# CURRICULUM

Academic<br/>Year2019/2020MajorMANAGEMENTDegreeMasterfull-timeProfilePractical



Zachodniopomorska Szkoła Biznesu w Szczecinie

# Specialisation

# **GLOBAL MANAGEMENT**

Semester	Module	Module/Course name	ECTS	Pass/exam	Leader	Contact hours	Student effort	Total hours
	Module Z2/1	Business in Practice	8		dr J. Wiśniewski	84	116	200
	Course 1.1.	Decision Game - workshop	2	pass		30	20	50
	Course 1.2.	Advanced Business Project	4	pass		30	70	100
	Course 1.3.	Negotiation in Management	2	pass		24	26	50
	Module Z2/2	Applied Economics in Management	8		dr A. Lachowska	60	140	200
	Course 2.1.	Managerial Economics	4	exam		30	70	100
	Course 2.2.	Corporate Finance	4	pass		30	70	100
_	Module Z2/3	Modern Management	12		prof. G. Maniak	120	180	300
Semester	Course 3.1.	Operational Management	3	pass		30	45	75
ies	Course 3.2.	Strategic Management	4	pass		30	70	100
E		Strategic Human Resource Management	3	pass		30	45	75
Š	Course 3.4.	Project Management	2	pass		30	20	50
	Module Z2/4	Diploma Module (1)	3		prof. A. Zelek	30	45	75
	Course 4.1.	Methodology of Dissertation Thesis	1	pass		15	10	25
	Course 4.2.	Methods of Economic Research - workshop	2	pass		15	35	50
						6		
		Library training		pass		2		
		Occupational Health and Safety		pass		4		
		Total in semester	31			300	481	775
	Module Z2/5	Specialisation Module (1) GLOBAL MANAGEMENT	13		dr D. Majewska- Bielecka	90	235	32
	Course 5.1.	Globalisation	5			30	95	12
	Course 5.2.	Managerial Accountancy	5			30	95	12
		Financial Reporting Methods	3			30	45	75
_		Specialisation Module (2) GLOBAL MANAGEMENT	5		dr I. Rafaląt	60	65	12
	Course 6.1.		3			30	45	75
ste	Course 6.2.	Intercultural Communication in Business and Management	2			30	20	50
Semeste	Module Z2/7	Competences in Management (1)	4		dr M. Bzunek	60	40	10
eμ	Course 7.1.	ICT Tools for Business Decisions	2	pass		30	20	50
Ň	Course 7.2.	Foreign Language	2	pass		30	20	50
		Quantative Methods in Management	5		dr M. Bzunek	45	80	12
		Statistical Inference	5	exam		45	80	12
	Module Z2/9	Diploma Module (2)	3		prof. A. Zelek	18	57	75
	Course 9.1.	Dissertation Thesis Seminar	3	pass		18	57	75
		Total in semester	30			273	477	75
	Module Z2/10	Specialisation Module (3) GLOBAL MANAGEMENT	6		dr J. Osuch	60	90	15
	Course 10.1.	Marketing Strategies	3			30	45	75
	Course 10.2.	Logistic Management	3			30	45	75
	Module Z2/11	Civic and Commercial Law	6		prof. A. Zelek	60	90	15
	Course 11.1.	Corporate Law	3	exam		30	45	75
Ξ	Course 11.2.	Labour Law	3	exam		30	45	75
er	Module Z2/12	<u>Competences in Management (2)</u>	4		prof. A. Zelek	60	40	10
est	Course 12.1.	Team Management	2	pass		30	20	50
Semester III	Course 12.2.	Course to choose from available set of courses	2	pass		30	20	50
Se	Module Z2/13	Practical Activities Module	15		dr R. Nowak- Lewandowska	375		37
	Course 13.1.	Student Intership	15	pass		375		37
		Diploma Module (3)	6		prof. A. Zelek	18	132	150
		Dissertation Thesis Seminar	6	pass		18	132	15
		Total in semester	37			573	352	92
		TOTAL 3 SEMESTERS	98			1146	1310	245

Module no.       Module Z2/1         Module name       Business in Practice         Major       MANAGEMENT       Master       Year       I       Semester       1       Status (choice	2019/2020							
	Module no.	Modu	le Z2/1					
Major         MANAGEMENT         Master         Year         I         Semester         1         Status (choice)	Module name		Busine	ess in P	ractic	е		
	Major	MANAGEMENT	Master	Year	I	Semester	1	Status (choice lis

### PURPOSE OF THE MODULE AND MODULE OBJECTIV

Short description and objective list

Preparation for practical - through exercises in simulated conditions - solving of problems in running a business, shaping conditions for creativity, conflict resolution and creating of teamwork exercises are improved. In the subject of "Negotiations in management" the aim is to consolidate the rules of communication.

REQUIREMENTS

Needed knowledge and skills before starting the module

No prerequisites.

	LEARNING OUTCOMES
	Short description of learning outcomes gain during the course of a module
<b>KNOWLEDGE</b> (Student knows and understand on advanced level)	<b>SKILLS</b> (Student is able to)
premises, rules and conditions for running a business taking into account the contexts: economic, strategic, legal, financial, marketing, resource, operational, etc .; as well as management tools and methods and negotiation techniques.	initiate and participate in the processes of analyzing and designing a new busin running a business in its various life phases against the background of endoger exogenous diagnosis; make business decisions under the pressure of competiti the right methods to solve problems; choose the right negotiation strategies an indicating the benefits of both parties involved.

			MODULE STRUCTURE								
Course no.	Module Z2/1	Course 1.1.	Module Z2/1	Course 1.2.	Module Z2/1 Course 1.3.						
Course name	Decision Game - workshop		Advanced Bu	usiness Project	Negotiation in Management						
ECTS credits	2	2		4	2						



	ECTS of	credits	8	Lea	der	dr J. \	Wiśniew	/ski		
	OBLIG	ATORY	Lang	uage	English	Total Contac	t Hours	84		
VE	S									
con	ditions for en	nployee involv	vement. In the	e subjects "De	cision games'	' and "Practical b	ousiness pro	oject",		
					0011057					
					. <b>COMPET</b> dent is ready t					
	s and us and					a of creating and processes, shows				
itior	n, choosing					eady to conduct				
anu	tactics,									



Module Z2/1		Busin	ess in Practio	ce								
Course no.	Course 1.1.											
Course name	Course name Decision Game - workshop							ECTS credits	2	Leader	dr J. Wiśniev	vski
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

		LEARNING	OUTCOMES					
Dutcomes type	Description of SPE	CIFIC learning outcomes of the course		Reference to MAJOR learning outcomes				
		Student		$\rightarrow$ CHECK THE KEY				
				Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern				
	acquires and deeply develops knowledge about rupping a business			Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and				
	acquires and deeply develops knowledge about running a business.			Z2_W3 Knows and deeply understands the microeconomic premises for making and Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of				
Ц				Z2_W3 Knows and deeply understands the microeconomic premises for making and				
Ē			Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods					
M	gains in-depth, advanced knowledge about the impact of the environme	ent, especially the competitive one, on the compa	any.	Z2_W15 Has practical knowledge to start work in various types of business entities or own				
KNOWLEDG								
-				Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and				
				Z2_W3 Knows and deeply understands the microeconomic premises for making and				
	has advanced knowledge about restrictions when interacting with other	people and towards entities pursuing competitiv	ve goals.	Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the				
				Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of econom				
				Z2_U2 Is able to identify, interpret and explain complex social, economic and management				
	is able to make business decisions under competitive pressure, taking in	to account economic conditions		Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats				
				Z2_U2 Is able to identify, interpret and explain complex social, economic and management				
LS				Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats				
SKILLS	has the ability to make rational business decisions in cooperation with o	ther people, using the team's knowledge and skil	ls.	Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow				
01								
			Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of econom					
		Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow						
	can use his own and team creativity, act innovative	Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the ski						
		Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the						
		Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and						
	shows openness to cognitive process and learning through experience							
CES								
ENC				Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open				
Ē				Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /				
¥Ο	shows creativity and openness to new initiatives, while maintaining criti							
U	economic.							
			Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open					
SOCIAL			Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and					
	by adopting various roles in teamwork, he maintains an open and entre	preneurial attitude.	Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /					
	STUDENT EFFORT Total contact hours	30	TEACHING METHODS choice from given list					
	including:	30	ds	simulation, managerial and strategic games				
	lecture		ethods					
ure	e-learning		Ε —					
Structure	laboratory		aching					
	seminar		ach					
Effort	practical workshop		Ŭ					
ţ	study visit others	30		choice from given list				
Stude	consulting hours	50	Mork	group work - joint task solving				
ş	exams, assignments							
	Lectureship		der					
	Student Effort Total Student Effort	<u>20</u> 50	Student					
		30						
		ASSESSMEN	NTS METHODS					
	Final grade	pass		Percentage of final grade				
ent Is	choice from given list presentation of an individual or group task	% of final grade 100		very good > 90% good + 81% - 90%				
s me		100	good 71% - 80%					
Assessment methods			good 71% - 80% satisfactory + 61% - 70%					
Ϋ́			Grade	satisfactory 51% - 60%				
				unsatisfactory < 51%				
		COU	RSE DESCRIPTION					
			ics and areas of the course					
	1 / Introduction to gamification rules.							
	2 / Gameplay of a strategic game in the field of: sales strategies and pric 3 / Gameplay of a strategic game in the field of strategic choice (e.g. Cole	- · · ·						
	4 / Application process and correction of gamification decisions.	onar Gamer.						
LO LO								
cription								
S			Key literature					
de	Rules of the KING SIZE strategy game and the Colorful Game strategy ga							
urse								
0								
U								
		Ad	ditional literature					



#### 2019/2020

Module Z2/1		Busin	ess in Practio	ce			]					
Course no.		C	Course 1.2.									
Course name	Advanced Business Project							ECTS credits	4	Leader	dr J. Wiśniev	vski
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

		LEARNIN	NG OUTCOMES			
Outcomes type	Description of S	PECIFIC learning outcomes of the course		Reference to MAJOR learning outcomes		
iype		Student		$\rightarrow$ CHECK THE KEY		
	has in-depth knowledge of the processes that preserve in the organi	zation and its environment, is able to analyze and	evaluate them	<ul> <li>Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern</li> <li>Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and</li> <li>Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods</li> </ul>		
KNOWLEDGE	has advanced knowledge of tools and methods used in various mana	agement areas.		Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W3 Knows and deeply understands the microeconomic premises for making and Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the		
	knows and understands the principles of doing business and the ess	ence of entrepreneurship and innovation.		<ul> <li>Z2_W3 Knows and deeply understands the microeconomic premises for making and</li> <li>Z2_W7 Knows and deeply understands the essence, context and process of operational and</li> <li>Z2_W8 Knows and deeply understands the place and importance of accounting and finance in</li> <li>Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of</li> </ul>		
	can identify problems arising in the organization (work) and prepare	<ul> <li>Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic</li> <li>Z2_U2 Is able to identify, interpret and explain complex social, economic and management</li> <li>Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the</li> </ul>				
SKILLS	can choose the appropriate methods and tools to solve the business	<ul> <li>Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the</li> <li>Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /</li> <li>Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,</li> <li>Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow</li> </ul>				
	has practical skills in formulating applications, creating innovative so	lutions and recommending activities with implem	<ul> <li>Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /</li> <li>Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,</li> <li>Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills</li> </ul>			
ES	demonstrates an entrepreneurial attitude, openness to change and	searching for areas of change in the environment	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and			
IL COMPETENC	is ready to work in a group to prepare solutions to business problem	S.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to			
SOCIAL	has the ability and readiness to independently prepare projects and	business ventures.		<ul><li>Z2_K2 Is ready to independently, critically evaluate the processes taking place in the</li><li>Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining</li></ul>		
	STUDENT EFFORT			TEACHING METHODS		
	Total contact hours	30		choice from given list		
	including: lecture	30	methods	multimedia presentation workshop that uses activating methods		
e	practice	16		group discussion		
Structure	e-learning laboratory			individual projects		
	seminar		Teaching			
Effort	practical workshop	12	_ je			
ent E	study visit others			choice from given list		
Stude	consulting hours		Mork	preparation of the final project		
St	exams, assignments	2	Student V	review of the literature		
	Lectureship Student Effort	70	student's own research			
	Total Student Effort	100	- in the second			
			NENTS METHODS			
	Final grade	pass V of final grade		Percentage of final grade		
Assessment methods	choice from given list presentation of an individual or group task	% of final grade <b>30</b>		very good > 90% good + 81% - 90%		
etho	participation in the discussion	10	 	good 71% - 80%		
Asse m	individual project	60	Grade	satisfactory + 61% - 70% satisfactory 51% - 60%		
				unsatisfactory < 51%		
		CO	URSE DESCRIPTION			
		Please describ	be main topics and areas of the course	e		
	<ol> <li>1 / Entrepreneurship: as a feature and distinguishing feature;</li> <li>2 / Creative methods of finding solutions, rules and limitations;</li> </ol>					
	3 / Areas of searching for space for new ventures (gap and market ni	che, identification of needs, assessment of own c	apabilities);			
	4 / Placement of business next to competition (the essence of comp					
	5 / Attracting the client (what the client likes, how to build bonds); 6 / More efficiently: instead of cheaper and more economical assess	ment and cost categories the meaning is draced	ng			
	<ul><li>6 / More efficiently: instead of cheaper and more economical, assess</li><li>7 / Quality today - management methods, using process management</li></ul>		-	;		
	8 / Employee involvement - Methods of involving employees to impl	ement projects;				
ion	9 / Building long-term relationships with the company - image and b The presented issues are examples of searching for a business proble			nfort of using the product. Alysis and propose a possible solution. The selected topic should have values		
scription	Implementation (proposals / solutions can be implemented in the or	ganization). The project is presented to the group		element of credit is an individual project to solve a business problem (project to improve activities in a		
SC	selected one) area, possibly the company's development, entry into	a new area of operation).				

Course descrip

Key literature

Datf R.L., (2012), New Era of Management (Eleventh Edition), Cengage Learning, Florence.

selected one) area, possibly the company's development, entry into a new area of operation).

Armstrong M., (2008), Strategic Human Resource Management A guide to Action (Forth Edition), Kogan Page, London and Philadelphia.

David F.R, (2007) Strategic Management Concepts and Cases, Pearson Prentice Hall, New Jersey.

#### Additional literature

Storner J.A.F., Freeman R.M., Gilber D R., (1995), Management (Sixth Edition), Prentice Hall, Inc, USA.

Armstrong M., (2009), Armstrong's Handbook of Human Resource Management (Eleventh Edition), Kogan Page, London and Philadelphia.

Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra, (2013) Operations Management: Processes and Supply Chains, 10/E Prentice Hall



Module Z2/1		Busin	ess in Practio	ce								
Course no.	Course 1.3.											
Course name	Negotiation in Management							ECTS credits	2	Leader	dr J. Wiśniew	vski
Major	MANAGEMENT	Master	Year	1	Semester	1	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	24

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
1700	Student	→ CHECK THE KEY
EDGE	has advanced knowledge of the basic principles of interpersonal communication that determine the course and outcome of negotiations.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the
KNOWLEDG	has deep knowledge of negotiation techniques and understands the legitimacy and conditions of their use.	Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the
<u>ଧ</u>	is able to assess the negotiating situation and choose the appropriate strategies and negotiation tactics resulting from specific negotiation goals.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U16 Is able to communicate with a diverse environment using specialized terminology,
SKILLS	can present benefits to parties resulting from the proposed business solutions while respecting the interests of the partner.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U16 Is able to communicate with a diverse environment using specialized terminology,
OMPETENCES	is ready to use his social competences in management negotiation processes.	Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and Z2_K7 Is ready to emphatically understand the needs of members of diverse teams / Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the
SOCIAL COM	is able to use his communication skills in management negotiation processes.	Z2_K7 Is ready to emphatically understand the needs of members of diverse teams / Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to

	STUDENT EFFORT			TEACHING METHODS									
	Total contact hours	24		choice from given list									
	including:	24	ds	multimedia presentation									
	lecture		p q	workshop that uses activating methods									
<u>ں</u>	practice		methods	group discussion									
Structure	e-learning		E	team projects									
2 2	laboratory		Teaching										
ts -	seminar		ic h										
Effort	practical workshop	24	eo										
E E	study visit		-										
Student	others		~	choice from given list									
p	consulting hours		, T	review of the literature									
St	exams, assignments		≥ ÷	trial tests									
	Lectureship		Student Work	student's own research									
	Student Effort	26	Ď										
	Total Student Effort	50	st										
		ASSESSMENT	IS METHODS										
	Final grade	pass		Percentage of final grade									
ŧ,	choice from given list	% of final grade	scale	very good > 90%									
ne ods	tasks, exercises	80	sce	good + 81% - 90%									
<b>Assessment</b> methods	participation in the discussion	20	Grade	good 71% - 80%									
Die Sse			ğ	satisfactory + 61% - 70%									
∢	satistactory 51% - 60%												
	unsatisfactory < 51%												
	COURSE DESCRIPTION												
	Please describe main topics and areas of the course Classes conducted mainly in the form of practical exercises using business negotiation simulation methods.												
	1 / Negotiation strategies in business.												
	2 / Negotiation styles. 3 / Negotiation techniques.												
	4 / Trust, creativity and flexibility in negotiations.												
	5 / Principles of the Harvard negotiation model.												
_													
ion													
ript													
SC													
ф Р													
LS e													
no:	Key literature												
0													
	Dawson R., Negotiations' secrets for businessmen, Dawson R., Secrets of power negotiating, 15th anniversary edition,												
		٨٩٩	tional literature										
	1. J. Stelmach, B. Brożek, Negocjacje, Copernicus Center Press, 2014;	Addi											
	2. R. Zenderowski, B. Koziński, Różnice kulturowe w biznesie, CeDeWu,	Warszawa 2012;											
	3. D. A. Lax, J. K. Sebenius, Negocjacje w trzech wymiarach: jak wygrać r												
	4. R. Schmidtke, Mistrzowskie negocjacje: jak nawiązać trwałe relacje z	partnerami biznesowymi, Wydawnictwo Studio Emk	a, Warszawa 200	6.									

24 24 24 24 24 24 24 24 24 24	scale Student Work Student Work Student Work Student Work Student Work Student Work	EACHING METHODS         Choice from given list         multimedia presentation         workshop that uses activating methods         group discussion         team projects         Choice from given list         review of the literature         trial tests         student's own research
24 24 24 24 24 24 24 24 26 50 26 50 XSSESS x of final grade 80	Strudent Work Student Work Student Work Student Mork Stud	choice from given list         multimedia presentation         workshop that uses activating methods         group discussion         team projects         choice from given list         review of the literature         trial tests         student's own research
24 24 24 24 24 24 24 24 26 50 26 50 XSSESS x of final grade 80	Strudent Work Student Work Student Work Student Mork Stud	multimedia presentation         workshop that uses activating methods         group discussion         team projects         choice from given list         review of the literature         trial tests         student's own research
24 24 24 24 24 24 26 50 26 50 <b>ASSESS</b> % of final grade 80	Strudent Work Student Work Student Work Student Mork Stud	workshop that uses activating methods group discussion team projects <i>choice from given list</i> review of the literature trial tests student's own research
26 26 50 ASSESS pass % of final grade 80	Strudent Work Student Work Student Work Student Mork Stud	group discussion team projects choice from given list review of the literature trial tests student's own research
26 26 50 ASSESS pass % of final grade 80	Strudent Work Student Work Student Work Student Mork Stud	team projects
26 26 50 ASSESS pass % of final grade 80		choice from given list review of the literature trial tests student's own research
26 26 50 ASSESS pass % of final grade 80		review of the literature trial tests student's own research
26 26 50 ASSESS pass % of final grade 80		review of the literature trial tests student's own research
26 26 50 ASSESS pass % of final grade 80		review of the literature trial tests student's own research
50 ASSESS pass % of final grade 80	SMENTS METHODS	review of the literature trial tests student's own research
50 ASSESS pass % of final grade 80	SMENTS METHODS	review of the literature trial tests student's own research
50 ASSESS pass % of final grade 80	SMENTS METHODS	trial tests student's own research
50 ASSESS pass % of final grade 80	SMENTS METHODS	student's own research
50 ASSESS pass % of final grade 80	SMENTS METHODS	
50 ASSESS pass % of final grade 80	SMENTS METHODS	Percentage of final grade
ASSESS pass % of final grade 80		Percentage of final grade
pass % of final grade 80		Percentage of final grade
pass % of final grade 80		Percentage of final grade
% of final grade 80		
	Ö Ü	very good > 90%
20		good + 81% - 90%
	U	good 71% - 80%
	Grade	satisfactory + 61% - 70%
	উ	satisfactory 51% - 60%
		unsatisfactory < 51%
	Key literature	
	gotiation simulation methods.	

