CURRICULUM

Academic
Year2020/2021MajorMANAGEMENTDegreeMasterProfilePractical



Zachodniopomorska Szkoła Biznesu w Szczecinie

Specialisation

GLOBAL MANAGEMENT

Semester	Module	Module/Course name	ECTS	Pass/exam	Leader	Contact hours	Student effort	Total hours
	Module Z2/1	Business in Practice	8		dr J. Wiśniewski	84	116	200
	Course 1.1.	Decision Game - workshop	2	pass		30	20	50
	Course 1.2.	Advanced Business Project	4	pass		30	70	100
	Course 1.3.	Negotiation in Management	2	pass		24	26	50
	Module Z2/2	Applied Economics in Management	8		dr A. Lachowska	60	140	200
	len en e	Managerial Economics	4	exam		30	70	100
	Course 2.2.	Corporate Finance	4	pass		30	70	100
	-	Modern Management	12		prof. G. Maniak	120	180	300
Semester		Operational Management	3	pass		30	45	75
les		Strategic Management	4	pass		30	70	10
ma		Strategic Human Resource Management	3	pass		30	45	75
Š		Project Management	2	pass		30	20	50
	Module Z2/4	Diploma Module (1)	3		prof. A. Zelek	30	45	75
	Course 4.1.	Methodology of Dissertation Thesis	1	pass		15	10	25
	Course 4.2.	Methods of Economic Research - workshop	2	pass		15	35	50
						6		
		Library training		pass		2		
		Occupational Health and Safety		pass		4		
		Total in semester	31			300	481	77.
	Module Z2/5	Specialisation Module (1) GLOBAL MANAGEMENT	13		dr D. Majewska- Bielecka	90	235	32
	Course 5.1.	Globalisation	5			30	95	12
	Course 5.2.	Managerial Accountancy	5			30	95	12
	Course 5.3.	Financial Reporting Methods	3			30	45	75
_	Module Z2/6	Specialisation Module (2) GLOBAL MANAGEMENT	5		dr I. Rafaląt	60	65	12
<u> </u>	Course 6.1.	Leadership	3			30	45	75
Semeste	Course 6.2.	Intercultural Communication in Business and Management	2			30	20	50
je	Module Z2/7	Competences in Management (1)	4		dr M. Bzunek	60	40	10
en	Course 7.1.	ICT Tools for Business Decisions	2	pass		30	20	50
S	Course 7.2.	Foreign Language	2	pass		30	20	50
	Module Z2/8	Quantative Methods in Management	5		dr M. Bzunek	45	80	12
	Course 8.1.	Statistical Inference	5	exam		45	80	12
	Module Z2/9	Diploma Module (2)	3		prof. A. Zelek	18	57	75
	Course 9.1.	Dissertation Thesis Seminar	3	pass		18	57	75
		Total in semester	30			273	477	75
	Module Z2/10	Specialisation Module (3) GLOBAL MANAGEMENT	6		dr J. Osuch	60	90	15
	Course 10.1.	Marketing Strategies	3			30	45	75
	Course 10.2.	Logistic Management	3			30	45	75
	Module Z2/11	Civic and Commercial Law	6		prof. A. Zelek	60	90	15
	Course 11.1.	Corporate Law	3	exam		30	45	75
=	Course 11.2.	Labour Law	3	exam		30	45	75
ter		Competences in Management (2)	4		prof. A. Zelek	60	40	10
est		Team Management	2	pass		30	20	50
Semester III	Course 12.2.	Course to choose from available set of courses	2	pass		30	20	50
Se	Module Z2/13	Practical Activities Module	15		dr R. Nowak- Lewandowska	375		37
	Course 13.1.	Student Intership	15	pass		375		37
	Module Z2/14	Diploma Module (3)	6		prof. A. Zelek	18	132	15
	Course 14.1.	Dissertation Thesis Seminar	6	pass		18	132	15
		Total in semester	37			573	352	92
		TOTAL 3 SEMESTERS	98			1146	1310	245

2020/2021							
Module no.	Modu	le Z2/1					
Module name		е					
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (choice lis

PURPOSE OF THE MODULE AND MODULE OBJECTIV

Short description and objective list

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

REQUIREMENTS

Needed knowledge and skills before starting the module

No prerequisites.

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

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



	ECTS of	credits	8	Lea	der	dr J. \	Wiśniew	/ski		
	OBLIG	ATORY	Lang	uage	English	Total Contac	t Hours	84		
VE	S									
con	conditions for employee involvement. In the subjects "Decision games" and "Practical business project",									
					0011057					
					. COMPET dent is ready t					
	s and us and					a of creating and processes, shows				
itior	n, choosing					eady to conduct				
anu	tactics,									



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

		LEARNING	GOUTCOMES									
Outcomes type	Description of SPEC	CIFIC learning outcomes of the course		Reference to MAJOR learning outcomes								
iype		Student		→ CHECK THE KEY								
	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 								
KNOWLEDGE	gains in-depth, advanced knowledge about the impact of the environme	ent, especially the competitive one, on the comp	any.	 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 competiti	ive 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								
	is able to make business decisions under competitive pressure, taking in	to account economic conditions		 Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economi 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 								
SKILLS	has the ability to make rational business decisions in cooperation with o	ther people, using the team's knowledge and sk	 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 economi 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 skill										
CES	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									
L COMPETEN	shows creativity and openness to new initiatives, while maintaining critic 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 /										
SOCIA	by adopting various roles in teamwork, he maintains an open and entre	oreneurial attitude.		 Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open t 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								
	Total contact hours including:	30 30	ods	choice from given list simulation, managerial and strategic games								
Structure	practice e-learning		Ε									
itruc	laboratory		aching									
	seminar practical workshop											
t Effort	study visit		F									
dent	others	30	Work	choice from given list								
Stude	consulting hours exams, assignments			group work - joint task solving								
	Lectureship		Student									
	Student Effort Total Student Effort	20 50	Stu									
	Final and a		NTS METHODS									
÷	Final grade choice from given list	pass % of final grade	<u> </u>	Percentage of final grade very good > 90%								
Assessment methods	presentation of an individual or group task	100		good + 81% - 90%								
essr ietho			<u>9</u>	good 71% - 80% satisfactory + 61% - 70%								
Ass T			Crade	satisfactory 51% - 60%								
				unsatisfactory < 51%								
			RSE DESCRIPTION									
			pics and areas of the course									
	 1 / Introduction to gamification rules. 2 / Gameplay of a strategic game in the field of: sales strategies and prici 											
	 Gameplay of a strategic game in the field of strategic choice (e.g. Colorful Game). Application process and correction of gamification decisions. 											
scription	Key literature											
ourse de	Rules of the KING SIZE strategy game and the Colorful Game strategy gar	ne.										
U												
		Ac	dditional literature									



2020/2021

Module Z2/1		Busin	ess in Practio	ce]						
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 (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30	

		LEARNIN	NG OUTCOMES				
Outcomes type	Description of S	SPECIFIC learning outcomes of the course		Reference to MAJOR learning outcomes			
.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		Student		→ CHECK THE KEY			
				Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern			
	has in-depth knowledge of the processes that preserve in the organ	zation and its environment, is able to analyze and	d evaluate them	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			
KNOWLEDGE	has advanced knowledge of tools and methods used in various man	agement areas.		Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W3 Knows and deeply understands the microeconomic premises for making and Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the			
	knows and understands the principles of doing business and the ess	ence of entrepreneurship and innovation.		 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 			
	can identify problems arising in the organization (work) and prepare	 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 					
SKIILS	can choose the appropriate methods and tools to solve the busines	 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 sc	lutions and recommending activities with implem	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 ski				
ß	demonstrates an entrepreneurial attitude, openness to change and	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and					
IL COMPETENC	is ready to work in a group to prepare solutions to business problem	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to					
SOCIAL	has the ability and readiness to independently prepare projects and	business ventures.		Z2_K2 Is ready to independently, critically evaluate the processes taking place in theZ2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining			
	STUDENT EFFORT			TEACHING METHODS			
	Total contact hours	30		choice from given list			
	including:	30	methods	multimedia presentation			
đ	lecture practice	16	Ę	workshop that uses activating methods group discussion			
Structure	e-learning			individual projects			
truc	laboratory						
	seminar	10					
Effort	practical workshop study visit	12	_ F				
ent	others		×	choice from given list			
Stude	consulting hours		Mor	preparation of the final project			
8	exams, assignments Lectureship	2		review of the literature student's own research			
	Student Effort	70	Student				
	Total Student Effort	100	Ň				
			AENTS METHODS				
	Final grade	pass % of final grade		Percentage of final grade			
ent ds	choice from given list presentation of an individual or group task	% of final grade 30		very good > 90% good + 81% - 90%			
Assessment methods	participation in the discussion	10	۵ ×	good 71% - 80%			
me	individual project	60	Crade	satisfactory + 61% - 70%			
٩			Ŭ	satisfactory 51% - 60% unsatisfactory < 51%			
		CO	OURSE DESCRIPTION				
			be main topics and areas of the course	e			
	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 n		•				
	4 / Placement of business next to competition (the essence of comp5 / Attracting the client (what the client likes, how to build bonds);	etition, areas of competition, how bigger can dea	i with bigger, cooperation);				
	 6 / More efficiently: instead of cheaper and more economical, asses 	sment and cost categories. the meaning is dreami	ing;				
	7 / Quality today - management methods, using process manageme		-	;			
	8 / Employee involvement - Methods of involving employees to imp	lement projects;					
uo	9 / Building long-term relationships with the company - image and b						
scription				alysis and propose a possible solution. The selected topic should have values element of credit is an individual project to solve a business problem (project to improve activities in a			
SCL	selected one) area, possibly the company's development, entry into						

Course descrip

Key literature

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

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

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

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

Additional literature

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

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

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



Module Z2/1		Busin	ess in Practio	ce								
Course no.		C	Course 1.3.									
Course name	Negotiation in Management							ECTS credits	2	Leader	dr J. Wiśniew	vski
Major	MANAGEMENT	Master	Year		Semester	1	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	24
major		MUSICI	rear		261163161			OBLICAIORI	Language	LIGIST		24

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

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	24		choice from given list
	including:	24	ds ds	multimedia presentation
	lecture		o H	workshop that uses activating methods
Q	practice		methods	group discussion
Structure	e-learning			team projects
ž	laboratory		Teaching	
	seminar		lc L	
Student Effort	practical workshop	24	lec	
E	study visit		-	
ent e	others		~	choice from given list
Ď	consulting hours		orl	review of the literature
St	exams, assignments		≥ ≠	trial tests
	Lectureship		Student Work	student's own research
	Student Effort	26	p	
	Total Student Effort	50	St	
	Einal grada	ASSESSMENT	S METHODS	
	Final grade	pass	0	Percentage of final grade
Assessment methods	choice from given list	% of final grade 80	scale	very good > 90%
E P P	tasks, exercises	20	S	good + 81% - 90%
ess	participation in the discussion	20	de	good 71% - 80% satisfactory + 61% - 70%
Ass			Grade	
			0	satisfactory 51% - 60% unsatisfactory < 51%
Course description	Classes conducted mainly in the form of practical exercises using business 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. 5 / Principles of the Harvard negotiation model. Dawson R., Negotiations' secrets for businessmen, Dawson R., Secrets of	Ke	ey literature	
	 J. Stelmach, B. Brożek, Negocjacje, Copernicus Center Press, 2014; R. Zenderowski, B. Koziński, Różnice kulturowe w biznesie, CeDeWu, W 	Varszawa 2012;		
	3. D. A. Lax, J. K. Sebenius, Negocjacje w trzech wymiarach: jak wygrać na			
	4. R. Schmidtke, Mistrzowskie negocjacje: jak nawiązać trwałe relacje z p	artnerami biznesowymi, Wydawnictwo Studio Emka	a, Warszawa 200	6.

STUDENT EFFORT			
			TEACHING METHODS
Total contact hours	24		choice from given list
including:	24	methods	multimedia presentation
lecture		4 L	workshop that uses activating methods
practice		це	group discussion
e-learning laboratory			team projects
laboratory		Teaching	
seminar			
practical workshop	24	L L	
study visit			
others		¥	choice from given list
consulting hours		Student Work	review of the literature
exams, assignments			trial tests
Lectureship			student's own research
Student Effort	26	tre	
Total Student Effort	50	S	
	AM223222	NTS METHODS	
Final grade	pass		Percentage of final grade
	% of final grade	<u>u</u>	very good > 90%
tasks, exercises	80		good + 81% - 90%
participation in the discussion	20	• • • • • • • • • • • • • • • • • • •	good 71% - 80%
			satisfactory + 61% - 70%
choice from given list tasks, exercises participation in the discussion		Grade	satisfactory 51% - 60%
			unsatisfactory < 51%
4 / Trust, creativity and flexibility in negotiations.5 / Principles of the Harvard negotiation model.			

