

CURRICULUM

Academic Year **2019/2020**
Major **MANAGEMENT**
Degree **Master full-time**
Profile **Practical**



Zachodniopomorska
Szkoła Biznesu
w Szczecinie

Specialisation

MASTER OF BUSINESS ADMINISTRATION in HR

Semester	Module	Module/Course name	ECTS	Pass/exam	Leader	Contact hours	Student effort	Total hours
Semester I	Module Z2/1	Business in Practice	7		dr J. Wiśniewski	74	101	175
	Course 1.1.	Decision Game - workshop	1	pass		20	5	25
	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		dr G. Maniak	120	180	300
	Course 3.1.	Operational Management	3	pass		30	45	75
	Course 3.2.	Strategic Management	4	pass		30	70	100
	Course 3.3.	Strategic Human Resource Management	3	pass		30	45	75
	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			30			290	466	750
Semester II	Module Z2/5	Specialisation Module (1) MBA in HR	13		dr D. Majewska-Bielecka	90	235	325
	Course 5.1.	Organisational Behaviour	4	pass		30	70	100
	Course 5.2.	Managerial Accountancy	5	exam		30	95	125
	Course 5.3.	Financial Reporting Methods	4	pass		30	70	100
	Module Z2/6	Specialisation Module (2) MBA in HR	5		dr I. Rafaląt	60	65	125
	Course 6.1.	Leadership	3	pass		30	45	75
	Course 6.2.	Intercultural Communication in Business and Management	2	pass		30	20	50
	Module Z2/7	Competences in Management (1)	4		dr M. Bzunek	60	40	100
	Course 7.1.	ICT Tools for Business Decisions	2	pass		30	20	50
	Course 7.2.	Foreign Language	2	pass		30	20	50
	Module Z2/8	Quantative Methods in Management	5		dr M. Bzunek	45	80	125
	Course 8.1.	Statistical Inference	5	exam		45	80	125
	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	750
Semester III	Module Z2/10	Specialisation Module (3) MBA in HR	9		dr I. Rafaląt	90	235	325
	Course 10.1.	Recrutating and Selection	5	pass		30	95	125
	Course 10.2.	Trends in Human Resource Management	4	pass		30	70	100
	Course 10.3.	Employer Branding	4	pass		30	70	100
	Module Z2/11	Civic and Commercial Law	6		prof. A. Zelek	60	90	150
	Course 11.1.	Corporate Law	3	exam		30	45	75
	Course 11.2.	Labour Law	3	exam		30	45	75
	Module Z2/12	Specialisation Module (4) MBA in HR	8		dr J. Osuch	60	140	200
	Course 12.1.	Organisation Development	4	pass		30	70	100
	Course 12.2.	Marketing Strategies	4	pass		30	70	100
	Module Z2/13	Diploma Module (3)	6		prof. A. Zelek	18	132	150
	Course 13.1.	Dissertation Thesis Seminar	6	pass		18	132	150
Total in semester			29			228	597	825
Semester IV	Module Z2/14	Specialisation Module (5) MBA in HR	9		dr J. Osuch	60	165	225
	Course 14.1.	Corporate Social Responsibility	4	pass		30	70	100
	Course 14.2.	Public Speaking	5	pass		30	95	125
	Module Z2/15	Competences in Management (2)	4		prof. A. Zelek	60	40	100
	Course 15.1.	Team Management	2	pass		30	20	50
	Course 15.2.	Course to choose from available set of courses	2	pass		30	20	50
	Module Z2/16	Practical Activities Module	15		dr R. Nowak-Lewandowska	375		375
	Course 16.1.	Student Internship	15	pass		375		375
	Module Z2/17	Diploma Module (4)	6		prof. A. Zelek	18	132	150
	Course 17.1.	Dissertation Thesis Seminar	6	pass		18	132	150
Total in semester			34			513	337	850
TOTAL 4 SEMESTERS			123			1304	1877	3175

MODULE DESCRIPTION

2019/2020												
Module no.	Module Z2/1											
Module name	Business in Practice							ECTS credits	7	Leader	dr J. Wiśniewski	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status <i>(choice list)</i>	OBLIGATORY	Language	English	Total Contact Hours	74

PURPOSE OF THE MODULE AND MODULE OBJECTIVES												
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 conditions for employee involvement. In the subjects "Decision games" and "Practical business project", 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												
KNOWLEDGE <i>(Student knows and understand on advanced level...)</i>				SKILLS <i>(Student is able to.....)</i>				SOCIAL COMPETENCES <i>(Student is ready to...)</i>				
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 business and running a business in its various life phases against the background of endogenous and exogenous diagnosis; make business decisions under the pressure of competition, choosing the right methods to solve problems; choose the right negotiation strategies and tactics, indicating the benefits of both parties involved.				to critically analyze his knowledge and skills in the area of creating and running a business, to constantly develop them, to cooperate in creative processes, shows an entrepreneurial and responsible attitude towards decisions made; is ready to conduct effective negotiations.				

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 Business Project		Negotiation in Management					
ECTS credits	1		4		2					



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Module Z2/1	Business in Practice											
Course no.	Course 1.1.											
Course name	Decision Game - workshop							ECTS credits	1	Leader	dr J. Wiśniewski	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status <small>(choice list)</small>	OBLIGATORY	Language	English	Total Contact Hours	20

LEARNING OUTCOMES

Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
	Student...	→ CHECK THE KEY
KNOWLEDGE	acquires and deeply develops knowledge about running a business.	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_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
	gains in-depth, advanced knowledge about the impact of the environment, especially the competitive one, on the company.	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_W15 Has practical knowledge to start work in various types of business entities or own
	has advanced knowledge about restrictions when interacting with other people and towards entities pursuing competitive goals.	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_W9 Knows and deeply understands selected contemporary theories and concepts in the
SKILLS	is able to make business decisions under competitive pressure, taking into account economic conditions	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_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /
	has the ability to make rational business decisions in cooperation with other people, using the team's knowledge and skills.	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_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_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills
SOCIAL COMPETENCES	shows openness to cognitive process and learning through experience	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 creativity and openness to new initiatives, while maintaining criticism and rationalism in assessing variants of new ventures economic.	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 /
	by adopting various roles in teamwork, he maintains an open and entrepreneurial attitude.	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 /

STUDENT EFFORT

STUDENT EFFORT			TEACHING METHODS		
Student Effort Structure	Total contact hours	20	Teaching methods	choice from given list	
	including:	20		simulation, managerial and strategic games	
	lecture				
	practice				
	e-learning				
	laboratory				
	seminar				
	practical workshop				
	study visit				
	others...	20			
	consulting hours		Student Work	choice from given list	
	exams, assignments			group work - joint task solving	
	Lectureship				
	Student Effort	5			
Total Student Effort		25			

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	presentation of an individual or group task	100		good + 81% - 90%
				good 71% - 80%
				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

- 1 / Introduction to gamification rules.
2 / Gameplay of a strategic game in the field of: sales strategies and pricing policy.
3 / Gameplay of a strategic game in the field of strategic choice (e.g. Colorful Game).
4 / Application process and correction of gamification decisions.

Key literature

Rules of the KING SIZE strategy game and the Colorful Game strategy game.

Additional literature



2019/2020

Module Z2/1	Business in Practice											
Course no.	Course 1.2.											
Course name	Advanced Business Project							ECTS credits	4	Leader	dr J. Wiśniewski	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status <small>(choice list)</small>	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
KNOWLEDGE	has in-depth knowledge of the processes that preserve in the organization and its environment, is able to analyze and evaluate them	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_W4 Knows and understands in depth the usefulness and purposefulness of using methods
	has advanced knowledge of tools and methods used in various management 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 essence of entrepreneurship and innovation.	Z2_W3 Knows and deeply understands the microeconomic premises for making and Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W8 Knows and deeply understands the place and importance of accounting and finance in Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
SKILLS	can identify problems arising in the organization (work) and prepare a proposal to solve these problems	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
	can choose the appropriate methods and tools to solve the business problem	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_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
	has practical skills in formulating applications, creating innovative solutions and recommending activities with implementation values.	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, Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills
SOCIAL COMPETENCES	demonstrates an entrepreneurial attitude, openness to change and searching for areas of change in the environment and in the organization.	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
	is ready to work in a group to prepare solutions to business problems.	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
	has the ability and readiness to independently prepare projects and business ventures.	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

STUDENT EFFORT

Student Effort Structure	STUDENT EFFORT		Teaching methods	TEACHING METHODS	
	Total contact hours	30		choice from given list	
	including:	30		multimedia presentation	
	lecture			workshop that uses activating methods	
	practice	16		group discussion	
	e-learning			individual projects	
	laboratory				
	seminar				
	practical workshop	12			
	study visit				
	others....				
	consulting hours		Student Work	choice from given list	
	exams, assignments	2		preparation of the final project	
	Lectureship			review of the literature	
	Student Effort	70		student's own research	
	Total Student Effort	100			

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade	
	choice from given list	% of final grade		very good > 90%	
	presentation of an individual or group task	30		good + 81% - 90%	
	participation in the discussion	10		good 71% - 80%	
	individual project	60		satisfactory + 61% - 70%	
				satisfactory 51% - 60%	
				unsatisfactory < 51%	

COURSE DESCRIPTION

Main topics and areas of the course

1 / Entrepreneurship: as a feature and distinguishing feature;
2 / Creative methods of finding solutions, rules and limitations;
3 / Areas of searching for space for new ventures (gap and market niche, identification of needs, assessment of own capabilities);
4 / Placement of business next to competition (the essence of competition, areas of competition, how bigger can deal with bigger, cooperation);
5 / Attracting the client (what the client likes, how to build bonds);
6 / More efficiently: instead of cheaper and more economical, assessment and cost categories, the meaning is dreaming;
7 / Quality today - management methods, using process management to improve quality and provide the customer with a satisfactory product / service;
8 / Employee involvement - Methods of involving employees to implement projects;
9 / Building long-term relationships with the company - image and brand, the importance of emotional values, service, creating a standard, ensuring comfort of using the product.
The presented issues are examples of searching for a business problem in an organization. Students in several groups identify a problem, conduct an analysis and propose a possible solution. The selected topic should have values
Implementation (proposals / solutions can be implemented in the organization). The project is presented to the group for discussion and evaluation. An element of credit is an individual project to solve a business problem (project to improve activities in a selected one) area, possibly the company's development, entry into a new area of operation).

Key literature

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



2019/2020

Module Z2/1	Business in Practice											
Course no.	Course 1.3.											
Course name	Negotiation in Management							ECTS credits	2	Leader	dr J. Wiśniewski	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status <small>(choice list)</small>	OBLIGATORY	Language	English	Total Contact Hours	24

LEARNING OUTCOMES

Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
	Student...	→ <u>CHECK THE KEY</u>
KNOWLEDGE	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
	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
SKILLS	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,
	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,
SOCIAL COMPETENCES	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
	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

Student Effort Structure	Total contact hours	24	Teaching methods	TEACHING METHODS	
	including:	24		choice from given list	
	lecture			multimedia presentation	
	practice			workshop that uses activating methods	
	e-learning			group discussion	
	laboratory			team projects	
	seminar				
	practical workshop	24			
	study visit		Student Work	choice from given list	
	others....			review of the literature	
	consulting hours			trial tests	
	exams, assignments			student's own research	
	Lectureship				
	Student Effort	26			
	Total Student Effort	50			

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade	
	choice from given list	% of final grade		very good > 90%	
	tasks, exercises	80		good + 81% - 90%	
	participation in the discussion	20		good 71% - 80%	
				satisfactory + 61% - 70%	
				satisfactory 51% - 60%	
				unsatisfactory < 51%	

COURSE DESCRIPTION

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.

Key literature

Dawson R., Negotiations' secrets for businessmen, Dawson R., Secrets of power negotiating, 15th anniversary edition,

Additional literature

1. J. Stelmach, B. Brożek, Negocjacje, Copernicus Center Press, 2014;
2. R. Zenderowski, B. Koziański, Różnice kulturowe w biznesie, CeDeWu, Warszawa 2012;
3. D. A. Lax, J. K. Sebenius, Negocjacje w trzech wymiarach: jak wygrać najważniejsze gry, Wydawnictwo MT Biznes, Warszawa 2007;
4. R. Schmidtko, Mistrzowskie negocjacje: jak nawiązać trwałe relacje z partnerami biznesowymi, Wydawnictwo Studio Emka, Warszawa 2006.

MODULE DESCRIPTION

2019/2020													
Module no.	Module Z2/2												
Module name	Applied Economics in Management								ECTS credits	8	Leader	dr A. Lachowska	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	60	

PURPOSE OF THE MODULE AND MODULE OBJECTIVES													
Short description and objective list													
The main goal of the module is to provide the student with knowledge and skills in the field of managerial economics and finance, allowing for company management.													

REQUIREMENTS													
Needed knowledge and skills before starting the module													
Student musi mieć zaliczone następujące kursy: Mikroekonomia, Rachunkowość.													

LEARNING OUTCOMES													
Short description of learning outcomes gain during the course of a module													
KNOWLEDGE (Student knows and understand on advanced level...)				SKILLS (Student is able to.....)				SOCIAL COMPETENCES (Student is ready to...)					
economic and financial conditions of the management process for solving managerial problems.				identify, diagnose and solve managerial problems in terms of economic and financial aspects.				to undertake work related to management, being aware of their competences, in a responsible manner.					

MODULE STRUCTURE													
Course no.	Module Z2/2	Course 2.1.	Module Z2/2	Course 2.2.									
Course name	Managerial Economics		Corporate Finance										
ECTS credits	4		4										



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Module Z2/1	Business in Practice											
Course no.	Course 2.1.											
Course name	Managerial Economics							ECTS credits	4	Leader	dr J. Wiśniewski	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status <small>(choice list)</small>	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...	→ <u>CHECK THE KEY</u>
KNOWLEDGE	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
	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
SKILLS	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
	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,
SOCIAL COMPETENCES	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
	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
	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

Student Effort Structure	Total contact hours	30
	including:	30
	lecture	10
	practice	8
	e-learning	
	laboratory	
	seminar	
	practical workshop	10
	study visit	
	others....	
	consulting hours	
	exams, assignments	2
	Lectureship	
	Student Effort	70
	Total Student Effort	100

TEACHING METHODS

Teaching methods	choice from given list
	lecture
	multimedia presentation
	case study
	video movie
	team projects
	other activating methods
Student Work	choice from given list
	review of the literature
	preparation of the final project
	task solving

ASSESSMENTS METHODS

Assessment methods	Final grade	exam	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	presentation of an individual or group task	100		good + 81% - 90%
				good 71% - 80%
				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

1. Determining the economic rationality of the decisions taken (assessment of the types of goals set, the degree of their implementation, analysis of the company's development scenario using the Matrix of Business Profitability).
2. Analysis of the demand and supply side (size, structure, determinants etc.)
3. Analysis of the company's demand elasticity (in relation to price, income, prices of related goods) and the resulting conclusions regarding pricing policy, advertising, competition strategy etc.
4. Productivity analysis in the long and short term as well as conclusions on employment, investment policy etc.
5. Cost analysis: determination of the minimum production level guaranteeing economic profit (traditional analysis), determination of the production level guaranteeing the highest economic profit (marginal analysis), determination of economic profit etc.
6. Determining the structure of the market for the functioning of the company (competition and its intensity, competition strategies, etc.).