2019/20	20													
Module I	no.	Modu	ıle Z2/2											
Module no	ame	A	pplied Econd	omics i	s in Management				ECTS credits	8 Leader			dr A. Lachowska	
Major	r	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list)	OBLIGATORY	Lang	Juage	English	Total Contact Hours	60
	PURPOSE OF THE MODULE AND MODULE OBJECTIVES													
	Short description and objective list													
The main goal of the	e module is to provid	e the student with knowledge a	nd skills in the field of mana	agerial econor	nics and fina	ance, allowing fo	r company m	anagement.						
					Naadad									
Student musi mieć z	Needed knowledge and skills before starting the module tudent musi mieć zaliczone następujące kursy: Mikroekonomia, Rachunkowość.													
Student musi miec za		Kursy. Mikroekonomia, Kachur	ROWOSC.											
						LEARNING		MES						
				Shc	ort description			ng the course of a module						
		<b>NOWLEDGE</b> Ind understand on advanced leve	·[)				<b>SKILLS</b> ent is able to.	)				dent is ready		
economic and financ		management process for solvir		identify, diaរ្	nose and so			erms of economic and final	ncial aspects. to undertak responsible				vare of their competences,	in a
									Tesponsible	manner.				
						MODULE	STRUCTU	JRE						
Course no.	Module Z2/2	Course 2.1.	Module Z2/2	Cours	se 2.2.									
Course name	Manage	erial Economics	Corporat	e Financo	•									
ECTS credits		4		4										





# 2019/2020

	Busin	ess in Practio	се								
Course 2.1.											
Managerial Economics							ECTS credits	4	Leader	dr J. Wiśniev	vski
MANAGEMENT Master Year I Semester 1						Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30
-	MANAGEMENT	C Ma	Course 2.1. Managerial	Managerial Econo	Course 2.1. Managerial Economics	Course 2.1. Managerial Economics	Course 2.1. Managerial Economics	Course 2.1.       ECTS credits         Managerial Economics       ECTS credits	Course 2.1.         Managerial Economics       ECTS credits       4	Course 2.1.       ECTS credits       4       Leader         Managerial Economics       ECTS credits       4       Leader	Course 2.1.         Managerial Economics       ECTS credits       4       Leader       dr J. Wiśniew

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
1760	Student	$\rightarrow$ CHECK THE KEY
	Has advanced knowledge about organization as a managerial environment.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and
KNOWLEDGE	Knows at an advanced level and understands the premises for making managerial decisions.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W3 Knows and deeply understands the microeconomic premises for making and
×	Knows at an advanced level the tools of microeconomic analysis as a support for making managerial decisions.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods
	Has practical ability to use theoretical knowledge in the field of economic analysis to determine the company's situation.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management
SKIILS	Can carry out diagnostic processes of management problems using microeconomic analysis tools.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the
	Has the ability to recommend adequate solutions in various areas of the company based on the conducted microeconomic analysis.	Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as to Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
	Is aware of its competences in the field of economic account management and decision rationalization.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining
COMPETENCES	Has the ability to recommend adequate solutions in various areas of the company based on the conducted microeconomic analysis.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and
SOCIAL (	Is ready to make an individual or group microeconomic analysis which is the basis for making managerial decisions.	Z2_K4 Is ready to take on professional challenges in management in managerial (as leader / Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to

Z2\_K6 Is ready to take on the challenges and risks of doing business, including thinking and

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	30		choice from given list
	including:	30	ds	lecture
	lecture	10	ů – – – – – – – – – – – – – – – – – – –	multimedia presentation
Û		practice 8 e-learning laboratory seminar	methods	case study
Structure	· ·			video movie
2 N	· · · · · · · · · · · · · · · · · · ·		ing	team projects
ł			Teaching	other activating methods
Effort	practical workshop	10		
Eff	study visit		-	
ent	others		~	choice from given list
Student	consulting hours		Mork Nork	review of the literature
St	exams, assignments	2		preparation of the final project
	Lectureship		Student	task solving
	Student Effort	70	p –	
	Total Student Effort	100	ţ	
		ASSESSME	NTS METHODS	
	Final grade	exam		Percentage of final grade
÷	choice from given list	% of final grade	<u>e</u>	very good > 90%
uer ds	presentation of an individual or group task	100		good + 81% - 90%
ssr tho			0 ×	good 71% - 80%
ssessment methods			Grade	satisfactory + 61% - 70%
As			উ	satisfactory 51% - 60%
				unsatisfactory < 51%
		COL	RSE DESCRIPTION	
			main topics and areas of the cou	Irco
description	<ol> <li>Analysis of the demand and supply side (size, structure, determinants et 3. Analysis of the company's demand elasticity (in relation to price, incom 4. Productivity analysis in the long and short term as well as conclusions of 5. Cost analysis: determination of the minimum production level guarante</li> <li>Determining the structure of the market for the functioning of the com</li> </ol>	e, prices of related goods) and the resulting con on employment, investment policy etc. eeing economic profit (traditional analysis), det	ermination of the production	licy, advertising, competition strategy etc. level guaranteeing the highest economic profit (marginal analysis), determination of economic profit etc.
leso			Key literature	
Course	<ol> <li>A. Lachowska, Microeconomics part I. Wydaw. Zachodniopomorskiej Sz</li> <li>A. Lachowska, Microeconomics part II. Wydaw. Zachodniopomorskiej S</li> <li>BadeR., Parkin M. Essential Foundation of Economics, Peasrion Educati</li> <li>Rush M. Study guide for Essential Foundation of Economics, Peasrion E</li> </ol>	zkoły Biznesu, Szczecin, 2013. on Limited, Ontario, 2007.		
		Ac	ditional literature	
	<ol> <li>Parkin M., Microeconomics, Pearson Education Limited, Ontario, 2012.</li> <li>Rush M., Study guide for Microeconomics, Pearson Addison - Wesley, F</li> </ol>			



# 2019/2020

	Busin	ess in Practio	ce			]					
	C	ourse 2.2.									
	(	Corporate	Finan	се			ECTS credits	4	Leader	dr J. Wiśniev	vski
MANAGEMENT	Master	Year	I	Semester	1	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30
	MANAGEMENT	C (	Course 2.2. Corporate	Corporate Finan	Course 2.2. Corporate Finance	Course 2.2. Corporate Finance	Course 2.2. Corporate Finance	Course 2.2.       ECTS credits         Corporate Finance       ECTS credits	Course 2.2.       ECTS credits       4	Course 2.2.         ECTS credits       4       Leader	Course 2.2.       ECTS credits       4       Leader       dr J. Wiśniew

		LEARNING	OUTCOMES				
Outcomes type	Description of SPE	CIFIC learning outcomes of the course		Reference to MAJOR learning outcomes			
		Student		→ CHECK THE KEY Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern			
	knows and unerstands the concepts of corporate finance						
				Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W5 Knows the essence and methods of descriptive statistics and mathematical statistics,			
EDGE	knows and unerstands the meaning of information coming from individ	ual elements of the company's financial situation	I				
KNOWLE	knows the sources and possibilities of raising capital (equity capital and	external capital)		Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W7 Knows and deeply understands the essence, context and process of operational and			
	knows and understands the impact of exchange rate fluctuations on the	e business		Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W3 Knows and deeply understands the microeconomic premises for making and			
	can analyse the financial situation of the company	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of econom Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats Z2_U12 Is able to manage the work of an employee team using the HR management principle					
	is able to estimate the optimal form of financing the company		Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of econom Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats Z2_U12 Is able to manage the work of an employee team using the HR management principle				
SKILLS	is able to estimate the impact of exchange rate fluctuations on the busi	ness	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of econom Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats Z2_U12 Is able to manage the work of an employee team using the HR management principle				
	is able to analyse selected financial indicators of the company (profitab	lity and liquidity)	<ul> <li>Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economi</li> <li>Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the</li> <li>Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /</li> <li>Z2_U12 Is able to manage the work of an employee team using the HR management principles</li> </ul>				
OMPETENCES	is determined and oriented towards achieving its objectives and shows	responsibility for them	<ul> <li>Z2_K4 Is ready to take on professional challenges in management in managerial (as leader /</li> <li>Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open t</li> <li>Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and</li> <li>Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /</li> </ul>				
AL C	is open to experience and learn based on real economic and manageme	nt problems		<ul> <li>Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the</li> <li>Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to</li> <li>Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and</li> <li>Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /</li> </ul>			
	STUDENT EFFORT			TEACHING METHODS			
	Total contact hours including:	30 30	spo	choice from given list multimedia presentation			
Q	lecture practice	6 12	methods	case study group discussion			
ucture	e-learning			workshop that uses activating methods			
t Struct	laboratory seminar		Teaching				
Effort	practical workshop study visit	10	<u>e</u>				
Student	others		× o	choice from given list			
Stue	consulting hours exams, assignments	2	3	preparation to an exam/credit e-lectures			
	Lectureship Student Effort	70	Student	review of the literature			
	Total Student Effort	100	T S				
	Final grade		NTS METHODS	Deveentege of final grade			
ŧ.,	choice from given list	<b>pass</b> % of final grade	<u>e</u>	Percentage of final grade           very good > 90%			
sme	written exam participation in the discussion	90 10		good + 81% - 90% good 71% - 80%			
Assessment methods			Grade	satisfactory + 61% - 70%			
~			0	satisfactory 51% - 60% unsatisfactory < 51%			
		COU	RSE DESCRIPTION				
	1/ Principles of corporate finance,	Please describe n	nain topics and areas of the cour	50			
	<ul> <li>2/ Legal forms of conducting the business activity,</li> <li>3/ Equity and external capital in financing enterprise assets,</li> <li>4/ Sources of enterprise financing,</li> <li>5/ Liquidity management,</li> <li>6/ Mergers ad acquisitions,</li> </ul>						
escription	<ul><li>3/ Equity and external capital in financing enterprise assets,</li><li>4/ Sources of enterprise financing,</li><li>5/ Liquidity management,</li></ul>						
se description	<ul> <li>3/ Equity and external capital in financing enterprise assets,</li> <li>4/ Sources of enterprise financing,</li> <li>5/ Liquidity management,</li> <li>6/ Mergers ad acquisitions,</li> <li>7/ Exchange rate fluctuations and their impact on businesses,</li> </ul>		<u>Key literature</u>				

Additional literature

1/M.H. Moffett, A.L. Stonehill, D.K. Eiteman, "Fundamentals of Multinational Finance 6/E", Addison Wesley Publishing, 2017.



2019/20	020														
Module I	no.	Mod	ule Z2/3		]										
Module no	ame		Moderr	n Mana	ageme	ent			ECTS cred	its 12	12 Leader		prof. G. Maniak		niak
Major	r	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list)	OBLIGATC	RY La	Language English		Total Conta	ct Hours	120
	PURPOSE OF THE MODILLE AND MODILLE OR LECTIVES														
	PURPOSE OF THE MODULE AND MODULE OBJECTIVES         Short description and objective list														
in business, gain kno	he module shows the need for a comprehensive approach to modern organization management, and the possibility of applying modern concepts of organization management in the conditions of a dynamic, changing environment. It allows you to understand the importance of analytics business, gain knowledge and skills in the field of formulation and implementation of an organization development strategy, as well as efficient and effective implementation and rationalization of specific management projects and processes (including human resource management), nd detailed operational tasks. It shapes the ability to use in practice the methods of evaluation of selected modern company management processes, taking into account the effectiveness criterion.														
						REQUI		5							
1. Knowledge of eco	Needed knowledge and skills before starting the module 1. Knowledge of economics, management, marketing and negotiation.														
	k creatively and sol	e practical problems using the r	nethod of work and team d	iscussion.											
						LEARNING									
		KNOWLEDGE		Snc	ort description		SKILLS	ng the course of a module			SOCIA		TENCES		
management proces		nd understand on advanced lev tegic, tactical, operational) in th		analyze the i	nternal and e		ent is able to	) company, formulate	tow	ork in a manageme		udent is ready	-	agement: is	capable of
environment and cha management metho	anges in the proces ods; dependencies b	tions and processes (operational) in the	anization; modern ns a business strategies and	recommenda	ations, desigr	n new solutions i	in the organi	zation's system and justify	them based prese	enting and arguing naking rational de	one's opinion,				
						MODULE				/					
Course no.	Module Z2	3 Course 3.1.	Module Z2/3	Cours	se 3.2.	Module	e Z2/3	Course 3.3.	Module Z2		urse 3.4.				
Course name	Operatio	nal Management	Strategic M	lanagem	ent	Strate	gic Hum Manag	an Resource ement	Proje	ct Managen	ent				
ECTS credits		3		4			3	3		2					



2019/2020



Modern Management Module Z2/3 Course 3.1. Course no. **Operational Management ECTS credits** 3 Course name Leader prof. G. Maniak MANAGEMENT Status (choice list) OBLIGATORY Total Contact Hours 30 Major Master Year Semester 1 Language English **LEARNING OUTCOMES** Description of SPECIFIC learning outcomes of the course Reference to MAJOR learning outcomes Outcomes type Student..  $\rightarrow$  CHECK THE KEY Z2\_W3 Knows and deeply understands the microeconomic premises for making and rationalizing Z2\_W4 Knows and understands in depth the usefulness and purposefulness of using methods knows the terminology used in operational management, understands its sources and applications within related scientific disciplines. Z2\_W7 Knows and deeply understands the essence, context and process of operational and It distinguishes between functional and process orientation in organisational management Z2\_W12 Knows and deeply understands the importance and areas of using IT support systems in Z2\_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern identifies the types and characteristics of operational plans and their links to the business strategy. He knows and describes the production system in the company; it Z2\_W7 Knows and deeply understands the essence, context and process of operational and characterises operations in Z2\_W15 Has practical knowledge to start work in various types of business entities or own KNOWLEDGE the process of providing services. Z2\_W7 Knows and deeply understands the essence, context and process of operational and characterizes the measurement system of operational activity and the rules of their application. Z2\_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2 W7 Knows and deeply understands the essence, context and process of operational and knows and understands modern techniques and methods of company management and operational management techniques and methods. Z2\_W11 Knows and deeply understands the essence of entrepreneurship and the principles of Z2\_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2\_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the is able to demonstrate the implementing and rationalizing role of operational management and easily identifies and analyzes in practice decision-making problems in the field of operational management. Z2\_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2\_U7 Is able to thoroughly analyze a complex business problem, prepare a research report, has the practical ability to identify and assess the factors and rationale for specific operational management decisions, including in terms of quality. SKILLS Z2\_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2\_U4 Is able to forecast and model complex managerial processes and decisions, as well as to can indicate solutions to process or operation management problems and adapt analytical, simulation, experimental and IT methods and tools to their solution. Z2\_U6 Is able to efficiently use information and communication technologies used in conducting Z2\_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills Z2\_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2\_U6 Is able to efficiently use information and communication technologies used in conducting is able to think and act in an entrepreneurial and creative way in terms of operational processes in the company Z2\_K2 Is ready to independently, critically evaluate the processes taking place in the 72 K3 Is ready to work independently, conducted in a reliable and objective way

CES	is capable of thinking and acting in an entrepreneurial way.			<ul> <li>Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining</li> <li>Z2_K4 Is ready to take on professional challenges in management in managerial (as leader /</li> </ul>
L COMPETENCES	is aware of his/her level of knowledge and skills, understands the need f	for continuous professional training and personal	l development.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need
SOCIAL	is ready to discuss and work in a group/team of tasks/businesses.			Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to
	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	30		choice from given list
	including:	30	spa	lecture
	lecture	8	th c	workshop that uses activating methods
ē	practice		methods	team projects
ctu	e-learning	2		group discussion
Structure	laboratory		hin -	
чs	seminar		Teaching	
Effort	practical workshop	18	_ <b>₽</b> _	
t	study visit			
Student	others consulting hours		- X	choice from given list preparation to an exam/credit
Stu	exams, assignments	2	Ň	own work with the text
	Lectureship		- t	student's own research
	Student Effort	45	Student Work	student s own research
	Total Student Effort	75	τ. Σ	
	Final grade		NTS METHODS	Percentage of final grade
_	Final grade	pass		Percentage of final grade           very good > 90%
lent ds	choice from given list			very good > 90%
ssment thods		<b>pass</b> % of final grade	scale	
ssessment methods	choice from given list           knowledge test	pass % of final grade 50	scale	very good > 90% good + 81% - 90%
Assessment methods	choice from given list         knowledge test         individual project	pass % of final grade 50 30		very good > 90% good + 81% - 90% good 71% - 80%
Assessment methods	choice from given list         knowledge test         individual project	pass % of final grade 50 30	scale	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70%
Assessment methods	choice from given list         knowledge test         individual project	pass % of final grade 50 30 20	Grade scale	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51%
Assessment methods	choice from given list         knowledge test         individual project	pass % of final grade 50 30 20 COU	e e o s o s o s o s o s o s o s o s o s	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51%
Assessment methods	choice from given list         knowledge test         individual project         participation in the discussion	pass % of final grade 50 30 20 COU Please describe	e e p p p p p p p p y s e p p y y s e p p y y s e p p y y s e p p y y s e p p y y s e p p y y s e p p y s e p p y y s e p p y s e p s e s e p s e p s e e e s e e e s e s e e e e e e e e e e e e e	very good > 90%           good + 81% - 90%           good 71% - 80%           satisfactory + 61% - 70%           satisfactory 51% - 60%           unsatisfactory < 51%
Assessment methods	choice from given list         knowledge test         individual project         participation in the discussion	pass         % of final grade         50         30         20         COU         Please describe         production management, production and operatic	e e p p p p p p p p y s e p p y y s e p p y y s e p p y y s e p p y y s e p p y y s e p p y y s e p p y s e p p y y s e p p y s e p s e s e p s e p s e e e s e e e s e s e e e e e e e e e e e e e	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51%
Assessment methods	choice from given list         knowledge test         individual project         participation in the discussion         Image: State of the st	pass         % of final grade         50         30         20         End of the second seco	<b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b>	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% ON of the course ves, components, tasks. The process approach to operational management.
Assessment methods	choice from given list         knowledge test         individual project         participation in the discussion         Image: State of the st	pass         % of final grade         50         30         20         End of the operating system. The structure	<b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b>	very good > 90%           good + 81% - 90%           good 71% - 80%           satisfactory + 61% - 70%           satisfactory 51% - 60%           unsatisfactory < 51%
Assessment methods	choice from given list         knowledge test         individual project         participation in the discussion         1         The nature of operational management: business management and p         2. Measurement of operational performance evaluation. Decompositio         3. Operational system and its elements. The manufacturing process as a process. Operations in the process versus provide services. Lean organize	pass         % of final grade         50         30         20         COU         Please describe         production management, production and operation         on of strategic plans into operational plans.         an element of the operating system. The structure         zation of processes in time and space.	<b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b>	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% ON of the course ves, components, tasks. The process approach to operational management. g process. Basic principles of manufacturing process organization. The manufacturing process versus the production
Assessment methods	choice from given list         knowledge test         individual project         participation in the discussion         1         The nature of operational management: business management and p         2. Measurement of operational performance evaluation. Decompositio         3. Operational system and its elements. The manufacturing process as a process. Operations in the process versus provide services. Lean organiz         4. Basic techniques and methods of operational management - Western	pass         % of final grade         50         30         20         COU         Please describe         production management, production and operation         on of strategic plans into operational plans.         an element of the operating system. The structure         zation of processes in time and space.	<b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b>	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% ON of the course ves, components, tasks. The process approach to operational management.
	choice from given list         knowledge test         individual project         participation in the discussion         1         The nature of operational management: business management and p         2. Measurement of operational performance evaluation. Decompositio         3. Operational system and its elements. The manufacturing process as a process. Operations in the process versus provide services. Lean organize	pass         % of final grade         50         30         20         End of the operation of strategic plans into operational plans.         an element of the operating system. The structure zation of processes in time and space.         n and Japanese approach to operational management	<b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b>	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% ON of the course ves, components, tasks. The process approach to operational management. g process. Basic principles of manufacturing process organization. The manufacturing process versus the production
	choice from given list         knowledge test         individual project         participation in the discussion         1         The nature of operational management: business management and p         2. Measurement of operational performance evaluation. Decompositio         3. Operational system and its elements. The manufacturing process as a process. Operations in the process versus provide services. Lean organiz         4. Basic techniques and methods of operational management - Western others).	pass         % of final grade         50         30         20         End of the operation of strategic plans into operational plans.         an element of the operating system. The structure zation of processes in time and space.         n and Japanese approach to operational management	<b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b>	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% ON of the course ves, components, tasks. The process approach to operational management. g process. Basic principles of manufacturing process organization. The manufacturing process versus the production
	choice from given list         knowledge test         individual project         participation in the discussion         1         The nature of operational management: business management and p         2. Measurement of operational performance evaluation. Decompositio         3. Operational system and its elements. The manufacturing process as a process. Operations in the process versus provide services. Lean organiz         4. Basic techniques and methods of operational management - Western others).	pass         % of final grade         50         30         20         End of the operation of strategic plans into operational plans.         an element of the operating system. The structure zation of processes in time and space.         n and Japanese approach to operational management	<b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b>	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% ON of the course ves, components, tasks. The process approach to operational management. g process. Basic principles of manufacturing process organization. The manufacturing process versus the production
	choice from given list         knowledge test         individual project         participation in the discussion         1         The nature of operational management: business management and p         2. Measurement of operational performance evaluation. Decompositio         3. Operational system and its elements. The manufacturing process as a process. Operations in the process versus provide services. Lean organiz         4. Basic techniques and methods of operational management - Western others).	pass         % of final grade         50         30         20         End of the operation of strategic plans into operational plans.         an element of the operating system. The structure zation of processes in time and space.         n and Japanese approach to operational management	<b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b> <b>B</b>	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% ON of the course ves, components, tasks. The process approach to operational management. g process. Basic principles of manufacturing process organization. The manufacturing process versus the production
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	choice from given list         knowledge test         individual project         participation in the discussion         1         The nature of operational management: business management and p         Measurement of operational performance evaluation. Decompositio         Operational system and its elements. The manufacturing process as a         process. Operations in the process versus provide services. Lean organiz         4. Basic techniques and methods of operational management - Western others).         5. The essence and meaning of quality. Perception and evaluation of quality.         Schotanus, F. (2013). Operations management: sustainability and supply	Pass         % of final grade         50         30         20         Please describe         production management, production and operation         por of strategic plans into operational plans.         an element of the operating system. The structure         zation of processes in time and space.         n and Japanese approach to operational management         vality. Basic methods and techniques of quality materiality.         y chain management. Journal of purchasing and si         C. (2012). Examining the effectiveness of experied	RSE DESCRIPTIC main topics and areas of ons, concepts, objectiv e of the manufacturing ment (process-based m anagement. Key literature supply management, 1	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% ON of the course ves, components, tasks. The process approach to operational management. g process. Basic principles of manufacturing process organization. The manufacturing process versus the production nanagement, comprehensive TQM quality management, balanced scorecard, lean management, six sigma and 9(4), 276-276.
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# 2019/2020