2020/20	21													
Module	no.	Modu	ıle Z2/2]									
Module no	ame	Α	pplied Econd	omics i	in Mar	nageme	ent		ECTS credits	8	Leo	ader	dr A. Lachov	wska
Major	r	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list)	OBLIGATORY	Lang	guage	English	Total Contact Hours	60
						ODULE OBJECTIVE	-S							
		PURPOSE OF THE MODULE AND MODULE OBJEC Short description and objective list												
The main goal of the	e module is to provid	e the student with knowledge a	nd skills in the field of man	agerial econoi	mics and fina	ance, allowing for	r company m	anagement.						
					Needed	REQUI	REMENTS							
Student musi mieć z	aliczone nastepujące	kursy: Mikroekonomia, Rachun	kowość.											
						LEARNING		MES						
				Shc	ort description			ng the course of a module	I					
		NOWLEDGE ad understand on advanced leve	l)		SKILLS (Student is able to)				SOCIAL COMPETENCES (Student is ready to)					
economic and financ	cial conditions of the	management process for solvin	g managerial problems.	identify, diaរ្	gnose and so	lve managerial p	roblems in te	erms of economic and final	ncial aspects. to undertak responsible			-	vare of their competences,	in a
	1					MODULE	STRUCTU	IRE		_				
Course no.	Module Z2/2	Course 2.1.	Module Z2/2	Cours	se 2.2.									
Course name	Manag	erial Economics	Corporat	e Financo	9									
ECTS credits		4		4										





2020/2021

Module Z2/1	Business in Practice											
Course no.	Course 2.1.											
Course name	Managerial Economics							ECTS credits	4	Leader	dr J. Wiśniev	vski
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
.,	Student	→ CHECK THE KEY
		Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern
	Has advanced knowledge about organization as a managerial environment.	Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and
н		Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern
ğ		Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and
KNOWLEDG	Knows at an advanced level and understands the premises for making managerial decisions.	Z2_W3 Knows and deeply understands the microeconomic premises for making and
X		Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern
	Knows at an advanced level the tools of microeconomic analysis as a support for making managerial decisions.	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods
		Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic
	Has practical ability to use theoretical knowledge in the field of economic analysis to determine the company's situation.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management
		Z2_U2 Is able to identify, interpret and explain complex social, economic and management
SKILLS	Can carry out diagnostic processes of management problems using microeconomic analysis tools.	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_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /
	Has the ability to recommend adequate solutions in various areas of the company based on the conducted microeconomic analysis.	Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
		Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the
	Is aware of its competences in the field of economic account management and decision rationalization.	Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining
ICES		
ETEN		Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
OMPE		Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to
U	Has the ability to recommend adequate solutions in various areas of the company based on the conducted microeconomic analysis.	Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and
SOCIAL		Z2_K4 Is ready to take on professional challenges in management in managerial (as leader /
Š	Is ready to make an individual or group microeconomic analysis which is the basis for making managerial decisions.	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_K6 Is ready to take on the challenges and risks of doing business, including thinking and

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



2020/2021

Course no.	10.	Course 2.2									
		Course 2.2.									
Course name	ame	Corporate Finance						4	Leader	dr J. Wiśniew	vski
Major	MANAGEMENT Mas	r Year	1	Semester	1	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30
Major	MANAGEMENT Mas	r Year	I	Semester	1	Status (choice list)	OBLIGATORY	Language	English	Total C	ontact Hours

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

Additional literature

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



2020/20	21																
Module	no.		Modu	le Z2/3													
Module no	ame			Moderr	n Mana	ageme	ent			ECTS	credits	12	Leader		pro	f. G. Mar	niak
Major	r	MA	NAGEMENT	NT Master Year I Semester 1 Status (choice list)					Status (choice list)	OBLIG	ATORY	Lang	uage	English	Total Cont	act Hours	120
PURPOSE OF THE MODULE AND MODULE OBJECTIVES Short description and objective list																	
in business, gain kno	he module shows the need for a comprehensive approach to modern organization management, and the possibility of applying modern concepts of organization management in the conditions of a dynamic, changing environment. It allows you to understand the importance of analyti n business, gain knowledge and skills in the field of formulation and implementation of an organization development strategy, as well as efficient and effective implementation and rationalization of specific management projects and processes (including human resource management), nd detailed operational tasks. It shapes the ability to use in practice the methods of evaluation of selected modern company management processes, taking into account the effectiveness criterion.																
							REQU	IREMENTS	5								
						Needed I	knowledge and sk	kills before sta	rting the module								
	k creatively an	d solve practi		nethod of work and team di	scussion.												
					<u>c</u> t.		LEARNING										
		KNOV	WLEDGE		Shc	ort description	of learning outco	SKILLS	ng the course of a module	SOCIAL COMPETENCES							
		ows and und	erstand on advanced leve				•	ent is able to	•				(Stu	ident is ready	to)		
environment and char management metho	anges in the pr ods; dependenc	rocess of func- cies between	actical, operational) in the ctioning of a modern orga environmental condition nd processes (operations)	anization; modern s a business strategies and	recommenda	ations, design	new solutions	in the organi	company, formulate zation's system and justify	them based		nd arguing on	e's opinion,		rganization ma		
							MODULE	STRUCT	JRE								
Course no.	Module	e Z2/3	Course 3.1.	Module Z2/3	Cour	se 3.2.	Module	e Z2/3	Course 3.3.	Modu	le Z2/3	Cours	se 3.4.				
Course name	Oper	ational A	Nanagement	Strategic M	anagem	ent	Strate	egic Hum Manag	an Resource ement	Project Management							
ECTS credits		3			4			3	;	2							





(lodule Z2/3 Course no. ourse name		C	n Managem Course 3.1. r <mark>ational N</mark>		ement	1		ECTS credits	3	Leader	prof. G. Mani	iak		
	Major	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30		
						L	EARNIN	G OUTCOMES							
outcomes type			Description	of SPECIFIC lear	ning outco	omes of the	course			Reference to MAJOR learning outcomes					
		Student								\rightarrow CHECK THE	<u>E KEY</u>				
										croeconomic premises for making a					
	knows the terminol	ogy used in operational man	agement, unders	tands its sources a	nd applicati	ons within rel	ated scien	tific disciplines.	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using m Z2_W7 Knows and deeply understands the essence, context and process of operationa Z2 W12 Knows and deeply understands the importance and areas of using IT support						
		veen functional and process	-					I							
								$22_wild knows and deeply understands the importance and areas of using$							
										Z2 W1 Knows and de	eply understands the con	ncepts, terms, laws and dilemmas of	f modern		
	identifies the types	and characteristics of operat	ional plans and t	heir links to the bu	siness strate	egy. He know	s and desc	ibes the production sy	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of moem in the company; itZ2_W7 Knows and deeply understands the essence, context and process of operation						
ш	characterises opera	tions in								Z2_W15 Has practica	I knowledge to start work	in various types of business entities	s or own		
DG	the process of prov	iding services.													
KNOWLEDG										72 W7 Knows and de	only understands the ass	ence, context and process of opera	tional and		
0											epiy understands the ess	ence, context and process of opera			
K	characterizes the measurement system of operational activity and the rules of their application.														
										72 14/1 Kingang and da			6		
												ncepts, terms, laws and dilemmas of ence, context and process of opera			
	knows and understa	ands modern techniques and	methods of com	pany management	and operat	ional manage	ement tech	niques and methods.			• •	ssence of entrepreneurship and the			
				, 0	•	U		·							
										Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of ec Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the					
	is able to demonstration to the field of operation of the field of operation of the field of the	ate the implementing and rat onal management.	ionalizing role of	operational mana	gement and	d easily identi	fies and ar	alyzes in practice decis	sion-making problems in	22_03 is able to obs	erve, interpret and analyz	e and evaluate processes occurring	g in the		
										Z2_U5 Is able to use	the acquired knowledge	to identify and solve various proble	ms / thre		
	has the practical ability to identify and assess the factors and rationale for specific operational management de						decisions,	including in terms of q	uality.	Z2_U7 Is able to tho	roughly analyze a complex	x business problem, prepare a resea	arch repo		
SKILLS										72 [11] Is able to ann	ly theoretical knowledge	and specialist knowledge in the field	d of econ		
S												managerial processes and decisions			
	can indicate solutio	ns to process or operation m	anagement prob	lems and adapt an	alytical, sim	ulation, expe	rimental a	nd IT methods and too	ls to their solution.		······	nd communication technologies use			
										Z2_U14 Is able to ap	ply creative thinking, pres	sent an entrepreneurial attitude and	d has the		
										Z2_U1 Is able to app	ly theoretical knowledge	and specialist knowledge in the field	d of econ		
	is able to think and	act in an entrepreneurial and	l creative way in	terms of operatior	al processe	s in the comp	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field Z2_U6 Is able to efficiently use information and communication technologies us mpany Impany				nd communication technologies use	d in cond			
												luate the processes taking place in			
										Z2_K3 Is ready to wo	ork independently, conduc	cted in a reliable and objective way,	, maintair		

CES	is capable of thinking and acting in an entrepreneurial way.	Z2_K4 Is ready to take on professional challenges in management in managerial (as leader /		
IL COMPETENCES	is aware of his/her level of knowledge and skills, understands the need for o	continuous professional training and personal	development.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need
SOCIAL	is ready to discuss and work in a group/team of tasks/businesses.			Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to
	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	30		
	including:	30	s	choice from given list lecture
		8	per la companya de la	workshop that uses activating methods
Û	practice		methods	team projects
ţ	e-learning	2		group discussion
Structure	laboratory		Teaching	0
	seminar			
Effort	practical workshop	18	lec	
	study visit			
Student	others		¥	choice from given list
nd	consulting hours		Mork	preparation to an exam/credit
Š	exams, assignments	2	t -	own work with the text
	Lectureship		de	student's own research
	Student Effort	45	Student	
	Total Student Effort	75	•••	
		ASSESSMEI	NTS METHODS	
	Final grade	ASSESSMEI pass		Percentage of final grade
ŧ.,	choice from given list			very good > 90%
nent ods	choice from given list knowledge test	pass % of final grade 50	scale	very good > 90% good + 81% - 90%
ethods	choice from given list knowledge test individual project	pass% of final grade5030	scale	very good > 90% good + 81% - 90% good 71% - 80%
Assessment methods	choice from given list knowledge test	pass % of final grade 50	scale	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70%
Assessment methods	choice from given list knowledge test individual project	pass% of final grade5030		very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60%
Assessment methods	choice from given list knowledge test individual project	pass% of final grade5030	scale	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70%
Assessment methods	choice from given list knowledge test individual project	pass % of final grade 50 30 20	Grade scale	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51%
Assessment methods	choice from given list knowledge test individual project	pass % of final grade 50 30 20 20	e s s s s s s s s s s s s s s s s s s s	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51%
Assessment methods	choice from given list knowledge test individual project participation in the discussion	pass % of final grade 50 30 20 COU	Biblio Scale	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51%
Assessment methods	choice from given list knowledge test individual project participation in the discussion . .	pass % of final grade 50 30 20 ECOU Please describe r uction management, production and operatio	Biblio Scale	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51%
Assessment methods	choice from given list knowledge test individual project participation in the discussion . .	pass % of final grade 50 30 20 End of the second seco	RSE DESCRIPTION main topics and areas of th ns, concepts, objectives,	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% N he course a, components, tasks. The process approach to operational management.
Assessment methods	choice from given list knowledge test individual project participation in the discussion . .	pass % of final grade 50 30 20 ECOUR Please describe r uction management, production and operatio f strategic plans into operational plans. lement of the operating system. The structure	RSE DESCRIPTION main topics and areas of th ns, concepts, objectives,	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51%
Assessment methods	choice from given list knowledge test individual project participation in the discussion 1 The nature of operational management: business management and prod 2. Measurement of operational performance evaluation. Decomposition of 3. Operational system and its elements. The manufacturing process as an el process. Operations in the process versus provide services. Lean organization	pass % of final grade 50 30 20 COUL Please describe r uction management, production and operatio f strategic plans into operational plans. lement of the operating system. The structure on of processes in time and space.	RSE DESCRIPTION main topics and areas of th ns, concepts, objectives, of the manufacturing pr	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% N he course a, components, tasks. The process approach to operational management.
Assessment methods	choice from given list knowledge test individual project participation in the discussion 1 The nature of operational management: business management and prod 2. Measurement of operational performance evaluation. Decomposition of 3. Operational system and its elements. The manufacturing process as an el process. Operations in the process versus provide services. Lean organization 4. Basic techniques and methods of operational management - Western and others).	pass % of final grade 50 30 20 20 COUL Please describe r uction management, production and operatio f strategic plans into operational plans. lement of the operating system. The structure on of processes in time and space. d Japanese approach to operational management	RSE DESCRIPTION main topics and areas of the ns, concepts, objectives, of the manufacturing pr eent (process-based man	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% N the course , components, tasks. The process approach to operational management. rocess. Basic principles of manufacturing process organization. The manufacturing process versus the production
	choice from given list knowledge test individual project participation in the discussion 1 The nature of operational management: business management and prod 2. Measurement of operational performance evaluation. Decomposition of 3. Operational system and its elements. The manufacturing process as an el process. Operations in the process versus provide services. Lean organization 4. Basic techniques and methods of operational management - Western and	pass % of final grade 50 30 20 20 COUL Please describe r uction management, production and operatio f strategic plans into operational plans. lement of the operating system. The structure on of processes in time and space. d Japanese approach to operational management	RSE DESCRIPTION main topics and areas of the ns, concepts, objectives, of the manufacturing pr eent (process-based man	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% N the course , components, tasks. The process approach to operational management. rocess. Basic principles of manufacturing process organization. The manufacturing process versus the production
	choice from given list knowledge test individual project participation in the discussion 1 The nature of operational management: business management and prod 2. Measurement of operational performance evaluation. Decomposition of 3. Operational system and its elements. The manufacturing process as an el process. Operations in the process versus provide services. Lean organization 4. Basic techniques and methods of operational management - Western and others).	pass % of final grade 50 30 20 20 COUL Please describe r uction management, production and operatio f strategic plans into operational plans. lement of the operating system. The structure on of processes in time and space. d Japanese approach to operational management	RSE DESCRIPTION main topics and areas of the ns, concepts, objectives, of the manufacturing pr eent (process-based man	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% N the course , components, tasks. The process approach to operational management. rocess. Basic principles of manufacturing process organization. The manufacturing process versus the production
	choice from given list knowledge test individual project participation in the discussion 1 The nature of operational management: business management and prod 2. Measurement of operational performance evaluation. Decomposition of 3. Operational system and its elements. The manufacturing process as an el process. Operations in the process versus provide services. Lean organization 4. Basic techniques and methods of operational management - Western and others).	pass % of final grade 50 30 20 20 COUL Please describe r uction management, production and operatio f strategic plans into operational plans. lement of the operating system. The structure on of processes in time and space. d Japanese approach to operational management	RSE DESCRIPTION main topics and areas of the ns, concepts, objectives, of the manufacturing pr eent (process-based man	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% N the course , components, tasks. The process approach to operational management. rocess. Basic principles of manufacturing process organization. The manufacturing process versus the production
scription	choice from given list knowledge test individual project participation in the discussion 1 The nature of operational management: business management and prod 2. Measurement of operational performance evaluation. Decomposition of 3. Operational system and its elements. The manufacturing process as an el process. Operations in the process versus provide services. Lean organization 4. Basic techniques and methods of operational management - Western and others).	pass % of final grade 50 30 20 20 COUL Please describe r uction management, production and operatio f strategic plans into operational plans. lement of the operating system. The structure on of processes in time and space. d Japanese approach to operational management	RSE DESCRIPTION main topics and areas of the ns, concepts, objectives, of the manufacturing pr eent (process-based man	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% N the course , components, tasks. The process approach to operational management. rocess. Basic principles of manufacturing process organization. The manufacturing process versus the production
description	choice from given list knowledge test individual project participation in the discussion 1 1. The nature of operational management: business management and prod 2. Measurement of operational performance evaluation. Decomposition of 3. Operational system and its elements. The manufacturing process as an el process. Operations in the process versus provide services. Lean organization 4. Basic techniques and methods of operational management - Western and others). 5. The essence and meaning of quality. Perception and evaluation of quality	Pass % of final grade 50 30 20 Please describe r uction management, production and operatio f strategic plans into operational plans. lement of the operating system. The structure on of processes in time and space. d Japanese approach to operational managem y. Basic methods and techniques of quality mate	RSE DESCRIPTION main topics and areas of th ns, concepts, objectives, of the manufacturing pr tent (process-based man nagement.	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% N he course , components, tasks. The process approach to operational management. rocess. Basic principles of manufacturing process organization. The manufacturing process versus the production magement, comprehensive TQM quality management, balanced scorecard, lean management, six sigma and
description	choice from given list knowledge test individual project participation in the discussion 1 The nature of operational management: business management and prod 2. Measurement of operational performance evaluation. Decomposition of 3. Operational system and its elements. The manufacturing process as an el process. Operations in the process versus provide services. Lean organizatic 4. Basic techniques and methods of operational management - Western and others). 5. The essence and meaning of quality. Perception and evaluation of quality Schotanus, F. (2013). Operations management: sustainability and supply ch	pass % of final grade 50 30 20 COUL Please describer uction management, production and operation f strategic plans into operational plans. lement of the operating system. The structure on of processes in time and space. d Japanese approach to operational management y. Basic methods and techniques of quality mate ain management. Journal of purchasing and su	RSE DESCRIPTION main topics and areas of the ns, concepts, objectives, of the manufacturing pr ment (process-based man magement.	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% N he course , components, tasks. The process approach to operational management. rocess. Basic principles of manufacturing process organization. The manufacturing process versus the production nagement, comprehensive TQM quality management, balanced scorecard, lean management, six sigma and 4), 276-276.
ourse description	choice from given list knowledge test individual project participation in the discussion 1 The nature of operational management: business management and prod 2. Measurement of operational performance evaluation. Decomposition of 3. Operational system and its elements. The manufacturing process as an el process. Operations in the process versus provide services. Lean organizatic 4. Basic techniques and methods of operational management - Western and others). 5. The essence and meaning of quality. Perception and evaluation of quality Schotanus, F. (2013). Operations management: sustainability and supply ch Brandon-Jones, A., Piercy, N., Slack, N., Brandon-Jones, E., & Campbell, C. (2013)	Pass % of final grade 50 30 20 Please describe r uction management, production and operation f strategic plans into operational plans. lement of the operating system. The structure on of processes in time and space. d Japanese approach to operational management y. Basic methods and techniques of quality main ain management. Journal of purchasing and su 2012). Examining the effectiveness of experier	RSE DESCRIPTION main topics and areas of the ns, concepts, objectives, of the manufacturing pr ment (process-based man magement.	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% N he course , components, tasks. The process approach to operational management. rocess. Basic principles of manufacturing process organization. The manufacturing process versus the production magement, comprehensive TQM quality management, balanced scorecard, lean management, six sigma and
ourse description	choice from given list knowledge test individual project participation in the discussion 1 The nature of operational management: business management and prod 2. Measurement of operational performance evaluation. Decomposition of 3. Operational system and its elements. The manufacturing process as an el process. Operations in the process versus provide services. Lean organizatic 4. Basic techniques and methods of operational management - Western and others). 5. The essence and meaning of quality. Perception and evaluation of quality Schotanus, F. (2013). Operations management: sustainability and supply ch	Pass % of final grade 50 30 20 Please describe r uction management, production and operation f strategic plans into operational plans. lement of the operating system. The structure on of processes in time and space. d Japanese approach to operational management y. Basic methods and techniques of quality main ain management. Journal of purchasing and su 2012). Examining the effectiveness of experier	RSE DESCRIPTION main topics and areas of the ns, concepts, objectives, of the manufacturing pr ment (process-based man magement.	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51%
ourse description	choice from given list knowledge test individual project participation in the discussion 1 The nature of operational management: business management and prod 2. Measurement of operational performance evaluation. Decomposition of 3. Operational system and its elements. The manufacturing process as an el process. Operations in the process versus provide services. Lean organizatic 4. Basic techniques and methods of operational management - Western and others). 5. The essence and meaning of quality. Perception and evaluation of quality Schotanus, F. (2013). Operations management: sustainability and supply ch Brandon-Jones, A., Piercy, N., Slack, N., Brandon-Jones, E., & Campbell, C. (2013)	Pass % of final grade 50 30 20 Please describe r uction management, production and operation f strategic plans into operational plans. lement of the operating system. The structure on of processes in time and space. d Japanese approach to operational management y. Basic methods and techniques of quality main ain management. Journal of purchasing and su 2012). Examining the effectiveness of experier	RSE DESCRIPTION main topics and areas of the ns, concepts, objectives, of the manufacturing pr ment (process-based man magement.	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51%
ourse description	choice from given list knowledge test individual project participation in the discussion 1 The nature of operational management: business management and prod 2. Measurement of operational performance evaluation. Decomposition of 3. Operational system and its elements. The manufacturing process as an el process. Operations in the process versus provide services. Lean organizatic 4. Basic techniques and methods of operational management - Western and others). 5. The essence and meaning of quality. Perception and evaluation of quality Schotanus, F. (2013). Operations management: sustainability and supply ch Brandon-Jones, A., Piercy, N., Slack, N., Brandon-Jones, E., & Campbell, C. (2013)	Pass % of final grade 50 30 20 COUL COUL 20 COUL Decould	RSE DESCRIPTION main topics and areas of the ns, concepts, objectives, of the manufacturing pr ment (process-based man magement.	very good > 90% good + 81% - 90% good 71% - 80% satisfactory + 61% - 70% satisfactory 51% - 60% unsatisfactory < 51% N he course , components, tasks. The process approach to operational management. rocess. Basic principles of manufacturing process organization. The manufacturing process versus the production nagement, comprehensive TQM quality management, balanced scorecard, lean management, six sigma and 4), 276-276.





