

# CURRICULUM

Academic Year **2022/2023**  
 Major **MANAGEMENT**  
 Degree **Master full-time**  
 Profile **Practical**



Zachodniopomorska  
 Szkoła Biznesu  
 w Szczecinie

Specialisation

**GLOBAL MANAGEMENT**

Semester	Module	Module/Course name	ECTS	Pass/exam	Leader	Contact hours	Student effort	Total hours
Semester I	<b>Module Z2/1</b>	<b>Business in Practice</b>	<b>8</b>		dr J. Wiśniewski	<b>84</b>	<b>116</b>	<b>200</b>
	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
	<b>Module Z2/2</b>	<b>Applied Economics in Management</b>	<b>8</b>		dr A. Lachowska	<b>60</b>	<b>140</b>	<b>200</b>
	Course 2.1.	Managerial Economics	4	exam		30	70	100
	Course 2.2.	Corporate Finance	4	pass		30	70	100
	<b>Module Z2/3</b>	<b>Modern Management</b>	<b>12</b>		prof. G. Maniak	<b>120</b>	<b>180</b>	<b>300</b>
	Course 3.1.	Operational Management	3	pass		30	45	75
	Course 3.2.	Strategic Management	4	pass		30	70	100
	Course 3.3.	Strategic Human Resource Management	3	pass		30	45	75
	Course 3.4.	Project Management	2	pass		30	20	50
	<b>Module Z2/4</b>	<b>Diploma Module (1)</b>	<b>3</b>		prof. A. Zelek	<b>30</b>	<b>45</b>	<b>75</b>
	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	
					<b>6</b>			
	Library training		pass			2		
	Occupational Health and Safety		pass			4		
	<b>Total in semester</b>		<b>31</b>			<b>300</b>	<b>481</b>	<b>775</b>
Semester II	<b>Module Z2/5</b>	<b>Specialisation Module (1) GLOBAL MANAGEMENT</b>	<b>13</b>		dr D. Majewska-Bielecka	<b>90</b>	<b>235</b>	<b>325</b>
	Course 5.1.	Globalisation	5	pass		30	95	125
	Course 5.2.	Managerial Accountancy	5	exam		30	95	125
	Course 5.3.	Financial Reporting Methods	3	exam		30	45	75
	<b>Module Z2/6</b>	<b>Specialisation Module (2) GLOBAL MANAGEMENT</b>	<b>5</b>		dr I. Rafałąt	<b>60</b>	<b>65</b>	<b>125</b>
	Course 6.1.	Leadership	3	pass		30	45	75
	Course 6.2.	Intercultural Communication in Business and Management	2	pass		30	20	50
	<b>Module Z2/7</b>	<b>Competences in Management (1)</b>	<b>4</b>		dr M. Bzunek	<b>60</b>	<b>40</b>	<b>100</b>
	Course 7.1.	ICT Tools for Business Decisions	2	pass		30	20	50
	Course 7.2.	Foreign Language	2	pass		30	20	50
	<b>Module Z2/8</b>	<b>Quantitative Methods in Management</b>	<b>5</b>		dr M. Bzunek	<b>45</b>	<b>80</b>	<b>125</b>
Course 8.1.	Statistical Inference	5	exam		45	80	125	
<b>Module Z2/9</b>	<b>Diploma Module (2)</b>	<b>3</b>		prof. A. Zelek	<b>18</b>	<b>57</b>	<b>75</b>	
Course 9.1.	Dissertation Thesis Seminar	3	pass		18	57	75	
	<b>Total in semester</b>		<b>30</b>			<b>273</b>	<b>477</b>	<b>750</b>
Semester III	<b>Module Z2/10</b>	<b>Specialisation Module (3) GLOBAL MANAGEMENT</b>	<b>6</b>		dr J. Osuch-Mallett	<b>60</b>	<b>90</b>	<b>150</b>
	Course 10.1.	Marketing Strategies	3	pass		30	45	75
	Course 10.2.	Logistic Management	3	pass		30	45	75
	<b>Module Z2/11</b>	<b>Civic and Commercial Law</b>	<b>6</b>		prof. A. Zelek	<b>60</b>	<b>90</b>	<b>150</b>
	Course 11.1.	Corporate Law	3	exam		30	45	75
	Course 11.2.	Labour Law	3	exam		30	45	75
	<b>Module Z2/12</b>	<b>Competences in Management (2)</b>	<b>4</b>		prof. A. Zelek	<b>60</b>	<b>40</b>	<b>100</b>
	Course 12.1.	Team Management	2	pass		30	20	50
	Course 12.2.	Course to choose from available set of courses	2	pass		30	20	50
	<b>Module Z2/13</b>	<b>Practical Activities Module</b>	<b>15</b>		dr R. Nowak-Lewandowska	<b>375</b>		<b>375</b>
	Course 13.1.	Student Internship	15	pass		375		375
<b>Module Z2/14</b>	<b>Diploma Module (3)</b>	<b>6</b>		prof. A. Zelek	<b>18</b>	<b>132</b>	<b>150</b>	
Course 14.1.	Dissertation Thesis Seminar	6	pass		18	132	150	
	<b>Total in semester</b>		<b>37</b>			<b>573</b>	<b>352</b>	<b>925</b>
<b>TOTAL 3 SEMESTERS</b>			<b>98</b>			<b>1146</b>	<b>1310</b>	<b>2450</b>





2022/2023

Module Z2/I		Business in Practice										
Course no.		Course 1.2.										
Course name		Advanced Business Project						ECTS credits	4	Leader	dr J. Wiśniewski	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (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
KNOWLEDGE	has in-depth knowledge of the processes that preserve in the organization and its environment, is able to analyze and evaluate them	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods
	has advanced knowledge of tools and methods used in various management areas.	Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing 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 field
	knows and understands the principles of doing business and the essence of entrepreneurship and innovation.	Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W8 Knows and deeply understands the place and importance of accounting and finance in Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
SKILLS	can identify problems arising in the organization (work) and prepare a proposal to solve these problems	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the
	can choose the appropriate methods and tools to solve the business problem	Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report, Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow
	has practical skills in formulating applications, creating innovative solutions and recommending activities with implementation values.	Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report, Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills
SOCIAL COMPETENCES	demonstrates an entrepreneurial attitude, openness to change and searching for areas of change in the environment and in the organization.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and
	is ready to work in a group to prepare solutions to business problems.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to
	has the ability and readiness to independently prepare projects and business ventures.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining

STUDENT EFFORT

TEACHING METHODS

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

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	<p>1 / Entrepreneurship: as a feature and distinguishing feature;                  2 / Creative methods of finding solutions, rules and limitations;                  3 / Areas of searching for space for new ventures (gap and market niche, identification of needs, assessment of own capabilities);                  4 / Placement of business next to competition (the essence of competition, areas of competition, how bigger can deal with bigger, cooperation);                  5 / Attracting the client (what the client likes, how to build bonds);                  6 / More efficiently: instead of cheaper and more economical, assessment and cost categories, the meaning is dreaming;                  7 / Quality today - management methods, using process management to improve quality and provide the customer with a satisfactory product / service;                  8 / Employee involvement - Methods of involving employees to implement projects;                  9 / Building long-term relationships with the company - image and brand, the importance of emotional values, service, creating a standard, ensuring comfort of using the product.</p> <p>The presented issues are examples of searching for a business problem in an organization. Students in several groups identify a problem, conduct an analysis and propose a possible solution. The selected topic should have values Implementation (proposals / solutions can be implemented in the organization). The project is presented to the group for discussion and evaluation. An element of credit is an individual project to solve a business problem (project to improve activities in a selected one) area, possibly the company's development, entry into a new area of operation).</p>
	Key literature
	<p>Datf R.L., (2012), New Era of Management (Eleventh Edition), Cengage Learning, Florence.                  Armstrong M., (2008), Strategic Human Resource Management A guide to Action (Forth Edition), Kogan Page, London and Philadelphia.                  David F.R., (2007) Strategic Management Concepts and Cases, Pearson Prentice Hall, New Jersey.</p>
	Additional literature
	<p>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</p>

2022/2023

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

LEARNING OUTCOMES

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

STUDENT EFFORT

TEACHING METHODS

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

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	Key literature
	Classes conducted mainly in the form of practical exercises using business negotiation simulation methods. 1 / Negotiation strategies in business. 2 / Negotiation styles. 3 / Negotiation techniques. 4 / Trust, creativity and flexibility in negotiations. 5 / Principles of the Harvard negotiation model.
Additional literature	
1. J. Stelmach, B. Brożek, Negocjacje, Copernicus Center Press, 2014; 2. R. Zenderowski, B. Kozłowski, Różnice kulturowe w biznesie, CeDeWu, Warszawa 2012; 3. D. A. Lax, J. K. Sebenius, Negocjacje w trzech wymiarach: jak wygrać najważniejsze gry, Wydawnictwo MT Biznes, Warszawa 2007; 4. R. Schmidtke, Mistrzowskie negocjacje: jak nawiązać trwałe relacje z partnerami biznesowymi, Wydawnictwo Studio Emka, Warszawa 2006.	



2022/2023

Module Z2/I	Business in Practice											
Course no.	Course 2.1.											
Course name	Managerial Economics							ECTS credits	4	Leader	dr J. Wiśniewski	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (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
KNOWLEDGE	Has advanced knowledge about organization as a managerial environment.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and
	Knows at an advanced level and understands the premises for making managerial decisions.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing
	Knows at an advanced level the tools of microeconomic analysis as a support for making managerial decisions.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods
SKILLS	Has practical ability to use theoretical knowledge in the field of economic analysis to determine the company's situation.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management
	Can carry out diagnostic processes of management problems using microeconomic analysis tools.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the
	Has the ability to recommend adequate solutions in various areas of the company based on the conducted microeconomic analysis.	Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as to Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
SOCIAL COMPETENCES	Is aware of its competences in the field of economic account management and decision rationalization.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining
	Has the ability to recommend adequate solutions in various areas of the company based on the conducted microeconomic analysis.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and
	Is ready to make an individual or group microeconomic analysis which is the basis for making managerial decisions.	Z2_K4 Is ready to take on professional challenges in management in managerial (as leader / Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and

STUDENT EFFORT

TEACHING METHODS

Student Effort Structure	STUDENT EFFORT		Teaching methods	TEACHING METHODS	
	Total contact hours	30		choice from given list	
	including:	30		lecture	
	lecture	10		multimedia presentation	
	practice	8		case study	
	e-learning			video movie	
	laboratory			team projects	
	seminar			other activating methods	
	practical workshop	10			
	study visit				
	others....				
	consulting hours		Student Work	choice from given list	
	exams, assignments	2		review of the literature	
	Lectureship		preparation of the final project		
	Student Effort	70	task solving		
	Total Student Effort	100			

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	1. Determining the economic rationality of the decisions taken (assessment of the types of goals set, the degree of their implementation, analysis of the company's development scenario using the Matrix of Business Profitability).
	2. Analysis of the demand and supply side (size, structure, determinants etc.)
	3. Analysis of the company's demand elasticity (in relation to price, income, prices of related goods) and the resulting conclusions regarding pricing policy, advertising, competition strategy etc.
	4. Productivity analysis in the long and short term as well as conclusions on employment, investment policy etc.
5. Cost analysis: determination of the minimum production level guaranteeing economic profit (traditional analysis), determination of the production level guaranteeing the highest economic profit (marginal analysis), determination of economic profit etc.	
6. Determining the structure of the market for the functioning of the company (competition and its intensity, competition strategies, etc.).	
	Key literature
	1. A. Lachowska, Microeconomics part I. Wydaw. Zachodniopomorskiej Szkoły Biznesu, Szczecin, 2012. 2. A. Lachowska, Microeconomics part II. Wydaw. Zachodniopomorskiej Szkoły Biznesu, Szczecin, 2013. 3. Bader, Parkin M. Essential Foundation of Economics, Pearson Education Limited, Ontario, 2007. 4. Rush M. Study guide for Essential Foundation of Economics, Pearson Education Limited, Ontario, 2007.
	Additional literature
	1) Parkin M., Microeconomics, Pearson Education Limited, Ontario, 2012. 2) Rush M., Study guide for Microeconomics, Pearson Addison - Wesley, Florida, 2012.

