Course title:	Decision Making in Enterprises
Course title in Polish:	Podejmowanie decyzji w przedsiębiorstwach
Course for discipline:	Management science and quality

Semester:	3	**Status of course:**	faculty	**Language:**	english
Academic year:	2026/2027	**Catalog number:**	52/2025/26		

Coordinator of course:	dr inż. Monika Gębska
Lecturer od course:	dr inż. Monika Gębska
Executing unit:	Management Institute
Ordering unit:	Doctoral School SGGW
Assumptions, goals and description of the course:	Course objectives The objective of the course is to prepare students through: 1. Introduction to the problems of the theory of decisions. 2. Introduction to the psychology of decision making. 3. Introduction to the tools used in aiding the process of decision-making. During the course, students will gain: • Ability to identify and structure decision problems, • Ability to select appropriate methods and techniques helpful in solving decision-making problems, • Ability to implement solutions of decision-making processes and to estimate them. Course program: Introduction of basic definitions concerning the theory of decision-making (2h), Decision and stages of the decision-making process. Classification and types of decisions, Introduction of basic notions from the decision-making theory (2 h), Problem and problematic situation. Classification and types of problems. Multidimensionality of decision effects. Problems and decisions in various stages of organisational life. Psychology of decision-making (2h), Value system and decisions, aspirations and decisions, subjective assessment of risk and probability. Psychological traps of decision-making. Rational techniques of problem solving. Creative problem solution – heuristics and heuristic techniques are helpful in various decisionmaking stages (3 h), Advantages and disadvantages of individual and group decision-making process. Decision game. Vroom and Jago model (2 h). Decision-making group. Selecting a team for a task. Life curve of a team. Testing of personality and climate testing. Styles and rules of the decision-making process. Traditional and modern techniques supporting decision-making. (2 h) Decision-making in the conditions of risk and uncertainty (1 h). Theory of games (1 h)
Didactic form, number of hours:	15 hours (including 10 hours of lectures, 5 hours of auditorium exercises)
Teaching methods:	Lecture, case studies, discussion
Limit of people in the group:	15

Learning outcomes

KNOWLEDGE - the graduate knows and understands:	**SKILLS - the graduate is able to:**	**COMPETENCES - the graduate is ready to:**
To the extent enabling to revise the existing pradigms in the field/discipline - the world achievments, gathering theoretical background as well as general and selected detailed issues	Carry out critical assessment of the scientific research findings and expert activities and their contribution to the knowledge development in the field/discipline	Critically evaluate the achievments in the field/discipline represented
Major general development trends in the field/discipline		Recognise knowledge in solving cognitive and practical problems characteristic for the area of research (field/discipline) and in an interdisciplinary aspect
		Support the ethos of scientific circles and conduct independent research

The method of verification of learning outcomes:	Case study report, test
Form of documentation of achieved learning outcomes:	Case study report, test
Elements and weights of the final grade:	Case study report 70%, test 30%
Place of the course:	SGGW campus

Basic and supplementary literature

1. Adair John. 2022 Decision Making and Problem Solving: Break Through Barriers and Banish Uncertainty at Work. Kogan Page Ltd.

Supplementary:
2. Smith, C. S., Shanteau, J., & Johnson, P. E. (2011). Psychological investigations of competence in decision making. Cambridge University Press
3. Burstein, F., & Holsapple, C. W. (2008). Handbook on Decision Support Systems 1. In Springer eBooks.
https://doi.org/10.1007/978-3-540-48713-5 https://doi.org/10.1007/978-3-540-48716-6
4. Burstein, F., & Holsapple, C. W. (2008a). Handbook on Decision Support Systems 2. In Springer eBooks.
https://doi.org/10.1007/978-3-540-48716-6
5. Burstein, F., & Holsapple, C. W. (2008a). Handbook on Decision Support Systems 3. In Springer eBooks.
https://doi.org/10.1007/978-3-540-48716-7
6. Forrest, Jeffrey Yi-Lin. 2020. Judgment in managerial decision making. Springer Nature Switzerland AG.
http://ci.nii.ac.jp/ncid/BA75749812
7. Jones Orumwense. 2013. Change Management and Managerial Decision-Makingecision - Making in Organisations. LambertD

Comments:	

Estimated number of hours of work of the doctoral student necessary to achieve the assumed learning outcomes:	80

Leraning outcomes reference to the second degree characteristics of the National Qualification Framework (level 8) covering doctoral competences:		
Symbol:	**Learning outcomes:**	**8 level NQF**
SD1_KW01	To the extent enabling to revise the existing pradigms in the field/discipline - the world achievments, gathering theoretical background as well as general and selected detailed issues	P8S_WG
SD1_KW02	Major general development trends in the field/discipline	P8S_WG
SD1_KU05	Carry out critical assessment of the scientific research findings and expert activities and their contribution to the knowledge development in the field/discipline	P8S_UW
SD1_KK01	Critically evaluate the achievments in the field/discipline represented	P8S_KK
SD1_KK03	Recognise knowledge in solving cognitive and practical problems characteristic for the area of research (field/discipline) and in an interdisciplinary aspect	P8S_KK
SD1_KK08	Support the ethos of scientific circles and conduct independent research	P8S_KR