Key literature

1. A. Lachowska, Microeconomics part I. Wydaw. Zachodniopomorskiej Szkoły Biznesu, Szczecin, 2012.
2. A. Lachowska, Microeconomics part II. Wydaw. Zachodniopomorskiej Szkoły Biznesu, Szczecin, 2013.
3. BadeR., Parkin M. Essential Foundation of Economics, Peasrion Education Limited, Ontario, 2007.
4. Rush M. Study guide for Essential Foundation of Economics, Peasrion Education Limited, Ontario, 2007.

Additional literature

- 1) Parkin M., Microeconomics, Pearson Education Limited, Ontario, 2012.
- 2) Rush M., Study guide for Microeconomics, Pearson Addison - Wesley, Florida, 2012.

2019/2020

Module Z2/1	Business in Practice											
Course no.	Course 2.2.											
Course name	Corporate Finance							ECTS credits	4	Leader	dr J. Wiśniewski	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status <i>(choice list)</i>	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...	→ <i>CHECK THE KEY</i>
KNOWLEDGE	knows and understands the concepts of corporate finance	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern
	knows and understands the meaning of information coming from individual elements of the company's financial situation	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,
	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 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 rationalizing
SKILLS	can analyse the financial situation of the company	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 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 principles
	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 economic 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 principles
	is able to estimate the impact of exchange rate fluctuations on the business	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 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 principles
	is able to analyse selected financial indicators of the company (profitability and liquidity)	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 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 principles
SOCIAL COMPETENCES	is determined and oriented towards achieving its objectives and shows responsibility for them	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 Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
	is open to experience and learn based on real economic and management problems	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need 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 /

STUDENT EFFORT			TEACHING METHODS		
Student Effort Structure	Total contact hours	30	Teaching methods	choice from given list	
	including:	30		multimedia presentation	
	lecture	6		case study	
	practice	12		group discussion	
	e-learning			workshop that uses activating methods	
	laboratory				
	seminar				
	practical workshop	10	Student Work	choice from given list	
	study visit			preparation to an exam/credit	
	others....			e-lectures	
	consulting hours			review of the literature	
	exams, assignments	2			
	Lectureship				
	Student Effort	70			
Total Student Effort	100				

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	<i>choice from given list</i>	% of final grade		very good > 90%
	written exam	90		good + 81% - 90%
	participation in the discussion	10		good 71% - 80%
				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

Course description	1/ Principles of corporate finance, 2/ Legal forms of conducting the business activity, 3/ Equity and external capital in financing enterprise assets, 4/ Sources of enterprise financing, 5/ Liquidity management, 6/ Mergers and acquisitions, 7/ Exchange rate fluctuations and their impact on businesses, 8/ Sources of information on financial situation of the enterprise.
	Key literature
	1/ J. Berk, P. DeMarzo, "Corporate Finance", Addison Wesley Higher Education, 2007, 2/ J.C. Van Horne, M. Wachowicz "Fundamentals of Financial Management 12/E", Prentice Hall, 2005.
	Additional literature
	1/ M. H. Moffett, A. L. Stonehill, D. K. Eiteman, "Fundamentals of Multinational Finance 6/E", Addison Wesley Publishing, 2017.

MODULE DESCRIPTION

2019/2020												
Module no.	Module Z2/3											
Module name	Modern Management							ECTS credits	12	Leader	dr G. Maniak	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status <i>(choice list)</i>	OBLIGATORY	Language	English	Total Contact Hours	120

PURPOSE OF THE MODULE AND MODULE OBJECTIVES												
Short description and objective list												
<p>The 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 in 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), and 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.</p>												

REQUIREMENTS												
Needed knowledge and skills before starting the module												
<p>1. Knowledge of economics, management, marketing and negotiation.</p> <p>2. The ability to think creatively and solve practical problems using the method of work and team discussion.</p> <p>3. Ability to prepare and present a prepared project.</p>												

LEARNING OUTCOMES												
Short description of learning outcomes gain during the course of a module												
KNOWLEDGE <i>(Student knows and understand on advanced level...)</i>				SKILLS <i>(Student is able to.....)</i>				SOCIAL COMPETENCES <i>(Student is ready to...)</i>				
management process and its levels (strategic, tactical, operational) in the context dynamic environment and changes in the process of functioning of a modern organization; modern management methods; dependencies between environmental conditions a business strategies and models, including key management functions and processes (operations) and projects.				analyze the internal and external environment of the company, formulate recommendations, design new solutions in the organization's system and justify them based on the assessment of the anticipated effects.				to work in a management team in various areas of organization management; is capable of presenting and arguing one's opinion, voice in discussion, as well as for creative thinking and making rational decisions.				

MODULE STRUCTURE										
Course no.	Module Z2/3	Course 3.1.	Module Z2/3	Course 3.2.	Module Z2/3	Course 3.3.	Module Z2/3	Course 3.4.		
Course name	Operational Management		Strategic Management		Strategic Human Resource Management		Project Management			
ECTS credits	3		4		3		2			

2019/2020

Module Z2/3	Modern Management											
Course no.	Course 3.1.											
Course name	Operational Management							ECTS credits	3	Leader	dr G. Maniak	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status <i>(choice list)</i>	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
KNOWLEDGE	knows the terminology used in operational management, understands its sources and applications within related scientific disciplines. It distinguishes between functional and process orientation in organisational management	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_W7 Knows and deeply understands the essence, context and process of operational and Z2_W12 Knows and deeply understands the importance and areas of using IT support systems in
	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 characterises operations in the process of providing services.	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_W15 Has practical knowledge to start work in various types of business entities or own
	characterizes the measurement system of operational activity and the rules of their application.	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_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_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
SKILLS	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_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
	has the practical ability to identify and assess the factors and rationale for specific operational management decisions, including in terms of quality.	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,
	can indicate solutions to process or operation management problems and adapt analytical, simulation, experimental and IT methods and tools to their solution.	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 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
	is able to think and act in an entrepreneurial and creative way in terms of operational processes in the company	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
SOCIAL COMPETENCES	is capable of thinking and acting in an entrepreneurial way.	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 /
	is aware of his/her level of knowledge and skills, understands the need for continuous professional training and personal development.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need
	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

Student Effort Structure	Total contact hours	30	Teaching methods	choice from given list
	including:	30		lecture
	lecture	8		workshop that uses activating methods
	practice			team projects
	e-learning	2		group discussion
	laboratory			
	seminar			
	practical workshop	18		
	study visit			
	others....			
	consulting hours		Student Work	choice from given list
	exams, assignments	2		preparation to an exam/credit
	Lectureship			own work with the text
	Student Effort	45		student's own research
	Total Student Effort	75		

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	<i>choice from given list</i>	<i>% of final grade</i>		very good > 90%
	knowledge test	50		good + 81% - 90%
	individual project	30		good 71% - 80%
	participation in the discussion	20		satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

1. The nature of operational management: business management and production management, production and operations, concepts, objectives, components, tasks. The process approach to operational management.
2. Measurement of operational performance evaluation. Decomposition of strategic plans into operational plans.
3. Operational system and its elements. The manufacturing process as an element of the operating system. The structure of the manufacturing process. Basic principles of manufacturing process organization. The manufacturing process versus the production process. Operations in the process versus provide services. Lean organization of processes in time and space.
4. Basic techniques and methods of operational management - Western and Japanese approach to operational management (process-based management, comprehensive TQM quality management, balanced scorecard, lean management, six sigma and others).
5. The essence and meaning of quality. Perception and evaluation of quality. Basic methods and techniques of quality management.

Key literature

Schotanus, F. (2013). Operations management: sustainability and supply chain management. *Journal of purchasing and supply management*, 19(4), 276-276.

Brandon-Jones, A., Piercy, N., Slack, N., Brandon-Jones, E., & Campbell, C. (2012). Examining the effectiveness of experiential teaching methods in small and large OM modules. *International journal of operations & production management*.

Heizer, J., Render, B., & Munson, C. (2008). *Operations management*. Prentice-Hall.

Additional literature

Anderson, M. A., Anderson, E. J., & Parker, G. (2013). Operations management for dummies. John Wiley & Sons.



2019/2020

Module Z2/3	Modern Management											
Course no.	Course 3.2.											
Course name	Strategic Management							ECTS credits	4	Leader	dr G. Maniak	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status <small>(choice list)</small>	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...	→ <u>CHECK THE KEY</u>
KNOWLEDGE	understands the organisation as a holistic system with its strategic attributes and differentiates functional, competitive and corporate 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
	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 techniques of strategic diagnosis in the range of researching the potential of the company and external environment and understands 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
SKILLS	knows how to find right solutions to strategic problems and define recommendations.	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 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 skills Z2_U15 Is able to independently plan and implement his own lifelong learning and direct the
	possesses technical and analytical skills of diagnosis in the company's environment 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,
SOCIAL COMPETENCES	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 /
	is ready to think and act in accordance with criteria of strategic efficiency and entrepreneurship 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
	is ready to work as part of the team or/on their own in the process of diagnosing 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

Student Effort Structure	Total contact hours	30
	including:	30
	lecture	10
	practice	14
	e-learning	6
	laboratory	
	seminar	
	practical workshop	
	study visit	
	others....	
	consulting hours	
	exams, assignments	
	Lectureship	
	Student Effort	70
	Total Student Effort	100

TEACHING METHODS

Teaching methods	choice from given list
	multimedia presentation
	workshop that uses activating methods
	case study
	team projects
	activity on e-learning platform
	team analysis
Student Work	choice from given list
	preparation of the final project
	review of the literature
	own activity on platform
	group work - joint task solving

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	knowledge test	20		good + 81% - 90%
	tasks, exercises	30		good 71% - 80%
	team case study	30		satisfactory + 61% - 70%
	presentation of an individual or group task	20		satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

- 1.Strategic Management and Strategic Thinking - definitions. Business Strategy – context, content, process. Strategic versus Tactical decisions.Levels of corporate strategy
- 2.Strategic Aspirations in real business.
3. Strategic diagnosis- methodology.
- 4.Strategies at the SBUs Level - Porter's Generic Strategic, Hybrid Strategic, Blue Ocean Strategy.
5. Strategy implementation and the organizational architecture. Macro -environment - diagnosis PEST (case study)
6. Strategies and Corporate Level.
7. SWOT, SPACE Analysis.
8. BCG Matrix.

Key literature

1. A. Zelek, Strategic management 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. Process, Content, Context. An International Perspective, Thomson Business Press, 2000.
4. Michale E. Porter, Competitive Strategy. Techniques for Analyzing Industries and Competitors.

Additional literature

1. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise by J.C. Spender,
2. Strategy Safari: A Guided Tour Through The Wilds of Strategic Management
3. Building Strategic Agility for a Faster-Moving World by Ph. Kotter,



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Module Z2/3	Modern Management											
Course no.	Course 3.3.											
Course name	Strategic Human Resource Management						ECTS credits	3	Leader	dr G. Maniak		
Major	MANAGEMENT	Master	Year	I	Semester	1	Status <i>(choice list)</i>	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
KNOWLEDGE	has current, comprehensive knowledge in the field of human resource management: characterizes individual HRM functions and their role in the organization, knows selected modern concepts of HRM	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_W9 Knows and deeply understands selected contemporary theories and concepts in the field
	knows, understands and explains the essence of the strategic approach to the HRM process, classifies personnel strategies and discusses their connections with development strategy and competition strategy	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
	characterizes internal and external determinants of the implementation of the personnel function in the organization, knows current trends and challenges	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 and recognizes the methods, tools and instruments used in modern organizations within key areas of human resource management	Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W15 Has practical knowledge to start work in various types of business entities or own
SKILLS	identifies and analyzes in practice specific areas in human resource management	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic
	is able to make a comprehensive assessment of the implementation of the personnel function in the organization, taking into account the criteria: effectiveness and efficiency and can formulate recommendations for changes or create new projects and solutions in the area of HRM	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_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /
	is able to select and correctly design and / or apply methods, techniques and means used in the HRM process, including IT tools supporting the HRM process	Z2_U6 Is able to efficiently use information and communication technologies used in conducting Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /
SOCIAL COMPETENCES	presents a creative attitude, proposes and justifies his own solutions to the problem	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
	demonstrates the ability to work in a team; is able to communicate effectively, negotiate and persuade	Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to
	understands the need for lifelong learning, is aware of the responsibility associated with the work performed in HRM functions	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the

STUDENT EFFORT

Student Effort Structure	Total contact hours	30
	including:	30
	lecture	8
	practice	
	e-learning	
	laboratory	
	seminar	
	practical workshop	20
	study visit	
	others....	
	consulting hours	
	exams, assignments	2
	Lectureship	
	Student Effort	45
	Total Student Effort	75

TEACHING METHODS

Teaching methods	choice from given list
	lecture
	multimedia presentation
	group discussion
	case study
	team projects
Student Work	choice from given list
	review of the literature
	student's own researc
	own activity on platform

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	knowledge test	50		good + 81% - 90%
	tasks, exercises	50		good 71% - 80%
				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

1. Contemporary approach and features of a strategic HRM; evolution of HRM.
2. Conditions for the functioning of the strategic HRM.
3. Strategic HRM models. Characteristics of basic personnel strategies.
4. Organization of strategic HRM; Role and competences of HR Business Partner.
5. Strategic HRM planes: - recruitment sub-strategy, - training and professional development sub-strategy, - payroll management sub-strategy, - employee appraisal sub-strategy, - employee relationship management sub-strategy.
6. Human Performance management.
7. Assessment of the implementation of the personnel function in the organization (HRM effectiveness measurement in the organization).