2022/2023

Module Z2/I	Business in Practice				ECTS credits	4	Leader	dr J. Wiśniewski				
Course no.	Course 2.2.											
Course name	Corporate Finance											
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
KNOWLEDGE	knows and understands the concepts of corporate finance	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern
	knows and understands the meaning of information coming from individual elements of the company's financial situation	Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W5 Knows the essence and methods of descriptive statistics and mathematical statistics,
	knows the sources and possibilities of raising capital (equity capital and external capital)	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W7 Knows and deeply understands the essence, context and process of operational and
	knows and understands the impact of exchange rate fluctuations on the business	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing
SKILLS	can analyse the financial situation of the company	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U12 Is able to manage the work of an employee team using the HR management principles
	is able to estimate the optimal form of financing the company	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U12 Is able to manage the work of an employee team using the HR management principles
	is able to estimate the impact of exchange rate fluctuations on the business	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U12 Is able to manage the work of an employee team using the HR management principles
	is able to analyse selected financial indicators of the company (profitability and liquidity)	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U12 Is able to manage the work of an employee team using the HR management principles
SOCIAL COMPETENCES	is determined and oriented towards achieving its objectives and shows responsibility for them	Z2_K4 Is ready to take on professional challenges in management in managerial (as leader / Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and acting Z2_K7 Is ready to emphatically understand the needs of members of diverse teams / communities
	is open to experience and learn based on real economic and management problems	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and acting Z2_K7 Is ready to emphatically understand the needs of members of diverse teams / communities

STUDENT EFFORT

Student Effort Structure	Total contact hours	30
	including:	30
	lecture	6
	practice	12
	e-learning	
	laboratory	
	seminar	
	practical workshop	10
	study visit	
	others....	
	consulting hours	
	exams, assignments	2
Lectureship		
Student Effort	70	
Total Student Effort	100	

TEACHING METHODS

Teaching methods	choice from given list
	multimedia presentation case study group discussion workshop that uses activating methods
Student Work	choice from given list
	preparation to an exam/credit e-lectures review of the literature

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

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



MODULE DESCRIPTION



2022/2023												
Module no.	Module Z2/3											
Module name	Modern Management							ECTS credits	12	Leader	prof. G. Maniak	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	120

PURPOSE OF THE MODULE AND MODULE OBJECTIVES

Short description and objective list

The module shows the need for a comprehensive approach to modern organization management, and the possibility of applying modern concepts of organization management in the conditions of a dynamic, changing environment. It allows you to understand the importance of analytics in business, gain knowledge and skills in the field of formulation and implementation of an organization development strategy, as well as efficient and effective implementation and rationalization of specific management projects and processes (including human resource management), and detailed operational tasks. It shapes the ability to use in practice the methods of evaluation of selected modern company management processes, taking into account the effectiveness criterion.

REQUIREMENTS

Needed knowledge and skills before starting the module

1. Knowledge of economics, management, marketing and negotiation.
2. The ability to think creatively and solve practical problems using the method of work and team discussion.
3. Ability to prepare and present a prepared project.

LEARNING OUTCOMES

Short description of learning outcomes gain during the course of a module

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

MODULE STRUCTURE

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



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Module Z2/3		Modern Management										
Course no.		Course 3.1.										
Course name		Operational Management					ECTS credits	3	Leader	prof. G. Maniak		
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
KNOWLEDGE	knows the terminology used in operational management, understands its sources and applications within related scientific disciplines. It distinguishes between functional and process orientation in organisational management	Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods and Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W12 Knows and deeply understands the importance and areas of using IT support systems in
	identifies the types and characteristics of operational plans and their links to the business strategy. He knows and describes the production system in the company; it characterises operations in the process of providing services.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W15 Has practical knowledge to start work in various types of business entities or own
	characterizes the measurement system of operational activity and the rules of their application.	Z2_W7 Knows and deeply understands the essence, context and process of operational and
	knows and understands modern techniques and methods of company management and operational management techniques and methods.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
SKILLS	is able to demonstrate the implementing and rationalizing role of operational management and easily identifies and analyzes in practice decision-making problems in the field of operational management.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the
	has the practical ability to identify and assess the factors and rationale for specific operational management decisions, including in terms of quality.	Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
	can indicate solutions to process or operation management problems and adapt analytical, simulation, experimental and IT methods and tools to their solution.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as to Z2_U6 Is able to efficiently use information and communication technologies used in conducting Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills to
	is able to think and act in an entrepreneurial and creative way in terms of operational processes in the company	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U6 Is able to efficiently use information and communication technologies used in conducting
SOCIAL COMPETENCES	is capable of thinking and acting in an entrepreneurial way.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the organization Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining Z2_K4 Is ready to take on professional challenges in management in managerial (as leader /
	is aware of his/her level of knowledge and skills, understands the need for continuous professional training and personal development.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need
	is ready to discuss and work in a group/team of tasks/businesses.	Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to

STUDENT EFFORT

TEACHING METHODS

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

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	1. The nature of operational management: business management and production management, production and operations, concepts, objectives, components, tasks. The process approach to operational management.
	2. Measurement of operational performance evaluation. Decomposition of strategic plans into operational plans.
	3. Operational system and its elements. The manufacturing process as an element of the operating system. The structure of the manufacturing process. Basic principles of manufacturing process organization. The manufacturing process versus the production process. Operations in the process versus provide services. Lean organization of processes in time and space.
	4. Basic techniques and methods of operational management - Western and Japanese approach to operational management (process-based management, comprehensive TQM quality management, balanced scorecard, lean management, six sigma and others).
5. The essence and meaning of quality. Perception and evaluation of quality. Basic methods and techniques of quality management.	
	Key literature
	Schotanus, F. (2013). Operations management: sustainability and supply chain management. Journal of purchasing and supply management, 19(4), 276-276. Brandon-Jones, A., Piercy, N., Slack, N., Brandon-Jones, E., & Campbell, C. (2012). Examining the effectiveness of experiential teaching methods in small and large OM modules. International journal of operations & production management. Heizer, J., Render, B., & Munson, C. (2008). Operations management. Prentice-Hall.
	Additional literature
	Anderson, M. A., Anderson, E. J., & Parker, G. (2013). Operations management for dummies. John Wiley & Sons.



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Module I2/3	Modern Management											
Course no.	Course 3.2.											
Course name	Strategic Management							ECTS credits	4	Leader	prof. G. Maniak	
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
KNOWLEDGE	understands the organisation as a holistic system with its strategic attributes and differentiates functional, competitive and corporate strategies.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W7 Knows and deeply understands the essence, context and process of operational and
	knows and understands relationships of the organisation in external contexts in micro and macro environments.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods
	knows and understands techniques of strategic diagnosis in the range of researching the potential of the company and external environment and understands the meaning of functional analysis in process of concluding strategic thinking.	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W5 Knows the essence and methods of descriptive statistics and mathematical statistics, Z2_W7 Knows and deeply understands the essence, context and process of operational and
SKILLS	knows how to find right solutions to strategic problems and define recommendations.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills
	acquires practical skills of designing strategies in the range of their own business.	Z2_U13 Is able to use his management knowledge, competences and individual characteristics Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills Z2_U15 Is able to independently plan and implement his own lifelong learning and direct the
	possesses technical and analytical skills of diagnosis in the company's environment with the means of its development.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
SOCIAL COMPETENCES	is prepared to work as part of a team appearing in various roles in the company.	Z2_K4 Is ready to take on professional challenges in management in managerial (as leader / Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
	is ready to think and act in accordance with criteria of strategic efficiency and entrepreneurship and shows skills of management on strategic level.	Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and
	is ready to work as part of the team or/on their own in the process of diagnosis and making strategic decisions.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining Z2_K4 Is ready to take on professional challenges in management in managerial (as leader / Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to

## STUDENT EFFORT

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

## TEACHING METHODS

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

## ASSESSMENTS METHODS

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

## COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	1.Strategic Management and Strategic Thinking - definitions. Business Strategy – context, content, process. Strategic versus Tactical decisions.Levels of corporate strategy
	2.Strategic Aspirations in real business.
	3. Strategic diagnosis- methodology.
	4.Strategies at the SBUs Level - Porter's Generic Strategic, Hybrid Strategic, Blue Ocean Strategy.
5. Strategy implementation and the organizational architecture. Macro -environment - diagnosis PEST ( case study)	
6. Strategies and Corporate Level.	
7. SWOT, SPACE Analysis.	
8. BCG Matrix.	
	Key literature
	1. A. Zelek, Strategic management Wyd. ZPSB, Szczecin 2010. 2.David Fred R., David Forest R., Strategic Management: A Competitive Advantage Approach, Concepts and Cases, Global Edition 3. B. De Wit, R.Meyer, Strategy. Proces, Content, Context. An International Perspective, Thomson Business Press, 2000. 4. Michale E. Porter, Copetitive Strategy. Techniques for Analyzing Industries and competitors.
	Additional literature
	1. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise by J.C. Spender, 2. Strategy Safari: A Guided Tour Through The Wilds of Strategic Management 3. Building Strategic Agility for a Faster-Moving World by Ph. Kotter,

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Module Z2/3		Modern Management										
Course no.		Course 3.3.										
Course name		Strategic Human Resource Management					ECTS credits	3	Leader	prof. G. Maniak		
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
KNOWLEDGE	has current, comprehensive knowledge in the field of human resource management: characterizes individual HRM functions and their role in the organization, knows selected modern concepts of HRM	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field of
	knows, understands and explains the essence of the strategic approach to the HRM process, classifies personnel strategies and discusses their connections with development strategy and competition strategy	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods and Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
	characterizes internal and external determinants of the implementation of the personnel function in the organization, knows current trends and challenges	Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods and
	knows and recognizes the methods, tools and instruments used in modern organizations within key areas of human resource management	Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field of Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W15 Has practical knowledge to start work in various types of business entities or own
SKILLS	Identifies and analyzes in practice specific areas in human resource management	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic
	is able to make a comprehensive assessment of the implementation of the personnel function in the organization, taking into account the criteria: effectiveness and efficiency and can formulate recommendations for changes or create new projects and solutions in the area of HRM	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /
	is able to select and correctly design and / or apply methods, techniques and means used in the HRM process, including IT tools supporting the HRM process	Z2_U6 Is able to efficiently use information and communication technologies used in conducting Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /
SOCIAL COMPETENCES	presents a creative attitude, proposes and justifies his own solutions to the problem	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the organization
	demonstrates the ability to work in a team; is able to communicate effectively, negotiate and persuade	Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to
	understands the need for lifelong learning, is aware of the responsibility associated with the work performed in HRM functions	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the

STUDENT EFFORT

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

TEACHING METHODS

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

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	<ol style="list-style-type: none"> <li>Contemporary approach and features of a strategic HRM; evolution of HRM.</li> <li>Conditions for the functioning of the strategic HRM.</li> <li>Strategic HRM models. Characteristics of basic personnel strategies.</li> <li>Organization of strategic HRM; Role and competences of HR Business Partner.</li> <li>Strategic HRM planes: - recruitment sub-strategy, - training and professional development sub-strategy, - payroll management sub-strategy, - employee appraisal sub-strategy, - employee relationship management sub-strategy.</li> <li>Human Performance management.</li> <li>Assessment of the implementation of the personnel function in the organization (HRM effectiveness measurement in the organization).</li> </ol>
	Key literature
	<p>1. Armstrong M., Zarządzanie zasobami ludzkimi, Wydanie V, Oficyna Ekonomiczna Grupa Wolters Kluwer, Warszawa 2011, i nowsze wyd. 2. Filipowicz G., Rozwój organizacji poprzez rozwój efektywności pracowników, Oficyna Ekonomiczna Grupa Wolters Kluwer, Kraków 2008, i nowsze wyd. 3. Oleksyn T., Zarządzanie zasobami ludzkimi w organizacji. Kanony, realia, kontrowersje, Wolters Kluwer business, Warszawa 2011. 4. Tomczak M., Krawczyk-Brylka B., Zarządzanie zasobami ludzkimi. Wybrane aspekty, Difin 2017. 5. Ulrich D., Allen J., Brockbank W., Younger J., Nymann M., Nowoczesne zarządzanie zasobami ludzkimi, Oficyna Ekonomiczna Grupa Wolters Kluwer, Warszawa 2010. 6. Ulrich D., Brockbank W., Tworzenie wartości przez dział HR, Wolters Kluwer business, Warszawa 2014. 7. Witczak H., Strategiczne zarządzanie zasobami ludzkimi. Studium systemu, PWN, Warszawa 2017. 8. Potoczek N., Zarządzanie zasobami ludzkimi w organizacji zorientowanej procesowo, PWN, Warszawa 2018. 9. Gomez-Mejia L. R., Balkin D. B., Cardy R. L., Managing Human Resources, Pearson, Prentice Hall, New Jersey. 10. Mathis R. L., Jackson J. H., Human Resource Management, Thomson South-Western, USA 2008</p>
	Additional literature
<ol style="list-style-type: none"> <li>Hamel G., Breen B., The Future of Management, Harvard Business Review Press, 2007. 2. Praktyki HRM. Najlepsze studia przypadku z polskiego rynku (pr.zb.), Grupa Wyd. Infor, Warszawa 2016. 3. Czasopisma: a. Zarządzanie Zasobami Ludzkimi b. Personel i Zarządzanie c. HR Fokus d. Zarządzanie na Świecie e. Przegląd Organizacji f. Organizacja i Kierowanie g. Harvard Business Review 4. Tematyczne portale internetowe. 5. Snell S., Bohlander G., Managing Human Resources, South-Western, Cengage Learning, USA. 6. Itika J. S., Fundamentals of human resource management, University of Groningen / Mzumbo University, 2011</li> </ol>	

