

CURRICULUM

Academic Year **2020/2021**
 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	Module Z2/1	Business in Practice	8		dr J. Wiśniewski	84	116	200
	Course 1.1.	Decision Game - workshop	2	pass		30	20	50
	Course 1.2.	Advanced Business Project	4	pass		30	70	100
	Course 1.3.	Negotiation in Management	2	pass		24	26	50
	Module Z2/2	Applied Economics in Management	8		dr A. Lachowska	60	140	200
	Course 2.1.	Managerial Economics	4	exam		30	70	100
	Course 2.2.	Corporate Finance	4	pass		30	70	100
	Module Z2/3	Modern Management	12		prof. G. Maniak	120	180	300
	Course 3.1.	Operational Management	3	pass		30	45	75
	Course 3.2.	Strategic Management	4	pass		30	70	100
	Course 3.3.	Strategic Human Resource Management	3	pass		30	45	75
	Course 3.4.	Project Management	2	pass		30	20	50
	Module Z2/4	Diploma Module (1)	3		prof. A. Zelek	30	45	75
	Course 4.1.	Methodology of Dissertation Thesis	1	pass		15	10	25
Course 4.2.	Methods of Economic Research - workshop	2	pass		15	35	50	
						6		
	Library training		pass			2		
	Occupational Health and Safety		pass			4		
	Total in semester		31			300	481	775
Semester II	Module Z2/5	Specialisation Module (1) GLOBAL MANAGEMENT	13		dr D. Majewska-Bielecka	90	235	325
	Course 5.1.	Globalisation	5			30	95	125
	Course 5.2.	Managerial Accountancy	5			30	95	125
	Course 5.3.	Financial Reporting Methods	3			30	45	75
	Module Z2/6	Specialisation Module (2) GLOBAL MANAGEMENT	5		dr I. Rafałąt	60	65	125
	Course 6.1.	Leadership	3			30	45	75
	Course 6.2.	Intercultural Communication in Business and Management	2			30	20	50
	Module Z2/7	Competences in Management (1)	4		dr M. Bzunek	60	40	100
	Course 7.1.	ICT Tools for Business Decisions	2	pass		30	20	50
	Course 7.2.	Foreign Language	2	pass		30	20	50
	Module Z2/8	Quantative Methods in Management	5		dr M. Bzunek	45	80	125
	Course 8.1.	Statistical Inference	5	exam		45	80	125
Module Z2/9	Diploma Module (2)	3		prof. A. Zelek	18	57	75	
Course 9.1.	Dissertation Thesis Seminar	3	pass		18	57	75	
	Total in semester		30			273	477	750
Semester III	Module Z2/10	Specialisation Module (3) GLOBAL MANAGEMENT	6		dr J. Osuch	60	90	150
	Course 10.1.	Marketing Strategies	3			30	45	75
	Course 10.2.	Logistic Management	3			30	45	75
	Module Z2/11	Civic and Commercial Law	6		prof. A. Zelek	60	90	150
	Course 11.1.	Corporate Law	3	exam		30	45	75
	Course 11.2.	Labour Law	3	exam		30	45	75
	Module Z2/12	Competences in Management (2)	4		prof. A. Zelek	60	40	100
	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
	Module Z2/13	Practical Activities Module	15		dr R. Nowak-Lewandowska	375		375
	Course 13.1.	Student Intership	15	pass		375		375
Module Z2/14	Diploma Module (3)	6		prof. A. Zelek	18	132	150	
Course 14.1.	Dissertation Thesis Seminar	6	pass		18	132	150	
	Total in semester		37			573	352	925
TOTAL 3 SEMESTERS			98			1146	1310	2450