Key literature

1. Armstrong M., Zarządzanie zasobami ludzkimi, Wydanie V, Oficyna Ekonomiczna Grupa Wolters Kluwer, Warszawa 2011, i nowsze wyd.
2. Filipowicz G., Rozwój organizacji poprzez rozwój efektywności pracowników, Oficyna Ekonomiczna Grupa Wolters Kluwer, Kraków 2008, i nowsze wyd.
3. Oleksyn T., Zarządzanie zasobami ludzkimi w organizacji. Kanony, realia, kontrowersje, Wolters Kluwer business, Warszawa 2011.
4. Tomczak M., Krawczyk-Bryłka B., Zarządzanie zasobami ludzkimi. Wybrane aspekty, Difin 2017.
5. Ulrich D., Allen J., Brockbank W., Younger J., Nyman M., Nowoczesne zarządzanie zasobami ludzkimi, Oficyna Ekonomiczna Grupa Wolters Kluwer, Warszawa 2010.
6. Ulrich D., Brockbank W., Tworzenie wartości przez dział HR, Wolters Kluwer business, Warszawa 2014.
7. Witczak H., Strategiczne zarządzanie zasobami ludzkimi. Studium systemu, PWN, Warszawa 2017.
8. Potoczek N., Zarządzanie zasobami ludzkimi w organizacji zorientowanej procesowo, PWN, Warszawa 2018.
9. Gomez-Mejia L. R., Balkin D. B., Cardy R. L., Managing Human Resources, Pearson, Prentice Hall, New Jersey.
10. Mathis R. L., Jackson J. H., Human Resource Management, Thomson South-Western, USA 2008

Additional literature

1. Hamel G., Breen B., The Future of Management, Harvard Business Review Press, 2007.
2. Praktyki HRM. Najlepsze studia przypadku z polskiego rynku (pr.zb.), Grupa Wyd. Infor, Warszawa 2016.
3. 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 Review
4. 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



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Module Z2/3	Modern Management											
Course no.	Course 3.4.											
Course name	Project Management							ECTS credits	2	Leader	dr G. Maniak	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status <small>(choice list)</small>	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
KNOWLEDGE	knows and understands the role of projects in the functioning of modern organizations.	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
	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 activities at an advanced level.	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods
SKILLS	is able to prepare documentation initiating the project using appropriate tools and techniques.	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, Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow
	is able to see the needs of the organization and identify sources of problems 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 management, finance to solve typical problems associated with the implementation of projects	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /
SOCIAL COMPETENCES	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 to Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
	is able to think creatively in seeking solutions to identified problems at the planning and project implementation stages.	Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and
	is aware of the variability of the environment and the conditions in which the project is carried out.	Z2_K4 Is ready to take on professional challenges in management in managerial (as leader /

STUDENT EFFORT

Student Effort Structure	Total contact hours	30
	including:	30
	lecture	15
	practice	
	e-learning	
	laboratory	
	seminar	
	practical workshop	15
	study visit	
	others....	
	consulting hours	
	exams, assignments	
	Lectureship	
	Student Effort	20
	Total Student Effort	50

TEACHING METHODS

Teaching methods	choice from given list
	workshop that uses activating methods
	practical workshop
	simulation, managerial and strategic games
Student Work	choice from given list
	group work - joint task solving
	others

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	presentation of an individual or group task	50		good + 81% - 90%
	other activities	50		good 71% - 80%
				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

- 1/ Basic concepts related to project management.
2/ Place and role of projects in contemporary organizations.
3/ Project life cycle.
4/ Planning the scope, time, costs and non-financial resources of the project.
5/ Selected areas of project management - team management, communication, risk, changes, quality.

Key literature

S. E. Portny, Project Management for Dummies, Stanley and Sons, 2017
A guide to the Project Management Body of Knowledge, Project Management Institute, 2018

Additional literature

Just Enough Project Management: The Indispensable Four-step Process for Managing Any Project, Better, Faster, Cheaper, Mc GrawHill 2004

MODULE DESCRIPTION

2019/2020												
Module no.	Module Z2/4											
Module name	Diploma Module (1)								ECTS credits	3	Leader	prof. A. Zelek
Major	MANAGEMENT	Master	Year	I	Semester	1	Status <i>(choice list)</i>	OBLIGATORY	Language	English	Total Contact Hours	30

PURPOSE OF THE MODULE AND MODULE OBJECTIVES												
Short description and objective list												
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 Module I), the student will develop his / her skills in creating the concept and structure of work, along with an 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 conducting applied research in the field of science. about management.												

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 jakości oraz ekonomia i finanse).												

LEARNING OUTCOMES												
Short description of learning outcomes gain during the course of a module												
KNOWLEDGE <i>(Student knows and understand on advanced level...)</i>				SKILLS <i>(Student is able to.....)</i>				SOCIAL COMPETENCES <i>(Student is ready to...)</i>				
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 studies and empirical research) in the utilitarian area for real business.				undertaking an independent intellectual effort, the aim of which is to carry out a complete research process, including the stage of an Aero conclusion and recommendation.				

MODULE STRUCTURE										
Course no.	Module Z2/4	Course 4.1.	Module Z2/4	Course 4.2.						
Course name	Methodology of Dissertation Thesis		Methods of Economic Research - workshop							
ECTS credits	1		2							



2019/2020

Module Z2/4	Diploma Module (1)											
Course no.	Course 4.1.											
Course name	Methodology of Dissertation Thesis							ECTS credits	1	Leader	prof. A. Zelek	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status <small>(choice list)</small>	OBLIGATORY	Language	English	Total Contact Hours	15

LEARNING OUTCOMES

Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
	Student...	→ CHECK THE KEY
KNOWLEDGE	has knowledge of the methodology of writing a thesis, taking into account the challenges of empirical, design and implementation work with taking into account its usefulness / utilitarianism.	Z2_W14 Knows and understands the purposefulness and principles of independent research for
	has knowledge of the principles of independent research processes, including primary and secondary research for the purposes of research, i.e. work thesis.	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 analysis methods.	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_W14 Knows and understands the purposefulness and principles of independent research for
SKILLS	develops the ability to independently prepare a master's thesis project, including the ability to define utilitarian research goals, putting hypotheses, selection of adequate research methods.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U17 Has substantive and technical skills to independently carry out applied research, Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report, Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U10 Is able to independently solve complex management problems using advanced
	demonstrates the ability to independently conduct research and prepare a report on the research process (master's thesis).	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U17 Has substantive and technical skills to independently carry out applied research, Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report, Z2_U10 Is able to independently solve complex management problems using advanced
SOCIAL COMPETENCES	is aware of the complexity of processes taking place in the organization and is able to study them - analyze, evaluate and 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
	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
	is capable of independent research work, presenting its assumptions and 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

Student Effort Structure	Total contact hours	15	Teaching methods	choice from given list
	including:	15		multimedia presentation
	lecture	7		workshop that uses activating methods
	practice	8		individual projects
	e-learning			
	laboratory			
	seminar			
	practical workshop			
	study visit			
	others....			
	consulting hours		Student Work	choice from given list
	exams, assignments			preparation of the final project
	Lectureship			own activity on platform
	Student Effort	10		
	Total Student Effort	25		

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	individual project	100		good + 81% - 90%
				good 71% - 80%
				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

Key literature

Additional literature

MODULE DESCRIPTION

2019/2020													
Module no.	Module Z2/5												
Module name	Specialisation Module (1) MBA in HR								ECTS credits	13	Leader	dr D. Majewska-Bielecka	
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	90	

PURPOSE OF THE MODULE AND MODULE OBJECTIVES													
Short description and objective list													
The purpose of the module is to have the student to be able tocreate andf to shape organizational culture with emphasis to solve conflicts as well as to make reliable decisions based on available financial data													

REQUIREMENTS													
Needed knowledge and skills before starting the module													

LEARNING OUTCOMES													
Short description of learning outcomes gain during the course of a module													
KNOWLEDGE (Student knows and understand on advanced level...)				SKILLS (Student is able to.....)				SOCIAL COMPETENCES (Student is ready to...)					
has nolwedge and understanding of motives and behavior of formal and informal groups; knows and understands the importance of budgeting				manage people in organization as well as to make decisions based on data				is ready to work in different environmental conditions and is aware of the responsibility of decisions made					

MODULE STRUCTURE											
Course no.	Module Z2/5	Course 5.1.	Module Z2/5	Course 5.2.							
Course name	Organisational Behaviour		Managerial Accountancy								
ECTS credits	4		5								

2019/2020

Module Z2/5	Specialisation Module (1) MBA in HR											
Course no.	Course 5.1.											
Course name	Organisational Behaviour							ECTS credits	4	Leader	dr D. Majewska-Bielecka	
Major	MANAGEMENT	Master	Year	I	Semester	2	Status <i>(choice list)</i>	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
KNOWLEDGE	has in-depth knowledge of the cultural, psychological and sociological conditions and determinants of the behavior of individuals and teams in organization.	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 field Z2_W15 Has practical knowledge to start work in various types of business entities or own
	has adequate knowledge to identify the impact of the social and cultural environment from which members of the organization are recruited on their behavior in the organization.	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_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W15 Has practical knowledge to start work in various types of business entities or own
	has theoretical knowledge and a deep understanding of the interaction between superiors and subordinates in the organization depending on the types of organization and management styles.	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 field Z2_W15 Has practical knowledge to start work in various types of business entities or own
	has in-depth knowledge and understanding of motives and behavior of formal and informal groups / teams in the organization.	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 field Z2_W15 Has practical knowledge to start work in various types of business entities or own
SKILLS	is able to identify social, cultural and organizational conditions of interaction and social processes in the organization.	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_U15 Is able to independently plan and implement his own lifelong learning and direct the
	has practical skills in applying appropriate techniques and communication strategies in the organization.	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_U11 Is able to perform various roles and work in a team solving specific tasks that allow
	has practical skills in managing people and teams in an interpersonal conflict in an organization.	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_U11 Is able to perform various roles and work in a team solving specific tasks that allow
	is able to create and shape an adequate organizational culture in practice.	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_U11 Is able to perform various roles and work in a team solving specific tasks that allow
SOCIAL COMPETENCES	is ready to work professionally in various cultural and social conditions in a given organization.	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 / 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 ready to empathically resolve interpersonal conflicts.	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 / 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 ready to work professionally in a diverse social environment.	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 /

STUDENT EFFORT

Student Effort Structure	Total contact hours	30	Teaching methods	choice from given list
	including:	30		lecture
	lecture	6		multimedia presentation
	practice	10		workshop that uses activating methods
	e-learning	6		group discussion
	laboratory			case study
	seminar			team projects
	practical workshop	8		role playing
	study visit			
	others....			
	consulting hours		Student Work	choice from given list
	exams, assignments			preparation to an exam/credit
	Lectureship			preparation of the final project
				review of the literature
	Student Effort	70		own activity on platform
	Total Student Effort	100		

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	written exam	30		good + 81% - 90%
	knowledge test	20		good 71% - 80%
	presentation of an individual or group task	50		satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

1. Organizational behavior as the subject of research; basic disciplines and categories of analysis.
2. Determinants of organizational behavior.
3. Analysis of selected behaviors and relationships in the organization (implementation of tasks, shaping attitudes, power and leadership).
4. Analysis of selected processes taking place in the organization.
5. The unit in the organization - the basics of the individual's behavior, personality, motivations.
6. Basics of group behavior - groups, group roles, working teams, group processes.
7. Communication in the organization.
8. Leadership and power in organization.
9. Conflict and negotiations.
10. Organizational culture.
11. Cultural and social diversity in organizations.

Key literature

Additional literature



2019/2020

Module Z2/5	Specialisation Module (1) MBA in HR											
Course no.	Course 5.2.											
Course name	Managerial Accountancy							ECTS credits	5	Leader	dr D. Majewska-Bielecka	
Major	MANAGEMENT	Master	Year	I	Semester	2	Status <small>(choice list)</small>	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
KNOWLEDGE	has advanced knowledge about the functioning of the enterprise and the use of management accounting tools to make current decisions.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W8 Knows and deeply understands the place and importance of accounting and finance in Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
	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 modern 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_W8 Knows and deeply understands the place and importance of accounting and finance in
SKILLS	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
	understands and is able to describe the relationship between the size of a business and the costs and results of an enterprise.	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
	can prepare information for making short-term decisions and interpret the results of using basic management accounting 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 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, Z2_U9 Is able to record economic events and carry out analyzes in the field of management
	is able to carry out an analysis of specific processes taking place in an enterprise using operational budgets.	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
SOCIAL COMPETENCES	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
	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

STUDENT EFFORT			TEACHING METHODS		
Student Effort Structure	Total contact hours	30	Teaching methods	choice from given list	
	including:	30		lecture	
	lecture	12		multimedia presentation	
	practice	16		workshop that uses activating methods	
	e-learning			group discussion	
	laboratory			task solving	
	seminar				
	practical workshop				
	study visit				
	others....				
	consulting hours		Student Work	choice from given list	
	exams, assignments	2		review of the literature	
	Lectureship			preparation to an exam/credit	
	Student Effort	95		task solving	
Total Student Effort		125			

ASSESSMENTS METHODS

Assessment methods	Final grade	exam	Grade scale	Percentage of final grade	
	choice from given list	% of final grade		very good > 90%	
	written exam	90		good + 81% - 90%	
	tasks, exercises	10		good 71% - 80%	
				satisfactory + 61% - 70%	
				satisfactory 51% - 60%	
				unsatisfactory < 51%	

COURSE DESCRIPTION

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 point 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.

Key literature

1. Ray Garrison, Eric Noreen, Peter Brewer, Managerial Accounting 16th Edition, McGraw-Hill Education, 2017;
2. Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso, Managerial Accounting: Tools for Business Decision Making 8th Edition, Wiley, 2017;
3. Peter Brewer, Ray Garrison, Eric Noreen, Introduction to Managerial Accounting 8th Edition, McGraw-Hill Education, 2018;
4. Lew G., Maruszewska E., Szczypa P., Rachunkowość zarządcza - od teorii do praktyki, Wydawnictwo CeDeWu, Warszawa 2019;
5. Rachunek kosztów, Rachunkowość zarządcza, Controlling - przeszłość, terażniejszość, przyszłość, red. E. Nowak, Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław 2017.

Additional literature

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 Uniwersytetu Łódzkiego, Łódź 2016;
3. Nowak E., Zaawansowana rachunkowość zarządcza, Wydawnictwo PWE, Warszawa 2017.