2020/2021

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

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Student	→ CHECK THE KEY
		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
	undestands the organisation as a holistic system with its stategic attribiutes and differentiates functional, competeitive and corporte strategies.	Z2_W7 Knows and deeply understands the essence, context and process of operational and
GE		Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern
Ð		Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and
Ň	knows and understands relationships of the organisation in external contexts in micro and macro environments.	Z2_W3 Knows and deeply understands the microeconomic premises for making and
KNOWLEDGE		Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods
		Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods
	knows and understands techiques of statergic diagnosis in the range of reasearching the potencial of the company and external environment and undestands the	Z2_W5 Knows the essence and methods of descriptive statistics and mathematical statistics,
	meaning of functional analysis in process of concluding strategic thinking.	Z2_W7 Knows and deeply understands the essence, context and process of operational and
		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
	knows how to find right solutions to strategic problems and define recomendations.	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
		Z2_U13 Is able to use his management knowledge, competences and individual characteristics
S		Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills
SKILLS	acquires practical skills of designing strategies in the range of their own business.	Z2_U15 Is able to independently plan and implement his own lifelong learning and direct the
		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
	possesses technical and analitical skills of diagnosis in the company's enviroment with the means of its development.	Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
		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
ES	is prepared to work as part of a team appearing in various roles in the company.	Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
COMPETENCE		Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and
	is ready to think and act in accordance with criteria of stategic efficiency and enterpreneuership and shows skills of management on strategic level.	
SOCIAL		Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
SC		Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining
	is ready to work as part of the team or/on their own in the process of diagonosing and making strategic decisions	72 K4 Is ready to take on professional challenges in management in managerial (as leader /

Z2_K4 Is ready to take on professional challenges in management in managerial (as leader / Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to

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



	Module Z2/3			Manageme	ent								
С	Course no. Course name	Stro		ourse 3.3. man Resc	ource Mana	agement		ECTS credits	3	Leader	prof. G. Man	iiak	
	Major	MANAGEMENT	Master	Year	l Semeste		atus (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30	
			Description o	f SPECIFIC learn	ning outcomes of t	LEARNING (OUTCOMES			Reference to MA I	OR learning outcomes		
comes ype	5 			Stude	-					→ CHECK THE	-		
										eply understands the con	ncepts, terms, laws and dilemmas o d economic facts, phenomena, reg		
	has current, comprei selected modern con	nensive knowledge in the fie cepts of HRM	eld of human resou	irce management:	: characterizes individi	ual HRM functions	and their role in t	the organization, knows			d contemporary theories and conc		
									Z2_W4 Knows and un	derstands in depth the us	sefulness and purposefulness of us	ing metho	
ų		and explains the essence of y and competition strategy	• • • •	oach to the HRM p	process, classifies pers	onnel strategies a	nd discusses their	connections with	Z2_W11 Knows and d	eeply understands the es	ssence of entrepreneurship and the	e principle	
KNOWLEDGE		, and competition strategy											
KNOV											croeconomic premises for making a sefulness and purposefulness of us		
	characterizes interna	l and external determinants	s of the implement	ation of the perso	onnel function in the o	rganization, know	s current trends a	nd challenges					
											d contemporary theories and conc ence, context and process of opera	-	
	knows and recognize	s the methods, tools and in	struments used in	modern organizat	ions within key areas	of human resourc	e management				in various types of business entitie		
									Z2_U1 Is able to appl	y theoretical knowledge	and specialist knowledge in the fiel	ld of econ	
	identifies and analyz	es in practice specific areas	in human resource	management									
SKILLS	is able to make a cor	nprehensive assessment of	the implementatic	n of the personne	eria: effectiveness and	Z2_U3 Is able to obse	erve, interpret and analyz	n complex social, economic and ma ze and evaluate processes occurring	g in the				
		rmulate recommendations f	•	•		-			Z2_U5 Is able to use	the acquired knowledge t	to identify and solve various proble	ems / thre	
						-	nd communication technologies use vork in a team solving specific tasks						
	is able to select and	correctly design and / or app	ply methods, techr	iques and means	used in the HRM proc	ess, including IT to	ools supporting the	e HRM process			to identify and solve various proble		
									Z2_K2 Is ready to ind	ependently, critically eva	luate the processes taking place in	the	
	presents a creative a	ttitude, proposes and justifi	ies his own solutio	ns to the problem									
									72 KE la readu te we	rk and interact in teams	appearing in various roles in them,	hoing on	
COMPETENCES	demonstrates the ab	ility to work in a team; is at	ble to communicat	e effectively, nego	tiate and persuade							, being op	
SOCIAL										•	his knowledge and skills and unders ethical and social standards approp		
	understands the nee	d for lifelong learning, is aw	are of the respons	ibility associated v	with the work perform	ned in HRM functio	ons						
		STUD	DENT EFFORT						TEACHIN	NG METHODS			
		Total contact h including:			30 30		ods			<i>choice from given list</i> lecture			
alle		lecture practice			8		methods		r	nultimedia presentation group discussion	n		
SILUCIULE		e-learning laboratory seminar					Teaching		case study team projects				
		practical works study visit	hop		20		Tea						
Ineu		others consulting hou					ork			<i>choice from given list</i> review of the literature	2		
Ľ		exams, assignm Lectureship	nents		2		Student Work			student's own reseacrh own activity on platforn	1		
5016		Student Effor Total Student E			<mark>45</mark> 75		Stud						
						ASSESSMENT	S METHODS						
2100		Eta al ana da			pass % of final grade		ale		Ре	rcentage of final gra very good > 90%	de		
		Final grade choice from given list			50 50		de scale			good + 81% - 90% good 71% - 80%			
							Ä			atisfactory + 61% - 709 satisfactory 51% - 60%			
		choice from given list knowledge test					Grade			•			
		choice from given list knowledge test								unsatisfactory < 51%			
		choice from given list knowledge test tasks, exercises		tion of HDM		COURS Please describe mai	E DESCRIPTI			•			
	2. Conditions for the	choice from given list knowledge test tasks, exercises oroach and features of a stra functioning of the strategic	c HRM.				E DESCRIPTI			•			
	 Conditions for the Strategic HRM mo Organization of st 	choice from given list knowledge test tasks, exercises proach and features of a stra functioning of the strategic dels. Characteristics of basic rategic HRM; Role and comp	c HRM. ic personnel strateg petences of HR Bus	gies. iness Partner.		Please describe mai	E DESCRIPTI	of the course		unsatisfactory < 51%			
	 Conditions for the Strategic HRM mo Organization of sti Strategic HRM pla Human Performan 	choice from given list knowledge test tasks, exercises oroach and features of a stra functioning of the strategic dels. Characteristics of basic rategic HRM; Role and comp nes: - recruitment sub-strate	c HRM. ic personnel strateg petences of HR Bus tegy, - training and	gies. iness Partner. professional devel	lopment sub-strategy,	Please describe mai , - payroll manage	E DESCRIPTI	of the course		unsatisfactory < 51%			
Student	 Conditions for the Strategic HRM mo Organization of sti Strategic HRM pla Human Performan 	choice from given list knowledge test tasks, exercises proach and features of a stra functioning of the strategic dels. Characteristics of basic rategic HRM; Role and comp nes: - recruitment sub-strate ace management.	c HRM. ic personnel strateg petences of HR Bus tegy, - training and	gies. iness Partner. professional devel	lopment sub-strategy,	Please describe mai , - payroll manage	E DESCRIPTI	of the course		unsatisfactory < 51%			
methods	 Conditions for the Strategic HRM mo Organization of sti Strategic HRM pla Human Performan 	choice from given list knowledge test tasks, exercises proach and features of a stra functioning of the strategic dels. Characteristics of basic rategic HRM; Role and comp nes: - recruitment sub-strate ace management.	c HRM. ic personnel strateg petences of HR Bus tegy, - training and	gies. iness Partner. professional devel	lopment sub-strategy,	Please describe mai , - payroll manage	E DESCRIPTI	of the course		unsatisfactory < 51%			
methods	 Conditions for the Strategic HRM mo Organization of sti Strategic HRM pla Human Performan 	choice from given list knowledge test tasks, exercises proach and features of a stra functioning of the strategic dels. Characteristics of basic rategic HRM; Role and comp nes: - recruitment sub-strate ace management.	c HRM. ic personnel strateg petences of HR Bus tegy, - training and	gies. iness Partner. professional devel	lopment sub-strategy,	Please describe mai , - payroll manage	E DESCRIPTI	of the course		unsatisfactory < 51%			
description	 Conditions for the Strategic HRM mo Organization of sti Strategic HRM pla Human Performan 	choice from given list knowledge test tasks, exercises proach and features of a stra functioning of the strategic dels. Characteristics of basic rategic HRM; Role and comp nes: - recruitment sub-strate ace management.	c HRM. ic personnel strateg petences of HR Bus tegy, - training and	gies. iness Partner. professional devel	lopment sub-strategy,	Please describe mai , - payroll manage	E DESCRIPTI	of the course		unsatisfactory < 51%			
	 Conditions for the Strategic HRM mo Organization of str Strategic HRM pla Human Performar Assessment of the 	choice from given list knowledge test tasks, exercises proach and features of a stra- functioning of the strategic dels. Characteristics of basic rategic HRM; Role and comp nes: - recruitment sub-strate ice management. implementation of the pers	c HRM. ic personnel strateg petences of HR Bus tegy, - training and rsonnel function in t	gies. iness Partner. professional devel the organization (I	lopment sub-strategy, HRM effectiveness me	Please describe mai	E DESCRIPTI in topics and areas ment sub-strategy organization).	of the course	b-strategy, - employee	unsatisfactory < 51%	nent sub-strategy.		
methods	 Conditions for the Strategic HRM mo Organization of sti Strategic HRM pla Human Performan Assessment of the 1. Armstrong M., Zar Kluwer, Kraków 2008	choice from given list knowledge test tasks, exercises broach and features of a stra- functioning of the strategic dels. Characteristics of basic rategic HRM; Role and comp nes: - recruitment sub-strate ice management. implementation of the pers sign provide the strategic implementation of the pers	c HRM. ic personnel strateg petences of HR Bus tegy, - training and rsonnel function in t ni, Wydanie V, Oficy T., Zarządzanie zaso	gies. iness Partner. professional devel the organization (I the organization (I cobami ludzkimi w	lopment sub-strategy, HRM effectiveness me Grupa Wolters Kluwer organizacji. Kanony, r	Please describe main , - payroll manage easurement in the easurement in the <u>Ke</u> , Warszawa 2011, ealia, kontrowersj	EDESCRIPTI in topics and areas ment sub-strategy organization). ey literature i nowsze wyd. 2. ie, Wolters Kluwer	of the course r, - employee appraisal su Filipowicz G., Rozwój orga	b-strategy, - employee anizacji poprzez rozwó 1.4. Tomczak M., Kraw	vnsatisfactory < 51% relationship managem j efektywności pracowr		ne aspekt	