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Module I2/3	Modern Management											
Course no.	Course 3.4.											
Course name	Project Management							ECTS credits	2	Leader	prof. G. Maniak	
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
KNOWLEDGE	knows and understands the role of projects in the functioning of modern organizations.	Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W7 Knows and deeply understands the essence, context and process of operational and
	knows and uses advanced terminology in design.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern
	knows and is able to apply the tools and techniques of planning project activities at an advanced level.	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods
SKILLS	is able to prepare documentation initiating the project using appropriate tools and techniques.	Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report, Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow
	is able to see the needs of the organization and identify sources of problems that are a catalyst for design activities.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the
	is able to use knowledge, methods and tools in the field of organization and management, finance to solve typical problems associated with the implementation of projects	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /
SOCIAL COMPETENCES	is prepared to cooperate with other members of project teams.	Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
	is able to think creatively in seeking solutions to identified problems at the planning and project implementation stages.	Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and
	is aware of the variability of the environment and the conditions in which the project is carried out.	Z2_K4 Is ready to take on professional challenges in management in managerial (as leader /

STUDENT EFFORT

TEACHING METHODS

Student Effort Structure	STUDENT EFFORT		Teaching methods	TEACHING METHODS	
	Total contact hours	30		choice from given list	
	including:	30		workshop that uses activating methods	
	lecture	15		practical workshop	
	practice			simulation, managerial and strategic games	
	e-learning				
	laboratory				
	seminar				
	practical workshop	15			
	study visit				
	others....				
	consulting hours				
	exams, assignments				
	Lectureship				
	Student Effort	20		choice from given list	
	Total Student Effort	50		group work - joint task solving	
				others	

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	Please describe main topics and areas of the course	
	1/ Basic concepts related to project management. 2/ Place and role of projects in contemporary organizations. 3/ Project life cycle. 4/ Planning the scope, time, costs and non-financial resources of the project. 5/ Selected areas of project management - team management, communication, risk, changes, quality.	
	Key literature	
	S. E. Portny, Project Management for Dummies, Stanley and Sons, 2017 A guide to the Project Management Body of Knowledge, Project Management Institute, 2018	
Additional literature		
Just Enough Project Management: The Indispensable Four-step Process for Managing Any Project, Better, Faster, Cheaper, Mc GrawHill 2004		





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Module I2/4	Diploma Module (1)											
Course no.	Course 4.1.											
Course name	Methodology of Dissertation Thesis							ECTS credits	1	Leader	prof. A. Zelek	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (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
	Student...	→ CHECK THE KEY
KNOWLEDGE	has knowledge of the methodology of writing a thesis, taking into account the challenges of empirical, design and implementation work with taking into account its usefulness / utilitarianism.	Z2_W14 Knows and understands the purposefulness and principles of independent research for
	has knowledge of the principles of independent research processes, including primary and secondary research for the purposes of research, i.e. work thesis.	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W14 Knows and understands the purposefulness and principles of independent research for
	has knowledge of research methods used in management sciences, both in the group of primary and secondary analysis methods.	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W5 Knows the essence and methods of descriptive statistics and mathematical statistics, Z2_W14 Knows and understands the purposefulness and principles of independent research for
SKILLS	develops the ability to independently prepare a master's thesis project, including the ability to define utilitarian research goals, putting hypotheses, selection of adequate research methods.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U17 Has substantive and technical skills to independently carry out applied research, Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report, Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U10 Is able to independently solve complex management problems using advanced
	demonstrates the ability to independently conduct research and prepare a report on the research process (master's thesis).	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U17 Has substantive and technical skills to independently carry out applied research, Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report, Z2_U10 Is able to independently solve complex management problems using advanced
SOCIAL COMPETENCES	is aware of the complexity of processes taking place in the organization and is able to study them - analyze, evaluate and report.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need
	is capable of logical and analytical thinking.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
	is capable of independent research work, presenting its assumptions and effects.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K2 Is ready to independently, critically evaluate the processes taking place in the

## STUDENT EFFORT

Student Effort Structure	Total contact hours	15
including:		15
lecture		7
practice		8
e-learning		
laboratory		
seminar		
practical workshop		
study visit		
others...		
consulting hours		
exams, assignments		
Lectureship		
Student Effort		10
Total Student Effort		25

## TEACHING METHODS

Teaching methods	choice from given list
	multimedia presentation
	workshop that uses activating methods
	individual projects
Student Work	choice from given list
	preparation of the final project
	own activity on platform

## ASSESSMENTS METHODS

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

## COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description
<ol style="list-style-type: none"> <li>Procedura dyplomowa obowiązująca na kierunku Zarządzanie, studia drugiego stopnia o profilu praktycznym.</li> <li>Podstawowe zagadnienia związane z procesem tworzenia pracy magisterskiej: wybór tematu; formułowanie celu pracy i problemu badawczego; formułowanie hipotez badawczych, dobór metod badawczych; układ, treść i objętość rozdziałów; dobór i wykorzystanie źródeł literaturowych; gromadzenie i przetwarzanie danych empirycznych; prezentacja i interpretacja wyników badania; wnioskowanie.</li> <li>Zasady korzystania z księgozbiorów i czasopism, elektronicznych baz danych i zasobów Internetu.</li> <li>Technika pisania prac naukowych (praca magisterska): forma, styl i język, wymagania edycji tekstu i elementów graficznych (tabele, rysunki, wykresy).</li> <li>Omówienie zasad przygotowania i przeprowadzenia prezentacji multimedialnej własnego projektu końcowego.</li> <li>Etyczne zasady pisania pracy dyplomowej.</li> <li>Procedura dyplomowa i antyplagiatowa w ZPSB.</li> </ol>
Key literature
<ol style="list-style-type: none"> <li>G. Maniak, E. Świergiel, A. Zelek, Twoja praca promocyjna – od dylematów do perfekcji. Poradnik dla studentów ZPSB, Wyd. Naukowe ZPSB, Szczecin 2010 (także w wersji elearningowej).</li> <li>J. Lichtarski, Praktyczny wymiar nauk o zarządzaniu, PWE, Warszawa 2015.</li> </ol>
Additional literature
<ol style="list-style-type: none"> <li>Zenderowski R., Technika pisania prac magisterskich i licencjackich, CeDeWu, Warszawa 2014.</li> <li>Podstawy metodologiczne prac doktorskich w naukach ekonomicznych, red. M.Ślawińska, H. Witzak, PWE, Warszawa 2012.</li> <li>M. Blaug, Metodologia ekonomii, PWN, Warszawa, 1995.</li> <li>Kwaśniewski K., Jak pisać prace dyplomowe? Wskazówki praktyczne, Wyd. KPSW, 2010</li> </ol>

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Module Z2/4		Diploma Module (1)										
Course no.		Course 4.2.										
Course name		Methods of Economic Research - workshop					ECTS credits	2	Leader	prof. A. Zelek		
Major	MANAGEMENT	Master	Year	I	Semester	1	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
	Student...	→ CHECK THE KEY
KNOWLEDGE	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
	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
SKILLS	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,
	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,
SOCIAL COMPETENCES	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 need Z2_K2 Is ready to independently, critically evaluate the processes taking place in the

STUDENT EFFORT

TEACHING METHODS

Student Effort Structure	STUDENT EFFORT		Teaching methods	TEACHING METHODS	
	Total contact hours	15		choice from given list	multimedia presentation
including:	15				
lecture	7				
practice	8				
e-learning					
laboratory					
seminar					
practical workshop					
study visit					
others....					
consulting hours					
exams, assignments					
Lectureship					
Student Effort	35		Student Work	choice from given list	
Total Student Effort	50			preparation of the final project	
				review of the literature	

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description
<ol style="list-style-type: none"> <li>Fundamental types of research problems in managerial sciences.</li> <li>Scientific methods of solving research problems.</li> <li>Examples of contemporary micro and macroeconomic research problems.</li> <li>Fundamental approaches to research.</li> <li>Types of inference.</li> <li>Typology of causal models.</li> <li>Causality and counterfactualuality.</li> <li>Causal and correlational research.</li> <li>Experimental research projects.</li> <li>Qualitative research methods.</li> <li>Quantitative research methods.</li> <li>Case study as a research method.</li> <li>Principles of creating research tools.</li> <li>Principles of creating analytical tools.</li> <li>Reporting research findings.</li> </ol>
Key literature
<ol style="list-style-type: none"> <li>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.</li> <li>M. Blaug "The Methodology of Economics or How Economists Explain", Press Syndicate of the University of Cambridge, 1992.</li> <li>J. Collins, R. Hussey, Business Research: A Practical Guide for Undergraduate and Postgraduate Students", Palgrave Macmillan, 2009.</li> <li>D.E. Ethridge, "Research Methodology in Applied Economics", Wiley-Blackwell, 2004.</li> <li>M. Saunders, A. Thornhill, P. Lewis, "Research Methods for Business Students", Pearson Education, 5th edition, 2009.</li> </ol>
Additional literature
<ol style="list-style-type: none"> <li>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. 1, pp 16-22.</li> <li>A. Bryman, "Social Research Methods", OUP Oxford, 5 edition, 2015.</li> <li>H.T. Reis, C. M. Judd (Eds.), "Handbook of research methods in social and personality psychology", Cambridge University Press, 2000</li> <li>D. Grant, "Methods of Economic Research: Craftsmanship and Credibility in Applied Microeconomics", Springer, 2018</li> </ol>





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Module I2/5	Specialisation Module (1) GLOBAL MANAGEMENT											
Course no.	Course 5.1.											
Course name	Globalisation							ECTS credits	5	Leader	dr D. Majewska-Bielecka	
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
	Student...	→ CHECK THE KEY
KNOWLEDGE	Student understands the relationships taking place in the global economy and their 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
SKILLS	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
SOCIAL COMPETENCES	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 /

STUDENT EFFORT

Student Effort Structure	Total contact hours	30
	including:	30
	lecture	12
	practice	16
	e-learning	
	laboratory	
	seminar	
	practical workshop	
	study visit	
	others....	
	consulting hours	
	exams, assignments	2
	Lectureship	
Student Effort	95	
Total Student Effort	125	

TEACHING METHODS

Teaching methods	choice from given list	
	lecture	
	multimedia presentation	
	workshop that uses activating methods	
	group discussion	
	individual projects	
	team projects	
	video movie	
	practical workshop	
	Student Work	choice from given list
	task solving	
	group work - joint task solving	
	preparation of the final project	
review of the literature		

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	1/ Introduction to globalization: different definitions of globalization, globalization yesterday, today and tomorrow. 2/ Globalization from a scientific perspective: how do economists perceive globalization and its problems. 3/ Man and globalization: social and cultural problems, ethical, linguistic. Is there one global culture? 4/ Globalization and economic development: the division of the world into countries rich North and poor South. 5/ Globalization and consumer awareness: products fair trade, genetically food modified. 6/ Globalization and democracy: will democracy resolve terrorism problem? 7/ Globalization and corporations: how corporations perceive global market? 8/ Globalization and the environment.
	Key literature
	1. Stiglitz J., Globalization and its discontents, WW Norton & Company, 2002, Stiglitz J., Making globalization work, W. W. Norton Company, 2006 2. Globalizacja i regionalizacja w gospodarce światowej, red. Stiglitz J. Measuring what counts, The global movement for well-being, The New Press, 2020, Stiglitz J., The price of inequality, Penguin Books, 2015,
	Additional literature
	Pickett K., The 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,

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Module 12/5	Specialisation Module (1) GLOBAL MANAGEMENT											
Course no.	Course 5.2.											
Course name	Managerial Accountancy							ECTS credits	5	Leader	dr D. Majewska-Bielecka	
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (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
KNOWLEDGE	has advanced knowledge about the functioning of the enterprise and the use of management accounting tools to make current decisions.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W8 Knows and deeply understands the place and importance of accounting and finance in Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
	knows at an advanced level the principles of cost classification and interprets the results of profitability analysis in order to make optimal decisions necessary for the development of the company.	Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing Z2_W8 Knows and deeply understands the place and importance of accounting and finance in
	knows and understands the importance and role of the budgeting process in the enterprise.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W8 Knows and deeply understands the place and importance of accounting and finance in
SKILLS	is able to correctly select and apply selected management accounting tools.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U9 Is able to record economic events and carry out analyzes in the field of management and
	understands and is able to describe the relationship between the size of a business and the costs and results of an enterprise.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the
	can prepare information for making short-term decisions and interpret the results of using basic management accounting tools.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report, Z2_U9 Is able to record economic events and carry out analyzes in the field of management and
	is able to carry out an analysis of specific processes taking place in an enterprise using operational budgets.	Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report, Z2_U9 Is able to record economic events and carry out analyzes in the field of management and
SOCIAL COMPETENCES	is aware of the need to adapt the prepared information to the internal needs of the enterprise's users.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
	is aware of his responsibility for the reliability and objectivity of the materials prepared to make managerial decisions.	Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the