Module Z2/3		Moder	n Managem	ent								
Course no.		C	Course 3.2.									
Course name	Strategic Management							ECTS credits	4	Leader	prof. G. Mani	iak
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Student	→ CHECK THE KEY
	undestands the organisation as a holistic system with its stategic attribiutes and differentiates functional, competeitive and corporte strategies.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W7 Knows and deeply understands the essence, context and process of operational and
KNOWLEDGE	knows and understands relationships of the organisation in external contexts in micro and macro environments.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W3 Knows and deeply understands the microeconomic premises for making and Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods
	knows and understands techiques of statergic diagnosis in the range of reasearching the potencial of the company and external environment and undestands the meaning of functional analysis in process of concluding strategic thinking.	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W5 Knows the essence and methods of descriptive statistics and mathematical statistics, Z2_W7 Knows and deeply understands the essence, context and process of operational and
	knows how to find right solutions to strategic problems and define recomendations.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skill
SKILLS	acquires practical skills of designing strategies in the range of their own business.	Z2_U13       Is able to use his management knowledge, competences and individual characteristics         Z2_U14       Is able to apply creative thinking, present an entrepreneurial attitude and has the skill         Z2_U15       Is able to independently plan and implement his own lifelong learning and direct the
	possesses technical and analitical skills of diagnosis in the company's enviroment with the means of its development.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
8	is prepared to work as part of a team appearing in various roles in the company.	Z2_K4 Is ready to take on professional challenges in management in managerial (as leader / Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
ŭ	is ready to think and act in accordance with criteria of stategic efficiency and enterpreneuership and shows skills of management on strategic level.	Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and
SOCIAL	is ready to work as part of the team or/on their own in the process of diagonosing and making strategic decisions	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining

Z2\_K4 Is ready to take on professional challenges in management in managerial (as leader / Z2\_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to

	STUDENT EFFORT			TEACHING METHODS						
	Total contact hours	30		choice from given list						
	including:	30	methods	multimedia presentation						
	lecture	10	ů tř	workshop that uses activating methods						
ē	practice	14	ше	case study						
cture	e-learning	6	 ວາ	team projects						
Strue	laboratory		Teaching	activity on e-learning platform						
	seminar			team analysis						
fort	practical workshop		Ŭ.							
+ Eli	study visit									
Student	others		×	choice from given list						
pn	consulting hours		Mork Nork	preparation of the final project						
St	exams, assignments		> +	review of the literature						
	Lectureship		Student	own activity on platform						
	Student Effort	70		group work - joint task solving						
	Total Student Effort	100	N.							
			NTS METHODS							
	Final grade	pass		Percentage of final grade						
t o	choice from given list	% of final grade		very good > 90%						
а ĉ o d	knowledge test	20	ŠČ ŠČ	good + 81% - 90%						
eth	tasks, exercises	30	<b>e</b>	good 71% - 80%						
ssessment methods	team case study	30	Grade	satisfactory + 61% - 70%						
Ā	presentation of an individual or group task	20	<u> </u>	satisfactory 51% - 60%						
				unsatisfactory < 51%						
		COU	RSE DESCRIPTION							
			nain topics and areas of the cou	irse						
scription	<ol> <li>Strategic Management and Strategic Thinking - definitions. Business Strategy –</li> <li>Strategic Aspirations in real business.</li> <li>Strategic diagnosis- methodology.</li> <li>Strategies at the SBUs Levele - Porter's Generic Strategic, Hybrid Strategic, Blue</li> <li>Strategy implemetation and the organizational architecture. Macro -enviromen</li> <li>Stratergies and Corporate Level.</li> <li>SWOT, SPACE Analysis.</li> <li>BCG Matrix.</li> </ol>	Ocean Strategy.								
e de			Key literature							
Course	Key literature         1. A. Zelek, Strategic magagement Wyd. ZPSB, Szczecin 2010.         2. David Fred R., David Forest R Strategic Management: A Competitive Advantage Approach, Concepts and Cases, Global Edition         3. B. De Wit, R.Meyer, Strategy. Proces, Content, Context. An International Perspective, Thomson Business Press, 2000.         4. Michale E. Porter, Copetitve Strategy. Techniques for Analyzing Industries and competitors.									
	1. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise by J.C. S									
	<ol> <li>Strategy Safari: A Guided Tour Through The Wilds of Strategic Management</li> <li>Building Strategic Agility for a Faster-Moving World by Ph. Kotter,</li> </ol>									

2019/2020



(	Nodule Z2/3 Course no. ourse name	Stro	Moderr C Itegic Hu	ourse 3.3.		e Mana	geme	ent		ECTS credits	3	Le	ader	pro	of. G. Mar	niak
	Major	MANAGEMENT	Master	Year	I	Semester	1	Status (cho	pice list)	OBLIGATORY	Language	En	glish	Total Conte	act Hours	30
						L	EARNI		OMES							
comes type			Description o	of SPECIFIC lea	-	tcomes of the	e course							R learning outc	omes	
	has current, compr selected modern co	ehensive knowledge in the fie oncepts of HRM	eld of human reso		udent ent: charact	erizes individua	al HRM fun	ctions and their	r role in th	he organization, knov	Z2_W2 Knows a	nd deeply unders	stands selected	epts, terms, laws ar economic facts, ph contemporary thec	enomena, reg	gularities and
DGE		ls and explains the essence of egy and competition strategy	the strategic appr	roach to the HRI	V process,	classifies perso	nnel strate	egies and discus	ses their d	connections with				fulness and purpos ence of entreprene		
KNOWLEDGE	characterizes inter	nal and external determinants	s of the implemen	tation of the pe	rsonnel fun	iction in the org	ganization,	knows current	trends an	nd challenges				peconomic premise fulness and purpos	_	
	knows and recogni	zes the methods, tools and in	struments used in	modern organi	zations wit	hin key areas o	f human re	esource manage	ement		Z2_W7 Knows a	nd deeply unders	stands the esser	contemporary theo nce, context and pro n various types of b	ocess of opera	ational and
	identifies and analy	yzes in practice specific areas	in human resourc	e management							Z2_U1 Is able t	apply theoretic	al knowledge ar	nd specialist knowle	dge in the fie	ld of econon
SKILLS		omprehensive assessment of formulate recommendations	•	•		-		ing into accoun	t the crite	eria: effectiveness an	Z2_U3 Is able t	o observe, interp	oret and analyze	complex social, eco and evaluate proce identify and solve	esses occurrin	g in the
	is able to select an	d correctly design and / or ap	oly methods, tech	niques and mea	ns used in t	he HRM proces	ss, includin	g IT tools suppo	orting the	HRM process	Z2_U11 Is able	to perform vario	us roles and wo	communication tern rk in a team solving identify and solve	specific tasks	s that allow
S	presents a creative	attitude, proposes and justifi	es his own solutic	ons to the proble	em						Z2_K2 Is ready	to independently	y, critically evalu	ate the processes t	aking place in	the
Ü	demonstrates the ability to work in a team; is able to communicate effectively, negotiate and persuade														roles in them	
AL COMPETENCES	demonstrates the a	ability to work in a team; is at	ole to communicat	e effectively, ne	egotiate and	d persuade					Z2_K5 Is ready	to work and inter	ract in teams, a	opearing in various		, being ope
SOCIAL COMPETENCE		ability to work in a team; is at				·	ed in HRM f	functions			Z2_K1 Is ready	to critically asses	s the level of his	s knowledge and sk hical and social star	ills and under	stands the r
		eed for lifelong learning, is aw	are of the respons	sibility associate		·	ed in HRM f	functions			Z2_K1 Is ready Z2_K10 Is awar	to critically asses e and is ready to CHING MET	is the level of his comply with et <b>IHODS</b>	s knowledge and sk	ills and under	stands the r
		eed for lifelong learning, is aw STUE Total contact h including: lecture	are of the respons	sibility associate		work performe	ed in HRM f		spool		Z2_K1 Is ready Z2_K10 Is awar	to critically asses e and is ready to CHING MET choice fro lea multimedia	is the level of his comply with et <b>THODS</b> om given list cture a presentation	s knowledge and sk	ills and under	stands the r
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Structure SOCIAL		eed for lifelong learning, is aw STUE Total contact h including: lecture practice e-learning laboratory seminar practical works study visit others consulting hou exams, assignm Lectureship	are of the response DENT EFFORT ours hop	sibility associate		work performe 30 30 8 20 2	ed in HRM f				Z2_K1 Is ready Z2_K10 Is awar	to critically assess e and is ready to CHING MET Choice fro lea multimedia group of case team choice fro review of to student's of	s the level of his comply with et THODS om given list cture a presentation discussion e study projects	s knowledge and sk	ills and under	stands the r
Effort Structure SOCIAL		eed for lifelong learning, is aw STUE Total contact h including: lecture practice e-learning laboratory seminar practical works study visit others consulting hou exams, assignm	are of the response DENT EFFORT OURS NOP	sibility associate		work performe 30 30 30 20	ed in HRM f		Student Work leaching methods		Z2_K1 Is ready Z2_K10 Is awar	to critically assess e and is ready to CHING MET Choice fro lea multimedia group of case team choice fro review of to student's of	IHODS om given list cture a presentation discussion e study projects om given list the literature own research	s knowledge and sk	ills and under	stands the r
Effort Structure SOCIAL		eed for lifelong learning, is aw STUE Total contact h including: lecture practice e-learning laboratory seminar practical works study visit others consulting hou exams, assignm Lectureship Student Effo	are of the response DENT EFFORT OURS NOP	sibility associate	ed with the	work performe 30 30 8 20 21 45 75			Student Work		Z2_K1 Is ready Z2_K10 Is awar	to critically asses e and is ready to CHING MET Choice fro lea multimedia group o case team choice fro review of f student's o own activit	IHODS om given list cture a presentation discussion e study projects om given list the literature own research	s knowledge and sk hical and social star	ills and under	stands the r
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Student Effort Structure SOCIAL		eed for lifelong learning, is aw STUE Total contact h including: lecture practice e-learning laboratory seminar practical works study visit others consulting hou exams, assignm Lectureship Student Effo Total Student E Final grade choice from given list	are of the response DENT EFFORT OURS NOP	sibility associate	ed with the	work performe 30 30 30 8 20 20 45 75 45 75 A ass al grade			scale		Z2_K1 Is ready Z2_K10 Is awar	coritically asses and is ready to choice fro lea multimedia group o case team choice fro review of f student's o own activit	s the level of his comply with et m given list cture a presentation discussion e study projects om given list the literature own reseacrh cy on platform of final grad ood > 90% 81% - 90% 81% - 80%	s knowledge and sk hical and social star	ills and under	stands the r
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Student Effort Structure SOCIAL	understands the ne	eed for lifelong learning, is aw STUE Total contact h including: lecture practice e-learning laboratory seminar practical works study visit others consulting hou exams, assignm Lectureship Student Effo Total Student E Final grade choice from given list knowledge test tasks, exercises Final grade choice from given list knowledge test tasks, exercises	are of the response DENT EFFORT OURS OURS In Op Jrs ents if ffort ategic HRM; evolu HRM. c personnel strate betences of HR Bu egy, - training and	sibility associate	ed with the	work performe 30 30 30 8 20 20 45 75 45 75 45 75 45 75 45 75 45 75 75 75 75 75 75 75 75 75 7	SSESSN SSESSN ease descrit	AENTS MET	HODS HODS B CRIPTIC nd areas o	of the course		to critically asses e and is ready to choice fro lea multimedia group o case team <i>choice fro</i> review of f student's o own activit own activit Percentage very go good + good 7 satisfactor satisfactor	s the level of his comply with et m given list cture a presentation discussion e study projects om given list the literature own reseacrh cy on platform of final grad ood > 90% 81% - 90% 81% - 90% 81% - 70% y + 61% - 70% ctory < 51%	e	ills and under	stands the
Assessment methods Student Effort Structure SOCIAL	understands the ne	eed for lifelong learning, is aw STUE Total contact h including: lecture practice e-learning laboratory seminar practical works study visit others consulting hou exams, assignm Lectureship Student Effo Total Student E Final grade choice from given list knowledge test tasks, exercises Final grade choice from given list knowledge test tasks, exercises	are of the response DENT EFFORT OURS OURS In Op Jrs ents if ffort ategic HRM; evolu HRM. c personnel strate betences of HR Bu egy, - training and	sibility associate	ed with the	work performe 30 30 30 8 20 20 45 75 45 75 45 75 45 75 45 75 45 75 75 75 75 75 75 75 75 75 7	SSESSN SSESSN ease descrit	AENTS MET	HODS HODS B CRIPTIC nd areas o	of the course		to critically asses e and is ready to choice fro lea multimedia group o case team <i>choice fro</i> review of f student's o own activit own activit Percentage very go good + good 7 satisfactor satisfactor	s the level of his comply with et m given list cture a presentation discussion e study projects om given list the literature own reseacrh cy on platform of final grad ood > 90% 81% - 90% 81% - 90% 81% - 70% y + 61% - 70% ctory < 51%	e	ills and under	stands the r
description Assessment Assessment Assessment and Assessment Ass	understands the ne	eed for lifelong learning, is aw STUE Total contact h including: lecture practice e-learning laboratory seminar practical works study visit others consulting hou exams, assignm Lectureship Student Effo Total Student E Final grade choice from given list knowledge test tasks, exercises Final grade choice from given list knowledge test tasks, exercises	are of the response DENT EFFORT OURS OURS In Op Jrs ents if ffort ategic HRM; evolu HRM. c personnel strate betences of HR Bu egy, - training and	sibility associate	ed with the	work performe 30 30 30 8 20 20 45 75 45 75 45 75 45 75 45 75 45 75 75 75 75 75 75 75 75 75 7	SSESSN SSESSN ease description	AENTS MET	HODS HODS CRIPTIC nd areas of -strategy, tion).	of the course		to critically asses e and is ready to choice fro lea multimedia group o case team <i>choice fro</i> review of f student's o own activit own activit Percentage very go good + good 7 satisfactor satisfactor	s the level of his comply with et m given list cture a presentation discussion e study projects om given list the literature own reseacrh cy on platform of final grad ood > 90% 81% - 90% 81% - 90% 81% - 70% y + 61% - 70% ctory < 51%	e	ills and under	stands the
methods Student Effort Structure SOCIAL	understands the need         understands the need	eed for lifelong learning, is aw STUE Total contact h including: lecture practice e-learning laboratory seminar practical works study visit others consulting hou exams, assignm Lectureship Student Effo Total Student E Final grade choice from given list knowledge test tasks, exercises Final grade choice from given list knowledge test tasks, exercises	are of the response <b>ENT EFFORT</b> <b>ours</b> <b>ours</b> <b>i</b> <b>i</b> <b>i</b> <b>i</b> <b>i</b> <b>i</b> <b>i</b> <b>i</b>	sibility associate sibility asso	ed with the ed wit	work performe 30 30 30 8 20 20 45 75 45 75 45 75 45 75 45 75 75 75 75 75 75 75 75 75 7	SSESSN SSESSN a payroll ma surement i warszawa	AENTS MET AENTS MET A A A A A A A A A A A A A	HODS PDS PDS PDS PDS PDS PDS PDS P	of the course , - employee appraisa -ilipowicz G., Rozwój	Z2_K1 Is ready Z2_K10 Is awar TEAC	coritically asses e and is ready to choice fro lea multimedia group o case team choice fro review of f student's o own activit own activit Percentage very go good + good 7 satisfactor satisfactor satisfactor	s the level of his comply with et m given list cture a presentation discussion e study projects om given list the literature own reseacch by on platform of final grad ood > 90% 81% - 90% 71% - 80% y + 61% - 70% ory 51% - 60% ctory < 51%	e sknowledge and sk hical and social star a a a a a a a a a a a a a	ills and under idards approp	stands the priate to the priate to the second second secon

Additional literature 1. Hamel G., Breen B., The Future of Management, Harvard Business Review Press, 20072. Praktyki HRM. Najlepsze studia przypadku z polskiego rynku (pr.zb.), Grupa Wyd. Infor, Warszawa 20163. Czasopisma: a. Zarządzanie Zasobami Ludzkimi b. Personel i Zarządzanie c. HR Fokus d. Zarządzanie na Świecie e. Przegląd Organizacji f. Organizacja i Kierowanie g. Harvard Business Review4. Tematyczne portale internetowe. 5. Snell S., Bohlander G., Managing Human Resources, South-Western, Cengage Learning, USA. 6. Itika J. S., Fundamentals of human resource management, University of Groningen / Mzumbe University, 2011



Module Z2/3		Moder	n Managem	ent								
Course no.	Course 3.4.											
Course name	Project Management							ECTS credits	2	Leader	prof. G. Mani	ak
Major	Major MANAGEMENT Master Year I Semester 1				Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30		

		LEARNIN	G OUTCOMES	
Outcomes type	Description of SPECIF	C learning outcomes of the course		Reference to MAJOR learning outcomes
., be		Student		$\rightarrow$ CHECK THE KEY
	knows and understands the role of projects in the functioning of modern or	ganizations.		Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W7 Knows and deeply understands the essence, context and process of operational and
KNOWLEDGE	knows and uses advanced terminology in design.			Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern
	knows and is able to apply the tools and techniques of planning project acti	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods		
	is able to prepare documentation initiating the project using appropriate to	ols and techniques.		Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threat Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report, Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow
SKILLS	is able to see the needs of the organization and identify sources of problem	s that are a catalyst for design activities.		Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the
	is able to use knowledge, methods and tools in the field of organization and projects	management, finance to solve typical probl	lems associated with the in	implementation of
SI	is prepared to cooperate with other members of project teams.			Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
COMPETENC	is able to think creatively in seeking solutions to identified problems at the p	anning and project implementation stages		Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and
SOCIAL	is aware of the variability of the environment and the conditions in which th	ie project is carried out.		Z2_K4 Is ready to take on professional challenges in management in managerial (as leader /
	STUDENT EFFORT			TEACHING METHODS
	Total contact hours including:	30 30	\$	choice from given list workshop that uses activating methods
	lecture	15	methods	practical workshop
ture	practice e-learning			simulation, managerial and strategic games
Structure	laboratory		hin c	
Effort S	seminar practical workshop	15	Teaching	
int Eff	study visit			
Studer	others consulting hours		Mork	choice from given list group work - joint task solving
st	exams, assignments Lectureship		ant v	others
	Student Effort	20	Student	
	Total Student Effort	50	0	
		ASSESSME	NTS METHODS	
-	Final grade       choice from given list	<b>pass</b> % of final grade	U U	Percentage of final grade           very good > 90%
Assessment methods	presentation of an individual or group task	50	scale	good + 81% - 90%
sessi neth	other activities	50	Grade	good 71% - 80% satisfactory + 61% - 70%
As			Ŭ	satisfactory 51% - 60%
				unsatisfactory < 51%
			RSE DESCRIPTION	
	<ol> <li>1/ Basic concepts related to project management.</li> <li>2/ Place and role of projects in contemporary organizations.</li> <li>3/ Project life cycle.</li> <li>4/ Planning the scope, time, costs and non-financial resources of the project</li> <li>5/ Selected areas of project management - team management, communication</li> </ol>	t.	main topics and areas of the	ne course
description			Key literature	
Course de	S. E. Portny, Project Management for Dummies, Stanley and Sons, 2017 A guide to the Project Management Body of Knowledge, Project Manageme	nt Institute, 2018		
	Just Enough Project Management: The Indispensable Four-step Process for		dditional literature er, Mc GrawHill 2004	

2019/2020	I							
Module no.	Modu	le Z2/4						
Module name		Diplor	na Mo	dule (1	I)			
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list)	
			DIIDD				ODULE OBJECTIVE	-0
			FURF		Short description			

The aim of the module is to prepare the student to carry out an independent intellectual effort, as a result of which a master's thesis will be created. In the first stage (Diploma Mo indication of the purpose, research area, research model (formulation of hypotheses and selection of research methods) and will recognize the main principles and techniques of o

REQUIREMENTS

Needed knowledge and skills before starting the module

Student powinien posiadać podstawową wiedzę z zakresu zarządzania, ekonomii i finansów (znajomość podstawowych pojęć w dyscyplinach naukowych: nauki o zarządzaniu i jako

	LEARNING OUTCOMES
	Short description of learning outcomes gain during the course of a module
<b>KNOWLEDGE</b> (Student knows and understand on advanced level)	<b>SKILLS</b> (Student is able to)
the essence, purpose and components of the research process / procedure constituting the basis of the dissertation Master's thesis with a practical profile and a spectrum of analytical methods and techniques / diagnostic procedures used in such proceedings.	independently carry out a complete research procedure (including literature st empirical research) in the utilitarian area for real business.