2019/2020

Module Z2/6	Specialisation Module (2) MBA in HR											
Course no.	Course 5.3.											
Course name	Financial Reporting Methods							ECTS credits	4	Leader	dr I. Rafałqt	
Major	MANAGEMENT	Master	Year	I	Semester	2	Status <small>(choice list)</small>	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
KNOWLEDGE	has in-depth knowledge of the construction of financial statements and is able to define their most important elements. Understands the relationships that exist between economic and legal sciences.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W8 Knows and deeply understands the place and importance of accounting and finance in Z2_W13 Knows and understands the key legal norms regulating the functioning of commercial
	knows at an advanced level the principles of financial reporting and understands how information contained in financial statements is used for the purposes of financial analysis.	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_W4 Knows and understands in depth the usefulness and purposefulness of using methods
	knows the most important financial analysis tools, understands their essence, knows how to use them, and also understands the nature of the relationships between financial phenomena that occur in an enterprise.	Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W8 Knows and deeply understands the place and importance of accounting and finance in
SKILLS	can obtain data from financial statements and prepare them for the needs of financial analysis.	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_U8 Is able to indicate and interpret adequate sources of law and legal provisions relating to
	can independently analyze the financial statements, correctly interpret the results obtained and present their synthesis in the form of a report	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 Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
	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_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_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /
SOCIAL COMPETENCES	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_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
	is able and ready for analytical thinking and makes rational decisions when assessing economic phenomena that occur in the enterprise and its surroundings.	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
	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_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_K10 Is aware and is ready to comply with ethical and social standards appropriate to the

STUDENT EFFORT

Student Effort Structure	Total contact hours	30	Teaching methods	TEACHING METHODS
	including:	30		choice from given list
	lecture	12		lecture
	practice	16		multimedia presentation
	e-learning			case study
	laboratory			group discussion
	seminar			team analysis
	practical workshop			
	study visit			
	others....			
	consulting hours		Student Work	choice from given list
	exams, assignments	2		preparation to an exam/credit
	Lectureship			preparation of the final project
	Student Effort	70		review of the literature
	Total Student Effort	100		task solving

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	written exam	50		good + 81% - 90%
	team case study	50		good 71% - 80%
				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

1. The nature and scope of financial reporting, fundamental principles and information recipients.
2. Structure and elements of the Financial Statement, essence, rules of presentation and preparation, methodology, recipients and cognitive value.
3. International Financial Reporting Standards.
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.
6. 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.
8. Enterprise market position analysis - application of capital (investor) market indicators.
9. Pyramid analysis - Du Pont model.
10. Selected models of bankruptcy prediction.
11. Enterprise capital cost analysis (weighted average cost of capital).
12. Industry specificity in analyzing financial statements.

Key literature

1. Eugene F. Brigham, Michael C. Ehrhardt, Financial Management: Theory & Practice (MindTap Course List) 16th Edition, Cengage Learning, 2019;
2. Martin S. Fridson, Fernando Alvarez, Financial Statement Analysis: A Practitioner's Guide, Wiley, 2011;
3. Thomas Ittelson, Financial Statements, Third Edition: A Step-by-Step Guide to Understanding and Creating Financial Reports, Career Press, 2020;
4. W. Gabrusewicz, P. Gabrusewicz, „Roczne sprawozdania finansowe przedsiębiorstwa”, PWE, Warszawa 2015.

Additional literature

1. „Sprawozdanie finansowe według polskich i międzynarodowych standardów rachunkowości”, red. G. K. Świderska, W. Więclaw, Difin 2012.

MODULE DESCRIPTION

2019/2020													
Module no.	Module Z2/6												
Module name	Specialisation Module (2) MBA in HR								ECTS credits	5	Leader	dr I. Rafał Łt	
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	60	

PURPOSE OF THE MODULE AND MODULE OBJECTIVES													
Short description and objective list													
knows and understands the essence of a team as well as is aware of potential of cultural diversity in a world, is able to lead a team													

REQUIREMENTS													
Needed knowledge and skills before starting the module													

LEARNING OUTCOMES													
Short description of learning outcomes gain during the course of a module													
KNOWLEDGE (Student knows and understand on advanced level...)				SKILLS (Student is able to.....)				SOCIAL COMPETENCES (Student is ready to...)					
undesratnds the importance of leadership, also in different intercultural organizations				applies knowledge of intercultural environment and imprpoves own skills that one is aware of				is able to lead a team in diferent social and cultural environment					

MODULE STRUCTURE													
Course no.	Module Z2/6	Course 6.1.	Module Z2/6	Course 6.2.	Module Z2/6	Course 5.3.							
Course name	Leadership		Intercultural Communication in Business and Management		Financial Reporting Methods								
ECTS credits	3		2		4								



2019/2020

Module Z2/6	Specialisation Module (2) MBA in HR											
Course no.	Course 6.1.											
Course name	Leadership							ECTS credits	3	Leader	dr I. Rafałqt	
Major	MANAGEMENT	Master	Year	I	Semester	2	Status <small>(choice list)</small>	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...	→ <u>CHECK THE KEY</u>
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
SKILLS	is able to collaborate in operational / project teams and to take on various roles in them.	Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow
		Z2_U12 Is able to manage the work of an employee team using the HR management principles
SOCIAL COMPETENCES	is able to work on own improvement	Z2_U16 Is able to communicate with a diverse environment using specialized terminology,
	is able to lead a team	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
		Z2_K2 Is ready to independently, critically evaluate the processes taking place in the

STUDENT EFFORT

Student Effort Structure	Total contact hours	30
	including:	30
	lecture	6
	practice	8
	e-learning	
	laboratory	
	seminar	
	practical workshop	16
	study visit	
	others.....	
	consulting hours	
	exams, assignments	
	Lectureship	
	Student Effort	45
	Total Student Effort	75

TEACHING METHODS

Teaching methods	choice from given list
	case study
	workshop that uses activating methods
	individual projects
	team projects
	video movie
Student Work	choice from given list
	student's own research
	review of the literature

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	tasks, exercises	100		good + 81% - 90%
				good 71% - 80%
				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

1. Definition of a leadership.Key to leadership. Pillars of leadership2. You are the most difficult person to manage3. Key elements that build a charisma of a leader 4. Critics and leadership 5. Leadership and passion 6. Active listening 7. Know your strengths 8. What defines a leader 9.

Key literature

J. Maxwell, Leadership, Golden Rules; J. Maxwell, Leadership 2.0

Additional literature

2019/2020

Module Z2/6	Specialisation Module (2) MBA in HR											
Course no.	Course 6.2.											
Course name	Intercultural Communication in Business and Management							ECTS credits	2	Leader	dr I. Rafalqat	
Major	MANAGEMENT	Master	Year	I	Semester	2	Status <i>(choice list)</i>	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
KNOWLEDGE	is aware of importance and potential, as well as threats of cultural diversity in business world. Realizes the role of intercultural communication and how culture impacts on business relationships, is able to analyze business dilemmas especially from an ethical perspective. Student knows how to communicate effectively in the international business environment.	Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field of international business communication Z2_W15 Has practical knowledge to start work in various types of business entities or own business
	, based on descriptive models of culture, describes properly the characteristics of selected world cultures and a meaning of communication differences in a decision making process by managers and employees. Student knows the role of cultural differences in successful decision making and management in international environment	Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field of international business communication
	knows how to identify and describe various classifications of cultures, especially in a perspective of doing business in an international environment, compared with national enterprises.	Z2_W7 Knows and deeply understands the essence, context and process of operational and management communication Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field of international business communication Z2_W15 Has practical knowledge to start work in various types of business entities or own business
	can identify areas in which culture influences international business and its organizational structures: time, gender, religion and tradition. Students will be able to contrast and analyze cultural differences by applying the relevant theoretical frameworks within a business context. Furthermore, they will be able to provide ethical justification for decisions taken in business settings.	Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field of international business communication Z2_W10 Knows and deeply understands theories and concepts in the field of marketing Z2_W15 Has practical knowledge to start work in various types of business entities or own business
SKILLS	identifies and summarizes the fundamental concepts, multiple perspectives, and theories about culture and communication, and the influence of culture and communication on interpersonal and business interactions.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic and social communication Z2_U2 Is able to identify, interpret and explain complex social, economic and management communication Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / challenges Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow for effective communication Z2_U16 Is able to communicate with a diverse environment using specialized terminology, management and communication principles
	describes global trends regarding the importance of intercultural communication. Explains how culture shapes human perception, communication and conflict styles, behaviors, and ways of thinking.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management communication Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / challenges Z2_U12 Is able to manage the work of an employee team using the HR management principles and communication Z2_U13 Is able to use his management knowledge, competences and individual characteristics in communication Z2_U16 Is able to communicate with a diverse environment using specialized terminology, management and communication principles
	applies knowledge of intercultural communication concepts to analyze intercultural communication scenarios supported by research regarding styles and methods of communication in different cultural settings appropriate to the examined culture.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic and social communication Z2_U2 Is able to identify, interpret and explain complex social, economic and management communication Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow for effective communication Z2_U13 Is able to use his management knowledge, competences and individual characteristics in communication Z2_U16 Is able to communicate with a diverse environment using specialized terminology, management and communication principles
	is familiar with English intercultural terminology related to the business cultures and can use it appropriately.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic and social communication Z2_U16 Is able to communicate with a diverse environment using specialized terminology, management and communication principles
SOCIAL COMPETENCES	collectively raises awareness about taken for granted elements of culture, society, and nature, and gains tools to move beyond boundaries, as well as to imagine and practice alternatives.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the needs of members of diverse teams / Z2_K7 Is ready to empathically 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 business environment
	will demonstrate an understanding of intercultural awareness and ethical reflection, for instance by showing sensitivity, insight, balanced judgement and professionalism.	Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the business environment Z2_K7 Is ready to empathically 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 others Z2_K2 Is ready to independently, critically evaluate the processes taking place in the business environment Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the needs of members of diverse teams /
	is able to lead a discussion, begin and maintain a conversation with his/her classmates about the assigned topic on cultural and international business matter and controversial issues. During discussion can reconcile the arguments of representatives of different cultures, maintaining sensitivity to cultural differences and their sources.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the needs of members of diverse teams / Z2_K2 Is ready to independently, critically evaluate the processes taking place in the business environment Z2_K4 Is ready to take on professional challenges in management in managerial (as leader / as team member) Z2_K7 Is ready to empathically understand the needs of members of diverse teams /

STUDENT EFFORT			TEACHING METHODS		
Student Effort Structure	Total contact hours	30	Teaching methods	choice from given list	
	including:	30			
	lecture	6		lecture	
	practice	8		multimedia presentation	
	e-learning			workshop that uses activating methods	
	laboratory			group discussion	
	seminar				
	practical workshop	16			
	study visit		Student Work	choice from given list	
	others....				
	consulting hours			preparation to an exam/credit	
	exams, assignments			review of the literature	
	Lectureship			student's own research	
				group work - joint task solving	
Student Effort	20				
Total Student Effort	50				

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	<i>choice from given list</i>	<i>% of final grade</i>		very good > 90%
	written exam	80		good + 81% - 90%
	participation in the discussion	10		good 71% - 80%
	presentation of an individual or group task	5		satisfactory + 61% - 70%
	tasks, exercises	5		satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

The course explores intercultural communication and how culture impacts on business relationships. The goal is to familiarize students with the latest research in the field of cultural conditions of business. The aim is to prepare students to effectively communicate and act in an intercultural business environment with particular emphasis on working in multinational companies, which creates the basis for further intercultural education with principles of the cultural intelligence. The learning focus in this course is on student-driven exploration. While we utilize a wide variety of learning approaches, this course is essentially interactive and experiential. This sort of learning requires active individual and group participation. Additionally, several readings will be required and distributed electronically to students.

The course covers following topics:

Globalization – cultural and management challenges and global responsibilities

Cultural Diversity, Identity, Patterns

Ethnocentrism, Stereotypes, Culture shock, Prejudice, Discrimination, Racism, Popular culture, Xenophobia

Patterns of Cross- Cultural Business Behavior

Relationship and Deals focus cultures

Rigid time and Fluid time cultures

Formal versus Informal Business Cultures, status Hierarchies, Power and Respect

Cultures using direct versus Cultures of indirect language

Language Communication and Verbal Codes

Nonverbal communication across Cultures: Kinesics, Chronemics, Proxemics, Haptics, Paralanguage, Silence

Cultural influences on the Expression and perception of Emotions

Cross-cultural Face concerns and conflicts Sty

Adapting to unfamiliar culture: culture shock

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 Vladimir Zhelvis, Oval Books 2010
 Xenophobe's Guide to the Aussies by Ken Hunt, Oval books 2008

MODULE DESCRIPTION

2019/2020													
Module no.	Module Z2/7												
Module name	Competences in Management (1)								ECTS credits	4	Leader	dr M. Bzunek	
Major	MANAGEMENT	Master	Year	I	Semester	2	Status <i>(choice list)</i>	OBLIGATORY	Language	English	Total Contact Hours	60	

PURPOSE OF THE MODULE AND MODULE OBJECTIVES													
Short description and objective list													
<p>The 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 supporting 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.</p>													

REQUIREMENTS													
Needed knowledge and skills before starting the module													

LEARNING OUTCOMES													
Short description of learning outcomes gain during the course of a module													
KNOWLEDGE <i>(Student knows and understand on advanced level...)</i>				SKILLS <i>(Student is able to.....)</i>				SOCIAL COMPETENCES <i>(Student is ready to...)</i>					
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 of entrepreneurial activities. In addition, the student is able to apply selected solutions in the field of information and communication technologies in business decisions.				to carry out tasks independently and in a group, while performing various functions. Moreover, working in teams, he performs his work reliably and carefully. He is ready to assess his knowledge and also understands the need for continuous learning.					