STUDENT EFFORT

Student Effort Structure	Total contact hours	30
	including:	30
	lecture	12
	practice	16
	e-learning	
	laboratory	
	seminar	
	practical workshop	
	study visit	
	others....	
	consulting hours	
	exams, assignments	2
Lectureship	95	
Student Effort	95	
Total Student Effort	125	

TEACHING METHODS

Teaching methods	choice from given list
	lecture
	multimedia presentation
	workshop that uses activating methods
	group discussion
	task solving
	choice from given list
	review of the literature
	preparation to an exam/credit
	task solving
	Student Work
	Student Work

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	<ol style="list-style-type: none"> <li>1. Management accounting as an enterprise information system.</li> <li>2. Differences between management accounting and financial accounting.</li> <li>3. Classification of costs and revenues for the needs of management accounting.</li> <li>4. Cost accounting as a source of management information.</li> <li>5. Break-even analysis.</li> <li>6. Short-term decision making.</li> <li>7. The use of management accounting tools in decision-making processes.</li> <li>8. Price calculation.</li> <li>9. Budgeting as an enterprise management method.</li> <li>10. Other management accounting tools.</li> </ol>
	Key literature
	<ol style="list-style-type: none"> <li>1. Ray Garrison, Eric Noreen, Peter Brewer, Managerial Accounting 16th Edition, McGraw-Hill Education, 2017;</li> <li>2. Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso, Managerial Accounting: Tools for Business Decision Making 8th Edition, Wiley, 2017;</li> <li>3. Peter Brewer, Ray Garrison, Eric Noreen, Introduction to Managerial Accounting 8th Edition, McGraw-Hill Education, 2018;</li> <li>4. Lew G., Maruszewska E., Szczyta P., Rachunkowość zarządcza - od teorii do praktyki, Wydawnictwo CeDeWu, Warszawa 2019;</li> <li>5. Rachunek kosztów, Rachunkowość zarządcza, Controlling - przeszłość, teraźniejszość, przyszłość, red. E. Nowak, Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław 2017.</li> </ol>
	Additional literature
	<ol style="list-style-type: none"> <li>1. Ferguson Ch., Hart J., Wilson C., Management Accounting: Principles and Applications, 5th Edition, Pearson Publ., 2012.;</li> <li>2. Dobroszek J., Kabałski P., Szczyta A., Rachunkowość zarządcza. Zadania i testy, Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2016;</li> <li>3. Nowak E., Zaawansowana rachunkowość zarządcza, Wydawnictwo PWE, Warszawa 2017.</li> </ol>

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Module Z2/6		Specialisation Module (2) GLOBAL MANAGEMENT										
Course no.		Course 5.3.										
Course name		Financial Reporting Methods						ECTS credits	3	Leader	dr I. Rafałajt	
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
	Student...	→ CHECK THE KEY
KNOWLEDGE	has in-depth knowledge of the construction of financial statements and is able to define their most important elements. Understands the relationships that exist between economic and legal sciences.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W8 Knows and deeply understands the place and importance of accounting and finance in Z2_W13 Knows and understands the key legal norms regulating the functioning of commercial
	knows at an advanced level the principles of financial reporting and understands how information contained in financial statements is used for the purposes of financial analysis.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods
	knows the most important financial analysis tools, understands their essence, knows how to use them, and also understands the nature of the relationships between financial phenomena that occur in an enterprise.	Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W8 Knows and deeply understands the place and importance of accounting and finance in
SKILLS	can obtain data from financial statements and prepare them for the needs of financial analysis.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U8 Is able to indicate and interpret adequate sources of law and legal provisions relating to
	can independently analyze the financial statements, correctly interpret the results obtained and present their synthesis in the form of a report	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
	based on the analysis carried out, is able to indicate problems that are associated with the business unit's operations, and also proposes ways to solve them.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /
SOCIAL COMPETENCES	is aware of the complexity of processes related to the functioning of enterprises, and also understands the role of financial analysis in the process of making strategic economic decisions.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
	is able and ready for analytical thinking and makes rational decisions when assessing economic phenomena that occur in the enterprise and its surroundings.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining
	is ready for creative, active work in a group on assessing phenomena and creating proposals for solutions to problems that will be the basis for making strategic decisions.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the

STUDENT EFFORT

TEACHING METHODS

Student Effort Structure	STUDENT EFFORT		Teaching methods	TEACHING METHODS	
	Total contact hours	30		choice from given list	
	including:	30		lecture	
	lecture	12		multimedia presentation	
	practice	16		case study	
	e-learning			group discussion	
	laboratory			team analysis	
	seminar				
	practical workshop				
	study visit				
	others....				
	consulting hours		Student Work	choice from given list	
	exams, assignments	2		preparation to an exam/credit	
	Lectureship		preparation of the final project		
	Student Effort	45	review of the literature		
	Total Student Effort	75	task solving		

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	<ol style="list-style-type: none"> <li>The nature and scope of financial reporting, fundamental principles and information recipients.</li> <li>Structure and elements of the Financial Statement, essence, rules of presentation and preparation, methodology, recipients and cognitive value.</li> <li>International Financial Reporting Standards.</li> <li>The concept of auditing financial statements and the role of the auditor.</li> <li>The nature and role of financial analysis in the study of financial statements.</li> <li>Methods of preliminary analysis of the financial statement and assessment of the company's financial results.</li> <li>Indicating methods of analysis the financial condition of companies in the field of: liquidity, profitability, debt and financial independence and efficiency.</li> <li>Enterprise market position analysis - application of capital (investor) market indicators.</li> <li>Pyramid analysis - Du Pont model.</li> <li>Selected models of bankruptcy prediction.</li> <li>Enterprise capital cost analysis (weighted average cost of capital).</li> <li>Industry specificity in analyzing financial statements.</li> </ol>
	Key literature
	<ol style="list-style-type: none"> <li>Eugene F. Brigham, Michael C. Ehrhardt, Financial Management: Theory &amp; Practice (MindTap Course List) 16th Edition, Cengage Learning, 2019;</li> <li>Martin S. Fridson, Fernando Alvarez, Financial Statement Analysis: A Practitioner's Guide, Wiley, 2011;</li> <li>Thomas Ittelson, Financial Statements, Third Edition: A Step-by-Step Guide to Understanding and Creating Financial Reports, Career Press, 2020;</li> <li>W. Gabrusewicz, „Roczne sprawozdania finansowe przedsiębiorstwa”, PWE, Warszawa 2015.</li> </ol>
	Additional literature
	<ol style="list-style-type: none"> <li>„Sprawozdanie finansowe według polskich i międzynarodowych standardów rachunkowości”, red. G. K. Świdzka, W. Więclaw, Difin 2012.</li> </ol>

MODULE DESCRIPTION



2022/2023												
Module no.	Module Z2/6											
Module name	Specialisation Module (2) GLOBAL MANAGEMENT							ECTS credits	5	Leader	dr I. Rafałqt	
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	60

PURPOSE OF THE MODULE AND MODULE OBJECTIVES

*Short description and objective list*

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 <i>(Student knows and understand on advanced level...)</i>	SKILLS <i>(Student is able to....)</i>	SOCIAL COMPETENCES <i>(Student is ready to...)</i>
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 learned features in order to manage an international team with respect to cultural differences.	Students will demonstrate an understanding of intercultural awareness and ethical reflection in the context of a leadership.

MODULE STRUCTURE

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

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Module Z2/6	Specialisation Module (2) GLOBAL MANAGEMENT											
Course no.	Course 6.1.											
Course name	Leadership						ECTS credits	3	Leader	dr I. Rafałajt		
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
	Student...	→ CHECK THE KEY
KNOWLEDGE	knows and understands the essence of teamwork and the factors conditioning its efficiency.	Z2_W15 Has practical knowledge to start work in various types of business entities or own
SKILLS	is able to cooperate in operational / project teams and to take on different roles in them.	Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow Z2_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
SOCIAL 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 /

STUDENT EFFORT

TEACHING METHODS

Student Effort Structure	STUDENT EFFORT		Teaching methods	TEACHING METHODS	
	Total contact hours	30		choice from given list	
	including:	30		workshop that uses activating methods	
	lecture	6		group discussion	
	practice	8		case study	
	e-learning			individual projects	
	laboratory			team projects	
	seminar				
	practical workshop	16			
	study visit				
	others....				
	consulting hours			choice from given list	
	exams, assignments			preparation of the final project	
	Lectureship			own activity on platform	
	Student Effort	45		review of the literature	
	Total Student Effort	75		trial tests	
				preparation to an exam/credit	

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	1/ How to build a unique team: your own engagement in leadership 2/ How your own positive attitude help the team in achieving goals 3/ Relations in a team, tools to build a unique team 4/ Team and leadership: how to create team's goals 5/ 10 common distractions to achieve a goal 6/ How to create a creative team ready to solve problems 7/ Project teams and teams of the future
	Key literature Miller D., Brilliant teams, 2nd edition, Prentice Hall, 2011, Carnegie D., How to win friends, Lencioni P., The five dysfunctions of the team, John Wiley and Sons, 2002, Carnegie D.m How to win friends and influence people, Ebury Publishing, 2011
	Additional literature Sarnacka Smith A., Everest Lidera, mt biznes 2017, Sarnacka Smith A., Siła różnic w zespole, MT biznes 2017

2022/2023

Module 12/6		Specialisation Module (2) GLOBAL MANAGEMENT										
Course no.		Course 6.2.										
Course name		Intercultural Communication in Business and Management						ECTS credits	2	Leader	dr I. Rafalqf	
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
	Student...	→ CHECK THE KEY
KNOWLEDGE	Student is aware of importance and potential, as well as threats of cultural diversity in business world. Realizes the role of intercultural communication and how culture impacts on business relationships, is able to analyze business dilemmas especially from an ethical perspective. Student knows how to communicate effectively in the international business environment.	Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field Z2_W15 Has practical knowledge to start work in various types of business entities or own
	Based on descriptive models of culture student describes properly the characteristics of selected world cultures and a meaning of communication differences in a decision making process by managers and employees. Student knows the role of cultural differences in successful decision making and management in international environment	Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field
	Student knows how to identify and describe various classifications of cultures, especially in a perspective of doing business in an international environment, compared with national enterprises.	Z2_W7 Knows and deeply understands the essence, context and process of operational and 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 and its organizational structures: time, gender, religion and tradition. Students will be able to contrast and analyze cultural differences by applying the relevant theoretical frameworks within a business context. Furthermore, they will be able to provide ethical justification for decisions taken in business settings.	Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field 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
SKILLS	Identifies and summarizes the fundamental concepts, multiple perspectives, and theories about culture and communication, and the influence of culture and communication on interpersonal and business interactions.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic 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, Z2_U2 Is able to identify, interpret and explain complex social, economic and management
	Describes global trends regarding the importance of intercultural communication. Explains how culture shapes human perception, communication and conflict styles, behaviors, and ways of thinking.	Z2_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 to 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_U2 Is able to identify, interpret and explain complex social, economic and management
	Applies knowledge of intercultural communication concepts to analyze intercultural communication scenarios supported by research regarding styles and methods of communication in different cultural settings appropriate to the examined culture.	Z2_U1 Is able to 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 to 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,
	Student is familiar with English intercultural terminology related to the business cultures and can use it appropriately.	Z2_U16 Is able to communicate with a diverse environment using specialized terminology,
SOCIAL COMPETENCES	Students collectively raise awareness about taken for granted elements of culture, society, and nature, and gain tools to move beyond boundaries, as well as to imagine and practice alternatives.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need 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 ethical reflection, for instance by showing sensitivity, insight, balanced judgement and professionalism.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K2 Is ready to independently, critically evaluate the processes taking place in the organization Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K7 Is ready to emphatically understand the needs of members of diverse teams / Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the
	Student is able to lead a discussion, begin and maintain a conversation with his/her classmates about the assigned topic on cultural and international business matter and controversial issues. During discussion can reconcile the arguments of representatives of different cultures, maintaining sensitivity to cultural differences and their sources.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K2 Is ready to independently, critically evaluate the processes taking place in the organization 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

Total contact hours		30
including:		30
lecture		6
practice		8
e-learning		
laboratory		
seminar		
practical workshop		16
study visit		
others....		
consulting hours		
exams, assignments		
Lectureship		
Student Effort		20
Total Student Effort		50

TEACHING METHODS

Teaching methods	choice from given list
	lecture
	multimedia presentation
	workshop that uses activating methods
group discussion	
Student Work	choice from given list
	preparation to an exam/credit
	review of the literature
	student's own research
group work - joint task solving	