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



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

		LEARNING	OUTCOMES						
Outcomes	Description of SPECI	FIC learning outcomes of the course		Reference to MAJOR learning outcomes					
type		Student		→ CHECK THE KEY					
	knows and understands the role of projects in the functioning of modern o	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					
KNOWLEDGE	knows and uses advanced terminology in design.			Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern					
X	knows and is able to apply the tools and techniques of planning project ac	tivities at an advanced level.	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods						
	is able to prepare documentation initiating the project using appropriate t	ools 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					
SKILLS	is able to see the needs of the organization and identify sources of probler	ns 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 an projects	d management, finance to solve typical probler	ms associated with the imple	plementation of Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of econom Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats					
E	is prepared to cooperate with other members of project teams.			Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /					
COMPETENCE	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					
SOCIAL	is aware of the variability of the environment and the conditions in which	is aware of the variability of the environment and the conditions in which the project is carried out.							
	STUDENT EFFORT			TEACHING METHODS					
	Total contact hours	30		choice from given list					
	including: lecture	30 15	methods	workshop that uses activating methods practical workshop					
ure	practice e-learning			simulation, managerial and strategic games					
Structure	laboratory		Teaching						
Effort S	seminar practical workshop	15	ea						
nt Eff	study visit								
Studer	others consulting hours		Mork	<u>choice from given list</u> group work - joint task solving					
St	exams, assignments			others					
	Lectureship Student Effort	20	Student						
	Total Student Effort	50							
	Final anada		ITS METHODS						
ŧ.,	Final grade choice from given list	pass % of final grade		Percentage of final grade very good > 90%					
Assessment methods	presentation of an individual or group task other activities	50 50		good + 81% - 90% good 71% - 80%					
sses met			erade Grade	satisfactory + 61% - 70%					
٩				satisfactory 51% - 60% unsatisfactory < 51%					
			SE DESCRIPTION ain topics and areas of the co	course					
	 Basic concepts related to project management. Place and role of projects in contemporary organizations. 								
	3/ Project life cycle.								
	4/ Planning the scope, time, costs and non-financial resources of the proje 5/ Selected areas of project management - team management, communic								
c		ation, risk, changes, quanty.							
scription									
scrip									
de	S. E. Portny, Project Management for Dummies, Stanley and Sons, 2017		Key literature						
Course	A guide to the Project Management Body of Knowledge, Project Managem	ent Institute, 2018							
	Luck Enough Depiced Management That's the table		ditional literature						
	Just Enough Project Management: The Indispensable Four-step Process fo	nvianaging Any Project, Better, Faster, Cheaper	, ivic Grawhill 2004						

2020/2021]						
Module no.	Modu	le Z2/4					
Module name		Diplon	na Mo	dule (1)		
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list
			PURP				ODULE OBJECT

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 Mo indication of the purpose, research area, research model (formulation of hypotheses and selection of research methods) and will recognize the main principles and techniques of o

REQUIREMENTS

Needed knowledge and skills before starting the module

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

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

					MODULE STRUCTU	JRE
Course no.	rse no. Module Z2/4 Course 4.1.		Module Z2/4	Course 4.2.		
Course name	•••	Methodology of Dissertation / Thesis		omic Research - shop		
ECTS credits	1		:	2		



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



Module Z2/4		Diplo	ma Module ((1)								
Course no.		C	Course 4.1.									
Course name	Methodology of Dissertation Thesis							ECTS credits	1	Leader	prof. A. Zele	ek
Major						Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	15	

		LEARNING		
Outcomes type	Description of S	PECIFIC learning outcomes of the course		Reference to MAJOR learning outcomes
.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	has knowledge of the methodology of writing a thesis, taking into ac taking into account its usefulness / utilitarianism.	Student count the challenges of empirical, design and impler	mentation work with	<u>→ CHECK THE KEY</u> Z2_W14 Knows and understands the purposefulness and principles of independent research for
KNOWLEDGE	has knowledge of the principles of independent research processes, thesis.	ncluding primary and secondary research for the pu	urposes of research, i.e. work	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W14 Knows and understands the purposefulness and principles of independent research for
×	has knowledge of research methods used in management sciences, k	oth 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 proje 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 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,
	demonstrates the ability to independently conduct research and pre	bare a report on the research process (master's thes	sis).	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
CES	is aware of the complexity of processes taking place in the organizati	on and is able to study them - analyze, evaluate and	d 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
al competenc	is capable of logical and analytical thinking.			Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
SOCIAL	is capable of independent research work, presenting its assumptions	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			TEACHING METHODS
	Total contact hours including:	15 15	st l	choice from given list multimedia presentation
	lecture	7	methods	workshop that uses activating methods
Structure	practice e-learning	8		individual projects
truc	laboratory		Teaching	
	seminar practical workshop			
t Effort	study visit		F	
Student	others		rk –	choice from given list
Stuc	consulting hours exams, assignments		Student Work	preparation of the final project own activity on platform
	Lectureship			
	Student Effort Total Student Effort	<u>10</u> 25	Stuc	
			NTS METHODS	
	Final grade choice from given list	pass % of final grade		Percentage of final grade very good > 90%
Assessment methods	individual project	100		good + 81% - 90%
iessr netho			Crade C	good 71% - 80% satisfactory + 61% - 70%
Ass			Ö	satisfactory 51% - 60%
				unsatisfactory < 51%
			RSE DESCRIPTION main topics and areas of the course	
Course description	wykorzystanie źródeł literaturowych; gromadzenie i przetwarzanie d 3. Zasady korzystania z księgozbiorów i czasopism, elektronicznych b 4. Technika pisania prac naukowych (praca magisterska): forma, styl 5. Omówienie zasad przygotowania i przeprowadzenia prezentacji m 6. Etyczne zasady pisania pracy dyplomowej. 7. Procedura dyplomowa i antyplagiatowa w ZPSB. 1. G. Maniak, E. Świergiel, A. Zelek, Twoja praca promocyjna – od dyl	agisterskiej: wybór tematu; formułowanie celu prac anych empirycznych; prezentacja i interpretacja wyr az danych i zasobów Internetu. i język, wymagania edycji tekstu i elementów graficz ultimedialnej własnego projektu końcowego.	hików badania; wnioskowanie). znych (tabele, rysunki, wykresy). Key literature	vanie hipotez badawczych, dobór metod badawczych; układ, treść i objętość rozdziałów; dobór i
	2. J. Lichtarski, Praktyczny wymiar nauk o zarządzaniu, PWE, Warszav		,	
	1. Zenderowski R., Technika pisania prac magisterskich i licencjackich		dditional literature	
	 Podstawy metodologiczne prac doktorskich w naukach ekonomicz M. Blaug, Metodologia ekonomii, PWN, Warszawa, 1995. Kwaśniewski K., Jak pisać prace dyplomowe? Wskazówki praktyczr 	nych, red. M.Sławińska, H. Witczak, PWE, Warszawa	a 2012.	



2020/2021

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

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

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	15		choice from given list
	including:	15	ds d	multimedia presentation
	lecture	7	methods	workshop that uses activating methods
Q	practice	8	Jet	
Structure	e-learning			
5	laboratory		Teaching	
	seminar		i ch	
Effort	practical workshop		e	
	study visit			
Student	others			choice from given list
p	consulting hours		Student Work	preparation of the final project
Str	exams, assignments		3	review of the literature
	Lectureship		ent	
	Student Effort	35	p	
	Total Student Effort	50	St	
		ASSESSMEI	NTS METHODS	5
	Final grade	pass		Percentage of final grade
÷	choice from given list	% of final grade	<u>a</u>	very good > 90%
Assessment methods	individual project	100	scale	good + 81% - 90%
tho			U S	good 71% - 80%
ses			ă	satisfactory + 61% - 70%
As			Grade	satisfactory 51% - 60%
				unsatisfactory < 51%
			RSE DESCRIPT	
		Please describe n	nain topics and areas	s of the course
	1. Fundamental types of research problems in managerial sciences.			
	2. Scientific methods of solving research problems.			
	3. Examples of contemporary micro and macroeconomic research problems.			
	4. Fundamental approaches to research.			
	5. Types of inference.			
	6. Typology of causal models.			
	7. Causality and counterfactuality.			
	8. Causal and correlational research.			
	10. Experimental research projects.			
Ę	11. Qualitative research methods.			
tio	12. Quantitative research methods.			
rip	13. Case study as a research method.			
S S	14. Principles of creating research tools.			
description	15. Principles of creating analytical tools.			
Ű	16. Reporting research findings.			
Course				
ပိ			Key literature	
	AVC Manial E Évicenial A Zalal Turcia (Ward Dames Disectation From Dill			

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

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

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

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

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

Additional literature

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

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

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

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

2020/2021]						
Module no.	Modu	le Z2/5					
Module name	Specialis	ation Modul	e (1) G	GLOBA		GEME	ENT
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)
			PURP	OSE OF T		e and m	ODULE OBJECTIV
					Short description	on and objecti	ve list

Module ne	ame	Specialis	ation Modul	e (1) G	LOBA		GEME	NT	ECTS cre	edits	13	Lea	ıder	dr D. Majewska	-Bielecka
Major	r MA	NAGEMENT	Master	Year	Ι	Semester	2	Status (choice list)	OBLIGAT	ORY	Lang	uage	English	Total Contact Hours	90
				PURPO	OSE OF T	HE MODULI		ODULE OBJECTIVE	ES						
						Short descriptio	on and objectiv	e list							
-	e module is to shape manag ne context of globalization.	erial competences in the f	ield of interpretation and	use of accoun	ting / financia	al information in	n analytical ar	d decision-making proces	sses. The main goa	al of the m	odule is also	to provide th	e student witl	h the knowledge and skill	s of managing
							REMENTS								
The main goal of the	e module is to shape manag	erial competences in the f	ield of interpretation and	use of account		knowledge and ski al/globalization i			making processes						
						LEARNING									
		WLEDGE lerstand on advanced level)	Sho	rt description		mes gain durin SKILLS ent is able to.	g the course of a module					L COMPE		
	ons and principles of creatin ng / financial/globalization i							of financial/managerial/gl ions with all the implicatio	ons. of		ent accountin			edge and understanding tangement in the contex	
						MODULE	STRUCTU	RE							
Course no.	Module Z2/5	Course 5.1.	Module Z2/5	Cours	se 5.2.										
Course name	Global	isation	Managerial /	Accounta	incy					I					
				_											

					MODULE STRUCTU	JRE
Course no.	Module Z2/5	Course 5.1.	Module Z2/5	Course 5.2.		
Course name	Global	lisation	Managerial /	Accountancy		
ECTS credits	<u> </u>	5		5		





2020/2021

Module Z2/5	Specialis	ation Modu	le (1) GLOB	AL MAN	AGEMEN	Т						
Course no.		C	Course 5.1.									
Course name			Globali	sation				ECTS credits	5	Leader	dr D. Majewska-B	Bielecka
Major	MANAGEMENT	Master	Year		Semester	2	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

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

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	30		choice from given list
	including:	30	ğ	lecture
	lecture	12	methods	multimedia presentation
ଦ	practice	16	net	workshop that uses activating methods
icture	e-learning			group discussion
Struc	laboratory		i,	individual projects
t St	seminar		Teaching	team projects
Effort	practical workshop		Tec	video movie
	study visit			practical workshop
Student	others		~	choice from given list
Č Č	consulting hours		Student Work	task solving
Ş	exams, assignments	2	> +	group work - joint task solving
	Lectureship		len	preparation of the final project
	Student Effort	95	hud	review of the literature
	Total Student Effort	125	S	
		ASSESSME	NTS METHOD	
	Final grade	0		Percentage of final grade
ŧ.	choice from given list	% of final grade	scale	very good > 90%
nei	tasks, exercises	50	000	good + 81% - 90%
(ssessment methods	individual project	50	<u>o</u>	good 71% - 80%
sse			Grade	satisfactory + 61% - 70%
∢			Ū	satisfactory 51% - 60%
				unsatisfactory < 51%
			RSE DESCRIPT	
			nain topics and areas	s of the course
	1/ Introduction to globalization: different definitions of globalization, globalizati			
	2/ Globalization from a scientific perspective: how do economists perceive globa	·		
	3/ Man and globalization: social and cultural problems, ethical, linguistic. Is ther	-		
	4/ Globalization and economic development: the division of the world into cour	·		
	5/ Globalization and consumer awareness: products fair trade, genetically food	modified.		
_	6/ Globalization and democracy: will democracy resolve terrorism problem?			
o	7/ Globalization and corporations: how corporations perceive global market?			
ription	8/ Globalization and the environment.			
SCL				
des			Key literature	
Û	1. Stiglitz J., Globalization and its discontents, WW Norton & Company, 2002, St	iglitz J., Making globalization work, W. W.		2006
Urs	2. Globalizacja i regionalizacja w gospodarce światowej, red. Stiglitz J. Measuring			
Č		-	-	