MODULE STRUCTURE										
Course no.	Module Z2/7	Course 7.1.	Module Z2/7	Course 7.2.						
Course name	ICT Tools for Business Decisions		Foreign Language							
ECTS credits	2		2							



2019/2020

Module Z2/7	Competences in Management (1)											
Course no.	Course 7.1.											
Course name	ICT Tools for Business Decisions						ECTS credits	2	Leader	dr M. Bzunek		
Major	MANAGEMENT	Master	Year	I	Semester	2	Status <i>(choice list)</i>	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
KNOWLEDGE	has a deep understanding related to decision processes, that occur within an organization. Moreover, one understands the role of information in business management process.	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 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
	has 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
	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 identifies factors which contribute to the development of potential application of IT-based business decision support tools.	Z2_W12 Knows and deeply understands the importance and areas of using IT support systems in
SKILLS	is able to use ICT tools in order to find, gather and process data which is essential for business decision making processes.	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 Z2_U6 Is able to efficiently use information and communication technologies used in conducting
	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,
	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_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_U4 Is able to forecast and model complex managerial processes and decisions, as well as to Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
	is able to support business decision making process with advanced applications of spreadsheets.	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,
SOCIAL COMPETENCES	is aware of a constant need to develop one's skills and knowledge related to applications of ICT solutions in decision and management processes.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need
	is ready to take responsibility of one's decisions, in social, ethic, professional, 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 /
	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.	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_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to

STUDENT EFFORT

Student Effort Structure	STUDENT EFFORT		Teaching methods	TEACHING METHODS	
	Total contact hours	30		choice from given list	
	including:	30		lecture	
	lecture	12		multimedia presentation	
	practice			group discussion	
	e-learning			case study	
	laboratory	18		task solving	
	seminar			practical workshop	
	practical workshop				
	study visit				
	others....				
	consulting hours		Student Work	choice from given list	
	exams, assignments			preparation to an exam/credit	
	Lectureship			review of the literature	
	Student Effort	20		task solving	
	Total Student Effort	50			

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	tasks, exercises	100		good + 81% - 90%
				good 71% - 80%
				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Course description	Main topics and areas of the course	
	1. The concept and origin of information and communications technologies. 2. Drivers of growth of information and communications technologies and IT-based business decision support tools. 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 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. 11. Conditional formatting, reordering and summarizing data. 12. Using formulas: basic formulas, financial formulas, date and time formulas, logical formulas, error trapping, and other functions. 13. Array formulas. 14. Using pivot tables and pivot charts in business decision making processes. 15. Using solver and analysis toolpack in business decision making processes. 16 Preparing datasets, and data analysis in Microsoft Excel.	
	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.	



2019/2020

Module Z2/7	Competences in Management (1)											
Course no.	Course 7.2.											
Course name	Foreign Language							ECTS credits	2	Leader	dr M. Bzunek	
Major	MANAGEMENT	Master	Year	I	Semester	2	Status <small>(choice list)</small>	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
KNOWLEDGE	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).
SKILLS	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,
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 EFFORT

Student Effort Structure	Total contact hours	30	Teaching methods	choice from given list
	including:	30		multimedia presentation
	lecture			workshop that uses activating methods
	practice			group discussion
	e-learning			role playing
	laboratory			other activating methods
	seminar			
	practical workshop			
	study visit			
	others....			
	consulting hours		Student Work	choice from given list
	exams, assignments	2		preparation of the final project
	Lectureship	28		review of the literature
	Student Effort	20		others
	Total Student Effort	50		

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	written exam	60		good + 81% - 90%
	participation in the discussion	10		good 71% - 80%
	other activities	10		satisfactory + 61% - 70%
	tasks, exercises	20		satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

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, exercises, role-playing - activities carried out only in English. The use of interactive methods and mobile tools, e.g. Quizlet software

Key literature

Market Leader intermediate; E-learning platform; language learning support software, incl. Quizlet.

Additional literature

Publications included in the Manual as additional literature for each part of the material.

MODULE DESCRIPTION

2019/2020													
Module no.	Module Z2/8												
Module name	Quantative Methods in Management								ECTS credits	5	Leader	dr M. Bzunek	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status <i>(choice list)</i>	OBLIGATORY	Language	English	Total Contact Hours	45	

PURPOSE OF THE MODULE AND MODULE OBJECTIVES													
Short description and objective 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 the application of statistical methods in the area of business practice.													

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 economics.													

LEARNING OUTCOMES													
Short description of learning outcomes gain during the course of a module													
KNOWLEDGE <i>(Student knows and understand on advanced level...)</i>				SKILLS <i>(Student is able to.....)</i>				SOCIAL COMPETENCES <i>(Student is ready to...)</i>					
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 characterized by a high degree of complexity. Moreover, the student prepares data for research, prioritizing its usefulness, completeness and quality.				to improve their skills and analytical competences using the apparatus of quantitative methods, and understand that management decisions require analytical and rational thinking, based on objective numerical arguments.					

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



2019/2020

Module Z2/8	Quantative Methods in Management											
Course no.	Course 8.1.											
Course name	Statistical Inference							ECTS credits	5	Leader	dr M. Bzunek	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status <small>(choice list)</small>	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
KNOWLEDGE	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,
	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,
SKILLS	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
	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
SOCIAL COMPETENCES	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
	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
	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_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 /

STUDENT EFFORT			TEACHING METHODS		
Student Effort Structure	Total contact hours	45	Teaching methods	choice from given list	
	including:	45		lecture	
	lecture	18		team analysis	
	practice			multimedia presentation	
	e-learning			case study	
	laboratory	25		task solving	
	seminar				
	practical workshop				
	study visit				
	others....				
	consulting hours		Student Work	choice from given list	
	exams, assignments	2		preparation to an exam/credit	
	Lectureship			task solving	
	Student Effort	80		essay preparation	
	Total Student Effort	125		review of the literature	

ASSESSMENTS METHODS

Assessment methods	Final grade	exam	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	written exam	70		good + 81% - 90%
	individual case study	30		good 71% - 80%
				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

1. Introduction to statistical inference - the essence of statistical inference, as well as the most important areas of application of statistical inference in economic practice.
2. Characteristics of the methodology and individual stages of the statistical survey.
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.
8. Verification of statistical hypotheses.
9. Nonparametric tests.
10. Selected methods of correlation and regression analysis.

Key literature

Berenson., Levine., Szabat., (2015), Basic Business Statistics Concepts and Applications. (Thirteen Edition), Pearson Education Limited, Essex, England.

Additional literature

Cortinhas C., Black K., (2012), Statistics for Business and Economics. (First European Edition), John Wiley & Sons, West Sussex, UK.

MODULE DESCRIPTION

2019/2020												
Module no.	Module Z2/9											
Module name	Diploma Module (2)							ECTS credits	3	Leader	prof. A. Zelek	
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	18

PURPOSE OF THE MODULE AND MODULE OBJECTIVES												
Short description and objective list												
The aim of the module - diploma seminar is to prepare the student for the process of developing a thesis, which is a solution to the actual, real problem related to various management functions, against the background of literature studies and the research process.												

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												
KNOWLEDGE (Student knows and understand on advanced level...)				SKILLS (Student is able to.....)				SOCIAL COMPETENCES (Student is ready 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 management problems in various functions and areas of management, including those in line with the chosen specialization.				to conduct an independent research process and demonstrate a critical and selective attitude towards the collected information sources and to formulate consistent, logical recommendations / recommendations for changes.				

MODULE STRUCTURE										
Course no.	Module Z2/9	Course 9.1.								
Course name	Dissertation Thesis Seminar									
ECTS credits	3									



2019/2020

Module Z2/9	Diploma Module (2)											
Course no.	Course 9.1.											
Course name	Dissertation Thesis Seminar							ECTS credits	3	Leader	prof. A. Zelek	
Major	MANAGEMENT	Master	Year	I	Semester	2	Status <small>(choice list)</small>	OBLIGATORY	Language	English	Total Contact Hours	18

LEARNING OUTCOMES

Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
	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
SKILLS	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,
SOCIAL 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

STUDENT EFFORT

Student Effort Structure	Total contact hours	18	Teaching methods	TEACHING METHODS
	including:	18		<i>choice from given list</i>
	lecture			group discussion
	practice			individual projects
	e-learning			
	laboratory			
	seminar	18		
	practical workshop			
	study visit			
	others....			
	consulting hours		Student Work	<i>choice from given list</i>
	exams, assignments			preparation of the final project
	Lectureship			review of the literature
	Student Effort	57		student's own research
	Total Student Effort	75		

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	<i>choice from given list</i>	% of final grade		very good > 90%
	individual project	100		good + 81% - 90%
				good 71% - 80%
				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

Preparing the student for an independent, scientifically based problem analysis and for presenting the results of own research as part of the master's thesis. The diploma seminar (semester 1) includes:

1. Choosing the topic of work.
2. Defining the main elements of the research model, including research goals, hypotheses, methods of hypothesis verification.
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.

Key literature

1. G. Maniak, E. Świergiel, A. Zelek, Twoja praca promocyjna – od dylematów do perfekcji. Poradnik dla studentów ZPSB, Wyd. Naukowe ZPSB, Szczecin 2010 (także w wersji elearningowej).
2. J. Lichtarski, Praktyczny wymiar nauk o zarządzaniu, PWE, Warszawa 2015

Additional literature

MODULE DESCRIPTION

2019/2020												
Module no.	Module Z2/10											
Module name	Specialisation Module (3) MBA in HR							ECTS credits	9	Leader	dr I. Rafał Łą	
Major	MANAGEMENT	Master	Year	II	Semester	3	Status <i>(choice list)</i>	OBLIGATORY	Language	English	Total Contact Hours	90

PURPOSE OF THE MODULE AND MODULE OBJECTIVES												
Short description and objective list												
The aim of the module is to provide participants with comprehensive and modern theoretical knowledge, taking into account the trends and challenges of HRM, and to improve their practical skills in the field of human resource management, especially in the field of effective selection of employees and conducting recruitment interviews.												

REQUIREMENTS												
Needed knowledge and skills before starting the module												
It is advisable to complete the course in Strategic HRM and Negotiations in Management.												

LEARNING OUTCOMES												
Short description of learning outcomes gain during the course of a module												
KNOWLEDGE <i>(Student knows and understand on advanced level...)</i>				SKILLS <i>(Student is able to.....)</i>				SOCIAL COMPETENCES <i>(Student is ready to...)</i>				
trends and challenges in the area of human resource management and sees the need for continuous improvement of personnel processes in organizations, especially in the area of effective selection of employees and in conducting recruitment interviews; a package of modern methods and tools for selecting employees; knows how to effectively design the selection of employees, conduct recruitment interviews.				create and improve HR activities corresponding to the challenges of modern organizations; design an effective selection process, efficiently conduct a recruitment interview, using modern methods and tools for human resource management.				individually and as a team, noticing the variety of possibilities, create scenarios of activities in the area of human resource management; is prepared to analyze the strengths and weaknesses of each of the proposed solutions and is ready to accurately define the conditions necessary for successful implementation, especially in the area of employee selection				

MODULE STRUCTURE										
Course no.	Module Z2/10	Course 10.1.	Module Z2/10	Course 10.2.	Module Z2/10	Course 10.3.				
Course name	Recrutating and Selection		Trends in Human Resource Management		Employer Branding					
ECTS credits	5		4		4					



2019/2020												
Module Z2/10		Specialisation Module (3) MBA in HR										
Course no.		Course 10.1.										
Course name		Recrutating and Selection							ECTS credits	5	Leader	dr I. Rafałqt
Major	MANAGEMENT	Master	Year	II	Semester	3	Status <small>(choice list)</small>	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
KNOWLEDGE	knows and understands the stages of the recruitment process and the factors determining the people management process. Knows how to optimize individual activities in the area of selection and design effective processes of recruitment, selection and adaptation to work.	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_W9 Knows and deeply understands selected contemporary theories and concepts in the
	has a comprehensive knowledge of tools and methods of recruitment, selection and introduction to work, mainly in the field of interviewing competence, direct search and assessment center.	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_W9 Knows and deeply understands selected contemporary theories and concepts in the Z2_W15 Has practical knowledge to start work in various types of business entities or own
	knows how to design and implement the selection process, fully adapted to the needs of the labor market and understands problems in the field selection of employees. Knows contemporary trends in recruitment, selection and adaptation to work.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the Z2_W15 Has practical knowledge to start work in various types of business entities or own
SKILLS	has practical skills in designing an effective selection process fully adapted to the needs of the labor market. Analyzes and solves the basic problems with the selection of employees.	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 Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills
	constructs and selects methods, techniques and tools optimal for the situation in the area of employee selection.	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 Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills
	has technical and analytical skills to diagnose phenomena in the company's environment, which are important for the effectiveness of the employee selection process	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_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U15 Is able to independently plan and implement his own lifelong learning and direct the
SOCIAL COMPETENCES	is ready to individually and / or collectively assess the factors determining the selection of employees, allowing for effective design and improvement individual activities in this area.	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 Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
	is able to work in a team, proposing and arguing solutions for the selection of employees, performing various roles; he has the skills organizational ones that enable the achievement of goals related to the design and undertaking of professional activities in the area of HR.	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 ready to think and act creatively, in line with the effectiveness criteria of HRM processes	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

STUDENT EFFORT

STUDENT EFFORT			TEACHING METHODS		
Student Effort Structure	Total contact hours	30	Teaching methods	choice from given list	
	including:	30		practical workshop	
	lecture	8		multimedia presentation	
	practice	10		case study	
	e-learning			workshop that uses activating methods	
	laboratory			group discussion	
	seminar			individual projects	
	practical workshop	10			
	study visit				
	others....				
	consulting hours		Student Work	choice from given list	
	exams, assignments	2		preparation of the final project	
	Lectureship			review of the literature	
	Student Effort	95		group work - joint task solving	
	Total Student Effort	125		task solving	

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	individual project	50		good + 81% - 90%
	tasks, exercises	40		good 71% - 80%
	participation in the discussion	10		satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

Course description	1. Recruitment and its goals. Positive image of the company and marketing approach to recruitment activities. Preparation of the recruitment process and recruitment plan. Diagnosis of personal needs. Job description. Candidate profile. Examples of phrases for job requirement profile. Acquiring candidates. Recruitment methods. Internet recruitment and its possible use. Cooperation with companies and institutions in the area of recruitment. Discrimination and other mistakes made in the recruitment process. Computerization and internetization - the latest trends in recruiting candidates.
	2. Selection and its strategies. Selection criteria. Selection methods and tools based on questionnaires, interview and performance evaluation. Principles of professional competence measurement. Assessment Center and group methods of suitability testing. Shaping the session Assessment Center. Making a final choice based on a variety of data. The latest trends in selection. Changes in the nature of occupational activities and career mechanisms.
	3. Adaptation of a new employee. Implementation methods and tools to work. Employment contract and actions after signing the contract.
	Key literature
	Skuteczna rekrutacja, praca zbiorowa, Grupa Wydawnicza Infor, Warszawa 2019. 2. M. Suchar, Rekrutacja i selekcja personelu, C.H. Beck, Warszawa 2009. 3. D. Wieczorek, Skuteczna rekrutacja czyli jak samodzielnie zatrudnić właściwą osobę na właściwe stanowisko, Wyd. Helion, Gliwice 2012. 4. J. Woźniak, Rekrutacja. Teoria i praktyka, Wyd Naukowe PWN, Warszawa 2013. 5. W. Jarecki, Rekrutacja pracowników, Economicus, Szczecin 2012. 6. J. Wieczorek, Zatrudnianie i rozwój pracowników z zastosowaniem metody Assessment Center Development Center, Wyd. Ośrodek Doradztwa i Doskonalenia Kadr Sp z o.o., Gdańsk 2010.
Additional literature	