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

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

The course covers following topics:

- Globalization – cultural and management challenges and global responsibilities
- Cultural Diversity, Identity, Patterns
- Ethnocentrism, Stereotypes, Culture shock, Prejudice, Discrimination, Racism, Popular culture, Xenophobia
- Patterns of Cross- Cultural Business Behavior
- Relationship and Deals focus cultures
- Rigid time and Fluid time cultures
- Formal versus Informal Business Cultures, status Hierarchies, Power and Respect
- Cultures using direct versus Cultures of indirect language
- Language Communication and Verbal Codes
- Nonverbal communication across Cultures; Kinesics, Chronemics, Proxemics, Haptics, Paralanguage, Silence
- Cultural influences on the Expression and perception of Emotions
- Cross-cultural Face concerns and conflicts Styles
- Adapting to unfamiliar cultures: culture shock
- Communication today, history and role of international communication systems, Fake News, Hate Talk ec. changes in the world's media systems as it relates to content and technologies.
- Multicultural Competence and management challenges
- Cultural environments- descriptive models of culture 6D of Gert Hofstede
- Intercultural negotiations, business Protocol, Greetings, Appearance, Gifts and Dining etiquette

Key literature

Cross-Cultural Business Behavior. A Guide for Global Management, Gesteland Richard R., Gazelle Book Services, 2012 Cultures and Organizations: Software of the Mind, Third Edition, Geert Hofstede, Gert Jan Hofstede, Michael Minkov MsGraw/Hill, 2010 Management across Cultures: Developing Global Competencies 3rd Edition by Richard M. Steers, Luciana 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 Zeldenitz, Ben Barkow, Oval Books, 2008 The Xenophobe's Guide to the Poles by Ewa Lipniacka, Oval Books 2009 Xenophobe's Guide to the Russians by Vladimir Zhelevis, Oval Books 2010 Xenophobe's Guide to the Aussies by Ken Hunt, Oval books 2008





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Module Z2/7	Competences in Management (1)											
Course no.	Course 7.1.											
Course name	ICT Tools for Business Decisions				ECTS credits	2	Leader	dr M. Bzunek				
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (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
KNOWLEDGE	has a deep understanding related to decision processes, that occur within an organization. Moreover, one understands the role of information in business management process.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods and Z2_W12 Knows and deeply understands the importance and areas of using IT support systems in
	has an advanced knowledge of IT-based business decision support tools and related concepts.	Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods and Z2_W12 Knows and deeply understands the importance and areas of using IT support systems in
	knows and identifies benefits, as well as potential threats, related to implementation of IT-based business decision support tools.	Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods and Z2_W12 Knows and deeply understands the importance and areas of using IT support systems in
	knows and identifies factors which contribute to the development of potential application of IT-based business decision support tools.	Z2_W12 Knows and deeply understands the importance and areas of using IT support systems in
SKILLS	is able to use ICT tools in order to find, gather and process data which is essential for business decision making processes.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U6 Is able to efficiently use information and communication technologies used in conducting
	applies ICT tools and is able to use acquired results and information in order to solve certain decision problems.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as to Z2_U6 Is able to efficiently use information and communication technologies used in conducting Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
	is able to interpret results (and present them in a form of a report) of an analysis prepared with IT-based business decision support tools.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as to Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
	is able to support business decision making process with advanced applications of spreadsheets.	Z2_U6 Is able to efficiently use information and communication technologies used in conducting Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
SOCIAL COMPETENCES	is aware of a constant need to develop one's skills and knowledge related to applications of ICT solutions in decision and management processes.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need
	is ready to take responsibility of one's decisions, in social, ethic, professional, and economic context.	Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and acting Z2_K7 Is ready to emphatically understand the needs of members of diverse teams / communities
	Is ready to perform tasks, both independently and in teams, by making rational decisions as well as being objective. Furthermore, one knows how to present the results of an analysis related to solving decision processes.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the organization Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to

STUDENT EFFORT

TEACHING METHODS

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

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	<ol style="list-style-type: none"> <li>The concept and origin of information and communications technologies.</li> <li>Drivers of growth of information and communications technologies and IT-based business decision support tools.</li> <li>Decision support systems and management information systems.</li> <li>The concept, definition, model, and structure of a decision process.</li> <li>The importance of information in business decision making process.</li> <li>Spreadsheet as an IT-based business decision support tool.</li> <li>Introduction to spreadsheets (Microsoft Excel) – entering and editing data, as well as performing basic spreadsheet operations.</li> <li>Entering formulas, functions and nesting functions in Microsoft Excel.</li> <li>Using range names in Microsoft Excel.</li> <li>Presentation and data visualization in Microsoft Excel.</li> <li>Conditional formatting, reordering and summarizing data.</li> <li>Using formulas: basic formulas, financial formulas, date and time formulas, logical formulas, error trapping, and other functions.</li> <li>Array formulas.</li> <li>Using pivot tables and pivot charts in business decision making processes.</li> <li>Using solver and analysis toolpack in business decision making processes.</li> <li>Preparing datasets, and data analysis in Microsoft Excel.</li> </ol>	
	Key literature	
	<ol style="list-style-type: none"> <li>W. Winston, "Microsoft Excel Data Analysis and Business Modeling", Microsoft Press, 2019.</li> <li>B. Jelen, M. Alexander, "Microsoft Excel 2019 Pivot Table Data Crunching", Microsoft Press, 2019.</li> <li>B. Jelen, T. Syrstad, "Microsoft Excel 2019 VBA and Macros", Microsoft Press, 2019.</li> <li>M. Alexander, "Microsoft Business Intelligence Tools for Excel Analysts", Wiley, 2014.</li> <li>R. Sharda, D. Delen, E. Turban, "Business Intelligence and Analytics: Systems for Decision Support", Pearson, 2014.</li> </ol>	
	Additional literature	
	<ol style="list-style-type: none"> <li>M. Alexander, "Excel 2019 Bible", Wiley, 2018.</li> <li>Ch. Frye, "Microsoft Excel 2019 Step by Step", Microsoft Press, 2018.</li> <li>P. McFedries, "Microsoft Excel 2019 Formulas and Functions", Microsoft Press, 2019.</li> </ol>	

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Module 12/7	Competences in Management (1)											
Course no.	Course 7.2.											
Course name	Foreign Language						ECTS credits	2	Leader	dr M. Bzunek		
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)	OBLIGATORY	Language	Polish/English	Total Contact Hours	30

LEARNING OUTCOMES

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

STUDENT EFFORT

Student Effort Structure	Total contact hours	30
	including:	30
	lecture	
	practice	
	e-learning	
	laboratory	
	seminar	
	practical workshop	
	study visit	
	others....	
	consulting hours	
	exams, assignments	2
	Lectureship	28
Student Effort	20	
Total Student Effort	50	

TEACHING METHODS

Teaching methods	choice from given list
	multimedia presentation
	workshop that uses activating methods
	group discussion
	role playing
	other activating methods
	choice from given list
	preparation of the final project
	review of the literature
	others

Student Work

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

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, exercises, role-playing - activities carried out only in English. The use of interactive methods and mobile tools, e.g. Quizlet software
	Key literature Market Leader intermediate; E-learning platform; language learning support software, incl. Quizlet.
	Additional literature Publications included in the Manual as additional literature for each part of the material.



2022/2023

Module Z2/8	Quantative Methods in Management											
Course no.	Course 8.1.											
Course name	Statistical Inference							ECTS credits	5	Leader	dr M. Bzunek	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	45

LEARNING OUTCOMES

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

STUDENT EFFORT

TEACHING METHODS

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

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	1. Introduction to statistical inference - the essence of statistical inference, as well as the most important areas of application of statistical inference in economic practice.
	2. Characteristics of the methodology and individual stages of the statistical survey.
	3. Elements of descriptive statistics.
	4. Sampling.
	5. Selected issues from the theory of probability.
	6. Characteristics of selected probability distributions.
	7. Point and interval estimation - confidence interval for average value, variance and structure indicator.
	8. Verification of statistical hypotheses.
	9. Nonparametric tests.
	10. Selected methods of correlation and regression analysis.
	Key literature
	Berenson, Levine., Szabat., (2015), Basic Business Statistics Concepts and Applications. (Thirteen Edition), Pearson Education Limited, Essex, England.
	Additional literature
	Cortinhas C., Black K., (2012), Statistics for Business and Economics. (First European Edition), John Wiley & Sons, West Sussex, UK.





2022/2023

Module I2/9	Diploma Module (2)											
Course no.	Course 9.1.											
Course name	Dissertation Thesis Seminar							ECTS credits	3	Leader	prof. A. Zelek	
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (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
	Student...	→ CHECK THE KEY
KNOWLEDGE	has knowledge of the principles of independent research processes, including primary and secondary research for the purposes of research, i.e. thesis.	Z2_W14 Knows and understands the purposefulness and principles of independent research for
SKILLS	develops the ability to independently conduct research and prepare a report on the research process (master's thesis).	Z2_U17 Has substantive and technical skills to independently carry out applied research,
SOCIAL COMPETENCES	is aware of the complexity of the processes taking place in the organization and is able to analyze, evaluate, report and solve them.	Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need

## STUDENT EFFORT

STUDENT EFFORT	
Total contact hours	18
including:	18
lecture	
practice	
e-learning	
laboratory	
seminar	18
practical workshop	
study visit	
others....	
consulting hours	
exams, assignments	
Lectureship	
Student Effort	57
Total Student Effort	75

## TEACHING METHODS

TEACHING METHODS	
Teaching methods	choice from given list
	group discussion
	individual projects
Student Work	choice from given list
	preparation of the final project
	review of the literature
	student's own research

## ASSESSMENTS METHODS

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

## COURSE DESCRIPTION

Please describe main topics and areas of the course

COURSE DESCRIPTION	
Course description	Preparing the student for an independent, scientifically based problem analysis and for presenting the results of own research as part of the master's thesis. The diploma seminar (semester 1) includes:
	1. Choosing the topic of work.
	2. Defining the main elements of the research model, including research goals, hypotheses, methods of hypothesis verification.
	3. Defining the framework structure of the work.
	4. Establishing the phases and schedule of preparing and writing a thesis.
	5. Preliminary selection of literature.
	Key literature
	1. G. Maniak, E. Świergieł, A. Zelek, Twoja praca promocyjna – od dylematów do perfekcji. Poradnik dla studentów ZPSB, Wyd. Naukowe ZPSB, Szczecin 2010 (także w wersji elearningowej).
	2. J. Lichtarski, Praktyczny wymiar nauk o zarządzaniu, PWE, Warszawa 2015
	Additional literature



2022/2023

Module Z2/10	Specialisation Module (3) GLOBAL MANAGEMENT											
Course no.	Course 10.1.											
Course name	Marketing Strategies							ECTS credits	3	Leader	dr J. Osuch-Mallett	
Major	MANAGEMENT	Master	Year	II	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

LEARNING OUTCOMES

Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
	Student...	→ CHECK THE KEY
KNOWLEDGE	has advanced knowledge about the methods and tools used in professional marketing analysis.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W10 Knows and deeply understands theories and concepts in the field of marketing
	knows the tools for determining marketing goals and their metrics.	Z2_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
SKILLS	can apply marketing analysis methods and tools and independently prepare a marketing action plan.	Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as to Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U6 Is able to efficiently use information and communication technologies used in conducting
	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 conducting
SOCIAL COMPETENCES	demonstrates creativity in action, can independently plan marketing / market activities.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K4 Is ready to take on professional challenges in management in managerial (as leader /
	independently identifies, diagnoses and resolves problems and applies various variants of solutions in marketing practice	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining

STUDENT EFFORT

Student Effort Structure	Total contact hours	30
	including:	30
	lecture	4
	practice	
	e-learning	
	laboratory	
	seminar	
	practical workshop	26
	study visit	
	others....	
	consulting hours	
	exams, assignments	
	Lectureship	
Student Effort	45	
Total Student Effort	75	

TEACHING METHODS

Teaching methods	choice from given list
	multimedia presentation
	team projects
	activity on e-learning platform
Student Work	choice from given list
	preparation of the final project
	review of the literature
	own activity on platform

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	1. The essence of marketing planning. Marketing plan as a planning tool. Business plan and marketing plan. 2. Structure of the marketing plan. 3. Analysis of marketing plans of selected organizations / projects. 4. Workshops - preparation of a marketing project / plan for a selected venture / company.
	Key literature
	1. Kotler Philip, Keller Kevin Lane "Marketing", Rebis sp. z o.o, 2019; 2. Designing brand identity, A. Wheeler, John Wiley & Sons, 2017
	Additional literature
	1. Johnson M., Branding, in five and a half steps, , Thames & Hudson, 2016