	STUDENT EFFORT			TEACHING METHODS								
	Total contact hours	30		choice from given list								
	including:	30	ds	lecture								
	lecture	12	methods	multimedia presentation								
e	practice	16	net	workshop that uses activating methods								
cture	e-learning			group discussion								
Struc	laboratory		Teaching	individual projects								
t St	seminar			team projects								
Effort	practical workshop		Tec	video movie								
	study visit		-	practical workshop								
Student	others		×	choice from given list								
ň	consulting hours		Student Work	task solving								
S	exams, assignments	2	\$ +	group work - joint task solving								
	Lectureship		en	preparation of the final project								
	Student Effort	95	hud	review of the literature								
	Total Student Effort	125	St									
		ASSESSME	NTS METHOD									
	Final grade	0		Percentage of final grade								
ŧ.,	choice from given list	% of final grade	ale	very good > 90%								
Assessment methods	tasks, exercises	50	scale	good + 81% - 90%								
ssn etho	individual project	50	<u>e</u>	good 71% - 80%								
sse me			Grade	satisfactory + 61% - 70%								
Â			ত	satisfactory 51% - 60%								
				unsatisfactory < 51%								
			RSE DESCRIPT									
			main topics and area	s of the course								
	1/ Introduction to globalization: different definitions of globalization, globalization											
	2/ Globalization from a scientific perspective: how do economists perceive globaliz											
	3/ Man and globalization: social and cultural problems, ethical, linguistic. Is there of	-										
	4/ Globalization and economic development: the division of the world into countr	·										
	5/ Globalization and consumer awareness: products fair trade, genetically food me	odified.										
	6/ Globalization and democracy: will democracy resolve terrorism problem?											
uo		7/ Globalization and corporations: how corporations perceive global market?										
ription	8/ Globalization and the environment.											
scr												
qe			Key literature									
Ö	1. Stiglitz J., Globalization and its discontents, WW Norton & Company, 2002, Stigl											
SUUS	2. Globalizacja i regionalizacja w gospodarce światowej, red. Stiglitz J. Measuring w	hat counts, The global movement for	well-being, The Nev	Press, 2020, Stiglitz J., The price of inequality, Penguin Books, 2015,								
ပိ												

Additional literature

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



		le (1) GLOBA	AL MAN	AGEMEN								
	C	ourse 5.2.										
	Man	agerial A	ccoun	itancy			ECTS credits	5	Leader	dr D. Majewska-B	Bielecka	
MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30	
M	ANAGEMENT	Man		Managerial Accour	Managerial Accountancy	Managerial Accountancy	Managerial Accountancy	Managerial Accountancy ECTS credits	Managerial Accountancy ECTS credits 5	Managerial Accountancy ECTS credits 5 Leader	Managerial Accountancy ECTS credits 5 Leader dr D. Majewska-E	

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
.) pe	Student	→ CHECK THE KEY
		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
	has advanced knowledge about the functioning of the enterprise and the use of management accounting tools to make current decisions.	Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
ЭË		Z2_W3 Knows and deeply understands the microeconomic premises for making and
KNOWLEDG	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_W8 Knows and deeply understands the place and importance of accounting and finance in
¥		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
	knows and understands the importance and role of the budgeting process in the enterprise.	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
		Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economi
	is able to correctly select and apply selected management accounting tools.	Z2_U9 Is able to record economic events and carry out analyzes in the field of management
S	understands and is able to describe the relationship between the size of a business and the costs and results of an enterprise.	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
SKIL		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_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
		Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the
	is able to carry out an analysis of specific processes taking place in an enterprise using operational budgets.	Z2_U7Is able to thoroughly analyze a complex business problem, prepare a research report,Z2_U9Is able to record economic events and carry out analyzes in the field of management
		Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the
OMPETENCES	is aware of the need to adapt the prepared information to the internal needs of the enterprise's users.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
OMPI		Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining
CIAL CO		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
soci	is aware of his responsibility for the reliability and objectivity of the materials prepared to make managerial decisions.	

Including: 30 12 12 Including: 12 12 13 Including: 16 12 13 Including: 16 13 13 Including: 16 13 13 Including: 16 13 13 Including: 16 13 13 Including: 16 16 13 Including: Including: 16 16 Including: Including: 16 16 16 Including: Including: Including: 16 16 16 Including: Including: Including: Including: 16 16 16 Including: Including: </th <th></th>	
State 30 30 Including: 12 multim Including: 16 30 Including: Including: 10 Including: Including: Including: Including: Including:	NETHODS
Including: 30 lecture 12 multim practice e-tearning 16 e-tearning 16 idboratory 16 idboratory 16 practice 16 grad grad idboratory 16 idboratory 12 idboratory 125	e from given list
Image: Constraint of the same of the	lecture
Image: Construction of the seminor Image: Constr	edia presentation
Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of the seminor Image: Construction of th	uses activating methods
Image: Standard Study visit Image: Study visit Study visit Image: Study visit Image: Study visit Image: Study visit </td <td>up discussion</td>	up discussion
Image: study visit Image: study visit Image: study visit study visit Image: study visit study vis	ask solving
integrate integ	0
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Image: Construction of the state of the	
Image: Courter, darge methods Image: C	e from given list
Inclusion Inclu	of the literature
Initial grade 0 Statistical 0 Choice from given list % of final grade Written exam 90 tasks, exercises 10 tasks, exercises 10 Statisfor	n to an exam/credit
Initial studem error 123 ASSESSMENTS METHODS Final grade O Choice from given list % of final grade written exam 90 tasks, exercises 10 tasks, exercises 10 statisfor stat	ask solving
Initial studem error 123 ASSESSMENTS METHODS Final grade O Choice from given list % of final grade written exam 90 tasks, exercises 10 tasks, exercises 10 statisfor stat	
Final grade 0 Percent choice from given list % of final grade Very written exam 90 goo tasks, exercises 10 goo satisfac satisfac unsat	
Final grade 0 Percent choice from given list % of final grade Very written exam 90 goo tasks, exercises 10 goo satisfac satisfac unsat	
Choice from given list % of final grade 90 very Written exam 90 <td>age of final grade</td>	age of final grade
tasks, exercises 10 god	$\gamma \text{ good } > 90\%$
tasks, exercises 10 go	d + 81% - 90%
COURSE DESCRIPTION	od 71% - 80%
COURSE DESCRIPTION	tory + 61% - 70%
COURSE DESCRIPTION	ctory 51% - 60%
COURSE DESCRIPTION	isfactory < 51%
Please describe main topics and areas of the course 1. Management accounting as an enterprise information system. 2. Differences between management accounting and financial accounting. 3. Classification of costs and revenues for the needs of management accounting. 4. Cost accounting as a source of management information. 5. Break-even analysis. 6. Short-term decision making. 7. The use of management accounting tools in decision-making processes. 8. Price calculation. 9. Budgeting as an enterprise management method. 10. Other management accounting tools.	
 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, teraźniejszość, 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 Uniwersytety Łódzkiego, Łódź 2016; 3. Nowak E., Zaawansowana rachunkowość zarządcza, Wydawnictwo PWE, Warszawa 2017.	



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Specialise	ation Modu	le (2) GLOB	AL MAN	AGEMEN	Т						
	C	Course 5.3.									
	Finan	cial Repo	rting A	Nethod	S		ECTS credits	3	Leader	dr I. Rafalo	ąt
MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30
		Finan	Course 5.3. Financial Repo	Course 5.3. Financial Reporting N	Course 5.3. Financial Reporting Method	Financial Reporting Methods	Course 5.3. Financial Reporting Methods	Course 5.3. ECTS credits Financial Reporting Methods ECTS credits	Course 5.3. ECTS credits 3	Course 5.3. Financial Reporting Methods ECTS credits 3 Leader	Course 5.3. ECTS credits 3 Leader dr I. Rafalo

	LEARNING OUTCOMES				
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes			
.,	Student	\rightarrow CHECK THE KEY			
	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 			
KNOWLEDGE	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 			
X	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			
	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 			
SKILLS	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 / 			
CES	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 			
L COMPETEN	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			
SOCIA	is ready for creative, active work in a group on assessing phenomena and creating proposals for solutions to problems that will be the basis for making strategic	Z2_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			

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

Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the

	STUDENT EFFORT								
				TEACHING METHODS					
	Total contact hours	30		choice from given list					
	including:	30	р 0	lecture					
		12	methods	multimedia presentation					
ure	practice	16	- Ě	case study					
t	e-learning laboratory		 ດ	group discussion team analysis					
Str	seminar		Teaching						
ţ	practical workshop		Ö Ö						
Eff	study visit								
ů t	others			choice from given list					
jde	consulting hours		Student Work	preparation to an exam/credit					
Stu	exams, assignments	2	Š –	preparation of the final project					
	Lectureship		e Te	review of the literature					
	Student Effort	45	n di la composicio de l	task solving					
	Total Student Effort	75	t t						
		ASSESSMI	INTS METHODS						
	Final grade	0		Percentage of final grade					
÷	choice from given list	% of final grade	<u>e</u>	very good > 90%					
Assessment methods	written exam	50	sc ale	good + 81% - 90%					
ssn	team case study	50	<u>0</u>	good 71% - 80%					
sse me			Grade	satisfactory + 61% - 70%					
Â			Ū	satisfactory 51% - 60%					
				unsatisfactory < 51%					
			IRSE DESCRIPTION						
	1. The nature and scope of financial reporting, fundamental principles and ir		main topics and areas of the c	ourse					
	2. Structure and elements of the Financial Statement, essence, rules of prese		inients 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 statemen	ts.							
	6. Methods of preliminary analysis of the financial statement and assessmer	t of the company's financial results.							
	7. Indicating methods of analysis the financial condition of companies in the	field of: liquidity, profitability, debt and fin	ancial independence and eff	iciency.					
	8. Enterprise market position analysis - application of capital (investor) mark	et indicators.							
5	9. Pyramid analysis - Du Pont model.								
cription	10. Selected models of bankruptcy prediction.								
cri	11. Enterprise capital cost analysis (weighted average cost of capital).								
es	12. Industry specificity in analyzing financial statements.								
e d									
ULS	Key literature								
ပိ	Key Ineratore . Eugene F. Brigham, Michael C. Ehrhardt, Financial Management: Theory & Practice (MindTap Course List) 16th Edition, Cengage Learning, 2019;								
•	. 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 przeds	iębiorstwa", PWE, Warszawa 2015.							
			dditional literature						
	1. "Sprawozdanie finansowe według polskich i międzynarodowych standard	ow rachunkowość"i, red. G. K. Świderska, W	r. więcław, Difin 2012.						

2020/2021]						
Module no.	Modu	le Z2/6					
Module name	Specialis	ation Modul	e (2) G	LOBA		GEME	NT
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)
			PURP	OSE OF TI		E AND M	ODULE OBJECTI

Short description and objective list

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

REQUIREMENTS

Needed knowledge and skills before starting the module

No requirements

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

					MODULE STRUCTURE			
Course no.	Module Z2/6	Course 6.1.	Module Z2/6	Course 6.2.	Module Z2/6	Course 5.3.		
Course name	Leade	ership	Intercultural Co Business and	mmunication in Management	Financial Reporting Methods			
ECTS credits	CTS credits 3		2		3			



	ECTS o	credits	5	Lea	der	d	r I. Rafalc	ą†
)	OBLIG	ATORY	Lang	uage	English	Total Cont	act Hours	60
VE	S							
2					COMPET			
earn	ed features				ding of interc		ness and ethic	cal



Module Z2/6	Specialisation Module (2) GLOBAL MANAGEMENT											
Course no.	Course 6.1.											
Course name			Leade	rship				ECTS credits	3	Leader	dr I. Rafalc	ąt
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

	LEARNING OUTCOMES					
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes				
iype	Student	\rightarrow CHECK THE KEY				
EDGE	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				
KNOWLEDGE						
	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_U12 Is able to manage the work of an employee team using the HR management principle Z2_U13 Is able to use his management knowledge, competences and individual characteristics				
SKILLS						
COMPETENCES	declares readiness to cooperate in task teams, shows the ability to compromise and empathic attitudes towards other members team.	Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /				
SOCIAL COI						

ē	STUDENT EFFORT Total contact hours			TEACHING METHODS
ē		30		choice from given list
<u>e</u>	including:	30	ds	workshop that uses activating methods
<u>e</u>	lecture	6	methods	group discussion
<u> </u>	practice	8	et	case study
2	e-learning			individual projects
Structure	laboratory			team projects
ts –	seminar		Teaching	
Effort	practical workshop	16		
2	study visit			
Student	others			choice from given list
₩ E	consulting hours		Student Work	preparation of the final project
Stu	exams, assignments			own activity on platform
	Lectureship			review of the literature
	Student Effort	45		trial tests
_	Total Student Effort	75	St	preparation to an exam/credit
		/3		
		ASSESSA	MENTS METHODS	
	Final grade	0		Percentage of final grade
	choice from given list	% of final grade	<u>e</u>	very good > 90%
s ds	individual project	50		good + 81% - 90%
0	tasks, exercises	50		good 71% - 80%
<u>۽</u>				satisfactory + 61% - 70%
neth				
meth				satisfactory 51% - 60%
1/ 2/ 3/ 4/	/ How to build a unique team: your own engagement in leadership / How your own positive attitude help the team in achieving goals /Relations in a team, tools to build a unique team / Team and leadership: how to create tema's goals		DURSE DESCRIPTION	satisfactory 51% - 60% unsatisfactory < 51%
2/ 3/ 4/ 5/ 6/	/ How to build a unique team: your own engagement in leadership / How your own positive attitude help the team in achieving goals /Relations in a team, tools to build a unique team		OURSE DESCRIPTION	

	TEACHING METHODS						
	choice from given list						
5	workshop that uses activating methods						
	group discussion						
	case study						
	individual projects						
	team projects						
2							
<u>ŭ</u>							



	<u>Cracialia</u>					T	1					
Module Z2/6	Specialisation Module (2) GLOBAL MANAGEMENT											
Course no.		C	Course 6.2.									
Course name	Intercultu	ral Comm	unication i	n Busin	ess and	Mana	gement	ECTS credits	2	Leader	dr I. Rafalo	ąt
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