					MODULE STRUCTU	JRE
Course no.	Module Z2/4	Course 4.1.	Module Z2/4	Course 4.2.		
Course name	Methodology The			omic Research - shop		
ECTS credits	1	L	:	2		



	ECTS credits	3	Lea	der	prof. A. Zel	ek
	OBLIGATORY	Lang	uage	English	Total Contact Hours	30
VE	5					
	<b>.</b>					
	le I), the student will devel ducting applied research in					ong with an
ości	oraz ekonomia i finanse).					
				<b>COMPET</b>		
stud	-	•	<i>(Stu</i> e) nt intellectua	<i>dent is ready t</i> I effort, the ai		
tud	-	•	<i>(Stu</i> e) nt intellectua	<i>dent is ready t</i> I effort, the ai	<i>o)</i> m of which is to carry out	
itud	-	•	<i>(Stu</i> e) nt intellectua	<i>dent is ready t</i> I effort, the ai	<i>o)</i> m of which is to carry out	
stud	-	•	<i>(Stu</i> e) nt intellectua	<i>dent is ready t</i> I effort, the ai	<i>o)</i> m of which is to carry out	



Module Z2/4		Diplo	ma Module (	(1)			]					
Course no.		Course 4.1.										
Course name		Methodo	ology of D	issertc	ition Th	esis		ECTS credits	1	Leader	prof. A. Zele	ek
						_			_			1.5
Major	MANAGEMENT	Master	Year		Semester	1	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	15

		LEARNIN	G OUTCOMES	
Outcomes	Description of SPE	CIFIC learning outcomes of the course		Reference to MAJOR learning outcomes
	has knowledge of the methodology of writing a thesis, taking into accou taking into account its usefulness / utilitarianism.	Student nt the challenges of empirical, design and impl	ementation work with	<u>→ CHECK THE KEY</u> Z2_W14 Knows and understands the purposefulness and principles of independent research for
KNOWLEDGE	has knowledge of the principles of independent research processes, incl thesis.	uding primary and secondary research for the p	purposes of research, i.e. work	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W14 Knows and understands the purposefulness and principles of independent research for
	has knowledge of research methods used in management sciences, both	in the group of primary and secondary analys	is methods.	<ul> <li>Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods</li> <li>Z2_W5 Knows the essence and methods of descriptive statistics and mathematical statistics,</li> <li>Z2_W14 Knows and understands the purposefulness and principles of independent research for</li> </ul>
SKILLS	develops the ability to independently prepare a master's thesis project, hypotheses, selection of adequate research methods.	including the ability to define utilitarian resear	ch goals, putting	<ul> <li>Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic</li> <li>Z2_U17 Has substantive and technical skills to independently carry out applied research,</li> <li>Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,</li> <li>Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /</li> <li>Z2_U10 Is able to independently solve complex management problems using advanced</li> </ul>
	demonstrates the ability to independently conduct research and prepar	e a report on the research process (master's th	esis).	<ul> <li>Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic</li> <li>Z2_U17 Has substantive and technical skills to independently carry out applied research,</li> <li>Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,</li> <li>Z2_U10 Is able to independently solve complex management problems using advanced</li> </ul>
	is aware of the complexity of processes taking place in the organization	and is able to study them - analyze, evaluate a	nd report.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the
ŭ	is capable of logical and analytical thinking.			Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
SOCIAL	is capable of independent research work, presenting its assumptions an	d effects.		Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
	STUDENT EFFORT			TEACHING METHODS
	Total contact hours including:	15 15		choice from given list multimedia presentation
۵ ۵	lecture practice	7	methods	workshop that uses activating methods individual projects
Structure	e-learning			
	laboratory seminar		Teaching	
Effort	practical workshop study visit		Ŭ	
	others		×	choice from given list
Student	consulting hours		Student Work	preparation of the final project
••	exams, assignments Lectureship			own activity on platform
	Student Effort Total Student Effort	10 25	Stuc	
			ENTS METHODS	
	Final grade	pass		Percentage of final grade
Assessment methods	choice from given list individual project	% of final grade <b>100</b>		very good > 90% good + 81% - 90%
sessr netho			- Grade	good 71% - 80% satisfactory + 61% - 70%
As				satisfactory 51% - 60% unsatisfactory < 51%
				Unsulfiderory < 51%
		Please describe	URSE DESCRIPTION e main topics and areas of the course	
	<ol> <li>Procedura dyplomowa obowiazująca na kierunku Zarządzanie, studia</li> <li>Podstawowe zagadnienia związane z procesem tworzenia pracy magis wykorzystanie źródeł literaturowych; gromadzenie i przetwarzanie dany</li> <li>Zasady korzystania z księgozbiorów i czasopism, elektronicznych baz o 4. Technika pisania prac naukowych (praca magisterska): forma, styl i jęz</li> <li>Omówienie zasad przygotowania i przeprowadzenia prezentacji multi</li> <li>Etyczne zasady pisania pracy dyplomowej.</li> <li>Procedura dyplomowa i antyplagiatowa w ZPSB.</li> </ol>	terskiej: wybór tematu; formułowanie celu pra ch empirycznych; prezentacja i interpretacja w anych i zasobów Internetu. cyk, wymagania edycji tekstu i elementów grafi	yników badania; wnioskowanie).	wanie hipotez badawczych, dobór metod badawczych; układ, treść i objętość rozdziałów; dobór i
Course de			Keyliterature	
	1. G. Maniak, E. Świergiel, A. Zelek, Twoja praca promocyjna – od dylema 2. J. Lichtarski, Praktyczny wymiar nauk o zarządzaniu, PWE, Warszawa 2		· · ·	0 (także w wersji eleraningowej).
	1. Zenderowski R., Technika pisania prac magisterskich i licencjackich, Ce		Additional literature	
	<ol> <li>Zenderowski R., Technika pisania prac magisterskich i licencjackich, Ce</li> <li>Podstawy metodologiczne prac doktorskich w naukach ekonomicznyc</li> <li>M. Blaug, Metodologia ekonomii, PWN, Warszawa, 1995.</li> <li>Kwaśniewski K., Jak pisać prace dyplomowe? Wskazówki praktyczne, N</li> </ol>	h, red. M.Sławińska, H. Witczak, PWE, Warszav	va 2012.	



2019/2020

Module Z2/4		Diplo	ma Module (	(1)								
Course no.	e no. Course 4.2.											
Course name	Meth	nods of E	conomic	Resea	rch - w	orksh	ор	ECTS credits	2	Leader	prof. A. Zele	ek
Major	MANAGEMENT							OBLIGATORY	Language	English	Total Contact Hours	15

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
iype	Student	→ CHECK THE KEY
ত	knows and differentiates methods, techniques and tools used in primary research in the area of management sciences.	<ul> <li>Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods</li> <li>Z2_W5 Knows the essence and methods of descriptive statistics and mathematical statistics,</li> <li>Z2_W14 Knows and understands the purposefulness and principles of independent research for</li> </ul>
KNOWLED	Knows and understands rationales for the choice of research techniques, tools and methods, that are crucial for the research process.	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W14 Knows and understands the purposefulness and principles of independent research for
	without the assistance of others, is able to design a set of research tools that is necessary to conduct empirical research for a thesis.	Z2_U2       Is able to identify, interpret and explain complex social, economic and management         Z2_U3       Is able to observe, interpret and analyze and evaluate processes occurring in the         Z2_U17       Has substantive and technical skills to independently carry out applied research,
SKILLS	is able to select and use appropriate research tools in order to conduct an analysis on acquired data.	Z2_U2       Is able to identify, interpret and explain complex social, economic and management         Z2_U3       Is able to observe, interpret and analyze and evaluate processes occurring in the         Z2_U17       Has substantive and technical skills to independently carry out applied research,
OMPETENCES	is both aware of, and capable to develop, their analytical capabilities, and knowledge related to research tools and techniques.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
SOCIAL COI		

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	15		choice from given list
	including:	15	ds	multimedia presentation
	lecture	7	ho	workshop that uses activating methods
Q	practice	8	methods	
Structure	e-learning	e-learning laboratory		
5 O	laboratory		Teaching	
	seminar		L L	
Effort	practical workshop		ec	
	study visit		-	
Student	others		~	choice from given list
pde	consulting hours		Student Work	preparation of the final project
StL	exams, assignments		3	review of the literature
	Lectureship		ent	
	Student Effort	35	p	
	Total Student Effort	50	Sti	
		ASSESSMEN	TS METHODS	S
	Final grade	pass		Percentage of final grade
÷	choice from given list	% of final grade	scale	very good > 90%
Assessment methods	individual project	100	00	good + 81% - 90%
ssn ithc			Grade s	good 71% - 80%
sse me				satisfactory + 61% - 70%
¥°				satisfactory 51% - 60%
				unsatisfactory < 51%
		Please describe ma		
	1. Fundamental types of research problems in managerial sciences.			
	2. Scientific methods of solving research problems.			
	3. Examples of contemporary micro and macroeconomic research problems.			
	4. Fundamental approaches to research.			
	5. Types of inference.			
	6. Typology of causal models.			
	7. Causality and counterfactuality.			
	8. Causal and correlational research.			
	10. Experimental research projects.			
-	11. Qualitative research methods.			
ior	12. Quantitative research methods.			
description	13. Case study as a research method.			
C	14. Principles of creating research tools.			
es	15. Principles of creating analytical tools.			
<del>О</del>	16. Reporting research findings.			
Course				
Col			ey literature	
U	1) C. Marriel, E. Éwierriel, A. Zelek, Tweis, "Veur Degree Discortation, From Dilem			From Dilements to perfection (Handhaal), ZDCD, Corregin 2010

1) G. Maniak, E. Świergiel, A. Zelek, Twoja, "Your Degree Dissertation - From Dilemmas to perfection (Handbook) Your Degree Dissertation - From Dilemmas to perfection (Handbook)", ZPSB, Szczecin 2010.

2) M. Blaug "The Methodology of Economics or How Economists Explain", Press Syndicate of the University of Cambridge, 1992.

3) J. Collins, R. Hussey, Business Research: A Practical Guide for Undergraduate and Postgraduate Students", Palgrave Macmillan, 2009.

4) D.E. Ethridge, "Research Methodology in Applied Economics", Wiley-Blackwell, 2004.

5) M. Saunders, A. Thornhill, P. Lewis, "Research Methods for Business Students", Pearson Education, 5th edition, 2009.

Additional literature

1) M. Odoh And I.E. Chinedum, "Research Designs, Survey and Case Study", IOSR Journal of VLSI and Signal Processing (IOSR-JVSP), Volume 4, Issue 6, Ver. I, pp 16-22.

2) A. Bryman, "Social Research Methods", OUP Oxford, 5 edition, 2015.

3) H.T. Reis, C. M. Judd (Eds.), "Handbook of research methods in social and personality psychology", Cambridge University Press, 2000

4) D. Grant, "Methods of Economic Research: Craftsmanship and Credibility in Applied Microeconomics", Springer, 2018

2019/2020	]											
Module no.	Modul	le Z2/5										
Module name	Specialisation Module (1) GLOBAL MANAGEMENT											
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)					
			PURP	OSE OF T	HE MODUL Short description		ODULE OBJECTIV					

Module ne	ame	Specialis	ation Modul	e (1) G	LOBA		GEME	NT	ECTS cre	edits	13	Leo	ıder	dr D. Majewska-Bielec	
Major	r MA	NAGEMENT	Master	2	Status (choice list)	OBLIGAT	ORY	Lang	uage	English	Total Contact Hours	90			
				PURP	OSE OF T	HE MODULE		ODULE OBJECTIVE	S						
-	The main goal of the module is to shape managerial competences in the field of interpretation and use of accounting / financial information in analytical and decision-making processes. The main goal of the module is also to provide the student with the knowledge and skills of managing an organization in the context of globalization.														
The main goal of the	REQUIREMENTS Needed knowledge and skills before starting the module The main goal of the module is to shape managerial competences in the field of interpretation and use of accounting / financial/globalization information in analytical and decision-making processes.														
						LEARNING									
		WLEDGE lerstand on advanced level	·)	Sho	rt description		SKILLS	g the course of a module	SOCIAL COMPETENCES (Student is ready to)						
(Student knows and understand on advanced level)(Student is able to)(Student is able to)the essence, functions and principles of creating, interpreting and using in decision-making processes accounting / financial/globalization information and data in an enterprise keeping full accounting.independently analyze the basic measures / indicates for making decisions with all the implications.to make rational, effective decisions based on knowledge and understanding the principles of management accounting, financial analysis and management in the context of globalization.															
Course no.	Module Z2/5	Course 5.1.	Module Z2/5	Cours	e 5.2.	MODULE	SIRUCTU	KE							
Course name				<u> </u>											
			-												

					MODULE STRUCTURE		
Course no.	Module Z2/5	Course 5.1.	Module Z2/5	Course 5.2.			
Course name	Global	isation	Managerial /	Accountancy			
ECTS credits	5	5		5			





# 2019/2020

Specialis	ation Modu	le (1) GLOB/	AL MAN	AGEMEN	T						
	C	Course 5.1.									
Globalisation							ECTS credits	5	Leader	dr D. Majewska-B	Bielecka
MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30
		C	Course 5.1. Globali	Course 5.1. Globalisation	Course 5.1. Globalisation	Globalisation	Course 5.1. Globalisation	Course 5.1.       Globalisation       ECTS credits	Course 5.1.       Globalisation       ECTS credits	Course 5.1.       ECTS credits       5       Leader	Course 5.1.       ECTS credits       5       Leader       dr D. Majewska-E

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
iype	Student	$\rightarrow$ CHECK THE KEY
	Student understands the relationships taking place in the global economy and theirs reference to social life	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and
	The student recognizes elements of the global environment as determinants of national / local company operation.	Z2_W10 Knows and deeply understands theories and concepts in the field of marketing
	The student has the ability to interpret global phenomena in economy and can formulate their own opinions and recommendations	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as to
SKILLS		
ENC	The student is aware of the complexity of the processes involved in the modern global economy, he can do it on his own verify and evaluate	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
SOCIAL CO		

	STUDENT EFFORT		TEACHING METHODS							
	Total contact hours	30		choice from given list						
	including:	30	ds G	lecture						
	lecture	12	o t	multimedia presentation						
ų	practice	16	methods	workshop that uses activating methods						
cture	e-learning			group discussion						
Struc	laboratory		Teaching	individual projects						
	seminar			team projects						
Effort	practical workshop		Tec	video movie						
	study visit			practical workshop						
ent	others		×	choice from given list						
nd	consulting hours		/or	task solving						
Stu	exams, assignments	2	\$ +	group work - joint task solving						
	Lectureship		Student Work	preparation of the final project						
	Student Effort	95	n d	review of the literature						
	Total Student Effort	125	St							
		ASSESSMEI	NTS METHOD	S						
	Final grade	0		Percentage of final grade						
ŧ	choice from given list	% of final grade	e	very good > 90%						
ssessment methods	tasks, exercises	50	scale	good + 81% - 90%						
ssn ethe	individual project	50	<u>0</u>	good 71% - 80%						
sse			Grade	satisfactory + 61% - 70%						
∢			Ū	satisfactory 51% - 60%						
				unsatisfactory < 51%						
			RSE DESCRIPT							
			nain topics and area	s of the course						
	1/ Introduction to globalization: different definitions of globalization									
	2/ Globalization from a scientific perspective: how do economists pe									
	3/ Man and globalization: social and cultural problems, ethical, lingui	-								
	4/ Globalization and economic development: the division of the work									
	5/ Globalization and consumer awareness: products fair trade, genet									
_	6/ Globalization and democracy: will democracy resolve terrorism pr									
ior	7/ Globalization and corporations: how corporations perceive global	market?								
cription	8/ Globalization and the environment.									
SCT										
des			Key literature							
é	1. Stiglitz J., Globalization and its discontents, WW Norton & Compan			2006						
Urs				v Press, 2020, Stiglitz J., The price of inequality, Penguin Books, 2015,						
Ö		-								
U										

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	30		choice from given list
	including:	30	ğ	lecture
	lecture	12	ethods	multimedia presentation
é	practice	16	me	workshop that uses activating methods
cture	e-learning			group discussion
Struc	laboratory		Ë.	individual projects
t St	seminar		Teaching	team projects
Effort	practical workshop		Te	video movie
÷	study visit			practical workshop
dent	others		¥	choice from given list
pŋ	consulting hours		Work	task solving
Stu	exams, assignments	2	s t	group work - joint task solving
	Lectureship		dent	preparation of the final project
	Student Effort	95	Stude	review of the literature
	Total Student Effort	125	S	
			NTS METHODS	
	Final grade	0		Percentage of final grade
s t	choice from given list	% of final grade	scale	very good > 90%
ne od:	tasks, exercises	50	s c	good + 81% - 90%
ssessment methods	individual project	50	<u>e</u>	good 71% - 80%
Do SSe			Grade	satisfactory + 61% - 70%
∢			U	satisfactory 51% - 60%
				unsatisfactory < 51%
			RSE DESCRIPTIC	
			main topics and areas o	f the course
	1/ Introduction to globalization: different definitions of globalization, globalizat			
	2/ Globalization from a scientific perspective: how do economists perceive glob	•		
	3/ Man and globalization: social and cultural problems, ethical, linguistic. Is ther			
	4/ Globalization and economic development: the division of the world into cour	-		
	5/ Globalization and consumer awareness: products fair trade, genetically food	modified.		
	6/ Globalization and democracy: will democracy resolve terrorism problem?			
No	7/ Globalization and corporations: how corporations perceive global market?			
cription	8/ Globalization and the environment.			
scri				
des			Key literature	
e	1. Stiglitz J., Globalization and its discontents, WW Norton & Company, 2002, St	glitz J., Making globalization work, W. W	. Norton Company, 20	06
nrs	2. Globalizacja i regionalizacja w gospodarce światowej, red. Stiglitz J. Measuring	what counts, The global movement for	well-being, The New P	ress, 2020, Stiglitz J., The price of inequality, Penguin Books, 2015,
ပိ				

Additional literature

Pickett K., Whe equality is better for everyone, The spirit level, Penguin Books, 2010, Ferguson N., Why nations fail, the origins of power, prosperity and poverty, Profile Books, Ltd, 2013,