2019/2020

Module Z2/10	Specialisation Module (3) MBA in HR											
Course no.	Course 10.2.											
Course name	Trends in Human Resource Management							ECTS credits	4	Leader	dr I. Rafałqt	
Major	MANAGEMENT	Master	Year	II	Semester	3	Status <small>(choice list)</small>	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...	→ <u>CHECK THE KEY</u>
KNOWLEDGE	knows internal and external factors influencing the shape of contemporary people management and understands the directions of changes in the area of people management in contemporary organizations.	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 in a deeper scope and understands the function of HR departments and the role of entities responsible for people management as well as the challenges they face in the process of effective building of the company's value.	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 new practices in the field of people management, identifies trends and directions of changes in this area	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_W9 Knows and deeply understands selected contemporary theories and concepts in the
SKILLS	knows how to identify key determinants influencing the shape of contemporary people management, constructs and selects management concepts optimal for the situation, in particular talent management, competency management, modern employee appraisal systems, virtual team management, management of difficult employees, work-life balance.	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_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /
	has and develops practical design skills - creating from scratch and constantly improving HR activities that correspond to the challenges of modern organizations.	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 Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /
	can find adequate solutions to problems related to people management in the company, identifying and skilfully using both opportunities / threats and strengths / weaknesses of the organization.	Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills
SOCIAL COMPETENCES	is able to independently assess the processes taking place in the organization and on the labor market and to critically relate to this assessment, maintaining integrity and diligence, objectivity and rationality in proposing appropriate solutions in the area of people management.	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 Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining
	is ready to function in a team, performing various functions (also as a group leader) - is able to participate or manage the process of team decision-making, doing it in an ethical manner and in accordance with social norms.	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
	appreciates diversity among other people and overcomes schematic thinking, prejudices and stereotypes - is tolerant and open	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 Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to

STUDENT EFFORT

STUDENT EFFORT			TEACHING METHODS	
Student Effort Structure	Total contact hours	30	Teaching methods	choice from given list
	including:	30		multimedia presentation
	lecture	12		workshop that uses activating methods
	practice	8		group discussion
	e-learning			team projects
	laboratory			lecture
	seminar			case study
	practical workshop	8		individual projects
	study visit			
	others....			
	consulting hours		Student Work	choice from given list
	exams, assignments	2		preparation of the final project
	Lectureship			review of the literature
	Student Effort	70		preparation of the final project
Total Student Effort	100	group work - joint task solving		

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade	
	choice from given list	% of final grade		very good > 90%	
	written exam	30		good + 81% - 90%	
	tasks, exercises	30		good 71% - 80%	
	team case study	40		satisfactory + 61% - 70%	
				satisfactory 51% - 60%	
				unsatisfactory < 51%	

COURSE DESCRIPTION

Main topics and areas of the course

- Changes in the labor market. Labor market and HRM. Work and HRM in the information society. Workforce migrations. X, Y and Z generation on the labor market and in the organization. Age management. Mobility programs.
- Changes in the role and architecture of HR departments. The role of HR in optimizing work processes. Effective building of the company's value.
- New HRM practices.
 - Flexible forms of employment and work organization.
 - Directions of changes in the dynamics and patterns of professional careers. Keeping employees. Succession. Talent management. Competency management.
 - Directions of changes in incentive systems. Modern employee evaluation systems.
- Education as an instrument to counteract the phenomenon of mismatch between supply and demand in the labor market. The situation of university graduates on the labor market.
- Pathologies in managing organizations. Discrimination and mobbing in labor relations.
- Challenges in management processes. Leadership. Cultural diversity, managing virtual teams. Line managers and their roles in human resource management processes. Managing difficult employees. Conflicts in the organization.
- Application of statistical methods in research on personnel issues.
- Directions of contemporary research in the area of HRM.

Key literature

- G. Filipowicz, HR Business Partner, Koncepcja i praktyka, Wolters Kluwer, Warszawa 2019.
- Przyszłość zarządzania zasobami ludzkimi. Dylematy i wyzwania, red. nauk. Z. Antczak, S. Borkowska, Difin SA, Warszawa 2014.
- T. Oleksyn, Zarządzanie zasobami ludzkimi w organizacji, Oficyna Wydawnicza Wolters Kluwer, Warszawa 2014.
- Zarządzanie kapitałem ludzkim. Procesy – narzędzia – aplikacje, red nauk. M. Juchnowicz, PWE, Warszawa 2014.
- E. Masłyk-Musiał, Strategiczne zarządzanie zasobami ludzkimi, Oficyna Wydawnicza Politechniki Warszawskiej, Warszawa 2011.
- W. Daniecki, Talenty w firmie, czyli jak rekrutować i motywować najlepszych, Wydawnictwo Naukowe PWN, Warszawa 2011.
- Zarządzanie zasobami ludzkimi na rynkach międzynarodowych, red. A. Poczrowski, Oficyna a Wolters Kluwer business, Warszawa 2015.
- J.A. Cannon, R. McGee, Zarządzanie talentami i planowanie ścieżek karier. Zestaw narzędzi, ABC a Wolters Kluwer business, Warszawa 2015.

Additional literature

- P. Reilly, T. Williams, Strategiczne zarządzanie zasobami ludzkimi. Wyd. Wolters Kluwer Polska, Warszawa 2012.
- Z. Pawlak, Zarządzanie zasobami ludzkimi w przedsiębiorstwie. Wyd. Poltext, Warszawa 2011.
- M. Armstrong, Zarządzanie zasobami ludzkimi. Wyd. 5 Wolters Kluwer Polska, Warszawa 2011.
- D. Ulrich i inni, Nowoczesne zarządzanie zasobami ludzkimi. Wyd. Wolters Kluwer Polska, Warszawa 2010.
- M. Juchnowicz i inni, Narzędzia i praktyka zarządzania zasobami ludzkimi. Wyd. Poltext, Warszawa 2010.
- Z. Janowska, Zarządzanie zasobami ludzkimi. Wyd. PWE, Warszawa 2010



2019/2020

Module Z2/10	Specialisation Module (3) MBA in HR											
Course no.	Course 10.3.											
Course name	Employer Branding							ECTS credits	4	Leader	dr I. Rafałqt	
Major	MANAGEMENT	Master	Year	II	Semester	3	Status <small>(choice list)</small>	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...	→ <u>CHECK THE KEY</u>
KNOWLEDGE	knows and understands that building the image of the employer is a continuous process and is aware of the factors that affect it. The student understands the need to keep up with changing trends, new technologies in creating a positive image of the company and is aware of continuous learning and updating knowledge	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_W9 Knows and deeply understands selected contemporary theories and concepts in the
	knows how to design the Employer Branding strategy, knows the stages of operation in this area and knows how to plan individual Employer Branding activities.	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_W9 Knows and deeply understands selected contemporary theories and concepts in the Z2_W15 Has practical knowledge to start work in various types of business entities or own
	knows various methods, techniques and practical sets of tools that are helpful in building a positive internal and external image of the employer.	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 Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the Z2_W15 Has practical knowledge to start work in various types of business entities or own
SKILLS	can find adequate solutions to the company's image problems. Can design an employer branding strategy that matches the company's strategy. Analyzes and uses company distinguishing features in shaping the company's image.	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_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills
	can analyze EB activities and campaigns of selected employers and acquires practical skills in designing employerbranding strategy for a selected company	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_U11 Is able to perform various roles and work in a team solving specific tasks that allow
	has technical and analytical skills to communicate EB assumptions to individual stakeholders and is able to measure the effectiveness of image activities. Is able to determine the role of HR processes in shaping the company's image.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U15 Is able to independently plan and implement his own lifelong learning and direct the
SOCIAL COMPETENCES	is ready to function in a team, performing various functions (including a group leader) - is able to participate or manage the team decision making process in designing employerbranding strategy	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 Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the
	is able to think and act creatively using the Design Thinkingo method, in accordance with the criteria of strategic efficiency and entrepreneurship.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
	is ready to perform individual and / or group assessment of phenomena and events as a basis for making decisions in the area of building a positive image of the company.	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_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

STUDENT EFFORT

STUDENT EFFORT			TEACHING METHODS		
Student Effort Structure	Total contact hours	30	Teaching methods	choice from given list	
	including:	30		multimedia presentation	
	lecture	12		workshop that uses activating methods	
	practice	8		group discussion	
	e-learning			individual projects	
	laboratory		Student Work	team analysis	
	seminar			practical workshop	
	practical workshop	8			
	study visit				
	others....			choice from given list	
	consulting hours			preparation to an exam/credit	
	exams, assignments	2		preparation of the final project	
	Lectureship			review of the literature	
	Student Effort	70		task solving	
	Total Student Effort	100			

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	team projects	40		good + 81% - 90%
	knowledge test	10		good 71% - 80%
	tasks, exercises	40		satisfactory + 61% - 70%
	participation in the discussion	10		satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

1. Employer branding (EB) notion.
2. EB - what for? with who? for whom?
3. Corporate brand vs. employer's brand - "halo effect".
4. Employer brand audit - ways to collect data, numbers and opinions.
5. Points of contact with the employer's brand - "Candidate & Employee Experience".
6. Employer target groups.
 - map of stakeholders, • creating a person, • selection of channels and media for a selected person,
7. Employee Value Proposition (EVP).
 - being, • 5 questions by B. Minchington, • EVP matrix, • EVP design for the organization,
8. EB strategy.
 - goals, • KPI, • stages, • milestones, • organization of work,
9. Analysis of EB activities and campaigns of selected employers

Key literature

Mosley R., Schmidt L, Employer branding for dummies, 2017, Rosethorm H., Employer brand: keep faith with the deal, Gower 2017.

Additional literature

Mosley R., Employer brand management: practical lessonf from the world leading employers, Wiley & Sons 2018.

MODULE DESCRIPTION

2019/2020												
Module no.	Module Z2/11											
Module name	Civic and Commercial Law							ECTS credits	6	Leader	prof. A. Zelek	
Major	MANAGEMENT	Master	Year	II	Semester	3	Status <i>(choice list)</i>	OBLIGATORY	Language	English	Total Contact Hours	60

PURPOSE OF THE MODULE AND MODULE OBJECTIVES												
Short description and objective list												
<p>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 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 labor law, including the principles of establishing an employment relationship and the rights and obligations of the employee and the employer.</p>												

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												
KNOWLEDGE <i>(Student knows and understand on advanced level...)</i>				SKILLS <i>(Student is able to.....)</i>				SOCIAL COMPETENCES <i>(Student is ready to...)</i>				
main sources of economic law; recognizes the basic terms and legal norms necessary to work in managerial positions.				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 STRUCTURE										
Course no.	Module Z2/11	Course 11.1.	Module Z2/11	Course 11.2.						
Course name	Corporate Law		Labour Law							
ECTS credits	3		3							



2019/2020

Module Z2/11	Civic and Commercial Law											
Course no.	Course 11.2.											
Course name	Labour Law							ECTS credits	3	Leader	prof. A. Zelek	
Major	MANAGEMENT	Master	Year	II	Semester	3	Status <small>(choice list)</small>	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...	→ <u>CHECK THE KEY</u>
KNOWLEDGE	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
SKILLS	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
SOCIAL 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_K2 Is ready to independently, critically evaluate the processes taking place in the

STUDENT EFFORT			TEACHING METHODS		
Student Effort Structure	Total contact hours	30	Teaching methods	choice from given list	
	including:	30		lecture	
	lecture	16		multimedia presentation	
	practice	12		workshop that uses activating methods	
	e-learning	2		activity on e-learning platform	
	laboratory				
	seminar				
	practical workshop				
	study visit				
	others....				
	consulting hours		Student Work	choice from given list	
	exams, assignments			preparation to an exam/credit	
	Lectureship			own activity on platform	
	Student Effort	45		review of the literature	
Total Student Effort	75		trial tests		

ASSESSMENTS METHODS

Assessment methods	Final grade	exam	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	knowledge test	70		good + 81% - 90%
	tasks, exercises	30		good 71% - 80%
				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

Course description	COURSE DESCRIPTION	
	Main topics and areas of the course	
	1/ The concept, sources of law and fundamental principles of labour law; 2/ Basic concepts of labour law: employer, employee, workplace, employment relationship; 3/ The basis of the employment relationship (employment contract, appointment, nomination, cooperative employment contract); 4/ Employment relationship, application of the provisions of the Civil Code in labour law; 5/ Rights and obligations of the parties to the employment relationship; 6/ Liability of the parties to the employment relationship; 7/ Working time; 8/ Employee leave; 9/ Modes of termination of employment contracts.	
	Key literature	
	1. Labour Code – Act of 23th December 1997 2. D. Książek, J. Czerniak-Swędzioł, K. Baran, M. Wujczyk, Labour Law Disputes in Polish Legal System, C.H. Beck, Warszawa 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.	
	Additional literature	
	1. A. Malinowski, Nawiązywanie i rozwiązywanie stosunku pracy. Komentarz praktyczny, C.H.Beck, Warszawa 2015. 2. R. Terlecki, N. Szok, Prawo pracy w praktyce, C.H.Beck, Warszawa 2015. 3. On-line platforms, for example http://www.infor.pl/wskazniki/prawo-pracy-i-ubezpieczen-spoecznych	

MODULE DESCRIPTION

2019/2020												
Module no.	Module Z2/12											
Module name	Specialisation Module (4) MBA in HR								ECTS credits	8	Leader	dr J. Osuch
Major	MANAGEMENT	Master	Year	II	Semester	3	Status <i>(choice list)</i>	OBLIGATORY	Language	English	Total Contact Hours	60

PURPOSE OF THE MODULE AND MODULE OBJECTIVES												
Short description and objective list												
<p>The aim of the module is to provide participants with comprehensive and modern theoretical and practical knowledge in the area of performance management and developing the potential of employees, as well as improving their practical skills in this area of human resource management. The main goal of the module is to present and understand by students the fundamental principles of the concept of marketing, allowing them to develop the ability to design and conduct market activities tailored to the needs of the target group. An important goal is to indicate the practical implications of marketing activities and developing the ability to use marketing tools and techniques in practice.</p>												

REQUIREMENTS												
Needed knowledge and skills before starting the module												
Module: Specialized (1) and (2) HRM, course: Strategic HRM, course: Negotiations in management.												