		LEARNING	OUTCOMES					
Outcomes type		earning outcomes of the course			Reference to MAJOR learning outcomes \rightarrow CHECK THE KEY			
	Student is aware of importance and potential, as well as threats of cultural diviculture impacts on business relationships, is able to analyze business dilemmas effectively in the international business environment.	erity in busines world. Realizes the role o			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			
OWLEDGE	Based on descriptive models of culture student describes properly the charact decision making process by managers and employees. Student knows the role international environment	Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field						
KNOWL	Student knows how to identify and describe various classifications of cultures, compared withnational enterprises.	Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field Z2_W15 Has practical knowledge to start work in various types of business entities or own						
	Student can identify areas in which culture influences international business ar able to contrast and analyze cultural differences by applying the relevant theor provide ethical justification for decisions taken in business settings.		-		Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field 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			
	Identifies and summarizes the fundamental concepts, multiple perspectives, a communication on interpersonal and business interactions.	nd theories about culture and communica	ation, and the inf	luence of culture and	 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 / Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow Z2_U16 Is able to communicate with a diverse environment using specialized terminology, 			
rs	Describes global trends regarding the importance of intercultural communicat styles, behaviors, and ways of thinking.	ion. Explains how culture shapes humar	n perception, con	nmunication and conflict	 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_U12 Is able to manage the work of an employee team using the HR management principles Z2_U13 Is able to use his management knowledge, competences and individual characteristics Z2_U16 Is able to communicate with a diverse environment using specialized terminology, 			
SKILLS	Applies knowledge of intercultural communication concepts to analyze intercu of communication in different cultural settings appropriate to the examined cu Student is familiar with English intercultural terminology related to the busines	ulture.	d by research re	garding styles and 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_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 Z2_U16 Is able to communicate with a diverse environment using specialized terminology, Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U16 Is able to communicate with a diverse environment using specialized terminology, 			
	Students collectively raise awareness about taken for granted elements of cult imagine and practice alternatives.	 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 / Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the 						
	Students will demonstrate an understanding of intercultural awareness and et professionalism. Student is able to lead a discusion, begin and maintain a conversation with his, matter and controversial issues. During discussion can reconcile the argument differences and their sources.	 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 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 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_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_K7 Is ready to emphatically understand the needs of members of diverse teams / 						
	STUDENT EFFORT				TEACHING METHODS			
	Total contact hours	30	<u>~</u>		choice from given list			
	including: lecture	30 6	methods		lecture multimedia presentation			
Ure	practice	8	me		workshop that uses activating methods			
Structure	e-learning laboratory		Teaching		group discussion			
	seminar		ach					
Effort	practical workshop	16	Те					
	study visit others				choice from given list			
Student	consulting hours		Vorl		preparation to an exam/credit			
Ś	exams, assignments Lectureship		ant /		review of the literature student's own research			
	Student Effort	20	Student Work		group work - joint task solving			
	Total Student Effort	50						
		ASSESSMEN	TS METHOD	S				
	Final grade choice from given list	0 % of final grade	¢		Percentage of final gradevery good > 90%			
ant ds	written exam	80	scale					
ssessment methods	participation in the discussion	10	des		good 71% - 80%			
Asse m	presentation of an individual or group task tasks, exercises	5	Grade		satisfactory + 61% - 70% satisfactory 51% - 60%			
		xplores intercultural communication			unsatisfactory < 51%			
		COUR	SE DESCRIP	ION				
scription	communicate and act in an intercultural business environment with particul	Please describe mo business relationships. The goal is to fami lar emphasis on working in multinational ilize a wide variety of learning approaches students. s Popular culture, Xenophobia ect	ain topics and arec iliarize students v I companies, whi	is of the course vith the latest research in th ch creates the basis for furt	he field of cultural conditions of business. The aim is to prepare students to effectively her intercultural education with principles of the cultural intelligence . periential. This sort of learning requires active individual and group participation.			
<u>e</u>	Cultural influences on the Expression and perception of Emotions Cross-cultural Face concerns and conflicts Styles Adapting to unfamiliar culture: culture shock Communication today, history and role of international communication system	ent and technologies.						

2020/2021

Course

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

Multicultural Competence and management challenges

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

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

Key literature

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

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

Carnegie Dale, Vermilion 2010

Additional literature

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

2020/20)21													
Module	no.	Modu	ıle Z2/7											
Module no	ame		Competence	s in Mana	anagement (1)				ECTS credits	4	Leader		dr M. Bzunek	
Major	Major MANAGEMENT Master Year I Semester 2 Status (choice list)							Status (choice list)	OBLIGATORY	Lang	u age Eng	nglish Toto	al Contact Hours	60
				PURPOSE					S					
	Short description and objective list													
	REQUIREMENTS Needed knowledge and skills before starting the module													
						LEARNING								
		KNOWLEDGE		Short desc	cription of		nes gain durir SKILLS	g the course of a module			SOCIAL CO		~FS	
	(Student kno	ows and understand on advanced leve	l)				ent is able to.)				is ready to)	525	
collocations, which a	a professional foreign language, understands the meaning of relevant phrases, idioms and use a foreign language in professional situations related to the implementation of entrepreneutial activities. In addition, the student is able to apply selected solutions in the Moreover, working in teams, he performs his work reliably and carefully. He is ready to field of information and communication technologies in business decisions.													
						MODULE	STRUCTU	IRE						
Course no.	Course no. Module Z2/7 Course 7.1. Module Z2/7 Cour				2.									
Course name	ICT Tool	Iule Z2/7 Course 7.1. Module Z2/7 Course 7.2. Pools for Business Decisions Foreign Language												

	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)
a professional foreign language, understands the meaning of relevant phrases, idioms and collocations, which allows him to understand a foreign language in a business context. Moreover, he has knowledge of the chosen ones topics related to the use of computer methods of supporting business decisions.	use a foreign language in professional situations related to the implementation entrepreneurial activities. In addition, the student is able to apply selected solu field of information and communication technologies in business decisions.

			MODULE STRUCTURE			
Course no.	Module Z2/7	Course 7.1.	Module Z2/7	Course 7.2.		
Course name	ICT Tools for Bus	iness Decisions	Foreign L	anguage		
ECTS credits	2	2	:	2		





(Nodule Z2/7 Course no. ourse name		C	es in Manag Course 7.1. Is for Busi	-		ns		ECTS credits	2	Leader	dr M. Bzune	k		
	Major	MANAGEMENT			Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30					
						LE	ARNIN	G OUTCOMES							
Outcomes type			Description of	of SPECIFIC lear	ning outc	omes of the	course				Reference to MAJ	OR learning outcomes			
		Student has a deep understanding related to decision processes, that occur within an organization. Moreover, one understands the role of information in business nanagement process.										E KEY cepts, terms, laws and dilemmas of r roeconomic premises for making and sefulness and purposefulness of usin portance and areas of using IT suppo	d rationalizi g methods a		
KNOWLEDGE	has an advanced kr	nowledge of IT-based busine	ess decision supp		Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods and Z2_W12 Knows and deeply understands the importance and areas of using IT support systems in										
	knows and identifie	nows and identifies benefits, as well as potential threats, related to implementation of IT-based business decision support tools.									nderstands in depth the us	roeconomic premises for making and sefulness and purposefulness of usin aportance and areas of using IT suppo	g methods		
	knows and identifie	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					
	is able to use ICT to	s 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, 					
SKILLS	is able to interpret	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,				
		ble to support business decision making process with advanced applications of spreadsheets.									Z2_07 Is able to thoroughly analyze a complex business problem, prepare a research report, Z2_06 Is able to efficiently use information and communication technologies used in conductin Z2_07 Is able to thoroughly analyze a complex business problem, prepare a research report,				

					Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need					
ES	is aware of a constant need to develop one's skills and knowledge rela	ted to applications of ICT solutions in decision a	nd managemen	processes.						
COMPETENCES	is ready to take responsibility of one's decisions, in social, ethic, profes	is ready to take responsibility of one's decisions, in social, ethic, professional, and economic context. 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 th results of an analysis related to solving decision processes.								
SOCIAL	Is ready to perform tasks, both independently and in teams, by making results of an analysis related to solving decision processes.									
	STUDENT EFFORT				TEACHING METHODS					
		30								
	Total contact hours	30 30	<u>v</u>		choice from given list lecture					
	including: lecture	12	methods		multimedia presentation					
0	practice		ę		· · · · · · · · · · · · · · · · · · ·					
nre	· · · · · · · · · · · · · · · · · · ·				group discussion					
Structure	e-learning	18	Teaching		case study					
Stru	laboratory	10	Ŀ.		task solving					
	seminar		ğ		practical workshop					
Ĕ	practical workshop		Ĕ							
t	study visit				all a los frances diverse l'art					
Student Effort	others		Work		choice from given list					
ţ	consulting hours		Ň		preparation to an exam/credit					
•	exams, assignments		tudent		review of the literature					
	Lectureship Student Effort	20	de		task solving					
	Total Student Effort	20 50	Stu							
		50								
		ASSESSMEN	TS METHO	S						
	Final grade	pass			Percentage of final grade					
+	choice from given list	% of final grade	<u>e</u>		very good > 90%					
Assessment methods	tasks, exercises	100	scale		good + 81% - 90%					
tho			e S	good 71% - 80%						
me			Grade		satisfactory + 61% - 70%					
Ä			ច		satisfactory 51% - 60%					
					unsatisfactory < 51%					
		COUR	SE DESCRIF	TION						
		Please describe m	ain topics and are	as of the course						
	1. The concept and origin of information and communications technology									
	2. Drivers of growth of information and communications technologies a	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	· · · ·	perations.							
	8. Entering formulas, functions and nesting functions in Microsoft Exce	I.								
	9. Using range names in Microsoft Excel.									
Ę	10. Presentation and data visualization in Microsoft Excel.									
description	11. Conditional formatting, reordering and summarizing data.	mendee lested former des sous tors to the state	f							
:rip	12. Using formulas: basic formulas, financial formulas, date and time for	ormulas, logical formulas, error trapping, and oth	er functions.							
) Sé	13. Array formulas.									
ð	14. Using pivot tables and pivot charts in business decision making prod									
Se	15. Using solver and analysis toolpack in business decision making proc	esses.								
Cour	16 Preparing datasets, and data analysis in Microsoft Excel.									
Ŭ		K	Cey 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.							
B. Jelen, T. Syrstad, "Microsoft Excel 2019 VBA and Macros", Microsoft Press, 2019.							
4) M. Alexander, "Microsoft Business Intelligence Tools for Excel Analysts", Wiley, 2014.							
5) R. Sharda, D. Delen, E. Turban, "Business Intelligence and Analytics: Systems for Decision Support", Pearson, 2014.							
Additional literature							
1) M. Alexander, "Excel 2019 Bible", Wiley, 2018.							
2) Ch. Frye, "Microsoft Excel 2019 Step by Step", Microsoft Press, 2018.							
3) P. McFedries, "Microsoft Excel 2019 Formulas and Functions", Microsoft Press, 2019.							



Module Z2/7	Module Z2/7 Competences in Management (1)											
Course no.	Course 7.2.											
Course name	Foreign Language							ECTS credits	2	Leader	dr M. Bzune	ek
Major MANAGEMENT Master Year I Semester 2 S					Status (choice list)	OBLIGATORY	Language	Polish/English	Total Contact Hours	30		

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
iype	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).
KNOW		
	is able to conduct a business conversation both in spoken and written form, is able to independently solve specific situational tasks that require the use of business language.	Z2_U16 Is able to communicate with a diverse environment using specialized terminology,
SKILLS		
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
SOCIAL CO		

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

2020/2021								
Module no.	Modu	le Z2/8						
Module name	Quantative Methods in Management							
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list	
			PURP	OSE OF T		E AND M	ODULE OBJECTI	

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

REQUIREMENTS

Needed knowledge and skills before starting the module

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

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

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



	ECTS o	credits	5	Leader		dr M. Bzune	ək					
	OBLIG	ATORY	Lang	uage	English	Total Contact Hours	45					
VE	S											
	-											
o th	o the application of statistical methods in the area of business practice.											
con	onomics.											
					COMPET							
	aracterized by h, prioritizing 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.											



2020/2021

Module Z2/8	Qu	antative M	ethods in Mc	anagem	ent]					
Course no.	Course 8.1.											
Course name	Statistical Inference							ECTS credits	5	Leader	dr M. Bzune	ek
Major MANAGEMENT Master Year I Semester 1						Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	45	

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

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

Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open t Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /

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

2020/2021							
Module no.	Modu	le Z2/9					
Module name		Diplon	na Mo	dule (2	2)		
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)
			PURP	OSE OF T	HE MODUL	E AND M	ODULE OBJECTI
					Short descripti	on and objectiv	ve list

	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)
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 mana problems in various functions and areas of management, including those in line chosen specialization.

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



Module no	ame		Diplon	oma Module (2)						credits 3 Leader			prof. A. Zel	ek	
Major	,	MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)	OBLIG	ATORY	Lang	uage	English	Total Contact Hours	18
				PURP	OSE OF T	HE MODULE		ODULE OBJECTIVE	S						
	Short description and objective list														
The aim of the modu	e 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.														
						DEOU									
					Needed		REMENTS								
The student must co	Needed knowledge and skills before starting the module														
						LEARNING	OUTCO	MES							
				Sho	ort description			g the course of a module					0011055		
	(Student kno	KNOWLEDGE ows and understand on advanced leve	·)				SKILLS ont is able to.)					COMPET dent is ready t		
all exo- and endogen real managerial prob		of management processes, constitut	ng the basis for solving		various funct			ng and solving real manag nt, including those in line v	with the	attitude towa	ards the collec		on sources an	nonstrate a critical and sele nd to formulate consistent,	
						MODULE									
						MODULE	SIRUCTU	KE							
Course no.	Module	Z2/9 Course 9.1.													
Course name	Disser	tation Thesis Seminar													
ECTS credits		3													



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

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

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	18		choice from given list
	including:	18	s	group discussion
	lecture	10	bo Do	individual projects
()	practice		methods	
icture	e-learning		E	
Т <u>о</u>	laboratory		bu	
Stru	seminar	18	Teaching .	
Effort	practical workshop	10	Ö	
Effe	study visit		μ.	
ţ	others			choice from given list
dent	consulting hours		- X	preparation of the final project
Stu	exams, assignments		Student Work	review of the literature
•••	Lectureship		at a	student's own research
	Student Effort	57	p	Student s own research
	Total Student Effort	75	Str	
		/5		
		ASSESSME	NTS METHOD	S
	Final grade	pass		Percentage of final grade
ŧ"	choice from given list	% of final grade	scale	very good > 90%
odi	individual project	100	sce	good + 81% - 90%
Assessment methods			Grade	good 71% - 80%
Di SSe			ğ	satisfactory + 61% - 70%
٩			U	satisfactory 51% - 60%
				unsatisfactory < 51%
			RSE DESCRIPT	
Course description	 Choosing the topic of work. Defining the main elements of the research model, including research goals Defining the framework structure of the work. Establishing the phases and schedule of preparing and writing a thesis. Preliminary selection of literature. I. G. Maniak, E. Świergiel, A. Zelek, Twoja praca promocyjna – od dylematów J. Lichtarski, Praktyczny wymiar nauk o zarządzaniu, PWE, Warszawa 2015		Keyliterature	B, Szczecin 2010 (także w wersji elearningowej).
		Ad	ditional literature	e