Module Z2/5	Specialis	ation Modu	le (1) GLOB		AGEMEN	Т	]					
Course no.		C	ourse 5.2.									
Course name	Managerial Accountancy							ECTS credits	5	Leader	dr D. Majewska-B	Bielecka
Major	MANAGEMENT	Master	Year	1	Semester	2	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
iype	Student	→ CHECK THE KEY
	has advanced knowledge about the functioning of the enterprise and the use of management accounting tools to make current decisions.	<ul> <li>Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern</li> <li>Z2_W8 Knows and deeply understands the place and importance of accounting and finance in</li> <li>Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of</li> </ul>
KNOWLEDGE	knows at an advanced level the principles of cost classification and interprets the results of profitability analysis in order to make optimal decisions necessary for the development of the company.	Z2_W3 Knows and deeply understands the microeconomic premises for making and Z2_W8 Knows and deeply understands the place and importance of accounting and finance in
	knows and understands the importance and role of the budgeting process in the enterprise.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modernZ2_W3 Knows and deeply understands the microeconomic premises for making andZ2_W4 Knows and understands in depth the usefulness and purposefulness of using methodsZ2_W8 Knows and deeply understands the place and importance of accounting and finance in
	is able to correctly select and apply selected management accounting tools.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U9 Is able to record economic events and carry out analyzes in the field of management
S	understands and is able to describe the relationship between the size of a business and the costs and results of an enterprise.	<ul> <li>Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic</li> <li>Z2_U2 Is able to identify, interpret and explain complex social, economic and management</li> <li>Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the</li> </ul>
SKILLS	can prepare information for making short-term decisions and interpret the results of using basic management accounting tools.	<ul> <li>Z2_U2 Is able to identify, interpret and explain complex social, economic and management</li> <li>Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the</li> <li>Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /</li> <li>Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,</li> <li>Z2_U9 Is able to record economic events and carry out analyzes in the field of management</li> </ul>
	is able to carry out an analysis of specific processes taking place in an enterprise using operational budgets.	Z2_03       Is able to record economic events and carry out analyzes in the field of management         Z2_U3       Is able to observe, interpret and analyze and evaluate processes occurring in the         Z2_U7       Is able to thoroughly analyze a complex business problem, prepare a research report,         Z2_U9       Is able to record economic events and carry out analyzes in the field of management
PETENCES	is aware of the need to adapt the prepared information to the internal needs of the enterprise's users.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
AL COM	is aware of his responsibility for the reliability and objectivity of the materials prepared to make managerial decisions.	Z2_K3       Is ready to work independently, conducted in a reliable and objective way, maintaining         Z2_K10       Is aware and is ready to comply with ethical and social standards appropriate to the

Including:       30       12       12         Including:       12       12       13         Including:       16       12       13         Including:       16       13       13         Including:       16       13       13         Including:       16       13       13         Including:       16       13       13         Including:       16       16       13         Including:       Including:       16       16         Including:       Including:       16       16       16         Including:       Including:       Including:       Including:       16       16         Including:       Including: <td< th=""><th></th></td<>									
State     30     30       Including:     12     multim       Including:     16     30       Including:     Including:     10       Including:     Including:     Including:       Including:     Including:	<b>NETHODS</b>								
Including:     30       lecture     12       multim     practice       e-tearning     16       e-tearning     16       idboratory     16       idboratory     16       practice     16       grad     grad       idboratory     16       idboratory     12       idboratory     125	e from given list								
Image: Constraint of the same of the	lecture								
Image: Construction of the seminor     Image: Constr	multimedia presentation								
Image: Construction of the seminor     Image: Construction of the seminor     Image: Construction of the seminor       Image: Construction of the seminor     Image: Construction of the seminor     Image: Construction of the seminor       Image: Construction of the seminor     Image: Construction of the seminor     Image: Construction of the seminor       Image: Construction of the seminor     Image: Construction of the seminor     Image: Construction of the seminor       Image: Construction of the seminor     Image: Construction of the seminor     Image: Construction of the seminor       Image: Construction of the seminor     Image: Construction of the seminor     Image: Construction of the seminor       Image: Construction of the seminor     Image: Construction of the seminor     Image: Construction of the seminor       Image: Construction of the seminor     Image: Construction of the seminor     Image: Construction of the seminor       Image: Construction of the seminor     Image: Construction of the seminor     Image: Construction of the seminor       Image: Construction of the seminor     Image: Construction of the seminor     Image: Construction of the seminor       Image: Construction of the seminor     Image: Construction of the seminor     Image: Construction of the seminor       Image: Construction of the seminor     Image: Construction of the seminor     Image: Construction of the seminor       Image: Construction of the seminor     Image: Construction of the seminor     Image: Construction of th	uses activating methods								
Image: Standard Study visit     Image: Study visit       Study visit     Image: Study visit       Image: Study visit     Image: Study visit </td <td>up discussion</td>	up discussion								
Image: study visit     Image: study visit       Image: study visit study visit     Image: study visit study vis	ask solving								
integrate     integ	0								
interview     inter									
Image: Construction of the state of the									
Image: Courter, darge methods     Image: C	e from given list								
Inclusion     Inclu	of the literature								
Initial grade     0       Statistical     0       Choice from given list     % of final grade       Written exam     90       tasks, exercises     10       tasks, exercises     10       Statisfor	n to an exam/credit								
Initial studem error     123       ASSESSMENTS METHODS       Final grade     O       Choice from given list     % of final grade       written exam     90       tasks, exercises     10       tasks, exercises     10       statisfor       stat	ask solving								
Initial studem error     123       ASSESSMENTS METHODS       Final grade     O       Choice from given list     % of final grade       written exam     90       tasks, exercises     10       tasks, exercises     10       statisfor       stat									
Final grade       0       Percent         choice from given list       % of final grade       Very         written exam       90       goo         tasks, exercises       10       goo         satisfac       satisfac       unsat									
Final grade       0       Percent         choice from given list       % of final grade       Very         written exam       90       goo         tasks, exercises       10       goo         satisfac       satisfac       unsat									
Choice from given list       % of final grade       90       very         Written exam       90 <td>age of final grade</td>	age of final grade								
tasks, exercises     10     god	$\gamma \text{ good } > 90\%$								
tasks, exercises     10     go	d + 81% - 90%								
COURSE DESCRIPTION	od 71% - 80%								
COURSE DESCRIPTION	tory + 61% - 70%								
COURSE DESCRIPTION	ctory 51% - 60%								
COURSE DESCRIPTION	isfactory < 51%								
Please describe main topics and areas of the course         1. Management accounting as an enterprise information system.         2. Differences between management accounting and financial accounting.         3. Classification of costs and revenues for the needs of management accounting.         4. Cost accounting as a source of management information.         5. Break-even analysis.         6. Short-term decision making.         7. The use of management accounting tools in decision-making processes.         8. Price calculation.         9. Budgeting as an enterprise management method.         10. Other management accounting tools.									
<ul> <li>Key literature</li> <li>1. Ray Garrison, Eric Noreen, Peter Brewer, Managerial Accounting 16th Edition, McGraw-Hill Education, 2017;</li> <li>2. Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso, Managerial Accounting: Tools for Business Decision Making 8th Edition, Wiley, 2017;</li> <li>3. Peter Brewer, Ray Garrison, Eric Noreen, Introduction to Managerial Accounting 8th Edition, McGraw-Hill Education, 2018;</li> <li>4. Lew G., Maruszewska E., Szczypa P., Rachunkowość zarządcza - od teorii do praktyki, Wydawnictwo CeDeWu, Warszawa 2019;</li> <li>5. Rachunek kosztów, Rachunkowość zarządcza, Controlling - przeszłość, teraźniejszość, przyszłość, red. E. Nowak, Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław 2017.</li> </ul>	<ol> <li>Peter Brewer, Ray Garrison, Eric Noreen, Introduction to Managerial Accounting 8th Edition, McGraw-Hill Education, 2018;</li> <li>Lew G., Maruszewska E., Szczypa P., Rachunkowość zarządcza - od teorii do praktyki, Wydawnictwo CeDeWu, Warszawa 2019;</li> </ol>								
1. Fergus Ch., Hart J., Wilson C., Management Accounting: Principles and Applications, 5th Edition, Pearson Publ., 2012.; 2. Dobroszek J., Kabalski P., Szychta A., Rachunkowość zarządcza. Zadania i testy, Wydawnictwo Uniwersytety Łódzkiego, Łódź 2016; 3. Nowak E., Zaawansowana rachunkowość zarządcza, Wydawnictwo PWE, Warszawa 2017.	2. Dobroszek J., Kabalski P., Szychta A., Rachunkowość zarządcza. Zadania i testy, Wydawnictwo Uniwersytety Łódzkiego, Łódź 2016;								



# 2019/2020

Module Z2/6	Specialise	ation Modu	le (2) GLOB		AGEMEN	Т						
Course no.	Course 5.3.											
Course name	Financial Reporting Methods							ECTS credits	3	Leader	dr I. Rafalo	ąt
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
71	Student	→ CHECK THE KEY
		Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern
	has in-depth knowledge of the construction of financial statements and is able to define their most important elements. Understands the relationships that exist	Z2_W8 Knows and deeply understands the place and importance of accounting and finance in
	between economic and legal sciences.	Z2_W13 Knows and understands the key legal norms regulating the functioning of commercial
GE		Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern
Ē	knows at an advanced level the principles of financial reporting and understands how information contained in financial statements is used for the purposes of	Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and
KNOWLEDGE	financial analysis.	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods
¥		Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and
	knows the most important financial analysis tools, understands their essence, knows how to use them, and also understands the nature of the relationships between	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods
	financial phenomena that occur in an enterprise.	Z2_W8 Knows and deeply understands the place and importance of accounting and finance in
		Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic
		Z2_U2 Is able to identify, interpret and explain complex social, economic and management
	can obtain data from financial statements and prepare them for the needs of financial analysis.	Z2_U8 Is able to indicate and interpret adequate sources of law and legal provisions relating to
		Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic
LS		Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the
SKILLS	can independently analyze the financial statements, correctly interpret the results obtained and present their synthesis in the form of a report	Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
		Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic
		Z2_U2 Is able to identify, interpret and explain complex social, economic and management
	based on the analysis carried out, is able to indicate problems that are associated with the business unit's operations, and also proposes ways to solve them.	Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /
		Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the
ES	is aware of the complexity of processes related to the functioning of enterprises, and also understands the role of financial analysis in the process of making strategic economic decisions.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
PETENC		Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining
AL COMPET	is able and ready for analytical thinking and makes rational decisions when assessing economic phenomena that occur in the enterprise and its surroundings.	
social		Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
S	is ready for creative, active work in a group on assessing phenomena and creating proposals for solutions to problems that will be the basis for making strategic	Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to

is ready for creative, active work in a group on assessing phenomena and creating proposals for solutions to problems that will be the basis for making strategic decisions.

Z2\_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2\_K10 Is aware and is ready to comply with ethical and social standards appropriate to the

	STUDENT EFFORT										
				TEACHING METHODS							
	Total contact hours	30		choice from given list							
	including:	30	р 0	lecture							
		12	methods	multimedia presentation							
ure	practice	16	- Ě	case study							
t	e-learning laboratory		 ດ	group discussion team analysis							
Str	seminar		Teaching								
ţ	practical workshop		Ö Ö								
Eff	study visit										
ů t	others			choice from given list							
pde	consulting hours		Student Work	preparation to an exam/credit							
Stu	exams, assignments	2	Š –	preparation of the final project							
	Lectureship		e Te	review of the literature							
	Student Effort	45	n di la composicio de l	task solving							
	Total Student Effort	75	t t								
		ASSESSMI	INTS METHODS								
	Final grade	0		Percentage of final grade							
÷	choice from given list	% of final grade	<u>e</u>	very good > 90%							
Assessment methods	written exam	50	sc ale	good + 81% - 90%							
ssn	team case study	50	<u>0</u>	good 71% - 80%							
sse me			Grade	satisfactory + 61% - 70%							
Â			Ū	satisfactory 51% - 60%							
				unsatisfactory < 51%							
			IRSE DESCRIPTION								
	Please describe main topics and areas of the course 1. The nature and scope of financial reporting, fundamental principles and information recipients.										
	<ol> <li>Ine nature and scope of financial reporting, fundamental principles and information recipients.</li> <li>Structure and elements of the Financial Statement, essence, rules of presentation and preparation, methodology, recipients and cognitive value.</li> </ol>										
	<ol> <li>Structure and elements of the Financial Statement, essence, rules of presentation and preparation, methodology, recipients and cognitive value.</li> <li>International Financial Reporting Standards.</li> </ol>										
	4. The concept of auditing financial statements and the role of the auditor.										
	5. The nature and role of financial analysis in the study of financial statements.										
	5. Methods of preliminary analysis of the financial statement and assessment of the company's financial results.										
	7. Indicating methods of analysis the financial condition of companies in the field of: liquidity, profitability, debt and financial independence and efficiency.										
	3. Enterprise market position analysis - application of capital (investor) market indicators.										
5	9. Pyramid analysis - Du Pont model.										
cription	10. Selected models of bankruptcy prediction.										
cri	11. Enterprise capital cost analysis (weighted average cost of capital).										
es	12. Industry specificity in analyzing financial statements.										
e d											
ULS			Key literature								
ပိ	1. Eugene F. Brigham, Michael C. Ehrhardt, Financial Management: Theory &	Practice (MindTap Course List) 16th Edition	•								
•	2. Martin S. Fridson, Fernando Alvarez, Financial Statement Analysis: A Pract										
	3. Thomas Ittelson, Financial Statements, Third Edition: A Step-by-Step Guid	e to Understanding and Creating Financial I	Reports, Career Press, 2020;								
	4. W. Gabrusewicz, P. Gabrusewicz, "Roczne sprawozdania finansowe przeds	iębiorstwa", PWE, Warszawa 2015.									
			dditional literature								
	1. "Sprawozdanie finansowe według polskich i międzynarodowych standard	ow rachunkowość"i, red. G. K. Świderska, W	r. więcław, Difin 2012.								

2019/2020											
Module no.	Modu	le Z2/6									
Module name	Specialisation Module (2) GLOBAL MANAGEMENT										
Major	MANAGEMENT	Master	Year	Ι	Semester	2	Status (choice list)				
			PURP	OSE OF TI		E AND M	ODULE OBJECTI				

Short description and objective list

The goal of the course is to build an attitude of a global leader in international environment in respect to all aspects of cultural differences.

REQUIREMENTS

Needed knowledge and skills before starting the module

No requirements

	LEARNING OUTCOMES					
	Short description of learning outcomes gain during the course of a module					
<b>KNOWLEDGE</b> (Student knows and understand on advanced level)	<b>SKILLS</b> (Student is able to)					
Student knows how to identify and describe various classifications of cultures, especially in a perspective of doing business in an international and global environment, compared with national enterprises. Student is able to identify advantages and disadvantages of modern leadership, knows features of a global leader	Applies knowledge of intercultural communication concepts , is able to use lea in order to manage an international team with respect to cultural differences.					

			MODULE STRUCTURE									
Course no.	Module Z2/6	Course 6.1.	Module Z2/6	Course 6.2.	Module Z2/6	Course 5.3.						
Course name	Leade	Leadership		mmunication in Management	Financial Repo	orting Methods						
ECTS credits	э	3	:	2		;						



	ECTS o	credits	5	Lea	der	d	r I. Rafalc	ą†						
)	OBLIG	ATORY	Lang	uage	English	Total Cont	act Hours	60						
VE	/ES													
2					<b>COMPET</b> dent is ready t									
earn	ed features				nding of intercultural awareness and ethical									



Module Z2/6	Specialis	ation Modu	le (2) GLOB	AL MAN	AGEMEN	Т	]						
Course no.		C	Course 6.1.										
Course name			Leade	rship				ECTS credits	3	Leader	dr I. Rafaląt		
Major	MANAGEMENT Master Year I Semester 2					Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30		

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
туре	Student	$\rightarrow$ CHECK THE KEY
KNOWLEDGE	knows and understands the essence of teamwork and the factors conditioning its efficiency.	Z2_W15 Has practical knowledge to start work in various types of business entities or own
	is able to cooperate in operational / project teams and to take on different roles in them.	<ul> <li>Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow</li> <li>Z2_U12 Is able to manage the work of an employee team using the HR management principles</li> <li>Z2_U13 Is able to use his management knowledge, competences and individual characteristics</li> </ul>
SKILLS		
COMPETENCES	declares readiness to cooperate in task teams, shows the ability to compromise and empathic attitudes towards other members team.	Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
SOCIAL COI		

	STUDENT EFFORT			TEACHING METHODS				
	Total contact hours	30		choice from given list				
	including:	30	<del>с</del>	workshop that uses activating methods				
	lecture	6	Teaching methods	group discussion				
e U	practice	8		case study				
Structure	e-learning			individual projects				
5	laboratory			team projects				
t:	seminar							
Effort	practical workshop	16						
E	study visit							
ent	others		¥	choice from given list				
Student	consulting hours		Student Work	preparation of the final project				
Sti	exams, assignments			own activity on platform				
	Lectureship		e e	review of the literature				
	Student Effort	45		trial tests				
	Total Student Effort	75	5	preparation to an exam/credit				
			ENTS METHODS					
	Final grade	0		Percentage of final grade				
s t	choice from given list	% of final grade		very good > 90%				
adi odi	individual project	50	Š	good + 81% - 90%				
eth	tasks, exercises	50	<u>0</u>	good 71% - 80%				
Assessment methods				satisfactory + 61% - 70%				
٩			O	satisfactory 51% - 60%				
				unsatisfactory < 51%				
	1/ How to build a unique team: your own engagement in leadership	Please describ	URSE DESCRIPTION e main topics and areas of the course					
Course description	<ul> <li>2/ How your own positive attitude help the team in achieving goals</li> <li>3/Relations in a team, tools to build a unique team</li> <li>4/ Team and leadership: how to create tema's goals</li> <li>5/ 10 common distractions to achieve a goal</li> <li>6/ How to create a creative team ready to solve problems</li> <li>7/ Project teams and teams of the future</li> </ul>		e main topics and areas of the course	ns, 2002, Carnagie D.m How to win friends and influence people, Ebury Publishing, 2011				

	TEACHING METHODS							
	choice from given list							
g	workshop that uses activating methods							
methods	group discussion							
nei	case study							
	individual projects							
hing	team projects							
leac								



# 2019/2020

Module Z2/6	Specialise	ation Modu	le (2) GLOB	AL MAN	AGEMEN	IT						
Course no.		C	ourse 6.2.									
Course name	Intercultur	ral Comm	unication i	n Busin	ess and	gement	ECTS credits	2	Leader	dr I. Rafalo	ąt	
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

	LEARNING OUTCOMES										
Outcomes type	Description of SPECIFIC	C learning outcomes of the course		Reference to MAJOR learning outcomes → CHECK THE KEY							
7.25		Student									
	Student is aware of importance and potential, as well as threats of cultural culture impacts on business relationships, is able to analyze business dilem effectively in the international business environment.	-			Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field Z2_W15 Has practical knowledge to start work in various types of business entities or own						
DGE	Based on descriptive models of culture student describes properly the chan decision making process by managers and employees. Student knows the r international environment		-		Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field						
KNOWLEDGE	Student knows how to identify and describe various classifications of cultur compared withnational enterprises.	onal environment,	Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field Z2_W15 Has practical knowledge to start work in various types of business entities or own								
	Student can identify areas in which culture influences international busines able to contrast and analyze cultural differences by applying the relevant th provide ethical justification for decisions taken in business settings.		-		<ul> <li>Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field</li> <li>Z2_W10 Knows and deeply understands theories and concepts in the field of marketing</li> <li>Z2_W15 Has practical knowledge to start work in various types of business entities or own</li> </ul>						
	Identifies and summarizes the fundamental concepts, multiple perspective communication on interpersonal and business interactions.	<ul> <li>Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic</li> <li>Z2_U2 Is able to identify, interpret and explain complex social, economic and management</li> <li>Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /</li> <li>Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow</li> <li>Z2_U16 Is able to communicate with a diverse environment using specialized terminology,</li> </ul>									
SKILLS	Describes global trends regarding the importance of intercultural commun styles, behaviors, and ways of thinking.	munication and conflict	<ul> <li>Z2_U2 Is able to identify, interpret and explain complex social, economic and management</li> <li>Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /</li> <li>Z2_U12 Is able to manage the work of an employee team using the HR management principles</li> <li>Z2_U13 Is able to use his management knowledge, competences and individual characteristics</li> <li>Z2_U16 Is able to communicate with a diverse environment using specialized terminology,</li> <li>Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic</li> </ul>								
S	Applies knowledge of intercultural communication concepts to analyze inter of communication in different cultural settings appropriate to the examine	arding styles and methods	<ul> <li>Z2_U2 Is able to identify, interpret and explain complex social, economic and management</li> <li>Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow</li> <li>Z2_U13 Is able to use his management knowledge, competences and individual characteristics</li> <li>Z2_U16 Is able to communicate with a diverse environment using specialized terminology,</li> <li>Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic</li> </ul>								
	Student is familiar with English intercultural terminology related to the bus		Z2_U16 Is able to communicate with a diverse environment using specialized terminology,								
CES	Students collectively raise awareness about taken for granted elements of imagine and practice alternatives.	undaries, as well as to	<ul> <li>Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the</li> <li>Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /</li> <li>Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the</li> </ul>								
SOCIAL COMPETENC	Students will demonstrate an understanding of intercultural awareness an professionalism. Student is able to lead a discusion, begin and maintain a conversation with matter and controversial issues. During discussion can reconcile the argum differences and their sources.	his/her classmates about the assigned top	vic on cultural and int	ernational business	<ul> <li>Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the</li> <li>Z2_K2 Is ready to independently, critically evaluate the processes taking place in the</li> <li>Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to</li> <li>Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /</li> <li>Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the</li> <li>Z2_K2 Is ready to critically assess the level of his knowledge and skills and understands the</li> <li>Z2_K2 Is ready to independently, critically evaluate the processes taking place in the</li> <li>Z2_K2 Is ready to take on professional challenges in management in managerial (as leader /</li> <li>Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /</li> </ul>						
	STUDENT EFFORT Total contact hours	30			TEACHING METHODS choice from given list						
	including:	30	spo		lecture						
<b>O</b>	lecture practice	6 8	methods		multimedia presentation workshop that uses activating methods						
Structure	e-learning				group discussion						
Stru	laboratory seminar		Teaching								
Effort	practical workshop	16	lea								
nt Eft	study visit										
Student	others consulting hours		- X		choice from given list preparation to an exam/credit						
Stu	exams, assignments		Student Work		review of the literature						
	Lectureship Student Effort	20	der		student's own research group work - joint task solving						
	Total Student Effort	50	Stu								
		ACCECCLA									
	Final grade	ASSESSME 0	ENTS METHODS		Percentage of final grade						
ŧ.	choice from given list	% of final grade	a e		very good > 90%						
imer	written exam participation in the discussion	<u> </u>	scale		good + 81% - 90% good 71% - 80%						
Assessment methods	presentation of an individual or group task	5	Grade								
As _	tasks, exercises	5	ট		satisfactory 51% - 60%						
	The cours	se explores intercultural communication			unsatisfactory < 51%						
	COURSE DESCRIPTION										
escription	communicate and act in an intercultural business environment with part	on business relationships. The goal is to fa ticular emphasis on working in multination e utilize a wide variety of learning approach y to students. lities sm, Popular culture, Xenophobia	nal companies, whic	ith the latest research in th h creates the basis for furt	he field of cultural conditions of business. The aim is to prepare students to effectively ther intercultural education with principles of the cultural intelligence . periential. This sort of learning requires active individual and group participation.						
rse desci	Cultural influences on the Expression and perception of Emotions Cross-cultural Face concerns and conflicts Styles Adapting to unfamiliar culture: culture shock Communication today, history and role of international communication sys	stems, Fake News, Hate Talk ec. changes in	the world's media s	ystems as it relates to cont	tent and technologies.						