LEARNING OUTCOMES												
Short description of learning outcomes gain during the course of a module												
KNOWLEDGE <i>(Student knows and understand on advanced level...)</i>				SKILLS <i>(Student is able to.....)</i>				SOCIAL COMPETENCES <i>(Student is ready to...)</i>				
the performance management process and the process of developing employees' competences and skills; sees the need for continuous improvement of personnel activities in these areas; has comprehensive knowledge of modern methods and tools for performance management and the development of employees' competences and skills; knows how to effectively design and implement the results management process fully adapted to the needs of the organization's development. marketing instruments, understands buyers' behavior and principles of strategy design marketing; rules for conducting market and marketing research and rules. creating research tools.				create and improve HR activities supporting the achievement of efficiency in the organization; design an effective management process and the process of developing employees' competence and skills, using modern methods and tools for human resource management. shape marketing mix instruments and design marketing activities, adequately to the situation; use of main methods and tools for acquiring market data to diagnose market processes, is able to independently carry out basic research work and recommend marketing decisions; analyze marketing situation and propose alternative solutions rationally select marketing instruments.				individually and as a team, noticing the variety of possibilities, create scenarios of activities in the area of human resource management; analyzing each's strengths and weaknesses from the proposed solutions and ready to accurately define the conditions necessary for the success of their implementation, especially in the area of results management and the development of employees' competences and skills. to work in a group, taking different roles in it; independently identify, diagnose and resolve problems and apply various variants of solutions in business practice; think in an entrepreneurial and creative way, taking into account the specificity of the market and organization.				

MODULE STRUCTURE										
Course no.	Module Z2/12	Course 12.1.	Module Z2/12	Course 12.2.	Module Z2/12	Course 12.2.				
Course name	Organisation Development		Marketing Strategies		Marketing Strategies					
ECTS credits	4		4		4					



2019/2020

Module Z2/12	Specialisation Module (4) MBA in HR											
Course no.	Course 12.1.											
Course name	Organisation Development							ECTS credits	4	Leader	dr J. Osuch	
Major	MANAGEMENT	Master	Year	II	Semester	3	Status <small>(choice list)</small>	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
KNOWLEDGE	knows and understands the essence and stages of the employee development process and the factors determining this people management process. Knows how to optimize individual activities in the area of determining business and development needs, identifying employees' potential, preparing and conducting training, improving competences, career management, including building career paths.	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_W9 Knows and deeply understands selected contemporary theories and concepts in the
	has comprehensive knowledge of the tools and methods for developing the competences and skills of employees, mainly in the field of training preparation.	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_W9 Knows and deeply understands selected contemporary theories and concepts in the Z2_W15 Has practical knowledge to start work in various types of business entities or own
	knows how to design and implement the employee development process fully adapted to business and development needs and understands problems in the field of developing employees' competences and skills	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the Z2_W15 Has practical knowledge to start work in various types of business entities or own
SKILLS	has practical skills in designing the employee development process fully adapted to the business and development needs of the organization. Analyzes and solves basic problems in the field of employee development	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 Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills
	constructs and selects methods, techniques and tools optimal for the situation in the area of employee development. is able to diagnose development needs and choose appropriate methods and evaluate the effectiveness and efficiency of development programs	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 Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills
	has technical and analytical skills to diagnose phenomena in the company's environment of significant importance for the effectiveness of the employee development process.	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_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U15 Is able to independently plan and implement his own lifelong learning and direct the
SOCIAL COMPETENCES	is able to think and act creatively, in accordance with the organizational effectiveness criteria	Z2_K7 Is ready to emphatically understand the needs of members of diverse teams / Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the
	is ready to individually and / or collectively carry out an assessment of the factors determining employee development, allowing for the effective design and improvement of individual activities in this area.	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 Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
	is ready to work in a team proposing and arguing solutions in the field of employee development, performing various roles; he has the skills organizational ones that allow the achievement of goals related to designing and undertaking professional activities.	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 /

STUDENT EFFORT

Student Effort Structure	Total contact hours	30	Teaching methods	choice from given list
	including:	30		multimedia presentation
	lecture	4		workshop that uses activating methods
	practice	12		group discussion
	e-learning			case study
	laboratory			practical workshop
	seminar			individual projects
	practical workshop	12		
	study visit			
	others....			
	consulting hours	2	Student Work	choice from given list
	exams, assignments			preparation of the final project
	Lectureship			review of the literature
	Student Effort	70		task solving
	Total Student Effort	100		

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	team projects	50		good + 81% - 90%
	tasks, exercises	40		good 71% - 80%
	participation in the discussion	10		satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

1. Organization development and human resource development.
2. The essence, purpose and results of human resources development.
3. Identifying business and development needs.
• methods and tools for determining development needs, • business and development goals, • analysis of development and training needs.
4. Preparation and conducting of training.
• learning objectives, • selection of training methods (including e-learning, blended learning), • training materials, • competences of the trainer conducting the training, • internal trainers in the organization and cooperation with training companies, • evaluation of the results training.
5. Development of managerial competences.
• external and internal promotion, • development of manager's competences versus team development, • role of a manager in training, • coaching, • mentoring.
6. Career management and succession planning.
• career paths, • succession planning, • promotion systems.
7. Organizational context.
• linking employee development with business, • involvement of managerial staff in the development process, • organizational climate, • employee, manager and organization development - challenges and implementation conditions.

Key literature

1. G. Filipowicz, Rozwój organizacji poprzez rozwój efektywności pracowników, Wolters Kluwer, warszawa 2013.
2. M. Mitoraj-Jaroszek, Efektywność zarządzania rozwojem pracowników w firmie. Rezultaty przede wszystkim, Helion, Warszawa 2018.
3. HR Bsiness Partner. Rola – funkcje – Perspektywy, (red.) K. Popieluch, PWN, Warszawa 2018.
4. A. Pocztowski, Zarządzanie zasobami ludzkimi. Koncepcje – praktyki – wyzwania, PWE, Warszawa 2018.
5. K. Wąsowska-Bąk, D. Górecka, Rozwój kompetencji pracowników. Przewodnik dla menadżerów i specjalistów HR, Onepress (w przygotowaniu).

Additional literature

1. G. Filipowicz, Zarządzanie kompetencjami. Perspektywa firmowa i osobista, Wolters Kluwer Polska, Warszawa 2019.
2. G. Filipowicz, HR Business Partner, Koncepcja i praktyka, Wolters Kluwer, Warszawa 2019



2019/2020

Module Z2/12	Specialisation Module (4) MBA in HR											
Course no.	Course 12.2.											
Course name	Marketing Strategies							ECTS credits	4	Leader	dr J. Osuch	
Major	MANAGEMENT	Master	Year	II	Semester	3	Status <small>(choice list)</small>	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...	→ <u>CHECK THE KEY</u>
KNOWLEDGE	has advanced knowledge about the methods and tools used in professional marketing analysis.	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 Z2_W10 Knows and deeply understands theories and concepts in the field of marketing
	knows the tools for determining marketing goals and their metrics.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W10 Knows and deeply understands theories and concepts in the field of marketing
SKILLS	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 to 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
	can prepare a marketing strategy taking into account the diversity of the target group, industry or organization.	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_U6 Is able to efficiently use information and communication technologies used in
SOCIAL COMPETENCES	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 /
	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

Student Effort Structure	Total contact hours	30	Teaching methods	choice from given list
	including:	30		multimedia presentation
	lecture	4		team projects
	practice			activity on e-learning platform
	e-learning			
	laboratory			
	seminar			
	practical workshop	26		
	study visit			
	others.....			
	consulting hours		Student Work	choice from given list
	exams, assignments			review of the literature
	Lectureship			preparation of the final project
	Student Effort	70		own activity on platform
	Total Student Effort	100		

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	tasks, exercises	100		good + 81% - 90%
				good 71% - 80%
				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

1. The essence of marketing planning. Marketing plan as a planning tool. Business plan and marketing plan.
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 venture / company.

Key literature

1. Kotler Philip, Keller Kevin Lane "Marketing", Rebis sp. z o.o, 2019; 2. Designing brand identity, A. Wheeler, John Wiley & Sons, 2017.

Additional literature

1. Johnson M., Branding, in five and a half steps, , Thames & Hudson, 2016.

MODULE DESCRIPTION

2019/2020												
Module no.	Module Z2/13											
Module name	Diploma Module (3)							ECTS credits	6	Leader	prof. A. Zelek	
Major	MANAGEMENT	Master	Year	II	Semester	3	Status <i>(choice list)</i>	OBLIGATORY	Language	English	Total Contact Hours	18

PURPOSE OF THE MODULE AND MODULE OBJECTIVES												
Short description and objective 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 various management functions, against the background of literature studies and the research process.												

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												
KNOWLEDGE <i>(Student knows and understand on advanced level...)</i>				SKILLS <i>(Student is able to.....)</i>				SOCIAL COMPETENCES <i>(Student is ready to...)</i>				
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 management problems in various functions and areas of management, including those in line with the chosen specialization.				to conduct an independent research process and demonstrate a critical and selective attitude towards the collected sources of information and to formulate consistent, logical recommendations / recommendations for changes.				

MODULE STRUCTURE										
Course no.	Module Z2/13	Course 13.1.								
Course name	Dissertation Thesis Seminar									
ECTS credits	6									



2019/2020

Module Z2/13	Diploma Module (3)											
Course no.	Course 13.1.											
Course name	Dissertation Thesis Seminar							ECTS credits	6	Leader	prof. A. Zelek	
Major	MANAGEMENT	Master	Year	II	Semester	3	Status <small>(choice list)</small>	OBLIGATORY	Language	English	Total Contact Hours	18

LEARNING OUTCOMES

Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
	Student...	→ <u>CHECK THE KEY</u>
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
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,
SOCIAL 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

STUDENT EFFORT

Student Effort Structure	Total contact hours	18	Teaching methods	TEACHING METHODS	
	including:	18		<i>choice from given list</i>	
	lecture			individual projects	
	practice				
	e-learning				
	laboratory				
	seminar	18			
	practical workshop				
	study visit		Student Work	<i>choice from given list</i>	
	others.....			preparation of the final project	
	consulting hours			review of the literature	
	exams, assignments			student's own research	
	Lectureship				
	Student Effort	132			
	Total Student Effort	150			

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade	
	<i>choice from given list</i>	% of final grade		very good > 90%	
	individual project	100		good + 81% - 90%	
				good 71% - 80%	
				satisfactory + 61% - 70%	
				satisfactory 51% - 60%	
				unsatisfactory < 51%	

COURSE DESCRIPTION

Main topics and areas of the course

As part of the diploma seminar) the following takes place:
1 / empirical research process, results analysis, reporting, conclusions, recommendations;
2 / work editing, structuring and integrating the theoretical and empirical parts, formulating relationships between theory and practice.

Key literature

Additional literature

MODULE DESCRIPTION



2019/2020													
Module no.	Module Z2/14												
Module name	Specialisation Module (5) MBA in HR								ECTS credits	9	Leader	dr J. Osuch	
Major	MANAGEMENT	Master	Year	II	Semester	4	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	60	

PURPOSE OF THE MODULE AND MODULE OBJECTIVES													
Short description and objective list													
The purpose of this module is to familiarize the students with corporate social responsibility agenda and how it is implemented worldwide as well as to practice the skills of public speaking													

REQUIREMENTS													
Needed knowledge and skills before starting the module													
none													

LEARNING OUTCOMES													
Short description of learning outcomes gain during the course of a module													
KNOWLEDGE (Student knows and understand on advanced level...)				SKILLS (Student is able to.....)				SOCIAL COMPETENCES (Student is ready to...)					
the definition of CSR and the importance of public speaking; knows basic requirements for CSR in the company as well as its impact on PR of the company; knows public speaking techniques				design the message of the public speech with all necessary instruments to gain the audience				take responsibilitiy of implementing CSR in the company, present in fron of the audience					

MODULE STRUCTURE													
Course no.	Module Z2/14	Course 14.1.	Module Z2/14	Course 14.2.									
Course name	Corporate Social Responsibility		Public Speaking										
ECTS credits	4		5										



2019/2020

Module Z2/14	Specialisation Module (5) MBA in HR											
Course no.	Course 14.1.											
Course name	Corporate Social Responsibility							ECTS credits	4	Leader	dr J. Osuch	
Major	MANAGEMENT	Master	Year	II	Semester	4	Status <small>(choice list)</small>	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...	→ <u>CHECK THE KEY</u>
KNOWLEDGE	knows at an advanced level and understands the essence and purposefulness of applying CSR policy in business; knows the methodology of its implementation and areas of impact.	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
SKILLS	can present the basic definitions and concepts in the field of CSR as well as indicators and principles of assessment	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, Z2_U15 Is able to independently plan and implement his own lifelong learning and direct the
	is able to prepare a draft corporate social responsibility policy and design the process of its implementation.	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, Z2_U15 Is able to independently plan and implement his own lifelong learning and direct the
	has the practical ability to assess the impact of CSR on the company and to prepare a GRI report.	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, Z2_U15 Is able to independently plan and implement his own lifelong learning and direct the
SOCIAL COMPETENCES	is ready to cooperate in a team or lead a team implementing the CSR policy in the company.	Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K9 Is ready to work pro bono and to build corporate social responsibility. Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the

STUDENT EFFORT

STUDENT EFFORT			TEACHING METHODS		
Student Effort Structure	Total contact hours	30	Teaching methods	choice from given list	
	including:	30		multimedia presentation	
	lecture			workshop that uses activating methods	
	practice			group discussion	
	e-learning			team projects	
	laboratory			case study	
	seminar			video movie	
	practical workshop	30			
	study visit				
	others....				
	consulting hours				
	exams, assignments		Student Work	choice from given list	
	Lectureship			review of the literature	
	Student Effort	70		preparation to an exam/credit	
Total Student Effort	100	student's own research			

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade	
	choice from given list	% of final grade		very good > 90%	
	team projects	80		good + 81% - 90%	
	other activities	20		good 71% - 80%	
				satisfactory + 61% - 70%	
				satisfactory 51% - 60%	
				unsatisfactory < 51%	