2020/20	021													
Module	no.	Modul	e Z2/10											
Module n	ame	Specialis	ation Modul	e (3) G	GLOBAL MANAGEMENT				ECTS credits	6	Leader		dr J. Osuc	ch
Major	r M	ANAGEMENT	MENT Master Year II Semester 3 Status (choice list)							Lang	juage	English	Total Contact Hours	60
									2:					
	PURPOSE OF THE MODULE AND MODULE OBJECTIVES Short description and objective list													
	ain goal of the module is to have the student to identify, diagnose and solve problems in the area of maketing with the usage of modern marketing strategies, as well as to have the student to create and to introduce modern logistic strategies in global companies after the student uires the knowledge from logistics management and marketing strategies.													
	REQUIREMENTS													
Basics of Marketing,	Needed knowledge and skills before starting the module Basics of Marketing, Logistics													
						LEARNING		MES						
	KNC			Short	description			g the course of a module			SOCIAL			
	(Student knows and u	DWLEDGE nderstand on advanced leve				(Stude	SKILLS ent is able to.					ent is ready t	o)	
has advanced knowl	has advanced knowledge of the methods and tools used in marketing and logistics is able to prepare a marketing strategy as well as logistics strategy taking into account the diversity of the target group, industry or organization. shows creativity in action, is able to independently plan marketing / market/logistics activities													
	MODULE STRUCTURE													
Course no.	Course no. Module Z2/10 Course 10.1. Module Z2/10 Co													
Course name	Marketing	g Strategies	Logistic Me	anagemer	nt									
Course name ECTS credits	Marketing			anagemer 3	nt									

		MODULE STRUCTU	RE			
ourse no.	Module Z2/10	Course 10.1.	Module Z2/10	Course 10.2.		
urse name	Marketing	Strategies	Logistic Mc	inagement		
TS credits	3	5	;	3		





Module Z2/10	Specialise	ation Modu	le (3) GLOB		AGEMEN	Т]					
Course no.	Course 10.1.											
Course name		Marketing Strategies						ECTS credits	3	Leader	dr J. Osuci	h
Major	MANAGEMENT	Master	Year	1	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
Type	Student	→ CHECK THE KEY
U U	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
KNOWLED	knows the tools for determining marketing goals and their metrics.	Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W10 Knows and deeply understands theories and concepts in the field of marketing
	can apply marketing analysis methods and tools and independently prepare a marketing action plan.	 Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as 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
SKILLS	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
OMPETENCES	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 /
AL CC	independently identifies, diagnoses and resolves problems and applies various variants of solutions in marketing practice	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	30		choice from given list
	including:	30	ethods	multimedia presentation
	lecture	4	မို	team projects
ف	practice		Jet	activity on e-learning platform
L.	e-learning		5	
Structure	laboratory		Teaching	
t St	seminar		1 2 2	
Effort	practical workshop	26	Tec	
	study visit			
Student	others		×	choice from given list
pn	consulting hours		Work	preparation of the final project
St	exams, assignments		s t	review of the literature
	Lectureship		ler	own activity on platform
	Student Effort	45	Student	
	Total Student Effort	75	S	
			ITS METHODS	
	Final grade	0		Percentage of final grade
s at	choice from given list	% of final grade	scale	very good > 90%
a me	tasks, exercises	100	sc	good + 81% - 90%
Assessment methods			Grade	good 71% - 80%
Ass			D,	satisfactory + 61% - 70%
			0	satisfactory 51% - 60%
				unsatisfactory < 51%
		COUR	SE DESCRIPT	ION
			ain topics and areas	
	1. The essence of marketing planning. Marketing plan as a planning tool. I			
	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 ve	enture / company.		
L O				
description				
SCL			Key literature	
ě G	1. Kotler Philip, Keller Kevin Lane "Marketing", Rebis sp. z o.o, 2019; 2. De			
ů.				
ULS				
Course				
			litional literature	2
	1. Johnson M., Branding, in five and a half steps, , Thames & Hudson, 201	6		



Module Z2/10	Specialis	ation Modu	le (3) GLOB	AL MAN	AGEMEN	Т						
Course no.	Course 10.2.											
Course name		Logistic Management						ECTS credits	3	Leader	dr J. Osuci	h
Major	MANAGEMENT	Master	Year	Ш	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30
•							. ,		Je age	9		

		LEARNIN	IG OUTCOMES					
Outcomes type	Description of SPECIFI	C learning outcomes of the course		Reference to MAJOR learning outcomes				
		Student		→ CHECK THE KEY Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern				
	It defines concepts of managerial logistics			Z2_W1 Knows and understands in depth the usefulness and purposefulness of using methods				
KNOWLEDGE	It analyses the course of logistic processes in business units and methods of	their management.		 Z2_W3 Knows and deeply understands the microeconomic premises for making and Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W7 Knows and deeply understands the essence, context and process of operational and 				
	It distinguishes management systems used in different areas of business un	its.	Z2_W12 Knows and deeply understands the importance and areas of using IT support systems Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of					
	It compares and analyses the company's problems and proposes solutions t	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management						
SKILLS	Identifies logistic processes and adjusts the appropriate ones to them logist	c solutions, diagnoses logistic problems an	nd ways of solving them	Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the				
	Identifies logistic processes and adapts the appropriate logistics solutions			Z2_U6 Is able to efficiently use information and communication technologies used in Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic				
OMPETENCES	The student undertakes polemics related to the possibilities of introducing l	ogistic rules into the company		Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the				
AL C	shows creativity in creating and implementing principles of systemic thinkin	g.		Z2_K4 Is ready to take on professional challenges in management in managerial (as leader / Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /				
	STUDENT EFFORT			TEACHING METHODS				
	Total contact hours including:	30 30	<u> </u>	choice from given list lecture				
	lecture	4	methods	multimedia presentation				
cture	practice e-learning		Ĕ	workshop that uses activating methods group discussion				
Stru	laboratory seminar		Teaching	case study				
Effort	practical workshop	26						
	study visit others		×	choice from given list				
Student	consulting hours exams, assignments		Mork Mork	preparation to an exam/credit review of the literature				
	Lectureship		Student	own activity on platform				
	Student Effort Total Student Effort	45 75	Stu	trial tests own work with the text				
		ASSESSM	ENTS METHODS					
+	Final grade choice from given list	0 % of final grade	<u> </u>	Percentage of final grade very good > 90%				
Assessment methods	written exam	50		good + 81% - 90%				
ssess meth	knowledge test team case study	20 20	e e e e e e e e e e e e e e e e e e e	good 71% - 80% satisfactory + 61% - 70%				
Ä	other activities	10	<u>ن</u>	satisfactory 51% - 60% unsatisfactory < 51%				
		00	URSE DESCRIPTION					
	Logistics management, managing logistics		e main topics and areas of the cour	rse				
	Logistics management instruments Logistics costs Logistics processes Technology in logistics systems (IoT, AI) Logistic customer service Cooperation in the supply chain Sustainability in logistics		Key literature					
õ	Myerson, P. (2015). Supply chain and logistics management made easy: met Hugos, M. H. (2018). Essentials of supply chain management. John Wiley & S Lei, L., DeCandia, L., Oppenheim, R., & Zhao, Y. (2017). Managing Supply Cha	Sons.	tions, integration, control and im	provement, and network design. Pearson education.				
			Additional literature					
	Blanchard, D. (2010). Supply chain management best practices. John Wiley 8							

2020/202	21													
Module r	no.	Modu	le Z2/11											
Module no	ame		Civic and	Comm	nmercial Law				ECTS credits	6	6 Leader		prof. A. Ze	lek
Major		MANAGEMENT	Master	Year	II	Semester	3	Status (choice list)	OBLIGATOR	Y Lang	guage	English	Total Contact Hours	60
				PURPC				ODULE OBJECTIVE	2					
				TOKIC		Short description								
commercial compani	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 mercial 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 and concepts of tax law; basic principles of tax law; basic principles of economic law, commercial contracts; basic principles and concepts of tax law; basic principles of r law, including the principles of establishing an employment relationship and the rights and obligations of the employee and the employer.													
REQUIREMENTS														
	Needed knowledge and skills before starting the module													
not applicable														
						LEARNING								
	KI	IOWLEDGE		Short	t description	of learning outco	mes gain durin SKILLS	g the course of a module			SOCIAL	COMPE	TENCES	
	(Student knows and	understand on advanced leve					ent is able to.		<i>(Student is ready to)</i> s on the basis of to comply with all legal standards in their professional work.					
main sources of economic law; recognizes the basic terms and legal norms necessary to work in apply adeq applicable i						f law to solve di	ilemmas and i	nanagement problems on	the basis of to comp	bly with all legal st	andards in the	ir professiona	al work.	
						MODULE	E STRUCTU	RE						
Course no.	Module Z2/11	Course 11.1.	Module Z2/11	Course	se 11.2.									
Course name	Corp	orate Law	Labo	ur Law										
ECTS credits		3		3										





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

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

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	30		choice from given list
	including:	30	S S	lecture
	lecture	16	ě – – – – – – – – – – – – – – – – – – –	multimedia presentation
U	practice	12	methods	activity on e-learning platform
cture	e-learning	2		
Ú S	laboratory			
Stru	seminar		Teaching	
Effort	practical workshop		e – – – – – – – – – – – – – – – – – – –	
Eŧŧ	study visit			
Student	others			choice from given list
de	consulting hours		Student Work	own activity on platform
Stu	exams, assignments		Š –	trial tests
	Lectureship			review of the literature
	Student Effort	45	2	preparation to an exam/credit
	Total Student Effort	75	5	
		ASSESSME	NTS METHODS	
	Final grade	exam		Percentage of final grade
ŧ	choice from given list	% of final grade	e	very good > 90%
Assessment methods	knowledge test	100	scale	good + 81% - 90%
ssn etho			<u>0</u>	good 71% - 80%
sse me			Grade	satisfactory + 61% - 70%
Ř			Ū	satisfactory 51% - 60%
				unsatisfactory < 51%
			RSE DESCRIPTION	
		Please describe n	main topics and areas of the co	urse
	1/ Sources of commercial law;			
	2/ Sources of commercial company law;			
	3/ General characteristics of partnerships and companies;	rchin professional partnership limited partnersh	ain limited joint stack partna	rshin limited lightlity company, joint stack company).
	4/ Types of commercial partnerships and companies (registered) partner		np, limited joint-stock partne	rship, limited liability company, joint stock company);
	5/ Registeredl partnership (establishment, internal and external relation6/ Professional Partnership (establishment, internal and external relation			
	7/ Limited partnership (establishment, internal and external relations, li			
	8/ Limited joint-stock partnership (establishment, internal and external relations, in			
_	9/ Limited liability company (establishment, bodies, liability, liquidation	•		
io	10/ Joint stock company (establishment, bodies, liability, liquidation).	<i>h</i>		
cription				
scr				
des				
S S			Key literature	
OULS	1. Commercial Companies Code – Act of 15th November 2000;			
Ŝ	2. B. Kucharski, Polish Commercial Law in a Nutshell, Łódź University Pre	ess, 2015;		
	3. A. Kidyba, Prawo handlowe, C.H. Beck, Warszawa 2015;			
	4. A. Koch, J. Napierała (red.), Prawo spółek handlowych. Podręcznik aka	ademicki, Wolters Kluwer, Warszawa 2015;		
	5. W. Pyzioł, A. Szumański, I. Weiss, Prawo spółek, wyd. C.H. Beck 2014;			
	6. K. Bilewska, A. Chłopecki, Prawo handlowe, wyd. C.H. Beck 2015.			
		Ad	dditional literature	
	1. A. Opalski, Europejskie prawo spółek, LexisNexis, Warszawa 2010;			
	2. S. Sołtysiński, A. Szajkowski, A. Szumański, J. Szwaja, Kodeks spółek ha	andlowych. Komentarz, t. I-V oraz suplement, C.H	I.Beck, Warszawa 2005-2010;	
	 System Prawa Handlowego, t. 2, Prawo spółek handlowych, S. Włody System Prawa Prywatnego, t. 16, Prawo spółek osobowych, A.Szajkow 			



Module Z2/11		Civic and	Commercie	al Law								
Course no.	Course 11.2.											
Course name	Labour Law							ECTS credits	3	Leader	prof. A. Zele	ek
Major	MANAGEMENT	Master	Year	Π	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

	LEARNING OUTCOMES	
Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
iype	Student	→ CHECK THE KEY
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
KNOW		
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
SKI		
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
SOCIAL CO		

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	30		choice from given list
	including:	30	a s a s a s a s a s a s a s a s a s a s	lecture
	lecture	16		multimedia presentation
Û	practice	12	methods	workshop that uses activating methods
ture	e-learning	2		activity on e-learning platform
L L	laboratory			
Struct	seminar		Teaching	
Effort	practical workshop		- Ö	
Ĕ	study visit		_	
			_	akaina fuara siyar list
Student	others		_ <u> </u>	choice from given list
ţ	consulting hours		Student Work	preparation to an exam/credit
6	exams, assignments		- t	own activity on platform
	Lectureship		g	review of the literature
	Student Effort	45		trial tests
	Total Student Effort	75	0,	
	Einal grado		ENTS METHODS	Descentage of final grade
	Final grade	exam		Percentage of final grade
Assessment methods	choice from given list	% of final grade		very good > 90%
e de	knowledge test	70	S	good + 81% - 90%
eth	tasks, exercises	30	<u> </u>	good 71% - 80%
T SSe			Grade	satisfactory + 61% - 70%
٩			Ŭ	satisfactory 51% - 60%
				unsatisfactory < 51%
			URSE DESCRIPTION e main topics and areas of the course	o
	1/ The concept, sources of law and fundamental principles of labour la			-
	2/ Basic concepts of labour law: employer, employee, workplace, emp		ant contract).	
	3/ The basis of the employment relationship (employment contract, a 4/ Employment relationship, application of the provisions of the Civil			
	5/ Rights and obligations of the parties to the employment relationshi			
	6/ Liability of the parties to the employment relationship;			
	7/ Working time;			
c	8/ Employee leave;			
io	9/ Modes of termination of employment contracts.			
cription	sy modes of termination of employment contracts.			
SCL				
qe				
()			Key literature	
Course	1. Labour Code – Act of 23th December 1997			
ပိ	2. D. Książek, J. Czerniak-Swędzioł, K. Baran, M. Wujczyk, Labour Law D	visputes in Polish Legal System, C.H. Beck, Warsza	awa 2017	
U	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.			
	S. S. Steinia, France pracy, entibleer, Warszawa 2010.			
			Additional literature	
			Additional literature	
	1. A. Malinowski, Nawiązywanie i rozwiązywanie stosunku pracy. Kom	entarz praktyczny, C.H.Beck, Warszawa 2015.	Additional literature	
	1. A. Malinowski, Nawiązywanie i rozwiązywanie stosunku pracy. Kom 2. R. Terlecki, N. Szok, Prawo pracy w praktyce, C.H.Beck, Warszawa 20	entarz praktyczny, C.H.Beck, Warszawa 2015. 015.	Additional literature	
	1. A. Malinowski, Nawiązywanie i rozwiązywanie stosunku pracy. Kom	entarz praktyczny, C.H.Beck, Warszawa 2015. 015.	Additional literature	
	1. A. Malinowski, Nawiązywanie i rozwiązywanie stosunku pracy. Kom 2. R. Terlecki, N. Szok, Prawo pracy w praktyce, C.H.Beck, Warszawa 20	entarz praktyczny, C.H.Beck, Warszawa 2015. 015.	Additional literature	