Course

Communication today, history and role of international communication systems, Fake News, Hate Talk ec. changes in the world's media systems as it relates to content and technologies.

Multicultural Competence and management challenges

Cultural environments- descriptive models of culture 6D of Gert Hofstede

Intercultural negotiations, business Protocol, Greetings, Appearance, Gifts and Dining etiquette

Key literature

Cross-Cultural Business Behavior. A Guide for Global Management, Gesteland Richard R., Gazelle Book Services, 2012 Cultures and Organizations: Software of the Mind, Third Edition, Geert Hofstede, Gert Jan Hofstede, Michael Minkov MsGrawHill, 2010

Management across Cultures: Developing Global Competencies 3rd Edition by Richard M. Steers, Luciara Nardon, Carlos J. Sanchez-Runde, Cambridge University Press, 2018, Cross-cultural business behavior: negotiating, selling, sourcing and managing across cultures by Richard R. Gesteland, Copenhagen Business School Press, 2005 How To Win Friends and Influence People

Carnegie Dale, Vermilion 2010

#### Additional literature

Geert Hofstede Country Comparison Tool: https://www.hofstede-insights.com/product/compare-countries/ Xenophobe's Guide to the Germans, Stefan Zeidenitz, Ben Barkow, Oval Books, 2008 The Xenophobe's Guide to the Poles by Ewa Lipniacka, Oval Books 2009 Xenophobe's Guide to the Russians by Vladim Zhelvis, Oval Books 2010 Xenophobe's Guide to the Aussies by Ken Hunt, Oval books 2008

2019/20	020													
Module	no.	Modu	ıle Z2/7											
Module n	ame	C	Competence	s in Mo	anage	ment (1	)		ECTS credits	4	Leader	er	dr M. Bzunek	
Major	r	MANAGEMENT	Status (choice list)	OBLIGATORY	Lang	guage Er	nglish	Total Contact Hours	60					
	PURPOSE OF THE MODULE AND MODULE OBJECTIVES Short description and objective list													
						Short description	on and objecti	ie list						
-	he main goal of the classes, which are carried out as part of the module, is to provide students with practical skills of universal character that help to develop key managerial competences. These include competencies in the use of a foreign language in business situations, as well as upporting managerial decisions with IT solutions. Students learn the importance of information in the business management process, information management systems, and computer tools for supporting business decisions.													
						REQU	REMENTS	;						
					Needed	knowledge and sk	ills before sta	ting the module						
						LEARNING								
				Sho	rt description			g the course of a module						
	(Student kn	<b>KNOWLEDGE</b> ows and understand on advanced leve	·I)				<b>SKILLS</b> ent is able to	)			SOCIAL C (Student			
collocations, which a	a professional foreign language, understands the meaning of relevant phrases, idioms and collocations, which allows him to understand a foreign language in a business context. Moreover, he has knowledge of the chosen ones topics related to the use of computer methods of supporting field of information and communication technologies in business decisions.													
						MODULE	STRUCT	IRE						
Course no.	Module	e Z2/7 Course 7.1.	Module Z2/7	Cours	se 7.2.									
Course name	ICT Too	s for Business Decisions	Foreign L	anguage	,									

	LEARNING OUTCOMES
	Short description of learning outcomes gain during the course of a module
<b>KNOWLEDGE</b> (Student knows and understand on advanced level)	<b>SKILLS</b> (Student is able to)
a professional foreign language, understands the meaning of relevant phrases, idioms and collocations, which allows him to understand a foreign language in a business context. Moreover, he has knowledge of the chosen ones topics related to the use of computer methods of supporting business decisions.	use a foreign language in professional situations related to the implementation entrepreneurial activities. In addition, the student is able to apply selected solu field of information and communication technologies in business decisions.

			MODULE STRUCTU	RE		
Course no.	Module Z2/7	Course 7.1.	Module Z2/7	Course 7.2.		
Course name	e ICT Tools for Business Decisions		Foreign L	anguage		
ECTS credits	ECTS credits 2			2		





	Aodule Z2/7 Course no. Course name								ECTS credits	2	Leader	dr M. Bzune	ek	
	Major	ajor MANAGEMENT Master Year I Semester 2					Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours 30			
						LE	ARNIN	G OUTCOMES						
outcomes type	;	Description of SPECIFIC learning outcomes of the course									Reference to MAJ	OR learning outcomes		
., .	Student										$\rightarrow$ CHECK TH	<u>E KEY</u>		
		has a deep understanding related to decision processes, that occur within an organization. Moreover, one understands the role of information in business management process.										ncepts, terms, laws and dilemmas of croeconomic premises for making an sefulness and purposefulness of usin aportance and areas of using IT supp	d rationalizir g methods a	
DGE	has an advanced kno	nas an advanced knowledge of IT-based business decision support tools and related concepts.									Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods and Z2_W12 Knows and deeply understands the importance and areas of using IT support systems in			
KNOWLEDG	knows and identifies benefits, as well as potential threats, related to implementation of IT-based business decision support tools.								Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods and Z2_W12 Knows and deeply understands the importance and areas of using IT support systems in					
	knows and identifie	knows and identifies factors which contribute to the development of potential application of IT-based business decisic						sion support tools.		Z2_W12 Knows and	d deeply understands the im	nportance and areas of using IT supp	ort systems i	
									Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the					
	is able to use ICT to	ols in order to find, gather	and process data	a which is essentia	l for busine	ess decision m	aking proc	esses.		Z2_U6 Is able to e	fficiently use information ar	nd communication technologies used	l in conducti	
	applies ICT tools and is able to use acquired results and information in order to solve certain decision problems.							Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as to Z2_U6 Is able to efficiently use information and communication technologies used in conducting Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,						
SKIILS	is able to interpret r	is able to interpret results (and present them in a form of a report) of an analysis prepared with IT-based business decision support tools.								Z2_U2Is able to identify, interpret and explain complex social, economic and managementZ2_U3Is able to observe, interpret and analyze and evaluate processes occurring in theZ2_U4Is able to forecast and model complex managerial processes and decisions, as well as toZ2_U7Is able to thoroughly analyze a complex business problem, prepare a research report,				
										-	nd communication technologies usec x business problem, prepare a resea			

				Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need				
ES	is aware of a constant need to develop one's skills and knowledge relate	ed to applications of ICT solutions in decision a	ind managemen	it processes.				
COMPETENCES	is ready to take responsibility of one's decisions, in social, ethic, professi	ional, and economic context.		Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /				
SOCIAL	Is ready to perform tasks, both independently and in teams, by making r results of an analysis related to solving decision processes.	Is ready to perform tasks, both independently and in teams, by making rational decisions as well as being objective. Furthermore, one knows how to present the results of an analysis related to solving decision processes.						
	STUDENT EFFORT			TEACHING METHODS				
		20						
	Total contact hours	30 30	<u>v</u>	choice from given list				
	including:	12	methods	lecture multimodia presentation				
			et	multimedia presentation				
ure	practice		Ĕ	group discussion				
Structure	e-learning	10	bu	case study				
Str	laboratory	18	Teaching	task solving				
	seminar		ğ	practical workshop				
iff o	practical workshop		₽					
E E	study visit							
Student Effort	others		ž	choice from given list				
f	consulting hours		Work	preparation to an exam/credit				
S	exams, assignments		t	review of the literature				
	Lectureship		tudent	task solving				
	Student Effort	20	Stu					
	Total Student Effort	50						
		ASSESSMEN		20				
	Final grade			Percentage of final grade				
	choice from given list	pass       % of final grade	đ	very good > 90%				
Assessment methods	tasks, exercises	100	scale	good + 81% - 90%				
Ш Ц		100	so	good 71% - 80%				
ess			de	satisfactory + 61% - 70%				
Ass			) c	good 71% - 80%           satisfactory + 61% - 70%           satisfactory 51% - 60%				
			Ŭ	unsatisfactory < 51%				
		COUR	SE DESCRIP					
		Please describe m						
	1. The concept and origin of information and communications technolog							
	2. Drivers of growth of information and communications technologies ar							
	3. Decision support systems and management information systems.							
	4. The concept, definition, model, and structure of a decision process.							
	5. The importance of information in business decision making process.							
	6. Spreadsheet as an IT-based business decision support tool.							
	7. Introduction to spreadsheets (Microsoft Excel) – entering and editing	data, as well as performing basic spreadsheet o	operations.					
	8. Entering formulas, functions and nesting functions in Microsoft Excel.							
	9. Using range names in Microsoft Excel.							
-	10. Presentation and data visualization in Microsoft Excel.							
io	11. Conditional formatting, reordering and summarizing data.							
description	12. Using formulas: basic formulas, financial formulas, date and time for	mulas, logical formulas, error trapping, and oth	ner functions.					
, C	13. Array formulas.							
les Tes	14. Using pivot tables and pivot charts in business decision making proce	esses.						
()	15. Using solver and analysis toolpack in business decision making proce							
Jrse	16 Preparing datasets, and data analysis in Microsoft Excel.							
Cour								
0		K	Key literature					

1) W. Winston, "Microsoft Excel Data Analysis and Business Modeling", Microsoft Press, 2019.
2) B. Jelen, M. Alexander, "Microsoft Excel 2019 Pivot Table Data Crunching", Microsoft Press, 2019.
3) B. Jelen, T. Syrstad, "Microsoft Excel 2019 VBA and Macros", Microsoft Press, 2019.
4) M. Alexander, "Microsoft Business Intelligence Tools for Excel Analysts", Wiley, 2014.
5) R. Sharda, D. Delen, E. Turban, "Business Intelligence and Analytics: Systems for Decision Support", Pearson, 2014.
Additional literature
1) M. Alexander, "Excel 2019 Bible", Wiley, 2018.
2) Ch. Frye, "Microsoft Excel 2019 Step by Step", Microsoft Press, 2018.
3) P. McFedries, "Microsoft Excel 2019 Formulas and Functions", Microsoft Press, 2019.



Module Z2/7 Competences in Management (1)						]					
Course no.	Course 7.2.										
Course name	urse name Foreign Language						ECTS credits	2	Leader	dr M. Bzune	ek
						Status (choice list)	OBLIGATORY	Language	Polish/English	Total Contact Hours	30

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Student	→ CHECK THE KEY
LEDGE	identifies phrases, idioms, collocations and grammatical structures at the B2 level that allow understanding the language in a business context.	Z2_W16 Knows a professional foreign language at the communication level (B2 + ESJOK level).
KNOWLEDGE		
	is able to conduct a business conversation both in spoken and written form, is able to independently solve specific situational tasks that require the use of business language.	Z2_U16 Is able to communicate with a diverse environment using specialized terminology,
SKILLS		
SOCIAL COMPETENCES	is able and ready to use a foreign language and communicate in a professional foreign language in the course of performing professional tasks	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the

	STUDENT EFFOR			TEACHING METHODS
	Total contact hours	30		choice from given list
	including:	30	ds	multimedia presentation
	lecture		methods	workshop that uses activating methods
U	practice		Jet 1	group discussion
Structure	e-learning		2	role playing
ů N	laboratory		Teaching	other activating methods
St	seminar		ch	
to	practical workshop		ea	
Effort	study visit		F	
Ę	others			choice from given list
Student			- X	
St	consulting hours	2	Ň	preparation of the final project review of the literature
	exams, assignments	2 28	t	
	Lectureship		qe	others
	Student Effort	20	Student Work	
	Total Student Effort	50		
		ASSESSMEN		
	Final grade	pass		Percentage of final grade
+	choice from given list	% of final grade	<u>e</u>	very good > 90%
ds ds	written exam	60	scale	good + 81% - 90%
Assessment methods	participation in the discussion	10	e S	good 71% - 80%
ses	other activities	10	Ď	satisfactory + 61% - 70%
As	tasks, exercises	20	Grade	satisfactory 51% - 60%
				unsatisfactory < 51%
Course description	Classes conducted in English in the field of: 1 / Brand; 2 / Cultural differences; 3 / Business travel; 4 / Human resources; 5 / Changes in the work environment; 6 / International markets; 7 / Work organization; 8 / Ethics; 9 / Advertising; 10 / Leadership; 11 / Finance; 12 / Competition. The presented issues are a contribution to discussions, tasks, exe Market Leader intermediate; E-learning platform; language learn	K ng support software, incl. Quizlet.	he use of interact	tive methods and mobile tools, e.g. Quizlet software
			itional literature	9
	Publications included in the Manual as additional literature for ea	ach part of the material.		

2019/2020	]						
Module no.	Modu	ıle Z2/8					
Module name	Qu	vantative Me	ethods	in Maı	nageme	ent	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list
			PURP	OSE OF T	HE MODUL	E AND M	ODULE OBJECTI
					Short description	on and obiecti	ve list

The main goal of the module is to provide the student with knowledge of the theory of statistical inference. As a result of the course, students will acquire practical skills related to

REQUIREMENTS

Needed knowledge and skills before starting the module

The student should have basic knowledge in the field of mathematics and descriptive statistics at the level provided for first-cycle students in the fields of management and / or ec

	LEARNING OUTCOMES
	Short description of learning outcomes gain during the course of a module
<b>KNOWLEDGE</b> (Student knows and understand on advanced level)	<b>SKILLS</b> (Student is able to)
a set of statistical inference methods, mainly: point estimation and interval, estimation of confidence intervals, verification of statistical hypotheses, analysis correlation as well as regression	independently apply quantitative methods to solve management problems cha a high degree of complexity. Moreover, the student prepares data for research, its usefulness, completeness and quality.

				MODULE STRUCTU	RE
Course no.	Module Z2/8	Course 8.1.			
Course name	Statistical Inference				
ECTS credits	5				



	ECTS o	credits	5	Leader		dr M. Bzune	ək				
	OBLIG	ATORY	Lang	uage	English	Total Contact Hours	45				
VE	S										
	-										
o th	o the application of statistical methods in the area of business practice.										
con	omics.										
					COMPET						
	cterized by prioritizing	methods, and	d understand		nent decision	ng the apparatus of quanti s require analytical and rati					



# 2019/2020

Module Z2/8	Qu	antative Me	ethods in Mo	anagem	ent							
Course no.		C	ourse 8.1.									
Course name		S	tatistical I	nferer	ice			ECTS credits	5	Leader	dr M. Bzune	ek
Major MANAGEMENT Master Year I Semester 1							Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	45

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Student	→ CHECK THE KEY
	knows and also defines and explains the essence of the most important methods of statistical inference.	Z2_W5 Knows the essence and methods of descriptive statistics and mathematical statistics,
KNOWLEDGE	has advanced knowledge of the methods and tools of statistical inference, allowing the study and interpretation of phenomena accompanying the process business management.	Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W5 Knows the essence and methods of descriptive statistics and mathematical statistics,
	knows and understands the rules of choosing the right methods of statistical inference in order to solve a specific problem concerning economic phenomena.	Z2_W5 Knows the essence and methods of descriptive statistics and mathematical statistics,
	can acquire, evaluate and prepare data, including the result of economic events, or the implementation of management-related processes, to conducting analysis using statistical inference methods	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as to
SKILLS	can independently, as well as in a group, prepare, plan and carry out a survey that requires the use of statistical inference methods.	Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as to Z2_U10 Is able to independently solve complex management problems using advanced
	in the conducted analytical process, is able to apply adequate statistical inference tools, including, among others, is able to carry out the estimation process, estimate confidence intervals as well as verify research hypotheses.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U10 Is able to independently solve complex management problems using advanced
ES	is aware of the level of his knowledge and thanks to this he is able to make ongoing self-assessment of his own competences in the field of applying methods and techniques quantitative in analytical processes.	Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the
COMPETENC	is ready to conduct research using statistical inference methods in an objective and reliable manner, maintaining a critical attitude towards results of your work.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining
SOCIAL	is aware that more complex analyzes, which are carried out using statistical methods, require teamwork. Therefore, it is ready to work in a group, maintaining	Z2_K4 Is ready to take on professional challenges in management in managerial (as leader / Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /

is aware that more complex analyzes, which are carried out using statistical methods, require teamwork. Therefore, it is ready to work in a group, maintaining professionalism and ethical values

Z2\_K5 Is ready to work and interact in teams, appearing in various roles in them, being open Z2\_K7 Is ready to emphatically understand the needs of members of diverse teams /

	STUDENT EFFORT			TEACHING METHODS
		45		
	Total contact hours	45		choice from given list
	including:	45		lecture
	lecture	18	methods	team analysis
Jre	practice		_ Ĕ	multimedia presentation
Ğ	e-learning		Ð	case study
Structure	laboratory	25	Teaching	task solving
t.	seminar			
Student Effort	practical workshop		¥	
t t	study visit			
Ter Le	others		_ <u> </u>	choice from given list
ţ	consulting hours		- ×	preparation to an exam/credit
S	exams, assignments	2	_ É	task solving
	Lectureship		<del></del>	essay preparation
	Student Effort	80	Student Work	review of the literature
	Total Student Effort	125	••	
		A 6656644		
	Et a la mada		ENTS METHODS	De ser et este en efficient e se de
	Final grade	exam		Percentage of final grade
s int	choice from given list	% of final grade		very good > 90%
Assessment methods	written exam	70	S S S	good + 81% - 90%
et	individual case study	30	Grade	good 71% - 80%
Ass				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%
			URSE DESCRIPTION	
			e main topics and areas of the course	ρ
	1. Introduction to statistical inference - the essence of statistical inferen			
	2. Characteristics of the methodology and individual stages of the stati			·
	3. Elements of descriptive statistics.			
	4. Sampling.			
	5. Selected issues from the theory of probability.			
	6. Characteristics of selected probability distributions.			
	7. Point and interval estimation - confidence interval for average value,	variance and structure indicator.		
L L	8. Verification of statistical hypotheses.			
<b>j</b> j	9. Nonparametric tests.			
Ċ.	10. Selected methods of correlation and regression analysis.			
description				
			Kev literature	
	Berenson., Levine., Szabat., (2015), Basic Business Statistics Concepts a	nd Applications. (Thirteen Edition), Pearson Edu	Key literature cation Limited, Essex, England.	
	Berenson., Levine., Szabat., (2015), Basic Business Statistics Concepts a	nd Applications. (Thirteen Edition), Pearson Edu		
Course d	Berenson., Levine., Szabat., (2015), Basic Business Statistics Concepts a	nd Applications. (Thirteen Edition), Pearson Edu		
	Berenson., Levine., Szabat., (2015), Basic Business Statistics Concepts a	nd Applications. (Thirteen Edition), Pearson Edu		
	Berenson., Levine., Szabat., (2015), Basic Business Statistics Concepts a		cation Limited, Essex, England.	
		A	cation Limited, Essex, England. Additional literature	
	Berenson., Levine., Szabat., (2015), Basic Business Statistics Concepts a	A	cation Limited, Essex, England. Additional literature	
		A	cation Limited, Essex, England. Additional literature	
		A	cation Limited, Essex, England. Additional literature	
		A	cation Limited, Essex, England. Additional literature	
		A	cation Limited, Essex, England. Additional literature	

2019/20	20													
Module i	no.	Modu	le Z2/9											
Module no	ame		Diplon	na Moo	dule (2	2)			ECTS cree	dits 3		Leader	prof. A. Ze	lek
Major	· •	MANAGEMENT	Master	Year	Ι	Semester	2	Status (choice list)	OBLIGAT	ORY Lo	nguage	English	Total Contact Hours	18
				PURPO	OSE OF T	HE MODULI		ODULE OBJECTIVE	ES					
The aim of the modu	ule - diploma seminar is	to prepare the student for th	e process of developing a t	hesis, which is	s a solution t				ent functions, aga	inst the backgroun	d of literature	e studies and the	research process.	
	REQUIREMENTS													
					Needed	knowledge and sk	ills before star	ting the module						
The student must co	mplete two courses: 1 ,	/ Methodology of writing mas	ter's theses; 2 / Methods c	of conducting of	economic re	search.								
				Sho	rt description			<b>MES</b> Ing the course of a module						
		<b>OWLEDGE</b> understand on advanced level	·)	3110	n description		<b>SKILLS</b> ent is able to.					IAL COMPE (Student is ready		
all exo- and endogen real managerial prob		agement processes, constituti			various funct			ing and solving real manag nt, including those in line	with the atti		ollected infor	mation sources a	monstrate a critical and sel ind to formulate consistent	
						MODULE	STRUCTU	IRE						
Course no.	Module Z2/9	Course 9.1.												
Course name	Dissertation	Thesis Seminar												
ECTS credits		3												

	LEARNING OUTCOMES
	Short description of learning outcomes gain during the course of a module
<b>KNOWLEDGE</b> (Student knows and understand on advanced level)	<b>SKILLS</b> (Student is able to)
all exo- and endogenous conditions of management processes, constituting the basis for solving real managerial problems.	demonstrate the practical skills of identifying, diagnosing and solving real man problems in various functions and areas of management, including those in line chosen specialization.