2022/2023

Module Z2/10	Specialisation Module (3) GLOBAL MANAGEMENT											
Course no.	Course 10.2.											
Course name	Logistic Management							ECTS credits	3	Leader	dr J. Osuch-Mallett	
Major	MANAGEMENT	Master	Year	II	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

LEARNING OUTCOMES

Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
	Student...	→ CHECK THE KEY
KNOWLEDGE	It defines concepts of managerial logistics	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
	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 rationalizing Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W7 Knows and deeply understands the essence, context and process of operational and
	It distinguishes management systems used in different areas of business units.	Z2_W12 Knows and deeply understands the importance and areas of using IT support systems in Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
SKILLS	It compares and analyses the company's problems and proposes solutions taking into account their process and system approach.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management
	Identifies logistic processes and adjusts the appropriate ones to them logistic solutions, diagnoses logistic problems and 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 conducting Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic.
SOCIAL COMPETENCES	The student undertakes polemics related to the possibilities of introducing logistic rules into the company	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need
	shows creativity in creating and implementing principles of systemic thinking.	Z2_K4 Is ready to take on professional challenges in management in managerial (as leader / Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /

STUDENT EFFORT

STUDENT EFFORT		
Student Effort Structure	<b>Total contact hours</b>	<b>30</b>
	<b>including:</b>	<b>30</b>
	lecture	4
	practice	
	e-learning	
	laboratory	
	seminar	
	practical workshop	26
	study visit	
	others...	
	consulting hours	
	exams, assignments	
	Lectureship	
	<b>Student Effort</b>	<b>45</b>
<b>Total Student Effort</b>	<b>75</b>	

TEACHING METHODS

TEACHING METHODS	
Teaching methods	choice from given list
	lecture
	multimedia presentation
	workshop that uses activating methods
	group discussion
	case study
Student Work	choice from given list
	preparation to an exam/credit
	review of the literature
	own activity on platform
	trial tests
	own work with the text

ASSESSMENTS METHODS

ASSESSMENTS METHODS		ASSESSMENTS METHODS	
Assessment methods	<b>Final grade</b>	<b>pass</b>	<b>Percentage of final grade</b>
	choice from given list	% of final grade	very good > 90%
	written exam	50	good + 81% - 90%
	knowledge test	20	good 71% - 80%
	team case study	20	satisfactory + 61% - 70%
	other activities	10	satisfactory 51% - 60%
		unsatisfactory < 51%	

COURSE DESCRIPTION

Please describe main topics and areas of the course

COURSE DESCRIPTION	
Course description	Logistics management, managing logistics Logistics management instruments Logistics costs Logistics processes Technology in logistics systems (IoT, AI) Logistic customer service Cooperation in the supply chain Sustainability in logistics
	<b>Key literature</b> Myerson, P. (2015). Supply chain and logistics management made easy: methods and applications for planning, operations, integration, control and improvement, and network design. Pearson education. Hugos, M. H. (2018). Essentials of supply chain management. John Wiley & Sons. Lei, L., DeCandia, L., Oppenheim, R., & Zhao, Y. (2017). Managing Supply Chain Operations. World Scientific Publishing Company.
	<b>Additional literature</b> Blanchard, D. (2010). Supply chain management best practices. John Wiley & Sons.



2022/2023

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

LEARNING OUTCOMES

Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
	Student...	→ CHECK THE KEY
KNOWLEDGE	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
	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
SKILLS	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
	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
SOCIAL COMPETENCES	is aware of the level of his/her legal knowledge in respect of business entities and the need to supplement it when the environment changes; can cooperate in a group, including the assistance of advisors - experts/specialists.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining

STUDENT EFFORT

Student Effort Structure	Total contact hours	30
	including:	30
	lecture	16
	practice	12
	e-learning	2
	laboratory	
	seminar	
	practical workshop	
	study visit	
	others....	
	consulting hours	
	exams, assignments	
	Lectureship	
Student Effort	45	
Total Student Effort	75	

TEACHING METHODS

Teaching methods	choice from given list
	lecture
	multimedia presentation
	activity on e-learning platform
Student Work	choice from given list
	own activity on platform
	trial tests
	review of the literature
	preparation to an exam/credit

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	1/ Sources of commercial law;
	2/ Sources of commercial company law;
	3/ General characteristics of partnerships and companies;
	4/ Types of commercial partnerships and companies (registered partnership, professional partnership, limited partnership, limited joint-stock partnership, limited liability company, joint stock company);
	5/ Registered partnership (establishment, internal and external relations, liquidation);
	6/ Professional Partnership (establishment, internal and external relations, liquidation);
	7/ Limited partnership (establishment, internal and external relations, liquidation);
	8/ Limited joint-stock partnership (establishment, internal and external relations, liquidation);
	9/ Limited liability company (establishment, bodies, liability, liquidation);
	10/ Joint stock company (establishment, bodies, liability, liquidation).
	Key literature
	1. Commercial Companies Code – Act of 15th November 2000;
	2. B. Kucharski, Polish Commercial Law in a Nutshell, Łódź University Press, 2015;
	3. A. Kidyba, Prawo handlowe, C.H. Beck, Warszawa 2015;
	4. A. Koch, J. Napierała (red.), Prawo spółek handlowych. Podręcznik akademicki, Wolters Kluwer, Warszawa 2015;
	5. W. Pyziol, A. Szumański, I. Weiss, Prawo spółek, wyd. C.H. Beck 2014;
	6. K. Bilewska, A. Chłopecki, Prawo handlowe, wyd. C.H. Beck 2015.
	Additional literature
	1. A. Opalski, Europejskie prawo spółek, LexisNexis, Warszawa 2010;
	2. S. Sołtyński, A. Szajkowski, A. Szumański, J. Szwaja, Kodeks spółek handlowych. Komentarz, t. I-V oraz suplement, C.H.Beck, Warszawa 2005-2010;
	3. System Prawa Handlowego, t. 2, Prawo spółek handlowych, S. Włodzka (red.), C.H.Beck, Warszawa 2012;
	4. System Prawa Prywatnego, t. 16, Prawo spółek osobowych, A.Szajkowski (red.), C.H.Beck, Warszawa 2008; 5. System Prawa Prywatnego, t. 17A i 17B, Prawo spółek kapitałowych, S. Sołtyński (red.), C.H.Beck, Warszawa.



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Module Z2/11	Civic and Commercial Law											
Course no.	Course 11.2.											
Course name	Labour Law							ECTS credits	3	Leader	prof. A. Zelek	
Major	MANAGEMENT	Master	Year	II	Semester	3	Status (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
KNOWLEDGE	Knows the essential provisions of the Labour Code and has knowledge about establishing and terminating employment relationships and shaping legal relations with employees.	Z2_W13 Knows and understands the key legal norms regulating the functioning of commercial
SKILLS	Has a real ability to draft documentation regarding the establishment and termination of an employment relationship, is able to efficiently deal with labour law issues regarding the legal regulation of rights and obligations of an employee and employer.	Z2_U8 Is able to indicate and interpret adequate sources of law and legal provisions relating to
SOCIAL COMPETENCES	Is aware of the level of his/her legal knowledge in respect of business entities and the need to supplement it when the environment changes; can cooperate in a group, including the assistance of advisors - experts/specialists.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K2 Is ready to independently, critically evaluate the processes taking place in the

## STUDENT EFFORT

Student Effort Structure	Total contact hours	30
	<b>including:</b>	<b>30</b>
	lecture	16
	practice	12
	e-learning	2
	laboratory	
	seminar	
	practical workshop	
	study visit	
	others....	
	consulting hours	
	exams, assignments	
	Lectureship	
	<b>Student Effort</b>	<b>45</b>
	<b>Total Student Effort</b>	<b>75</b>

## TEACHING METHODS

Teaching methods	choice from given list
	lecture
	multimedia presentation
	workshop that uses activating methods
	activity on e-learning platform
Student Work	choice from given list
	preparation to an exam/credit
	own activity on platform
	review of the literature
	trial tests

## ASSESSMENTS METHODS

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

## COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description
1/ The concept, sources of law and fundamental principles of labour law; 2/ Basic concepts of labour law: employer, employee, workplace, employment relationship; 3/ The basis of the employment relationship (employment contract, appointment, nomination, cooperative employment contract); 4/ Employment relationship, application of the provisions of the Civil Code in labour law; 5/ Rights and obligations of the parties to the employment relationship; 6/ Liability of the parties to the employment relationship; 7/ Working time; 8/ Employee leave; 9/ Modes of termination of employment contracts.
Key literature
1. Labour Code – Act of 23th December 1997 2. D. Książek, J. Czerniak-Swędzioł, K. Baran, M. Wujczyk, Labour Law Disputes in Polish Legal System, C.H. Beck, Warszawa 2017 3. M. Barzycka-Banaszczyk, Prawo pracy, C.H.Beck, Warszawa 2015 4. L. Florek, Prawo pracy, C.H.Beck, Warszawa 2015 5. J. Stelina, Prawo pracy, C.H.Beck, Warszawa 2016.
Additional literature
1. A. Malinowski, Nawiązywanie i rozwiązywanie stosunku pracy. Komentarz praktyczny, C.H.Beck, Warszawa 2015. 2. R. Terlecki, N. Szok, Prawo pracy w praktyce, C.H.Beck, Warszawa 2015. 3. On-line platforms, for example <a href="http://www.infor.pl/wskazniki/prawo-pracy-i-ubezpieczen-spolecznych">http://www.infor.pl/wskazniki/prawo-pracy-i-ubezpieczen-spolecznych</a>

MODULE DESCRIPTION

2022/2023												
Module no.	Module Z2/12											
Module name	Competences in Management (2)						ECTS credits	4	Leader	prof. A. Zelek		
Major	MANAGEMENT	Master	Year	II	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	60

PURPOSE OF THE MODULE AND MODULE OBJECTIVES

*Short description and objective list*

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

REQUIREMENTS

*Needed knowledge and skills before starting the module*

not applicable

LEARNING OUTCOMES

*Short description of learning outcomes gain during the course of a module*

KNOWLEDGE <i>(Student knows and understand on advanced level...)</i>	SKILLS <i>(Student is able to....)</i>	SOCIAL COMPETENCES <i>(Student is ready to...)</i>
the essence and importance of team management principles, team work and other selected management contexts (according to the selected course).	function in an operational and project team, taking the role of both a leader and a member, and is able to apply in practice other selected management contexts (in accordance with the selected course).	to cooperate in operational and project teams in various areas of management.

MODULE STRUCTURE

Course no.	Module Z2/12	Course 12.1.	Module Z2/12	Course 12.2.	Module Z2/12	Course 12.2.				
Course name	Team Management		Course to choose from available set of courses		Course to choose from available set of courses					
ECTS credits	2		2		2					



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

## LEARNING OUTCOMES

Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
	Student...	→ 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
SKILLS	is able to collaborate in operational / project teams and to take on various roles in them.	Z2_U10 Is able to independently solve complex management problems using advanced Z2_U12 Is able to manage the work of an employee team using the HR management principles
SOCIAL COMPETENCES	reports readiness to cooperate in task teams, demonstrates the ability to compromise and empathic attitudes towards other team members	Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /

## STUDENT EFFORT

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

## TEACHING METHODS

Teaching methods	choice from given list
	multimedia presentation
	workshop that uses activating methods
	group discussion
	role playing
	simulation, managerial and strategic games
Student Work	choice from given list
	review of the literature
	essay preparation

## ASSESSMENTS METHODS

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

## COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description
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. 10 / Personality types and team culture.
Key literature
1. J. Adair, Budowanie zespołu [jak stworzyć dynamiczny zwycięski zespół, Studio Emka, 2001. 2. 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 metody Agile, Helion 2016.