Major	MANAGEMENT	Master	Year	II	Semester	3	Status (choice lis
Module name	C	Competence	es in Mo	anage	ement (2	2)	
Module no.	Modul	e Z2/12					
2020/2021							

PURPOSE OF THE MODULE AND MODULE OBJECTIV

Short description and objective list

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

REQUIREMENTS

Needed knowledge and skills before starting the module

not applicable

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

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



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



2020/2021

Module Z2/12	C	ompetence	es in Manag	ement (2)							
Course no.		C	ourse 12.1.									
Course name		Τ	eam Man	agem	ent			ECTS credits	2	Leader	prof. A. Zele	ek
Major	MANAGEMENT	Master	Year	II	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

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

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	30		choice from given list
	including:	30	ethods	multimedia presentation
	lecture		P P	workshop that uses activating methods
U	practice		let	group discussion
t T	e-learning		Ĕ	role playing
Structure	laboratory		Teaching	simulation, managerial and strategic games
	seminar		с <mark>н</mark>	
Effort	practical workshop	30	e.	
Ē	study visit		-	
Student	others			choice from given list
de	consulting hours		Student Work	review of the literature
Stu	exams, assignments		3	essay preparation
			ent	
	Student Effort	20	p	
	Total Student Effort	50	Sti	
		ASSESSMEN	ITS METHOD	S
	Final grade	pass		Percentage of final grade
+	choice from given list	% of final grade	<u>e</u>	very good > 90%
Assessment methods	presentation of an individual or group task	50	scale	good + 81% - 90%
ssrt	essay	50	e S	good 71% - 80%
me			ad	satisfactory + 61% - 70%
As			Grade	satisfactory 51% - 60%
				unsatisfactory < 51%
			SE DESCRIPT	
	1 / Crowns and teams in an anisations differentiation features	Please describe m	ain topics and areas	s of the course
	1 / Groups and teams in organizations - differentiating features.			
	2 / Typology of groups and teams.3 / Factors determining the effectiveness and efficiency of the team.			
	4 / Team communication.			
	5 / Task forces in the world of work 2.0.			
	6 / Competition and inter-team cooperation.			
	7 / Project management in the organization and the role of the team.			
	8 / Conflicts in organizational teams.			
	9 / Pathologies in teams and organizations - diagnosis and prevention.			
E E	10 / Personality types and team culture.			
otic				
i.i.				
escription				
σ				
Se				
Course				
Ŭ			Key literature	
	1. J. Adair, Budowanie zespołu [jak stworzyć dynamiczny zwycięski zespół,			

	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	30		choice from given list
	including:	30	ds	multimedia presentation
	lecture		methods	workshop that uses activating methods
U	practice		Jet	group discussion
ţ	e-learning			role playing
Structure	laboratory			simulation, managerial and strategic games
	seminar		ch ch	
Effort	practical workshop	30	Teaching	
Eff	study visit		–	
Student	others			choice from given list
de	consulting hours			review of the literature
Stu	exams, assignments		Student Work	essay preparation
	Lectureship		ent	
	Student Effort	20	p p	
	Total Student Effort	50	St.	
		AA223322A		
	Einal grado		NTS METHODS	Dercentage of final grade
	Final grade	pass V of final anado	0	Percentage of final grade
ent Is	choice from given list presentation of an individual or group task	% of final grade 50		very good > 90%
			S S S S S S S S S S S S S S S S S S S	good + 81% - 90%
ess ieth	essay	50	Grade	good 71% - 80%
Assessment methods				satisfactory + 61% - 70%
			0	satisfactory 51% - 60%
				unsatisfactory < 51%
			RSE DESCRIPTION	
		Please describe r	main topics and areas of the co	purse
	1 / Groups and teams in organizations - differentiating features.			
	2 / Typology of groups and teams.			
	3 / Factors determining the effectiveness and efficiency of the tea	n.		
	4 / Team communication.			
	5 / Task forces in the world of work 2.0.			
	6 / Competition and inter-team cooperation.			
	7 / Project management in the organization and the role of the tea	am.		
	8 / Conflicts in organizational teams.			
	9 / Pathologies in teams and organizations - diagnosis and prevent	ion.		
c	10 / Personality types and team culture.			
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escription				
de				
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Course				
⁰			Koylitoratura	
U	1. J. Adair, Budowanie zespołu [jak stworzyć dynamiczny zwycięski		Key literature	

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

Additional literature

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

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

2020/20	21													
Module i	no.	Modul	e Z2/13											
Module no	ame		Practical	Activit	ies Mo	dule			ECTS credits	15	Leo	ader	dr R. Nowa Lewandows	
Major	r	MANAGEMENT	Master	Year	II	Semester	3	Status (choice list)	OBLIGATORY	Lang	guage	English	Total Contact Hours	375
				PURP	OSE OF T			ODULE OBJECTIVE	S					
needs and situationa	al conditions in	udent to complete a professional train the selected place of the traineeship. expectations of employers towards fut	Completes and deepens th	e practical ski	lls obtained i	n the course of	ctivity Modul didactic class	e, the student integrates thes, performs routine and u						
							IREMENTS							
Diploma module (1),	, (2) and Specia	lization module (1), (2), (3).			Needed I	knowledge and sk	kills before star	ting the moaule						
								MEC						
				Sho	rt description	LEARNING of learning outco		MES og the course of a module						
	(Student kn	KNOWLEDGE ows and understand on advanced level)				SKILLS ent is able to.)		SOCIAL COMPETENCES (Student is ready to)				
knowledge necessary taking into account t	y to perform p the interrelatio	conomy and the organization in which ractical tasks in all areas of the activitie nships between the areas within orgar derstands to a greater extent the use o	es of the organization, nization and its micro and	activities, acc	cording to the	e Traineeship Fr	amework. De	during classes to perform s velops rules for working in professional trainship.	a team and effects of improver impleme	own professior nent, in pursuit ntation and effe	al work and e for profession cts of the task	xpresses readi al promotion. s entrusted to	ains a critical attitude towa ness to further developme Assumes responsibility for one and employees for the sible business. is ready to t	nt and the e property
							CTDUCT							
Course no.	e no. Module Z2/13 Course 13.1.					MODULE	STRUCTU							
Course name		Student Intership												
ECTS credits		15												

Module no	ame		Practical	Activit	ies Mo	dule			ECTS credi	s 15		Leader	dr R. Nowc Lewandows	
Major	,	MANAGEMENT	Master	Year	II	Semester	3	Status (choice list)	OBLIGATO	RY L	anguage	English	Total Contact Hours	375
				PURP	OSE OF T	HE MODULI		ODULE OBJECTIVE	S					
						Short description	on and objectiv	ist						
needs and situationa	al conditions in	dent to complete a professional t the selected place of the traineesh xpectations of employers towards	ip. Completes and deepens th	e practical ski	lls obtained i	n the course of	didactic class	es, performs routine and u						
							REMENTS							
					Needed I	knowledge and sk	ills before star	ting the module						
Diploma module (1),	(2) and Special	ization module (1), (2), (3).												
						LEARNING		MES						
				Sho	rt description			ng the course of a module						
	(Student kno	KNOWLEDGE	vel)				SKILLS ent is able to.)		SOCIAL COMPETENCES (Student is ready to)				
knowledge necessary taking into account tl	y to perform pr he interrelation	actical tasks in all areas of the acting the section of the sectio	bonomy and the organization in which it practices. One the actical tasks in all areas of the activities of the organization, ships between the areas within organization and its micro and lerstands to a greater extent the use of methods and tools of						nt and the e property					
						MODULE	STRUCTU	IRE						
Course no.	Module	Z2/13 Course 13.1.												
Course name	S	tudent Intership												
ECTS credits		15												

				MODULE STRUCTU	IRE
Course no.	Module Z2/13 Course 13.1. Student Intership				
Course name	Student	Intership			
ECTS credits	1	5			





2020	/2021											Corcus .	w Szczecinie
Μ	odule Z2/13		Practical	Activities N	Nodule			1					
(Course no.												
C	ourse name		LEARNING OUTCOMES Description of SPECIFIC learning outcomes of the course Reference to M Student 2.000000000000000000000000000000000000		Leader	dr R. Nowak-Lewa	ndowska						
	Major	MANAGEMENT	Master	Year	Ш	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	375
						LE	ARNIN	G OUTCOMES					
Outcomes type			Description o	of SPECIFIC lea	rning outo	comes of the	course				Reference to MAJO	R learning outcomes	
.,				Stu	dent						\rightarrow CHECK THE	<u>KEY</u>	
				-	-			Z2_W2 Knows and	deeply understands selected e	economic facts, phenomena, regu	llarities and		
DGE	knows and understan assigned tasks	ds to a greater extent the	e use of methods	and tools of stra	tegic diagn	osis, economic	mplementation of	on of $Z2_W4$ 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,					
KNOWLEDGE	knows and understan	ds the organization mana	gement system a	at an advanced le	evel in the a	ontrolling.							
	has in-depth knowled	lge of human resource ma	anagement stand	ards, in particula	r methods	of acquiring, de	eveloping,	evaluating and rewar	rding employees		• •	· ·	•
	use the knowledge ar Programme.	nd skills obtained during s	tudies, during di	dactic classes, to	perform sp	ecific activities	, in accord	dance with the Traine	eship Framework	Z2_U5 Is able to u	se the acquired knowledge to	identify and solve various proble	ms / threats /
	develop teamwork ru	les and communication w	ith the supervisc	or during professi	onal traine	eship.							
SKILLS	forecast complex pro	cesses and managerial de	cisions in conditi	ons of risk and u	ncertainty.					Z2_U11 Is able to	perform various roles and wo	rk in a team solving specific tasks	that allow
		ods and techniques of hu cordance with applicable		nanagement in pr	ractice, incl	uding in the fie	ld of adm	inistrative staff, deter	rmining working			complex social, economic and ma e sources of law and legal provision	_

SOCIAL COMPETENCES	is aware of own strengths and weaknesses,, maintains a critical at development and improvement in pursuit of professional promot is ready to take responsibility for the implementation and effects to build socially responsible business. adopts an entrepreneurial attitude and is ready to take risks in bu	of the tasks entrusted to him and his employees, for th		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 /
	STUDENT EFFORT			TEACHING METHODS
	Total contact hours	375		choice from given list
	including:	375	spo	group discussion
	lecture		etho	other activating methods
Q	practice		met met	multimedia presentation
1. E	e-learning			
Structure	laboratory		Teaching	
t St	seminar		act	
Effort	practical workshop		Le	
E E	study visit			
Student	others	375	×	choice from given list
pu	consulting hours		Mork Mork	others
st	exams, assignments			
	Lectureship		dent	
	Student Effort	0	Stuc	
	Total Student Effort	375	0,	
		ASSESSMENT	S METHODS	
	Final grade	pass		Percentage of final grade
-	choice from given list	% of final grade	<u>o</u>	very good > 90%
Assessment methods	other activities	100	cale	good + 81% - 90%
ssm tho			۵ ۵	good 71% - 80%
sse: me			Grade	satisfactory + 61% - 70%
Ř			<u>ن</u>	satisfactory 51% - 60%
				unsatisfactory < 51%
			E DESCRIPTION	
			n topics and areas of the course	
	1. WPBS Traineeship Rules (goals and forms of the traineeship, o			pervisor, conditions for passing the traineeship)
E	 Documentation of the traineeship. Framework and detailed training programs for individual specia Forms of professional traineeship: a) Traineeship organized by the University in a traditional or virtue b) Individual traineeship in a traditional or virtual form. The stude internship, 	alizations ual form. The student uses the internship offer prepared ent independently organizes the internship, initiates an f activities corresponding to the field of study and speci	d by the University, on the basis of ag agreement with the host organizatio alization, on the basis of an employm	reements concluded between the University and the host organization for traineeships on for the internship. The University exercises content supervision over the course of the nent contract, service relationship, civil law contract or running your own business.
ription				

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

2020/2021]						
Module no.	Modul	le Z2/14					
Module name		Diploma Module (3)					
Major	MANAGEMENT	Master	Year	II	Semester	3	Status (choice list)
			PURP	OSE OF T	HE MODUL	E AND M	ODULE OBJECTI
					Short description	on and objecti	ve list

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

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)
all exo- and endogenous conditions of management processes, constituting the basis for solving real managerial problems.	demonstrate the practical skills of identifying, diagnosing and solving real man problems in various functions and areas of management, including those in lin chosen specialisation.

				MODULE STRUCTU	RE
Course no.	Module Z2/14	Course 14.1.			
Course name	Dissertation TI	nesis Seminar			
ECTS credits	ts 6				



	ECTS c	redits	6	Lea	der	pro	of. A. Zele	ek	
)	OBLIG	ATORY	Language		English	Total Conto	act Hours	18	
VE	S								
ariou	rious management functions, against the background of literature studies and the research process.								
					COMPET				
	hagement 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 Z2/14	/14 Diploma Module (3)]					
Course no.	no. Course 14.1.											
Course name	Course name Dissertation Thesis Seminar							ECTS credits	6	Leader	prof. A. Zele	k
Major	MANAGEMENT	Master	Year	1	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	18

LEARNING OUTCOMES						
Outcomes	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes				
type	Student	\rightarrow CHECK THE KEY				
LEDGE	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				
KNOWLEDGE						
SI	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,				
SKILLS						
COMPETENCES	is aware of the complexity of the processes taking place in the organization and is able to analyze, evaluate, report and solve them.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining				
SOCIAL CO						

	STUDENT EFFORT			TEACHING METHODS				
	Total contact hours	18		choice from given list				
	including:	18	ş	individual projects				
	lecture	10	00					
đ	practice							
Student Effort Structure	e-learning		Teaching methods					
	laboratory		ing					
Str	seminar	18	chi					
to	practical workshop	10	ea					
Eff	study visit		E C					
ţ	others			choice from given list				
de	consulting hours		Student Work	preparation of the final project				
Stu	exams, assignments		Š	review of the literature				
	Lectureship		ent	student's own research				
	Student Effort	132	pde	student s own research				
	Total Student Effort	150	St					
		ASSESSMEN	ITS METHOD	5				
	Final grade	pass		Percentage of final grade				
ŧ	choice from given list	% of final grade	<u>e</u>	very good > 90%				
ner ods	individual project	100	000	good + 81% - 90%				
Assessment methods			Grade scale	good 71% - 80%				
sse me			aq	satisfactory + 61% - 70%				
Â			Q	satisfactory 51% - 60%				
				unsatisfactory < 51%				
	As part of the diploma seminar) the following takes place: 1 / empirical research process, results analysis, reporting, conclusions, reco 2 / work editing, structuring and integrating the theoretical and empirical place 	ommendations; parts, formulating relationships between theory	Key literature					
		Add	ditional literature	9				