				MODULE STRUCTU	RE
Course no.	Module Z2/9	Course 9.1.			
Course name	Dissertation TI	nesis Seminar			
ECTS credits	3	}			





Module Z2/9		Diploi	na Module	(2)								
Course no.		C	ourse 9.1.									
Course name		Disse	ertation Th	lesis So	eminar	,		ECTS credits	3	Leader	prof. A. Zele	k
Major MANAGEMENT Master Year I Semester 2							Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	18

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
iype	Student	→ CHECK THE KEY
KNOWLEDGE	has knowledge of the principles of independent research processes, including primary and secondary research for the purposes of research, i.e. thesis.	Z2_W14 Knows and understands the purposefulness and principles of independent research for
KNOW		
	develops the ability to independently conduct research and prepare a report on the research process (master's thesis).	Z2_U17 Has substantive and technical skills to independently carry out applied research,
SKILLS		
COMPETENCES	is aware of the complexity of the processes taking place in the organization and is able to analyze, evaluate, report and solve them.	Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the
SOCIAL CO		

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	18		choice from given list
	including:	18	s	group discussion
		10	bo Do	individual projects
đ	practice		methods	
cture	e-learning		E	
to To	laboratory		bu	
Stru	seminar	18	Teaching	
t		10	Ö	
Effort	practical workshop		Ĕ	
ŧ	study visit			
Student	others		ž	choice from given list
tu	consulting hours		Student Work	preparation of the final project
07	exams, assignments		ţ	review of the literature
			qe	student's own research
	Student Effort	57	Stu	
	Total Student Effort	75		
		ASSESSME	NTS METHODS	S
	Final grade	pass		Percentage of final grade
ŧ.	choice from given list	% of final grade	scale	very good > 90%
nei ods	individual project	100	200	good + 81% - 90%
Assessment methods			e e	good 71% - 80%
sse Me			Grade	satisfactory + 61% - 70%
Â			Ū	satisfactory 51% - 60%
				unsatisfactory < 51%
Course description	Preparing the student for an independent, scientifically based problem analysis 1. Choosing the topic of work. 2. Defining the main elements of the research model, including research goals, I 3. Defining the framework structure of the work. 4. Establishing the phases and schedule of preparing and writing a thesis. 5. Preliminary selection of literature. 1. G. Maniak, E. Świergiel, A. Zelek, Twoja praca promocyjna – od dylematów do 2. J. Lichtarski, Praktyczny wymiar nauk o zarządzaniu, PWE, Warszawa 2015	nypotheses, methods of hypothesis verifi	cation. Key literature	
		Ac	ditional literature	e

2019/20	20													
Module	no.	Modu	le Z2/10											
Module no	ame	Speciali	sation Modul	e (3) G	LOBA		GEME	INT	ECTS credits	6	Lead	der	dr J. Osuc	ch
Major	r	MANAGEMENT	Master	Year	II	Semester	3	Status (choice list)	OBLIGATORY	Lang	Juage	English	Total Contact Hours	60
				PURPO	DSE OF T	HE MODULI	E AND M	ODULE OBJECTIVE	S					
				of maketing w	ith the usag	e of modern ma	rketing strate	egies, as well as to have the	e student to create and to	introduce mo	dern logistic st	rategies in gl	lobal companies after the	student
						REQUI	REMENTS	;						
					Needed									
Basics of Marketing,	Logistics													
				Shoi	t description									
			el)				SKILLS							
has advanced knowle						eting strategy as	well as logis	tics strategy taking into acc		ivity in action,				istics
						MODULE	STRUCTU	JRE						
Course no.	Module Z2/10	Course 10.1.	Module Z2/10	Course	e 10.2.									
Course name	Market	ng Strategies	Logistic Mo	anageme	nt									
ECTS credits		3		3										

		Module Z2/10 Course 10.1. Marketing Strategies 3			MODULE STRUCTU	IRE
Course no.	Module Z2/10	Course 10.1.	Module Z2/10	Course 10.2.		
Course name	Marketing	Strategies	Logistic Mo	anagement		
ECTS credits	3	5	;	3		





Module Z2/10	Specialis	ation Modu	le (3) GLOB		AGEMEN	Т						
Course no.		C	ourse 10.1.									
Course name		Μ	arketing S	Strateg	gies			ECTS credits	3	Leader	dr J. Osucl	h
Major	MANAGEMENT	Master	Year	11	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

	LEARNING OUTCOMES				
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes			
iype	Student	$\rightarrow$ CHECK THE KEY			
LEDGE	has advanced knowledge about the methods and tools used in professional marketing analysis.	<ul> <li>Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern</li> <li>Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods</li> <li>Z2_W7 Knows and deeply understands the essence, context and process of operational and</li> <li>Z2_W10 Knows and deeply understands theories and concepts in the field of marketing</li> </ul>			
KNOWLED	knows the tools for determining marketing goals and their metrics.	Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W10 Knows and deeply understands theories and concepts in the field of marketing			
	can apply marketing analysis methods and tools and independently prepare a marketing action plan.	Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats Z2_U6 Is able to efficiently use information and communication technologies used in			
SKILLS	can prepare a marketing strategy taking into account the diversity of the target group, industry or organization.	<ul> <li>Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as to</li> <li>Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /</li> <li>Z2_U6 Is able to efficiently use information and communication technologies used in</li> </ul>			
MPETENCES	demonstrates creativity in action, can independently plan marketing / market activities.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K4 Is ready to take on professional challenges in management in managerial (as leader /			
SOCIAL COA	independently identifies, diagnoses and resolves problems and applies various variants of solutions in marketing practice	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining			

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	30		choice from given list
	including:	30	<del>с</del>	multimedia presentation
	lecture	4	ethods	team projects
<b>U</b>	practice		Jet	activity on e-learning platform
tu	e-learning		E	,
Structure	laboratory		Teaching	
t St	seminar			
Effort	practical workshop	26	lec	
1 1 1	study visit			
en	others		×	choice from given list
Student	consulting hours		A ork	preparation of the final project
ts S	exams, assignments		> +	review of the literature
	Lectureship		len	own activity on platform
	Student Effort	45	Student	
	Total Student Effort	75	Ś	
			ITS METHODS	
	Final grade	0		Percentage of final grade
t "	choice from given list	% of final grade	<u>a</u>	very good > 90%
ad; od;	tasks, exercises	100	20 20 20 20 20 20 20 20 20 20 20 20 20 2	good + 81% - 90%
Assessment methods			<u>0</u>	good 71% - 80%
Å SSe			Grade	satisfactory + 61% - 70%
4			0	satisfactory 51% - 60%
				unsatisfactory < 51%
		COUR		
			SE DESCRIPTION ain topics and areas of the course	
	1. The essence of marketing planning. Marketing plan as a planning to			
	2. Structure of the marketing plan.			
	3. Analysis of marketing plans of selected organizations / projects.			
	4. Workshops - preparation of a marketing project / plan for a selected	l venture / company.		
L L				
otic				
description			Key literature	
es	1. Kotler Philip, Keller Kevin Lane "Marketing", Rebis sp. z o.o, 2019; 2.			
С Ф	1. Koter i milip, kener kevin Lane - Marketing , Kebis Sp. 2010, 2013, 2.		50113, 2017	
Course				
ō				
0				
		Add	ditional literature	
	1. Johnson M., Branding, in five and a half steps, , Thames & Hudson, 2	2016		
	1			



Module Z2/10	Specialis	ation Modu	le (3) GLOB	AL MAN	AGEMEN							
Course no.	Course 10.2.											
Course name	Course name Logistic Management							ECTS credits	3	Leader	dr J. Osuch	
Major	MANAGEMENT	Master	Year	11	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

		LEARNI	NG OUTCOMES				
Outcomes type	Description of SPECIFIC	learning outcomes of the course	•	Reference to MAJOR learning outcomes			
	It defines concepts of managerial logistics	Student		→ CHECK THE KEY         Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern         Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods			
KNOWLEDGE	It analyses the course of logistic processes in business units and methods of th	eir management.		Z2_W3 Knows and deeply understands the microeconomic premises for making and Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W7 Knows and deeply understands the essence, context and process of operational and			
	It distinguishes management systems used in different areas of business units.			Z2_W12 Knows and deeply understands the importance and areas of using IT support systems Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of			
	It compares and analyses the company's problems and proposes solutions tak	ing into account their process and syst	em approach.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management			
SKILLS	Identifies logistic processes and adjusts the appropriate ones to them logistic s	Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the					
	Identifies logistic processes and adapts the appropriate logistics solutions	Z2_U6 Is able to efficiently use information and communication technologies used in Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic					
OMPETENCES	The student undertakes polemics related to the possibilities of introducing log	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the					
AL C	shows creativity in creating and implementing principles of systemic thinking.	Z2_K4 Is ready to take on professional challenges in management in managerial (as leader / Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /					
	STUDENT EFFORT			TEACHING METHODS			
	Total contact hours including:	30 30	s s	choice from given list lecture			
¢)	lecture practice	4	methods	multimedia presentation workshop that uses activating methods			
cture	e-learning			group discussion			
Stru	laboratory seminar			case study			
Effort	practical workshop study visit	26					
dent	others		¥	choice from given list			
Stuc	consulting hours exams, assignments		H Mork	preparation to an exam/credit review of the literature			
	Lectureship Student Effort	45	Student	own activity on platform			
	Total Student Effort	45 75		trial tests own work with the text			
			MENTS METHODS				
+	Final grade choice from given list	<b>0</b> % of final grade	<u> </u>	Percentage of final grade           very good > 90%			
Assessment methods	written exam knowledge test	50 20		good + 81% - 90% good 71% - 80%			
Asses. met	team case study	20	Grade	satisfactory + 61% - 70%			
4	other activities	10		satisfactory 51% - 60% unsatisfactory < 51%			
		CC	OURSE DESCRIPTION				
Course description	Logistics management, managing logistics Logistics management instruments Logistics costs Logistics processes Technology in logistics systems (IoT, AI) Logistic customer service Cooperation in the supply chain Sustainability in logistics Myerson, P. (2015). Supply chain and logistics management made easy: methor Hugos, M. H. (2018). Essentials of supply chain management. John Wiley & Sor Lei, L., DeCandia, L., Oppenheim, R., & Zhao, Y. (2017). Managing Supply Chain	Please descr ods and applications for planning, oper ns.	ibe main topics and areas of the cour Key literature rations, integration, control and im				
			- • •				
	Blanchard, D. (2010). Supply chain management best practices. John Wiley & S	ons	Additional literature				
	Summary 2. (2010). Supply chain management best practices. John Wiley & S						

2019/202	20													
Module r	no.	Modu	le Z2/11											
Module no	ame		Civic and	Comm	nercial Law				ECTS credits	6	6 Leader		prof. A. Zelek	
Major		MANAGEMENT	EMENT Master Year II Semester 3 Status (choic						OBLIGATOR	Y Lang	guage	English	Total Contact Hours	60
				PURPO										
	PURPOSE OF THE MODULE AND MODULE OBJECTIVES         Short description and objective list													
commercial compani	The main aim of the course is to assimilate the knowledge of law necessary in business and to acquire practical skills related to the application of the transferred knowledge in the area of business practice. Knowledge of: types of commercial companies; principles of operation of sommercial companies; principles of operation of commercial companies; sources of economic law, commercial law, labor law and tax law; rules of starting and running a business in the light of the applicable one legislation; concluding and performing commercial contracts; basic principles and concepts of tax law; basic principles of about law, including the principles of establishing an employment relationship and the rights and obligations of the employee and the employer.													
						REQU	IREMENTS							
					Needed I	knowledge and sk	kills before star	ting the module						
not applicable														
						LEARNING								
		OWLEDGE understand on advanced leve	el)	Short	t description		SKILLS	g the course of a module				<b>COMPE</b> lent is ready t		
	(Student knows and understand on advanced level)(Student is able to)(Student is ready to)main sources of economic law; recognizes the basic terms and legal norms necessary to work in applicable regulations.apply adequate sources of law to solve dilemmas and management problems on the basis of applicable regulations.to comply with all legal standards in their professional work.													
						MODULE	STRUCTU	IRE						
Course no.	Module Z2/11	Course 11.1.	Module Z2/11	Course	e 11.2.									
Course name Corporate Law Labour Law														
ECTS credits	ECTS credits 3 3													





Module Z2/11		Civic and	l Commercie	al Law			]					
Course no.	Course 11.1.											
Course name	Corporate Law							ECTS credits	3	Leader	prof. A. Zelek	
Major	MANAGEMENT	Master	Year	II	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
iype	Student	→ CHECK THE KEY
LEDGE	recognises the basic principles and sources of public and private commercial law, including in particular legal acts applicable to business activities.	Z2_W13 Knows and understands the key legal norms regulating the functioning of commercial Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
KNOWLEDGE	knows the sources of law, the basic types of commercial companies and the rules of their functioning.	Z2_W13 Knows and understands the key legal norms regulating the functioning of commercial Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
2	has the ability to develop business activity in compliance with the provisions of public and private commercial law.	Z2_U8 Is able to indicate and interpret adequate sources of law and legal provisions relating to
SKILLS	has basic skills and competences in the field of commercial and civil law, enabling him to function within the structure of a commercial company.	Z2_U8 Is able to indicate and interpret adequate sources of law and legal provisions relating to
COMPETENCES	is aware of the level of his/her legal knowledge in respect of business entities and the need to supplement it when the environment changes; can cooperate in a group, including the assistance of advisors - experts/specialists.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining
SOCIAL CO		

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	30		choice from given list
	including:	30	S S	lecture
	lecture	16	ě – – – – – – – – – – – – – – – – – – –	multimedia presentation
U	practice	12	methods	activity on e-learning platform
cture	e-learning	2		
Ú S	laboratory			
Stru	seminar		Teaching	
Effort	practical workshop		e – – – – – – – – – – – – – – – – – – –	
Eŧŧ	study visit			
Student	others			choice from given list
de	consulting hours		Student Work	own activity on platform
Stu	exams, assignments		Š –	trial tests
	Lectureship			review of the literature
	Student Effort	45	2	preparation to an exam/credit
	Total Student Effort	75	5	
		ASSESSME	NTS METHODS	
	Final grade	exam		Percentage of final grade
ŧ	choice from given list	% of final grade	e	very good > 90%
Assessment methods	knowledge test	100	scale	good + 81% - 90%
ssn etho			<u>0</u>	good 71% - 80%
sse me			Grade	satisfactory + 61% - 70%
Ř			Ū	satisfactory 51% - 60%
				unsatisfactory < 51%
			RSE DESCRIPTION	
		Please describe n	main topics and areas of the co	urse
	1/ Sources of commercial law;			
	2/ Sources of commercial company law;			
	3/ General characteristics of partnerships and companies;	rchin professional partnership limited partnersh	ain limited joint stack northo	rshin limited lightlity company, joint stack company).
	4/ Types of commercial partnerships and companies (registered) partner		np, limited joint-stock partne	rship, limited liability company, joint stock company);
	<ul><li>5/ Registeredl partnership (establishment, internal and external relation</li><li>6/ Professional Partnership (establishment, internal and external relation</li></ul>			
	7/ Limited partnership (establishment, internal and external relations, li			
	8/ Limited joint-stock partnership (establishment, internal and external relations, in			
_	9/ Limited liability company (establishment, bodies, liability, liquidation	•		
io	10/ Joint stock company (establishment, bodies, liability, liquidation).	<i>h</i>		
cription				
scr				
des				
S S			Key literature	
OULS	1. Commercial Companies Code – Act of 15th November 2000;			
Ŝ	2. B. Kucharski, Polish Commercial Law in a Nutshell, Łódź University Pre	ess, 2015;		
	3. A. Kidyba, Prawo handlowe, C.H. Beck, Warszawa 2015;			
	4. A. Koch, J. Napierała (red.), Prawo spółek handlowych. Podręcznik aka	ademicki, Wolters Kluwer, Warszawa 2015;		
	5. W. Pyzioł, A. Szumański, I. Weiss, Prawo spółek, wyd. C.H. Beck 2014;			
	6. K. Bilewska, A. Chłopecki, Prawo handlowe, wyd. C.H. Beck 2015.			
		Ad	dditional literature	
	1. A. Opalski, Europejskie prawo spółek, LexisNexis, Warszawa 2010;			
	2. S. Sołtysiński, A. Szajkowski, A. Szumański, J. Szwaja, Kodeks spółek ha	andlowych. Komentarz, t. I-V oraz suplement, C.H	I.Beck, Warszawa 2005-2010;	
	<ol> <li>System Prawa Handlowego, t. 2, Prawo spółek handlowych, S. Włody</li> <li>System Prawa Prywatnego, t. 16, Prawo spółek osobowych, A.Szajkow</li> </ol>			



Module Z2/11 Civic and Commercial Law												
Course no.	Course 11.2.											
Course name			Labou	r Law				ECTS credits	3	Leader	prof. A. Zelek	
Major	MANAGEMENT	Master	Year	Ш	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

	LEARNING OUTCOMES					
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes				
iype	Student	$\rightarrow$ CHECK THE KEY				
	Knows the essential provisions of the Labour Code and has knowledge about establishing and terminating employment relationships and shaping legal relations with employees.	Z2_W13 Knows and understands the key legal norms regulating the functioning of commercial				
KNOW						
	Has a real ability to draft documentation regarding the establishment and termination of an employment relationship, is able to efficiently deal with labour law issues regarding the legal regulation of rights and obligations of an employee and employer.	Z2_U8 Is able to indicate and interpret adequate sources of law and legal provisions relating to				
SKILLS						
	Is aware of the level of his/her legal knowledge in respect of business entities and the need to supplement it when the environment changes; can cooperate in a group, including the assistance of advisors - experts/specialists.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K2 Is ready to independently, critically evaluate the processes taking place in the				
SOCIAL CO						

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	30		choice from given list
	including:	30	s S	lecture
	lecture	16	ŏ	multimedia presentation
Φ	practice	12	methods	workshop that uses activating methods
lure	e-learning	2		activity on e-learning platform
	laboratory		bu	
Struct	seminar		C L	
t	practical workshop		Teaching	
Effort	study visit		Ĕ.	
				choice from given list
Student	others		Student Work	choice from given list
Ę.	consulting hours		Ň	preparation to an exam/credit
0,	exams, assignments		ţ	own activity on platform
		45	de de	review of the literature
	Student Effort	45	Stu	trial tests
	Total Student Effort	75		
		ASSESSAL		
	Final grade	exam A33E33ME	NTS METHODS	Percentage of final grade
	choice from given list	% of final grade	¢,	very good > 90%
ent ds	knowledge test	<b>70</b>	scale	good + 81% - 90%
й Ш	tasks, exercises	30	s s	good 71% - 80%
ess		50	qe	satisfactory + 61% - 70%
Assessment methods			Grade	satisfactory 51% - 60%
			Ŭ	unsatisfactory < 51%
				Unsulfiside for y < 51%
		COU	RSE DESCRIPTI	ON
			nain topics and areas o	
	1/ The concept, sources of law and fundamental principles of labour law 2/ Basic concepts of labour law: employer, employee, workplace, emplo			
	3/ The basis of the employment relationship (employment contract, app	pointment, nomination, cooperative employmen	t contract);	
	<ul><li>4/ Employment relationship, application of the provisions of the Civil Co</li><li>5/ Rights and obligations of the parties to the employment relationship;</li></ul>			
	6/ Liability of the parties to the employment relationship;			
	7/ Working time;			
	8/ Employee leave;			
ţi	9/ Modes of termination of employment contracts.			
cription	-,			
Ń.				
de				
rse			Key literature	
Course	1. Labour Code – Act of 23th December 1997		2017	
U	2. D. Książek, J. Czerniak-Swędzioł, K. Baran, M. Wujczyk, Labour Law Dis	putes in Polish Legal System, C.H. Beck, Warszaw	a 2017	
	3. M. Barzycka-Banaszczyk, Prawo pracy, C.H.Beck, Warszawa 2015			
	4. L. Florek, Prawo pracy, C.H.Beck, Warszawa 2015			
	5. J. Stelina, Prawo pracy, C.H.Beck, Warszawa 2016.			
			Iditional literature	
	1. A. Malinowski, Nawiązywanie i rozwiązywanie stosunku pracy. Komen			
	2. R. Terlecki, N. Szok, Prawo pracy w praktyce, C.H.Beck, Warszawa 201			
	3. On-line platforms, for example http://www.infor.pl/wskazniki/prawo	-pracy-i-ubezpieczen-spoiecznyCh		

2019/2020										
Module no.	Modul	le Z2/12								
Module name	C	Competences in Management (2)								
Major	MANAGEMENT	Master	Year	II	Semester	3	Status (choice list			

### PURPOSE OF THE MODULE AND MODULE OBJECTIV

Short description and objective list

The aim of the module is to equip the student with selected social / soft competences related to the management of organizations in various conditions and contexts.