COURSE DESCRIPTION

Course description	Main topics and areas of the course	
	1 / Definitions and concepts in the field of Corporate Social Responsibility (CSR). 2 / The idea and policy of CSR in Poland and in the world. 3 / Methodology, areas of influence, indicators and principles of assessment (ISO 26000, CSR methodology, CSR reporting tools - GRI indicators. 4 / The impact of corporate social responsibility on its competitiveness and perception. 5 / Designing and implementing CSR policy in the company.	
	Key literature	
	1. K. Buglewicz, Społeczna odpowiedzialność biznesu. Nowa wartość konkurencyjna, PWE, Warszawa 2017. 2. Wolak-Tuzimek A., Społeczna odpowiedzialność przedsiębiorstwa a konkurencyjność przedsiębiorstw, CeDeWu Sp.z o.o. , 2019. 3. Gasparski W, Biznes, etyka, odpowiedzialność, PWN, Warszawa 2019. 4. Społeczna odpowiedzialność przedsiębiorstw, red. Bogusław Kaczmarek, Wydawnictwo Uniwersytetu Łódzkiego, 2013.	
	Additional literature	



2019/2020

Module Z2/14	Specialisation Module (5) MBA in HR											
Course no.	Course 14.2.											
Course name	Public Speaking							ECTS credits	5	Leader	dr J. Osuch	
Major	MANAGEMENT	Master	Year	II	Semester	4	Status <small>(choice list)</small>	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
KNOWLEDGE	knows and understands the importance and principles and techniques of self-presentation and public speaking.	Z2_W15 Has practical knowledge to start work in various types of business entities or own
SKILLS	has practical skills in designing, structuring and conducting a presentation in front of an audience with the use of adequate techniques and effectiveness.	Z2_U16 Is able to communicate with a diverse environment using specialized terminology,
SOCIAL COMPETENCES	is able and ready to communicate specific content in a persuasive, effective and empathetic manner in accordance with the principles of public speaking.	Z2_K4 Is ready to take on professional challenges in management in managerial (as leader /

STUDENT EFFORT

Student Effort Structure	Total contact hours	30
	including:	30
	lecture	
	practice	
	e-learning	
	laboratory	
	seminar	
	practical workshop	30
	study visit	
	others.....	
	consulting hours	
	exams, assignments	
	Lectureship	
	Student Effort	95
	Total Student Effort	125

TEACHING METHODS

Teaching methods	choice from given list
	multimedia presentation
	workshop that uses activating methods
	video movie
	role playing
	practical workshop
	other activating methods
Student Work	choice from given list
	review of the literature
	student's own research
	preparation to an exam/credit

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	individual project	80		good + 81% - 90%
	other activities	20		good 71% - 80%
				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

- 1 / Business presentations and public appearances.
2 / Designing the message.
3 / Techniques of persuasion.
4 / Persuasive speech structures.
5 / Applying rhetorical procedures.
6 / Acting techniques - voice modulation; expression.
7 / Techniques of natural expression of body language.
8 / Techniques for building authority short forms of speaking before the media (interviews, TV, press conferences, events).
9 / Reactions to difficult questions and allegations.
10 / Building authority.

Key literature

1. Internet source, youtube, tedex
2. Carmine Gallo, Talk Like TED: The 9 Public-Speaking Secrets of the World's Top
3. Dale Carnegie, The Quick and Easy Way to Effective Speaking Minds

Additional literature

MODULE DESCRIPTION

2019/2020												
Module no.	Module Z2/15											
Module name	Competences in Management (2)							ECTS credits	4	Leader	prof. A. Zelek	
Major	MANAGEMENT	Master	Year	II	Semester	4	Status <i>(choice list)</i>	OBLIGATORY	Language	English	Total Contact Hours	60

PURPOSE OF THE MODULE AND MODULE OBJECTIVES												
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												
KNOWLEDGE <i>(Student knows and understand on advanced level...)</i>				SKILLS <i>(Student is able to.....)</i>				SOCIAL COMPETENCES <i>(Student is ready to...)</i>				
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 and a member, and is able to apply in practice other selected management contexts (in accordance with the selected course).				to cooperate in operational and project teams in various areas of management.				

MODULE STRUCTURE										
Course no.	Module Z2/15	Course 15.1.	Module Z2/15	Course 15.2.						
Course name	Team Management		Course to choose from available set of courses							
ECTS credits	2		2							



2019/2020

Module Z2/15	Competences in Management (2)											
Course no.	Course 15.1.											
Course name	Team Management							ECTS credits	2	Leader	prof. A. Zelek	
Major	MANAGEMENT	Master	Year	II	Semester	4	Status <small>(choice list)</small>	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
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
SKILLS	is able to cooperate in operational / project teams and to take on different roles in them	Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow
		Z2_U13 Is able to use his management knowledge, competences and individual characteristics
SOCIAL COMPETENCES	declares readiness to cooperate in task forces, 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 /

STUDENT EFFORT

Student Effort Structure	Total contact hours	30	Teaching methods	choice from given list
	including:	30		multimedia presentation
	lecture			workshop that uses activating methods
	practice			group discussion
	e-learning			role playing
	laboratory			simulation, managerial and strategic games
	seminar			
	practical workshop	30		
	study visit		Student Work	choice from given list
	others.....			review of the literature
	consulting hours			essay preparation
	exams, assignments			
	Lectureship			
	Student Effort	20		
	Total Student Effort	50		

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	presentation of an individual or group task	50		good + 81% - 90%
	essay	50		good 71% - 80%
				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

- 1 / Groups and teams in organizations - differentiating features.
2 / Typology of groups and teams.
3 / Factors determining the team's effectiveness and efficiency.
4 / Team communication.
5 / Task forces in the world of work 2.0.
6 / Competition and inter-team cooperation.
7 / Project management in 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.

Key literature

1. J. Adair, Team building [how to create a dynamic winning team, Studio Emka, 2001.
2. J. Waszkiewicz, Team management, CL Consulting and Logistics: Oficyna Publishing House "Nasz Dom i Ogród", 2006.

Additional literature

1. Team - Culture - project, edited by W. Olejniczak, Publisher of West Pomeranian Business School in Szczecin, 2009.
2. J. Appelo, Management 3.0. Team management using Agile methodologies, Helion 2016.

MODULE DESCRIPTION

2019/2020												
Module no.	Module Z2/16											
Module name	Practical Activities Module							ECTS credits	15	Leader	dr R. Nowak-Lewandowska	
Major	MANAGEMENT	Master	Year	II	Semester	4	Status <i>(choice list)</i>	OBLIGATORY	Language	English	Total Contact Hours	375

PURPOSE OF THE MODULE AND MODULE OBJECTIVES												
Short description and objective list												
<p>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.</p>												

REQUIREMENTS												
Needed knowledge and skills before starting the module												
Diploma module (1), (2) and Specialization module (1), (2), (3).												

LEARNING OUTCOMES												
Short description of learning outcomes gain during the course of a module												
KNOWLEDGE <i>(Student knows and understand on advanced level...)</i>				SKILLS <i>(Student is able to.....)</i>				SOCIAL COMPETENCES <i>(Student is ready to...)</i>				
the essence and principles of the economy and the organization in which it practices. One the 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 strategic diagnosis.				use the knowledge and skills obtained during studies, during classes to perform specific activities, according to the Traineeship Framework. Develops rules for working in a team and for communication with the supervisor of tasks during professional trainship.				self-evaluation of own strengths and weaknesses, retains a critical attitude towards the effects of own professional work and expresses readiness to further development and improvement, in pursuit for professional promotion. Assumes responsibility for the implementation and effects of the tasks entrusted to one and employees for the property entrusted to one and is ready to build socially responsible business. is ready to take risks in business.				

MODULE STRUCTURE										
Course no.	Module Z2/16	Course 16.1.								
Course name	Student Intership									
ECTS credits	15									

2019/2020

Module Z2/16	Practical Activities Module											
Course no.	Course 16.1.											
Course name	Student Internship							ECTS credits	15	Leader	dr R. Nowak-Lewandowska	
Major	MANAGEMENT	Master	Year	II	Semester	4	Status <i>(choice list)</i>	OBLIGATORY	Language	English	Total Contact Hours	375

LEARNING OUTCOMES

Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
	Student...	→ CHECK THE KEY
KNOWLEDGE	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_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_W15 Has practical knowledge to start work in various types of business entities or own
	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	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods and Z2_W5 Knows the essence and methods of descriptive statistics and mathematical statistics,
	knows and understands the organization management system at an advanced level in the area of planning, organizing, motivating and controlling.	Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of Z2_W15 Has practical knowledge to start work in various types of business entities or own
	has in-depth knowledge of human resource management standards, in particular methods of acquiring, developing, evaluating and rewarding employees	Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing
SKILLS	use the knowledge and skills obtained during studies, during didactic classes, to perform specific activities, in accordance with the Traineeship Framework Programme.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U13 Is able to use his management knowledge, competences and individual characteristics to
	develop teamwork rules and communication with the supervisor during professional traineeship.	Z2_U12 Is able to manage the work of an employee team using the HR management principles Z2_U16 Is able to communicate with a diverse environment using specialized terminology,
	forecast complex processes and managerial decisions in conditions of risk and uncertainty.	Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as to Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow Z2_U12 Is able to manage the work of an employee team using the HR management principles
	applies modern methods and techniques of human resources management in practice, including in the field of administrative staff, determining working conditions, etc., in accordance with applicable law.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U8 Is able to indicate and interpret adequate sources of law and legal provisions relating to
SOCIAL COMPETENCES	is aware of own strengths and weaknesses,, maintains a critical attitude towards the effects of his professional work and expresses readiness for further development and improvement in pursuit of professional promotion.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need 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 /
	is ready to take responsibility for the implementation and effects of the tasks entrusted to him and his employees, for the property entrusted to him and is ready to build socially responsible business.	Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and Z2_K8 Is ready, responsible, uses the entrusted property and available infrastructure, Z2_K9 Is ready to work pro bono and to build corporate social responsibility.
	adopts an entrepreneurial attitude and is ready to take risks in business.	Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and

STUDENT EFFORT

Student Effort Structure	Total contact hours	375	Teaching methods	choice from given list
	including:	375		group discussion
	lecture			other activating methods
	practice			multimedia presentation
	e-learning			
	laboratory			
	seminar			
	practical workshop			
	study visit		Student Work	choice from given list
	others....	375		others
	consulting hours			
	exams, assignments			
	Lectureship			
	Student Effort	0		
	Total Student Effort	375		

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	<i>choice from given list</i>	<i>% of final grade</i>		very good > 90%
				good + 81% - 90%
				good 71% - 80%
				satisfactory + 61% - 70%
				satisfactory 51% - 60%
				unsatisfactory < 51%

COURSE DESCRIPTION

Main topics and areas of the course

1. WPBS Traineeship Rules (goals and forms of the traineeship, organization and course of the traineeships, traineeship's duties, duties of the traineeship supervisor, conditions for passing the traineeship)
2. Documentation of the traineeship.
3. Framework and detailed training programs for individual specializations
4. Forms of professional traineeship:
 - a) Traineeship organized by the University in a traditional or virtual form. The student uses the internship offer prepared by the University, on the basis of agreements concluded between the University and the host organization for traineeships
 - b) Individual traineeship in a traditional or virtual form. The student independently organizes the internship, initiates an agreement with the host organization for the internship. The University exercises content supervision over the course of the internship,
 - c) Employment in an organization in a position, with the scope of activities corresponding to the field of study and specialization, on the basis of an employment contract, service relationship, civil law contract or running your own business.
5. Implementation of the traineeship at the place of the traineeship in contact with the traineeship organizer, traineeship tutor on behalf of the traineeship organizer and the traineeship tutor on behalf of the University.

Key literature

Traineeship Rules and Regulations available at www.zpsb.pl/en - for students - documents to download

Additional literature

MODULE DESCRIPTION

2019/2020												
Module no.	Module Z2/17											
Module name	Diploma Module (4)							ECTS credits	6	Leader	prof. A. Zelek	
Major	MANAGEMENT	Master	Year	II	Semester	4	Status <i>(choice list)</i>	OBLIGATORY	Language	English	Total Contact Hours	18

PURPOSE OF THE MODULE AND MODULE OBJECTIVES												
Short description and objective 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 various management functions, against the background of literature studies and the research process.												

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												
KNOWLEDGE <i>(Student knows and understand on advanced level...)</i>				SKILLS <i>(Student is able to.....)</i>				SOCIAL COMPETENCES <i>(Student is ready to...)</i>				
all exo- and endogenous conditions of management processes, constituting the basis for solving real managerial problems.				demonstrate practical skills in identifying, diagnosing and solving real management problems in various functions and areas of management, incl in line with the chosen specialization				to conduct an independent research process and demonstrate a critical and selective attitude towards the collected sources of information and to formulate consistent, logical recommendations / recommendations for changes.				

MODULE STRUCTURE										
Course no.	Module Z2/17	Course 17.1.								
Course name	Dissertation Thesis Seminar									
ECTS credits	6									



2019/2020

Module Z2/17	Diploma Module (4)											
Course no.	Course 17.1.											
Course name	Dissertation Thesis Seminar							ECTS credits	6	Leader	prof. A. Zelek	
Major	MANAGEMENT	Master	Year	II	Semester	4	Status <small>(choice list)</small>	OBLIGATORY	Language	English	Total Contact Hours	18

LEARNING OUTCOMES

Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
	Student...	→ <u>CHECK THE KEY</u>
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
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,
SOCIAL 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

STUDENT EFFORT

Student Effort Structure	Total contact hours	18	Teaching methods	TEACHING METHODS	
	including:	18		<i>choice from given list</i>	
	lecture			individual projects	
	practice				
	e-learning				
	laboratory				
	seminar	18	Student Work	<i>choice from given list</i>	
	practical workshop			preparation of the final project	
	study visit			review of the literature	
	others....			student's own research	
	consulting hours				
	exams, assignments				
	Lectureship				
	Student Effort	132			
	Total Student Effort	150			

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade	
	<i>choice from given list</i>	% of final grade		very good > 90%	
	individual project	100		good + 81% - 90%	
				good 71% - 80%	
				satisfactory + 61% - 70%	
				satisfactory 51% - 60%	
				unsatisfactory < 51%	

COURSE DESCRIPTION

Main topics and areas of the course

As part of the diploma seminar) the following takes place:
1 / empirical research process, results analysis, reporting, conclusions, recommendations;
2 / work editing, structuring and integrating the theoretical and empirical parts, formulating relationships between theory and practice.

Key literature

Additional literature