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Module Z2/1		Business in Practice										
Course no.		Course 1.1.										
Course name		Decision Game - workshop					ECTS credits	2	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	acquires and deeply develops knowledge about running a business.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W3 Knows and deeply understands the microeconomic premises for making and Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
	gains in-depth, advanced knowledge about the impact of the environment, especially the competitive one, on the company.	Z2_W3 Knows and deeply understands the microeconomic premises for making and Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W15 Has practical knowledge to start work in various types of business entities or own
	has advanced knowledge about restrictions when interacting with other people and towards entities pursuing competitive goals.	Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W3 Knows and deeply understands the microeconomic premises for making and Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the
SKILLS	is able to make business decisions under competitive pressure, taking into account economic conditions	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /
	has the ability to make rational business decisions in cooperation with other people, using the team's knowledge and skills.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow
	can use his own and team creativity, act innovative	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills
SOCIAL COMPETENCES	shows openness to cognitive process and learning through experience	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and
	shows creativity and openness to new initiatives, while maintaining criticism and rationalism in assessing variants of new ventures economic.	Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
	by adopting various roles in teamwork, he maintains an open and entrepreneurial attitude.	Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /

STUDENT EFFORT

TEACHING METHODS

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

ASSESSMENTS METHODS

Assessment methods	Final grade		Grade scale	Percentage of final grade	
	choice from given list	pass			
	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

Main topics and areas of the course

Course description	1 / Introduction to gamification rules.	
	2 / Gameplay of a strategic game in the field of: sales strategies and pricing policy.	
	3 / Gameplay of a strategic game in the field of strategic choice (e.g. Colorful Game).	
	4 / Application process and correction of gamification decisions.	
	Key literature	
	Rules of the KING SIZE strategy game and the Colorful Game strategy game.	
	Additional literature	



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Module Z2/1		Business in Practice										
Course no.		Course 1.2.										
Course name		Advanced Business Project					ECTS credits	4	Leader	dr J. Wiśniewski		
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	30

LEARNING OUTCOMES

Outcomes type	Description of SPECIFIC learning outcomes of the course Student...	Reference to MAJOR learning outcomes → CHECK THE KEY
KNOWLEDGE	has in-depth knowledge of the processes that preserve in the organization and its environment, is able to analyze and evaluate them	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods
	has advanced knowledge of tools and methods used in various management areas.	Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W3 Knows and deeply understands the microeconomic premises for making and Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the
	knows and understands the principles of doing business and the essence of entrepreneurship and innovation.	Z2_W3 Knows and deeply understands the microeconomic premises for making and Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W8 Knows and deeply understands the place and importance of accounting and finance in Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
SKILLS	can identify problems arising in the organization (work) and prepare a proposal to solve these problems	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the
	can choose the appropriate methods and tools to solve the business problem	Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report, Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow
	has practical skills in formulating applications, creating innovative solutions and recommending activities with implementation values.	Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report, Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills
SOCIAL COMPETENCES	demonstrates an entrepreneurial attitude, openness to change and searching for areas of change in the environment and in the organization.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and
	is ready to work in a group to prepare solutions to business problems.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to
	has the ability and readiness to independently prepare projects and business ventures.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining

STUDENT EFFORT

TEACHING METHODS

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

ASSESSMENTS METHODS

Assessment methods	Final grade		Grade scale	Percentage of final grade	
	choice from given list	pass % 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	1 / Entrepreneurship: as a feature and distinguishing feature;
	2 / Creative methods of finding solutions, rules and limitations;
	3 / Areas of searching for space for new ventures (gap and market niche, identification of needs, assessment of own capabilities);
	4 / Placement of business next to competition (the essence of competition, areas of competition, how bigger can deal with bigger, cooperation);
5 / Attracting the client (what the client likes, how to build bonds);	
6 / More efficiently: instead of cheaper and more economical, assessment and cost categories, the meaning is dreaming;	
7 / Quality today - management methods, using process management to improve quality and provide the customer with a satisfactory product / service;	
8 / Employee involvement - Methods of involving employees to implement projects;	
9 / Building long-term relationships with the company - image and brand, the importance of emotional values, service, creating a standard, ensuring comfort of using the product.	
The presented issues are examples of searching for a business problem in an organization. Students in several groups identify a problem, conduct an analysis and propose a possible solution. The selected topic should have values Implementation (proposals / solutions can be implemented in the organization). The project is presented to the group for discussion and evaluation. An element of credit is an individual project to solve a business problem (project to improve activities in a selected one) area, possibly the company's development, entry into a new area of operation).	
	Key literature
	Datf R.L., (2012), New Era of Management (Eleventh Edition), Cengage Learning, Florence. Armstrong M., (2008), Strategic Human Resource Management A guide to Action (Forth Edition), Kogan Page, London and Philadelphia. David F.R, (2007) Strategic Management Concepts and Cases, Pearson Prentice Hall, New Jersey.
	Additional literature
	Storner J.A.F., Freeman R.M., Gilber D R., (1995), Management (Sixth Edition), Prentice Hall, Inc,USA. Armstrong M., (2009), Armstrong's Handbook of Human Resource Management (Eleventh Edition), Kogan Page, London and Philadelphia. Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra, (2013) Operations Management: Processes and Supply Chains, 10/E Prentice Hall