REQUIREMENTS

Needed knowledge and skills before starting the module

not applicable

	LEARNING OUTCOMES
	Short description of learning outcomes gain during the course of a module
<b>KNOWLEDGE</b> (Student knows and understand on advanced level)	<b>SKILLS</b> (Student is able to)
the essence and importance of team management principles, team work and other selected management contexts (according to the selected course).	function in an operational and project team, taking the role of both a leader ar and is able to apply in practice other selected management contexts (in accord selected course).

					MODULE STRUCTU	JRE			
Course no.	Module Z2/12	Course 12.1.	Module Z2/12	Course 12.2.	Module Z2/12	Course 12.2.			
Course name	Team Mar	agement	Course to choos set of c	e from available courses	Course to choose from available set of courses				
ECTS credits	2	2	:	2	2				



	ECTS o	credits	4	Lea	der	pro	of. A. Zele	ek			
	OBLIG	ATORY	Lang	uage	English	Total Cont	act Hours	60			
VE	S										
					COMPET						
	a member, ace with the	to cooperate	in operationa		dent is ready t teams in vario	o) ous areas of m	anagement.				
÷											



# 2019/2020

Module Z2/12	Module Z2/12 Competences in Management (2)											
Course no.	Course no. Course 12.1.											
Course name	Course name Team Management							ECTS credits	2	Leader	prof. A. Zele	ek
Major MANAGEMENT Master Year II Semester 3 Stat							Status (choice list)	OBLIGATORY	languago	English	Total Contact Hours	30
Major	MANAGEMENT	Master	Year	II	Semester	3	Sicilos (choice list)	OBLIGATORT	Language	English		30

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
iype	Student	$\rightarrow$ CHECK THE KEY
KNOWLEDGE	knows and understands the essence of teamwork and the factors determining its efficiency	Z2_W15 Has practical knowledge to start work in various types of business entities or own
KNOW		
	is able to collaborate in operational / project teams and to take on various roles in them.	Z2_U10 Is able to independently solve complex management problems using advanced Z2_U12 Is able to manage the work of an employee team using the HR management principles
SKILLS		
COMPETENCES	reports readiness to cooperate in task teams, demonstrates the ability to compromise and empathic attitudes towards other team members	Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
SOCIAL COL		

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	30		choice from given list
	including:	30	ds	multimedia presentation
	lecture		methods	workshop that uses activating methods
ف	practice		Jet	group discussion
Ę	e-learning			role playing
Structure	laboratory		Teaching	simulation, managerial and strategic games
ŧs	seminar		1 L	
Effort	practical workshop	30	lec	
田	study visit			
Student	others		~	choice from given list
p	consulting hours		Student Work	review of the literature
Str	exams, assignments		3	essay preparation
	Lectureship		ent	
	Student Effort	20	'n	
	Total Student Effort	50	ŝ	
		ASSESSMEN	NTS METHOD	S
	Final grade	pass		Percentage of final grade
ŧ	choice from given list	% of final grade	<u>e</u>	very good > 90%
Assessment methods	presentation of an individual or group task	50	scale	good + 81% - 90%
ssn	essay	50	<u>e</u>	good 71% - 80%
sse me			Grade	satisfactory + 61% - 70%
Ř			ত	satisfactory 51% - 60%
				unsatisfactory < 51%
			SE DESCRIPT	
	1 / Groups and teams in organizations - differentiating features.	Fieuse describe in	uni topics una area.	
	2 / Typology of groups and teams.			
	3 / Factors determining the effectiveness and efficiency of the team.			
	4 / Team communication.			
	5 / Task forces in the world of work 2.0.			
	6 / Competition and inter-team cooperation.			
	7 / Project management in the organization and the role of the team.			
	8 / Conflicts in organizational teams.			
	9 / Pathologies in teams and organizations - diagnosis and prevention.			
-	10 / Personality types and team culture.			
escription				
bt				
Ċ				
es				
С Ф				
Jrse				
Course			Key literature	
	1. J. Adair, Budowanie zespołu [jak stworzyć dynamiczny zwycięski zespół, Stu			

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	30		choice from given list
	including:	30	ğ	multimedia presentation
	lecture		, po	workshop that uses activating methods
စ	practice		methods	group discussion
Ę	e-learning		ב ס	role playing
Structure	laboratory		ů.	simulation, managerial and strategic games
+ St	seminar		Teaching	
Effort	practical workshop	30	Tec	
1 1 1	study visit			
Student	others		×	choice from given list
Ď	consulting hours		Student Work	review of the literature
ţ	exams, assignments		> +	essay preparation
	Lectureship		en	
	Student Effort	20	p	
	Total Student Effort	50	St	
		ASSESSMEN	ITS METHOD	
	Final grade	pass		Percentage of final grade
ŧ.,	choice from given list	% of final grade	Grade scale	very good > 90%
Assessment methods	presentation of an individual or group task	50	sco	good + 81% - 90%
ethe	essay	50	e e	good 71% - 80%
Die Sse			ğ	satisfactory + 61% - 70%
∢			C)	satisfactory 51% - 60%
				unsatisfactory < 51%
			SE DESCRIPI	
	1 / Groups and teams in organizations - differentiating features.	Fieuse describe in	uni topics unu ureu	
	2 / Typology of groups and teams.			
	3 / Factors determining the effectiveness and efficiency of the team.			
	4 / Team communication.			
	5 / Task forces in the world of work 2.0.			
	6 / Competition and inter-team cooperation.			
	7 / Project management in the organization and the role of the team.			
	8 / Conflicts in organizational teams.			
	9 / Pathologies in teams and organizations - diagnosis and prevention.			
_	10 / Personality types and team culture.			
LO				
bţi				
CLI				
description				
Course				
UQ LO			Key literature	

J. Adair, Budowanie zespołu [jak stworzyć dynamiczny zwycięski zespół, Studio Emka, 2001.
 J. Waszkiewicz, Kierowanie zespołami, CL Consulting i Logistyka: Oficyna Wydawnicza "Nasz Dom i Ogród", 2006.

Additional literature

1. Zespół - kultura - projekt, red. W. Olejniczak, Wydawnictwo Zachodniopomorskiej Szkoły Biznesu w Szczecinie, 2009.

2. J. Appelo, Zarządzanie 3.0. Kierowanie zespołami z wykorzystaniem metodyk Agile, Helion 2016.

2019/20	20													
Module	no.	Modul	e Z2/13											
Module ne	ame		<b>Practical</b>	Activiti	ies Mo	odule			ECTS credits	15	Leo	ıder	dr R. Nowak- Lewandowska	
Major	r <b>N</b>	ANAGEMENT	Master	Year	II	Semester	3	Status (choice list)	OBLIGATORY	Lang	uage	English	Total Contact Hours	375
				PURP	OSE OF T			ODULE OBJECTIVE	S					
needs and situationa	Short description and objective list The aim of the module is for the student to complete a professional traineeship, adequate to the chosen specialization. During the Practical Activity Module, the student integrates theoretical and practical knowledge, has the opportunity to confront own knowledge and skills with real needs and situational conditions in the selected place of the traineeship. Completes and deepens the practical skills obtained in the course of didactic classes, performs routine and unusual tasks at a specific job, learns the conditions and specificity of a given organization; learns about the professional environment, the expectations of employers towards future employees, in terms of knowledge, skills and attitudes, including ethical attitudes.													
							IREMENTS							
Diploma module (1),	, (2) and Specialization n	odule (1), (2), (3).			Needed	knowledge and sk	kills before star	ting the module						
				Sho	rt description	<b>LEARNING</b> of learning outco		MES						
		OWLEDGE Inderstand on advanced level	·)				<b>SKILLS</b> lent is able to.					<b>COMPET</b> dent is ready t		
knowledge necessar taking into account t	the essence and principles of the economy and the organization in which it practices. One the knowledge and skills obtained during studies, during classes to perform specific knowledge necessary to perform practical tasks in all areas of the activities of the organization, taking into account the interrelationships between the areas within organization and its micro and macro environment. Knows and understands to a greater extent the use of methods and tools of the property and tools of the property of the property of the property of the tasks entrusted to one and employees for the property of the property of the tasks entrusted to one and employees for the property of the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the tasks entrusted to one and employees for the property of the tasks entrusted to													
MODULE STRUCTURE														
Course no.	Module Z2/13	Course 13.1.					SIKUCIU							
Course name	· · · ·	t Intership												
ECTS credits	ECTS credits 15													

Module no	ame		Practical	Activit	ies Mo	dule			ECTS credits	15	Lec	ader	dr R. Nowa Lewandows	
Major	r	MANAGEMENT	Master	Year	II	Semester	3	Status (choice list)	OBLIGATORY	Lang	uage	English	Total Contact Hours	375
								-						
	PURPOSE OF THE MODULE AND MODULE OBJECTIVES													
						Short descriptio	n and objectiv	ve list						
needs and situationa	The aim of the module is for the student to complete a professional traineeship, adequate to the chosen specialization. During the Practical Activity Module, the student integrates theoretical and practical knowledge, has the opportunity to confront own knowledge and skills with real needs and situational conditions in the selected place of the traineeship. Completes and deepens the practical skills obtained in the course of didactic classes, performs routine and unusual tasks at a specific job, learns the conditions and specificity of a given organization; learns about he professional environment, the expectations of employers towards future employees, in terms of knowledge, skills and attitudes, including ethical attitudes.													
							REMENTS							
					Needed k	knowledge and ski	lls before star	ting the module						
Diploma module (1),	, (2) and Specializ	ation module (1), (2), (3).												
						LEARNING	OUTCO	MES						
				Shc	rt description	of learning outcor	nes gain durin	ng the course of a module						
	(Student know	<b>KNOWLEDGE</b> <i>us and understand on advanced lev</i>	el)				<b>SKILLS</b> ent is able to.	)				L COMPET		
knowledge necessary taking into account t	y to perform prac the interrelations	nomy and the organization in whic ctical tasks in all areas of the activi hips between the areas within org erstands to a greater extent the us	ies of the organization, anization and its micro and	activities, ac	cording to the	e Traineeship Fra	mework. De	during classes to perform s velops rules for working in professional trainship.	a team and effects of ov improvemen implementa	vn professiona it, in pursuit f tion and effec	al work and ex or profession ts of the tasks	xpresses readinal promotion.	ains a critical attitude towa ness to further developmen Assumes responsibility for one and employees for the sible business. is ready to t	nt and the e property
						MODULE	STRUCTU	IRE						
Course no.	Module Z	2/13 Course 13.1.												
Course name	Course name Student Intership													
ECTS credits		15												

			MODULE STRUCTURE
Course no.	Module Z2/13	Course 13.1.	
Course name	Student	ntership	
ECTS credits	credits 15		





2019,	/2020											Sector 1	w Szczecinie
Μ	odule Z2/13		Practical	Activities N	Nodule			1					
(	Course no.			ourse 13.1.									
C	Course name Student Intership								ECTS credits	15	Leader	dr R. Nowak-Lewa	ndowska
	Major	MANAGEMENT	Master	Year	Ш	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	375
LEARNING OUTCOMES													
Outcomes Description of SPECIFIC learning outcomes of the course										Reference to MAJC	OR learning outcomes		
				Stu	dent						$\rightarrow$ CHECK THE		
	deeply knows and understands the essence and principles of the economy and the organization in which he practices. Has the knowledge necessary to perform practical tasks in all areas of the organization's operation, taking into account the interrelationships between the areas inside the organization and its micro and macro environment.									Z2_W2 Knows and c	deeply understands selected	cepts, terms, laws and dilemmas of l economic facts, phenomena, regun n various types of business entities	larities and
DGE	knows and understands to a greater extent the use of methods and tools of strategic diagnosis, economic and statistical analyzes in the implementation of assigned tasks											efulness and purposefulness of usi criptive statistics and mathematica	
KNOWLEDGE	knows and understan	nds the organization mana	agement system a	at an advanced le	evel in the a	area of planning	g, organizi	ng, motivating and co	ntrolling.			ence of entrepreneurship and the n various types of business entities	
	has in-depth knowled	lge of human resource ma	anagement stand	lards, in particula	r methods	of acquiring, de	eveloping,	, evaluating and rewar	rding employees			contemporary theories and conce oeconomic premises for making a	-
	use the knowledge an Programme.	nd skills obtained during s	studies, during di	dactic classes, to	perform sp	pecific activities	, in accore	dance with the Trained	eship Framework	Z2_U5 Is able to us	se the acquired knowledge to	and specialist knowledge in the fiel o identify and solve various proble dge, competences and individual o	ems / threats /
	develop teamwork rules and communication with the supervisor during professional traineeship.											loyee team using the HR managem environment using specialized ter	
SKILLS	forecast complex pro	cesses and managerial de	cisions in conditi	ons of risk and u	ncertainty.				Z2_U11 Is able to p	perform various roles and wo	nanagerial processes and decision ork in a team solving specific tasks loyee team using the HR managem	that allow	
applies modern methods and techniques of human resources management in practice, including in the field of administrative stat conditions, etc., in accordance with applicable law.								inistrative staff, deter	mining working			complex social, economic and ma te sources of law and legal provisi	_

SOCIAL COMPETENCES	is aware of own strengths and weaknesses,, maintains a critical att development and improvement in pursuit of professional promoti is ready to take responsibility for the implementation and effects to build socially responsible business.	<ul> <li>Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need</li> <li>Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining</li> <li>Z2_K4 Is ready to take on professional challenges in management in managerial (as leader /</li> <li>Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and</li> <li>Z2_K8 Is ready, responsible, uses the entrusted property and available infrastructure,</li> <li>Z2_K9 Is ready to work pro bono and to build corporate social responsibility.</li> <li>Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and</li> </ul>		
	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	375		choice from given list
	including:	375	spo	group discussion
	lecture		etho	other activating methods
କ	practice		Ê	multimedia presentation
Cf.	e-learning			
Structure	laboratory		Teaching	
+ S	seminar			
Effort	practical workshop		<u>е</u>	
ŭ t	study visit			
Student	others	375		choice from given list
tuc	consulting hours		Mork	others
Š	exams, assignments			
	Lectureship		de d	
	Student Effort	0	Sto	
	Total Student Effort	375		
		ASSESSMENT	'S METHODS	
	Final grade	pass		Percentage of final grade
ŧ	choice from given list	% of final grade		very good > 90%
Assessment methods	other activities	100	scc	good + 81% - 90%
etho				good 71% - 80%
sse me			Grade	satisfactory + 61% - 70%
∢			<u>ں</u>	satisfactory 51% - 60%
				unsatisfactory < 51%
		COURS	E DESCRIPTION	
			in topics and areas of the course	
	1. WPBS Traineeship Rules (goals and forms of the traineeship, or	rganization and course of the traineeships, treaineeshi	o's duties, duties of the traineeship super	rvisor, conditions for passing the traineeship)
	2. Documentation of the traineeship.			
	3. Framework and detailed training programs for individual special	lizations		
	4. Forms of professional traineeship:			
				ments concluded between the University and the host organization for traineeships
		ent independently organizes the internship, initiates ar	agreement with the host organization for	or the internship. The University exercises content supervision over the course of the
	internship,	· · · · · · · · · · · · · · · · · · ·		
				t contract, service relationship, civil law contract or running your own business.
	5. Implementation of the traineeship at the place of ithe traineesh	ip in contact with the traineeship organizer, traineesh	ip tutor on behalf of the traineeship orga	anizer and the traineeship tutor on behalf of the University.
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Traineeship Rules and Regulations available at www.zpsb.pl/en - for students - documents to download					
			Additional literature		
			Additional ineratore		

2019/2020							
Module no.	Modul	e Z2/14					
Module name		Diplor	na Mo	dule (3	3)		
Major	MANAGEMENT	Master	Year	II	Semester	3	Status (choice list)
			PURP	OSE OF T	HE MODUL	E AND M	ODULE OBJECTI
					Short description	on and objectiv	ve list

The aim of the module - the diploma seminar is to prepare the student for the process of developing a master's thesis, which is a solution to the actual, real problem related to val

REQUIREMENTS

Needed knowledge and skills before starting the module

The student must complete two courses: 1 / Methodology of writing master's theses; 2 / Methods of conducting economic research.

	LEARNING OUTCOMES
	Short description of learning outcomes gain during the course of a module
<b>KNOWLEDGE</b> (Student knows and understand on advanced level)	<b>SKILLS</b> (Student is able to)
all exo- and endogenous conditions of management processes, constituting the basis for solving real managerial problems.	demonstrate the practical skills of identifying, diagnosing and solving real man problems in various functions and areas of management, including those in lin chosen specialisation.

				MODULE STRUCTU	RE
Course no.	Module Z2/14	Course 14.1.			
Course name	Dissertation Thesis Seminar				
ECTS credits	(	5			



	ECTS c	redits	6	Lea	der	pro	of. A. Zele	ek
)	OBLIG	ATORY	Lang	uage	English	Total Conto	act Hours	18
VE	S							
ariou	us managemei	nt functions,	against the ba	ackground of I	literature stuc	lies and the res	search proce	SS.
					<b>COMPET</b>			
	with the	ment to conduct an independent research process and demonstrate a critical and selective						



Module Z2/14	Diploma Module (3)					]						
Course no.		C	ourse 14.1.									
Course name	Dissertation Thesis Seminar						ECTS credits	6	Leader	prof. A. Zele	k	
Major	MANAGEMENT	Master	Year	Ш	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	18

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
iype	Student	$\rightarrow$ CHECK THE KEY
KNOWLEDGE	has knowledge of the principles of independent research processes, including primary and secondary research for the purposes of research, i.e. master's thesis.	Z2_W14 Knows and understands the purposefulness and principles of independent research for
KNOW		
SKILLS	has and develops the ability to independently conduct research and prepare a report on the research process (master's thesis)	Z2_U17 Has substantive and technical skills to independently carry out applied research,
SKI		
COMPETENCES	is aware of the complexity of the processes taking place in the organization and is able to analyze, evaluate, report and solve them.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining
SOCIAL CO		

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	10		
		18 18	<u> </u>	choice from given list
	including:	10		individual projects
0	practice		et –	
Structure	e-learning		Teaching methods	
	laboratory		b u	
Stru	seminar	18	Ż	
	practical workshop	18		
Ĕ	study visit		┥   Ĕ	
ŧ	others			choice from given list
Student Effort			Student Work	choice from given list
Stu	consulting hours exams, assignments		Ň Š	preparation of the final project review of the literature
•••				student's own research
	Lectureship Student Effort	132	- <u> </u>	student s own research
	Total Student Effort	150	Stu	
		150		
		ASSESSMI	ENTS METHODS	
	Final grade	pass		Percentage of final grade
-	choice from given list	% of final grade	O	very good > 90%
Assessment methods	individual project	100		good + 81% - 90%
ns sh			- S	good 71% - 80%
ses net			Grade	satisfactory + 61% - 70%
As			- <u>5</u>	satisfactory 51% - 60%
			┥╷╴╴┝──	unsatisfactory < 51%
		COL	JRSE DESCRIPTION	
			opics and areas of the course	
	As part of the diploma seminar) the following takes place: 1 / empirical research process, results analysis, reporting, conclusions, reco	ammondations		
	2 / work editing, structuring and integrating the theoretical and empirical		ory and practice.	
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ourse des				
Course des			Keyliterature	
Course des			Key literature	
Course des			Key literature	
Course des			Key literature	
Course des			Key literature	
Course des		A	Key literature	
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Course des		A		
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Course des		A		