Module Z2/13	Practical Activities Module											
Course no.	Course 13.1.											
Course name	Student Internship					ECTS credits	15	Leader	dr R. Nowak-Lewandowska			
Major	MANAGEMENT	Master	Year	II	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	375

LEARNING OUTCOMES

Outcomes type	Description of SPECIFIC learning outcomes of the course	Reference to MAJOR learning outcomes
	Student...	→ CHECK THE KEY
KNOWLEDGE	deeply knows and understands the essence and principles of the economy and the organization in which he practices. Has the knowledge necessary to perform practical tasks in all areas of the organization's operation, taking into account the interrelationships between the areas inside the organization and its micro and macro environment.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W15 Has practical knowledge to start work in various types of business entities or own
	knows and understands to a greater extent the use of methods and tools of strategic diagnosis, economic and statistical analyzes in the implementation of assigned tasks	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods and Z2_W5 Knows the essence and methods of descriptive statistics and mathematical statistics,
	knows and understands the organization management system at an advanced level in the area of planning, organizing, motivating and controlling.	Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of Z2_W15 Has practical knowledge to start work in various types of business entities or own
	has in-depth knowledge of human resource management standards, in particular methods of acquiring, developing, evaluating and rewarding employees	Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the field of Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing
SKILLS	use the knowledge and skills obtained during studies, during didactic classes, to perform specific activities, in accordance with the Traineeship Framework Programme.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U13 Is able to use his management knowledge, competences and individual characteristics to
	develop teamwork rules and communication with the supervisor during professional traineeship.	Z2_U12 Is able to manage the work of an employee team using the HR management principles Z2_U16 Is able to communicate with a diverse environment using specialized terminology,
	forecast complex processes and managerial decisions in conditions of risk and uncertainty.	Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as to Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow Z2_U12 Is able to manage the work of an employee team using the HR management principles
	applies modern methods and techniques of human resources management in practice, including in the field of administrative staff, determining working conditions, etc., in accordance with applicable law.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U8 Is able to indicate and interpret adequate sources of law and legal provisions relating to
SOCIAL COMPETENCES	is aware of own strengths and weaknesses,, maintains a critical attitude towards the effects of his professional work and expresses readiness for further development and improvement in pursuit of professional promotion.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining Z2_K4 Is ready to take on professional challenges in management in managerial (as leader /
	is ready to take responsibility for the implementation and effects of the tasks entrusted to him and his employees, for the property entrusted to him and is ready to build socially responsible business.	Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and acting Z2_K8 Is ready, responsible, uses the entrusted property and available infrastructure, equipment, Z2_K9 Is ready to work pro bono and to build corporate social responsibility.
	adopts an entrepreneurial attitude and is ready to take risks in business.	Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and acting

STUDENT EFFORT

Student Effort Structure	Total contact hours	375
	Including:	375
	lecture	
	practice	
	e-learning	
	laboratory	
	seminar	
	practical workshop	
	study visit	
	others...	375
	consulting hours	
	exams, assignments	
Lectureship		
Student Effort	0	
Total Student Effort	375	

TEACHING METHODS

Teaching methods	choice from given list
	group discussion other activating methods multimedia presentation
Student Work	choice from given list
	others

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	Note: In accordance with the Law on Higher Education and Science, Internship in first-cycle studies lasts 3 months, which corresponds to 375 hours included in the study program. 1. WPBS Traineeship Rules (goals and forms of the traineeship, organization and course of the traineeships, traineeship's duties, duties of the traineeship supervisor, conditions for passing the traineeship) 2. Documentation of the traineeship. 3. Framework and detailed training programs for individual specializations 4. Forms of professional traineeship: a) Traineeship organized by the University in a traditional or virtual form. The student uses the internship offer prepared by the University, on the basis of agreements concluded between the University and the host organization for traineeships b) Individual traineeship in a traditional or virtual form. The student independently organizes the internship, initiates an agreement with the host organization for the internship. The University exercises content supervision over the course of the internship. c) Employment in an organization in a position, with the scope of activities corresponding to the field of study and specialization, on the basis of an employment contract, service relationship, civil law contract or running your own business. 5. Implementation of the traineeship at the place of the traineeship in contact with the traineeship organizer, traineeship tutor on behalf of the traineeship organizer and the traineeship tutor on behalf of the University.
	Key literature
	Traineeship Rules and Regulations available at <a href="http://www.zpsb.pl/en">www.zpsb.pl/en</a> - for students - documents to download
	Additional literature





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

LEARNING OUTCOMES

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

STUDENT EFFORT

TEACHING METHODS

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

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Main topics and areas of the course

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

## KEW\_Z1

### WIEDZA

Z1\_W1 Knows and understands in the general advanced key concept, terms, competences, laws and phenomena in the field of scientific disciplines: management and quality science as well as economics and finance, and is also able to use this knowledge in the professional industry related to the management of studies.

Z1\_W2 Knows and understands at an advanced level the concepts, principles and methods of organization and management in various types of economic and non-economic entities.

Z1\_W3 Knows and understands at an advanced level the relations between the enterprise / organization and the socio-economic environment.

Z1\_W4 Knows and recognizes at the advanced level theories and concepts regarding planning, management, motivating and controlling processes, and understands the various conditions of these processes.

Z1\_W5 Knows and understands at an advanced level management processes in individual areas and functions, in particular in the areas of operational management, personnel management, marketing management, financial management, etc.

Z1\_W6 Knows and understands at an advanced level the fundamental concepts of economic theory (in macro and micro perspective) regarding the functioning of an organization on the market and functioning in conditions of limited resources.

Z1\_W7 Knows the advanced level and is able to use typical analytical methods and tools (including mathematical, statistical and IT) used to describe / study entities, processes and phenomena on the micro, macroeconomic and sectoral scale.

Z1\_W8 Knows and understands, at an advanced level, concepts, facts, phenomena and complex relationships between them in the field of accounting and finance of enterprises.

Z1\_W9 Knows and understands the nature of economic analysis and controlling in decision-making processes in an enterprise at an advanced level.

Z1\_W10 Knows and understands the key elements of law and ethics principles related to business transactions and protection of intellectual property as well as their application in decision-making processes in an enterprise.

Z1\_W11 Understands the essence of entrepreneurship and knows the economic, legal and social conditions of creating and developing individual forms of entrepreneurship.

Z1\_W12 Knows advanced research and analysis methods in selected areas of the organization's activities (e.g. strategic analysis, marketing analysis, economic analysis, financial analysis), including using IT tools, etc.

Z1\_W13 Knows and understands at an advanced level the mechanisms of organizational-market interaction, marketing principles and marketing research.

Z1\_W14 Knows and understands the possibilities of using selected IT tools supporting management and decision-making processes in the organization, including integrated management information systems.

Z1\_W15 Knows a foreign language at the communication level (level B2 ESJOK).

Z1\_W16 Knows key concepts, principles and processes in the field of social sciences (sociology, psychology, social communication), understands the correctness of behavior, attitudes and ways of action of people and entities in the area of market and business operations.

Z1\_W17 Knows and understands the substantive, methodological and formal requirements for the preparation of the diploma project, in accordance with the current diploma procedure for first-cycle studies at the ZPSB.

## KEW\_Z2

### WIEDZA

Z2\_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern management on a scale of global and local problems in the field of scientific disciplines: management and quality science as well as economics and finance, and is able to use this knowledge in professional activities related to field of study.

Z2\_W2 Knows and deeply understands selected economic facts, phenomena, regularities and mechanisms of market economy functioning on the sector, macroeconomic and global scale as well as their impact on business management.

Z2\_W3 Knows and deeply understands the microeconomic premises for making and rationalizing managerial decisions on the scale of an economic entity based on selected facts, phenomena, regularities and mechanisms.

Z2\_W4 Knows and understands in depth the usefulness and purposefulness of using methods and tools of strategic diagnosis, strategic controlling and analyzes: economic, financial, marketing, logistics, etc. and their significance in managerial decision making processes.

Z2\_W5 Knows the essence and methods of descriptive statistics and mathematical statistics, methods of statistical inference, interval estimation and hypothesis verification, and understands their usefulness and areas of application in management processes.

Z2\_W6 Knows and deeply understands the mechanisms of financial market operations, taking into account modern financial instruments and the relationship between the postulate of economic efficiency and business risk and financial security of the functioning of an economic entity.

Z2\_W7 Knows and deeply understands the essence, context and process of operational and strategic management, including the use of modern models of management and process management as well as various economic and social principles and conditions for the implementation of operational and strategic changes in the organization.

Z2\_W8 Knows and deeply understands the place and importance of accounting and finance in the economy and in the enterprise as well as the financial management in the enterprise in the context of the process of rationalizing managerial decisions.

Z2\_W9 Knows and deeply understands selected contemporary theories and concepts in the field of human resource management in organization as well as elements of the theory of sociology and social psychology and its importance for the management of employee teams.

Z2\_W10 Knows and deeply understands theories and concepts in the field of marketing management and international management as well as premises and models of corporate behavior on international markets in the field of applied marketing strategies.

Z2\_W11 Knows and deeply understands the essence of entrepreneurship and the principles of design, creation and development of enterprises as well as the strategic importance of entrepreneurship and innovation for creating the potential of an enterprise at every stage of its development.

Z2\_W12 Knows and deeply understands the importance and areas of using IT support systems in enterprise management processes as well as the main needs and functions of integrated and partial IT systems and their subordinate role towards various management functions and levels.

Z2\_W13 Knows and understands the key legal norms regulating the functioning of commercial companies law, commercial law, tax law and labor law as well as intellectual property protection law.

Z2\_W14 Knows and understands the purposefulness and principles of independent research for the thesis. Has knowledge of research methods used in management sciences, including the methodology of writing a master's thesis.

Z2\_W15 Has practical knowledge to start work in various types of business entities or own business.

Z2\_W16 Knows a professional foreign language at the communication level (B2 + ESJOK level).

## KEW\_E1

### WIEDZA

E1\_W1 Zna i rozumie w stopniu zaawansowanym kluczowe pojęcia, terminy, prawidłowości, prawa i zjawiska z zakresu dyscyplin naukowych: ekonomia i finanse oraz nauki o zarządzaniu i jakości oraz jest zdolny do wykorzystania tej wiedzy w działalności zawodowej związanej z kierunkiem i specjalnością .

E1\_W2 Zna i rozumie ekonomiczne, zarządcze, prawne i społeczne uwarunkowania rozwoju indywidualnej przedsiębiorczości i innowacyjności oraz rozpoznaje formy (organizacyjno – prawne, finansowe), struktury i procesy działalności gospodarczej i jej związki z otoczeniem gospodarczym.

E1\_W3 Na poziomie zaawansowanym zna i rozumie system funkcjonowania przedsiębiorstwa (lub innych organizacji), opisuje kluczowe funkcje i procesy zarządcze oraz relacje między nimi, a także związki z podmiotami otoczenia zewnętrznego w skali sektora, makroekonomii i globalnej.

E1\_W4 Zna w stopniu zaawansowanym i potrafi stosować typowe metody i narzędzia badawcze (w tym statystyczne, matematyczne oraz informatyczne), wykorzystywane do analizy ekonomicznej oraz opisu wybranych podmiotów, procesów i zjawisk gospodarczych.

E1\_W5 Ma zaawansowaną wiedzę o roli jednostki i zespołów ludzkich w procesie tworzenia i funkcjonowania organizacji oraz ma pogłębioną wiedzę o zasadach i motywach działania człowieka w organizacji.

E1\_W6 Zna zaawansowany aparat statystyczny, w tym: metody analizy struktury, dynamiki oraz współzależności w czasie i w przestrzeni; cele i zasady stosowania poszczególnych mierników statystycznych; istotę modelu i procedurę modelowania.

E1\_W7 Zna i rozumie w zaawansowanym stopniu pojęcia i zasady z zakresu rachunkowości i finansów, niezbędne do prowadzenia działalności gospodarczej w skali mikroprzedsiębiorstw, MSP i dużych przedsiębiorstw, w tym międzynarodowe standardy rachunkowości.

E1\_W8 Zna i rozumie w stopniu zaawansowanym znaczenie zarządzania marketingowego oraz strategii marketingowych uwzględniających specyfikę działań marketingowych w różnych branżach, różnych typach organizacji i otoczenia rynkowego.

E1\_W9 Zna i rozumie w zaawansowanym stopniu terminologię, prawidłowości, fakty, obiekty, zjawiska i złożone zależności między nimi w zakresie wybranej specjalności jako obszaru działalności zawodowej.

E1\_W10 Zna i rozumie normy społeczne, etyczne i prawne regulujące funkcjonowanie podmiotów gospodarczych i instytucji sektora publicznego i prywatnego, w tym zasady dotyczące ochrony własności przemysłowej i prawa autorskiego.

E1\_W11 W zaawansowanym stopniu zna i rozumie pojęcia, reguły i procesy z zakresu zarządzania zasobami ludzkimi oraz pokrewnych nauk społecznych (socjologii, psychologii, komunikacji społecznej) i na tym tle ma świadomość prawidłowości zachowań i sposobów działania ludzi w organizacjach.

E1\_W12 Ma zaawansowaną wiedzę na temat nowoczesnych technik informatycznych i informacyjnych (w tym metod i technik pozyskiwania danych), oraz możliwości ich wykorzystania w praktyce ekonomii i zarządzania.

E1\_W13 Zna i rozumie wymogi merytoryczne, metodyczne, techniczne i formalne dotyczące przygotowania projektu dyplomowego, którego opracowanie i przedłożenie do oceny określa procedura dyplomowa dla studiów pierwszego stopnia w ZPSB.

**UMIEJĘTNOŚCI**

Z1\_U1 Is able to use knowledge of scientific disciplines: management and quality science as well as economics and finance to observe and interpret management and socio-economic problems at the macro- and microeconomic level.

Z1\_U2 Is able to correctly interpret typical problems in the field of management, human resources, law, marketing, IT and other functional areas of the organization, and is able to rationalize management thinking against this background.

Z1\_U3 Is able to diagnose and solve management problems (in various functional areas of the organization), including choosing the right tools and methods to solve them.

