Wodarski, K., Humanoid Robots In Managerial Positions – Decision-Making Process And Human Oversight, in: in: Scientific Papers of Silesian University of Technology – Organization and Management Series, [in print]
<b>Learning outcomes:</b>
<b>KNOWLEDGE</b>
K1A_W1. The student knows and understands methods and criteria useful in the decision-making process, especially those relating to the analysis of the decision-making problem, searching for solutions to the decision-making problem, evaluation and selection of solutions.
K1A_W2. The student knows and understands the importance of management science and quality in the decision-making process, especially in terms of the role and basic managerial skills.
<b>SKILLS</b>
K1A_U2. The student is able to identify, analyze and interpret social and economic phenomena and processes using standard methods of management and quality sciences, especially in the field of decision-making problem analysis, searching for solutions to the decision-making problem, evaluation and selection of solutions.
<b>SOCIAL COMPETENCE</b>
K1A_K1. The student is ready to act as a manager, responsible for the consequences of decisions made based on a critical analysis of the results of normative and descriptive analysis, and is also aware that in some cases it is necessary to seek the opinion of experts (to make the best decision).
<b>Assessment methods and assessment criteria:</b>
Working during practical classes – 50% (case study, individual and team tasks, group discussion, extra points for activity);
Final test (written test) – 50%.
<b>Practical placement:</b>
The subject is not directly related to professional practice.