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Module Z2/1	Business in Practice											
Course no.	Course 1.3.											
Course name	Negotiation in Management				ECTS credits	2	Leader	dr J. Wiśniewski				
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (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
	has deep knowledge of negotiation techniques and understands the legitimacy and conditions of their use.	Z2_W9 Knows and deeply understands selected contemporary theories and concepts in the
SKILLS	is able to assess the negotiating situation and choose the appropriate strategies and negotiation tactics resulting from specific negotiation goals.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U16 Is able to communicate with a diverse environment using specialized terminology,
	can present benefits to parties resulting from the proposed business solutions while respecting the interests of the partner.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U16 Is able to communicate with a diverse environment using specialized terminology,
SOCIAL COMPETENCES	is ready to use his social competences in management negotiation processes.	Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and Z2_K7 Is ready to emphatically understand the needs of members of diverse teams / Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the
	is able to use his communication skills in management negotiation processes.	Z2_K7 Is ready to emphatically understand the needs of members of diverse teams / Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to

STUDENT EFFORT

STUDENT EFFORT	
Total contact hours	24
including:	24
lecture	
practice	
e-learning	
laboratory	
seminar	
practical workshop	24
study visit	
others....	
consulting hours	
exams, assignments	
Lectureship	
Student Effort	26
Total Student Effort	50

TEACHING METHODS

TEACHING METHODS	
Teaching methods	choice from given list
	multimedia presentation
	workshop that uses activating methods
	group discussion
	team projects
Student Work	choice from given list
	review of the literature
	trial tests
	student's own research

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

COURSE DESCRIPTION	
Course description	Classes conducted mainly in the form of practical exercises using business negotiation simulation methods. 1 / Negotiation strategies in business. 2 / Negotiation styles. 3 / Negotiation techniques. 4 / Trust, creativity and flexibility in negotiations. 5 / Principles of the Harvard negotiation model.
	Key literature Dawson R., Negotiations' secrets for businessmen, Dawson R., Secrets of power negotiating, 15th anniversary edition,
	Additional literature 1. J. Stelmach, B. Brożek, Negocjacje, Copernicus Center Press, 2014; 2. R. Zenderowski, B. 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.

MODULE DESCRIPTION



2020/2021												
Module no.	Module Z2/2											
Module name	Applied Economics in Management							ECTS credits	8	Leader	dr A. Lachowska	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	60

PURPOSE OF THE MODULE AND MODULE OBJECTIVES

Short description and objective list

The main goal of the module is to provide the student with knowledge and skills in the field of managerial economics and finance, allowing for company management.

REQUIREMENTS

Needed knowledge and skills before starting the module

Student musi mieć zaliczone następujące kursy: Mikroekonomia, Rachunkowość.

LEARNING OUTCOMES

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

KNOWLEDGE <i>(Student knows and understand on advanced level...)</i>	SKILLS <i>(Student is able to....)</i>	SOCIAL COMPETENCES <i>(Student is ready to...)</i>
economic and financial conditions of the management process for solving managerial problems.	identify, diagnose and solve managerial problems in terms of economic and financial aspects.	to undertake work related to management, being aware of their competences, in a responsible manner.