Z1\_U4 Can see the need to improve the organization and its own competences through the continuous development of the organization and its own.

Z1\_U5 Is able to identify phenomena in the field of accounting and finance, forecast their effects, as well as make decisions and actions in conditions of risk and uncertainty.

Z1\_U6 Able to make decisions regarding various functional areas of the organization, demonstrating entrepreneurship and creativity in action.

Z1\_U7 Is able to use norms, rules and systems (legal, moral, social, professional) in solving specific professional problems.

Z1\_U8 Is able to use a specialized language and communicate in a precise and consistent manner, using interpersonal communication skills.

Z1\_U9 Is able to use information and communication technologies (IT) in his professional work and select IT tools and techniques adequate to the needs of the decision-making process.

Z1\_U10 Is able to prepare an oral presentation (presentation) and typical written work (reporting, analytical, design) related to management issues, efficiently using available IT tools.

Z1\_U11 Is able to communicate in a foreign language at B2 CEFR level and is able to use it in situations related to professional activity.



Z1\_U12 Is able to independently, and collectively identify, diagnose and resolve professional problems as well as apply various variants of solutions to these problems and make / optimize decisions against this background.

Z1\_U13 Is able to independently prepare and develop a diploma project, taking into account methodological, substantive and formal requirements, using the appropriate language and demonstrating the ability to present research results.

## KEU\_Z2

### UMIEJĘTNOŚCI

Z2\_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic and managerial phenomena, including those related to various functional areas of the enterprise.

Z2\_U2 Is able to identify, interpret and explain complex social, economic and management phenomena and processes, as well as their relationships, as well as their impact on business ventures and decisions.

Z2\_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the organization and its environment, as well as draw conclusions useful in decision-making processes, make diagnoses using professional diagnostic techniques and methods.

Z2\_U4 Is able to forecast and model complex managerial processes and decisions, as well as to develop a strategic, marketing, financial, operational and other plan ... under conditions of risk and uncertainty, taking into account national and international conditions.

Z2\_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / management risks, and to think projectively and predict the effects of decisions and changes at the operational and strategic level

Z2\_U6 Is able to efficiently use information and communication technologies used in conducting business activities, including integrated IT systems.

Z2\_U7 Is able to thoroughly analyze a complex business problem, prepare a research report, present the results of his thought process and formulate synthetic conclusions that facilitate making correct economic decisions.

Z2\_U8 Is able to indicate and interpret adequate sources of law and legal provisions relating to business operations and intellectual property protection and apply them to solve legal dilemmas related to management and organizational activities in an enterprise.

Z2\_U9 Is able to record economic events and carry out analyzes in the field of management and financial accounting, as well as select appropriate instruments for financing business ventures in the context of assessing their effectiveness and risk.

Z2\_U10 Is able to independently solve complex management problems using advanced quantitative methods and tools, as well as assess the quality and usefulness of source data, make their selection, and draw conclusions based on the performed calculation procedures.

Z2\_U11 Is able to perform various roles and work in a team solving specific tasks that allow achieving the goals related to designing and undertaking professional activities.

Z2\_U12 Is able to manage the work of an employee team using the HR management principles and knowledge in the field of sociology and social psychology.

Z2\_U13 Is able to use his management knowledge, competences and individual characteristics to manage his own workplace and / or his own business.

Z2\_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills to take innovative action.

Z2\_U15 Is able to independently plan and implement his own lifelong learning and direct the development of professional competences, taking into account the level of his knowledge and own competences, striving to professionalize in the performance of work.

Z2\_U16 Is able to communicate with a diverse environment using specialized terminology, including in a foreign language at the B2 + CEFR level, assess various opinions and positions, express in a cultural, factual, precise, consistent and logical way.

Z2\_U17 Has substantive and technical skills to independently carry out applied research, including a research project for the master's thesis.

## KEU\_E1

### UMIEJĘTNOŚCI

E1\_U1 Potrafi wykorzystać wiedzę z zakresu dyscyplin naukowych: ekonomia i finanse oraz nauki o zarządzaniu i jakości do obserwacji i interpretacji różnorodnych problemów ekonomicznych i zarządczych w perspektywie mikro, makro i globalnej (również w powiązaniu z wybraną specjalnością).

E1\_U2 Potrafi pozyskiwać i przetwarzać rzetelne dane do analizowania konkretnych procesów, zjawisk i problemów gospodarczych i menedżerskich oraz używać w tym procesie adekwatnych metod i technik informacyjno-komunikacyjnych.

E1\_U3 Potrafi, w oparciu o właściwe metody i narzędzia dokonywać analizy ekonomicznej i projekcji ekonomicznej / finansowej, w tym prawidłowo analizować symptomy, przyczyny i przebieg konkretnych procesów i zjawisk gospodarczych oraz ocenić je ze względu na skutki ekonomiczne, społeczne, prawne, etyczne oraz środowiskowe.

E1\_U4 Potrafi sprawnie komunikować się w mowie i na piśmie, trafnie posługując się terminologią z zakresu dyscyplin naukowych: ekonomia i finanse oraz nauki o zarządzaniu i jakości, używając precyzyjnych, logicznych i rzeczowych argumentów.

E1\_U5 Potrafi zastosować myślenie kreatywne i postawę przedsiębiorczą w działaniach zawodowych.

E1\_U6 Potrafi pracować w zespole rozwiązującym konkretne problemy ekonomiczne i zarządcze, pełniąc różne role (lidera, członka zespołu, interesariusza zewnętrznego, itp.)

E1\_U7 Potrafi prawidłowo posługiwać się regułami, normami, systemami normatywnymi (prawnymi, zawodowymi, moralnymi) w celu rozwiązania konkretnego zadania zawodowego.

E1\_U8 Potrafi dobrać i zastosować odpowiednie metody i techniki oraz normy i standardy do procesów planowania, organizowania, motywowania i kontroli związanych z działalnością zawodową.

E1\_U9 Potrafi trafnie identyfikować i analizować zachowania członków organizacji, ich motywacje i konsekwencje, oraz umie projektować i organizować działania wpływające na nie w określonym kierunku i zakresie.

E1\_U10 Jest w stanie na bieżąco dokonywać oceny własnych kompetencji oraz planować i realizować własne uczenie się przez całe życie oraz rozumie związek między wzrostem swojej wiedzy i umiejętności a wynikami osiąganymi w życiu zawodowym.

E1\_U11 Potrafi innowacyjnie wykonywać zadania zawodowe oraz rozwiązywać złożone i nietypowe problemy z nimi związane, w warunkach obciążonych ryzykiem i niepewnością.

E1\_U12 Jest przygotowany do założenia, prowadzenia oraz rozwijania indywidualnej działalności gospodarczej i/lub społecznej, a także do samodzielnego rozstrzygnięcia dylematów pracy zawodowej

E1\_U13 Potrafi samodzielnie i zespołowo identyfikować, diagnozować i rozstrzygać problemy ekonomiczne i zarządcze oraz stosować różne warianty rozwiązań tych problemów i na tym tle podejmować/optymalizować decyzje ekonomiczne.

E1\_U14 Potrafi komunikować się w języku obcym na poziomie B2 EOKJ i potrafi używać go w sytuacjach związanych z działalnością zawodową.

## KEK\_Z1

### KOMPETENCJE SPOŁECZNE

Z1\_K1 is ready to critically assess the level of his knowledge and skills and understands the need for continuous learning, due to the dynamics of market and social processes taking place in the world and the professional environment.

Z1\_K2 is willing to work and cooperate in a team task, taking in the various roles of initiator, the leader, the role of team member.

Z1\_K3 Is able to engage in social interactions, cooperation with other entities of the environment and actions for this environment and in the social interest.

Z1\_K4 Is able to make rational professional decisions, initiate actions and engage colleagues in their implementation.

Z1\_K5 Is ready to independently identify and diagnose management and economic problems as well as to solve them and make decisions in various management areas.

Z1\_K6 Is capable of rational thinking in independent professional work, while maintaining a critical attitude towards the results of his own work.

Z1\_K7 Is ready to take on professional challenges in a sense of reliability and responsibility, using all his knowledge and skills.

Z1\_K8 In his professional life he is ready to respect legal norms, principles of social life and professional ethics as well as to care for the tradition and ethos of the profession.

## KEK\_Z2

### KOMPETENCJE SPOŁECZNE

Z2\_K1 Is ready to critically assess the level of his knowledge and skills and understands the need for continuous learning, due to the dynamics of market and social processes.  
Occurring in the world and professional environment.

Z2\_K2 Is ready to independently, critically evaluate the processes taking place in the organization while maintaining reliability, diligence, objectivity and rationality, involving all his knowledge and skills.

Z2\_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining criticism of the results of his own work, deriving satisfaction from it, receiving comments from colleagues, pursuing the path of professional development.

Z2\_K4 Is ready to take on professional challenges in management in managerial (as leader / manager) and executive positions.

Z2\_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to cooperation and building relationships while observing the rules in force in the field of human resource management.

Z2\_K6 Is ready to take on the challenges and risks of doing business, including thinking and acting in an entrepreneurial manner, making decisions in high risk situations, taking responsibility for the effects of own actions and the employees he manages.

Z2\_K7 Is ready to emphatically understand the needs of members of diverse teams / communities (including international) and accepts their cultural diversity, respects their norms and values.

Z2\_K8 Is ready, responsible, uses the entrusted property and available infrastructure, equipment, devices, etc.

Z2\_K9 Is ready to work pro bono and to build corporate social responsibility.

Z2\_K10 Is aware and is ready to comply with ethical and social standards appropriate to the profession.

## KEK\_E1

### KOMPETENCJE SPOŁECZNE

E1\_K1 Jest gotów do krytycznej oceny poziomu swojej wiedzy i umiejętności oraz rozumie potrzebę stałego uczenia się, ze względu na dynamikę procesów rynkowych i społecznych zachodzących w świecie i środowisku zawodowym.

E1\_K2 Jest gotów do podejmowania wyzwań zawodowych w poczuciu odpowiedzialności wobec podejmowanych przedsięwzięć gospodarczych i decyzji ekonomicznych, z uwzględnieniem ich aspektów i skutków prawnych, ekonomicznych i politycznych.

E1\_K3 Jest zdolny do racjonalnego myślenia w samodzielnej pracy analitycznej, z zachowaniem postawy krytycznej wobec wyników własnej pracy.

E1\_K4 Jest przygotowany do pracy i współdziałania w grupie oraz pełnienia różnych ról w zespole.

E1\_K5 Jest gotów do stałego motywowania siebie do realizacji celów zawodowych oraz do wypełniania ról i zobowiązań społecznych, w tym do inicjowania i organizowania działalności na rzecz interesu społecznego.



E1\_K6 Jest gotów do odpowiedzialnej oceny ryzyka w inicjowanych i wdrażanych w środowisku zawodowym projektów biznesowych.

E1\_K7 Jest gotów do podejmowania decyzji gospodarczych w oparciu o wiedzę formalną, przesłanki obiektywne i racjonalne na tle rzetelnych badań ich uwarunkowań.

E1\_K8 Jest gotów do samodzielnej identyfikacji, diagnozy realnych problemów ekonomicznych i zarządczych oraz do ich rozwiązywania na podstawie analizy możliwych opcji.

E1\_K9 Jest gotów do inicjowania i uczestnictwa w procesach kreatywnego, przedsiębiorczego projektowania przedsięwzięć związanych z działalnością zawodową.

E1\_K10 Jest gotów do wykorzystania swoich umiejętności analitycznych oraz opracowywania raportów, oraz uświadamia sobie potrzebę doskonalenia kompetencji w zakresie tworzenia tego rodzaju opracowań.

E1\_K11 W działalności zawodowej ma gotowość do poszanowania norm prawnych, zasad życia społecznego i zasad etyki zawodowej oraz do dbałości o tradycję i etos zawodu.

## METODY

lecture

multimedia presentation

workshop that uses activating methods

group discussion

case study

individual projects

team projects

video movie

activity on e-learning platform

simulation, managerial and strategic games

role playing

team analysis

task solving

meeting with a business practitioner

practical workshop

study visits

co-creation of Wiktionary

research/field tests

other activating methods







ZAL
written exam
written credit
essay
tasks, exercises
knowledge test
team projects
individual project
presentation of an individual or group task
participation in the discussion
individual case study
team case study
other activities

STATUS
OBLIGATORY
SPECIALISATION
elective











## PRAC\_STUD

preparation to an exam/credit

preparation of the final project

review of the literature

own activity on platform

trial tests

essay preparation

student's own research

e-lectures

own work with the text

group work - joint task solving

task solving

others

**written exam**

**written credit**

**essay**

**tasks, exercises**

**knowledge test**

**team projects**

**individual project**

**presentation of an individual or  
group task**

**participation in the discussion**

**individual case study**

**team case study**

**other activities**











Aa