MODULE STRUCTURE

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



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

STUDENT EFFORT

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

TEACHING METHODS

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

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	<ol style="list-style-type: none"> Determining the economic rationality of the decisions taken (assessment of the types of goals set, the degree of their implementation, analysis of the company's development scenario using the Matrix of Business Profitability). Analysis of the demand and supply side (size, structure, determinants etc.) Analysis of the company's demand elasticity (in relation to price, income, prices of related goods) and the resulting conclusions regarding pricing policy, advertising, competition strategy etc. Productivity analysis in the long and short term as well as conclusions on employment, investment policy etc. Cost analysis: determination of the minimum production level guaranteeing economic profit (traditional analysis), determination of the production level guaranteeing the highest economic profit (marginal analysis), determination of economic profit etc. Determining the structure of the market for the functioning of the company (competition and its intensity, competition strategies, etc.).
	Key literature

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

Additional literature

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



2020/2021

Module Z2/1	Business in Practice											
Course no.	Course 2.2.											
Course name	Corporate Finance							ECTS credits	4	Leader	dr J. Wiśniewski	
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (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
SKILLS	can analyse the financial situation of the company	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U12 Is able to manage the work of an employee team using the HR management principles
	is able to estimate the optimal form of financing the company	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U12 Is able to manage the work of an employee team using the HR management principles
	is able to estimate the impact of exchange rate fluctuations on the business	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U12 Is able to manage the work of an employee team using the HR management principles
	is able to analyse selected financial indicators of the company (profitability and liquidity)	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U12 Is able to manage the work of an employee team using the HR management principles
SOCIAL COMPETENCES	is determined and oriented towards achieving its objectives and shows responsibility for them	Z2_K4 Is ready to take on professional challenges in management in managerial (as leader / Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
	is open to experience and learn based on real economic and management problems	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /

STUDENT EFFORT

STUDENT EFFORT	
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	
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

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	
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. Eitman, "Fundamentals of Multinational Finance 6/E", Addison Wesley Publishing, 2017.

MODULE DESCRIPTION

2020/2021												
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 Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W12 Knows and deeply understands the importance and areas of using IT support systems in
	identifies the types and characteristics of operational plans and their links to the business strategy. He knows and describes the production system in the company; it characterises operations in the process of providing services.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W15 Has practical knowledge to start work in various types of business entities or own
	characterizes the measurement system of operational activity and the rules of their application.	Z2_W7 Knows and deeply understands the essence, context and process of operational and
	knows and understands modern techniques and methods of company management and operational management techniques and methods.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W7 Knows and deeply understands the essence, context and process of operational and Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
SKILLS	is able to demonstrate the implementing and rationalizing role of operational management and easily identifies and analyzes in practice decision-making problems in the field of operational management.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the
	has the practical ability to identify and assess the factors and rationale for specific operational management decisions, including in terms of quality.	Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
	can indicate solutions to process or operation management problems and adapt analytical, simulation, experimental and IT methods and tools to their solution.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as to Z2_U6 Is able to efficiently use information and communication technologies used in conducting Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills
	is able to think and act in an entrepreneurial and creative way in terms of operational processes in the company	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U6 Is able to efficiently use information and communication technologies used in conducting
SOCIAL COMPETENCES	is capable of thinking and acting in an entrepreneurial way.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining Z2_K4 Is ready to take on professional challenges in management in managerial (as leader /
	is aware of his/her level of knowledge and skills, understands the need for continuous professional training and personal development.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need
	is ready to discuss and work in a group/team of tasks/businesses.	Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to

STUDENT EFFORT

TEACHING METHODS

Student Effort Structure	STUDENT EFFORT		Teaching methods	TEACHING METHODS	
	Total contact hours	30		choice from given list	
	including:	30		lecture	
	lecture	8		workshop that uses activating methods	
	practice			team projects	
	e-learning	2		group discussion	
	laboratory				
	seminar				
	practical workshop	18			
	study visit				
	others....				
	consulting hours				
	exams, assignments	2			
	Lectureship				
	Student Effort	45			
	Total Student Effort	75			
			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 % of final grade			
	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 Z2/3		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 Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods
	knows and understands techniques of strategic diagnosis in the range of researching the potential of the company and external environment and understands the meaning of functional analysis in process of concluding strategic thinking.	Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W5 Knows the essence and methods of descriptive statistics and mathematical statistics, Z2_W7 Knows and deeply understands the essence, context and process of operational and
SKILLS	knows how to find right solutions to strategic problems and define recommendations.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills
	acquires practical skills of designing strategies in the range of their own business.	Z2_U13 Is able to use his management knowledge, competences and individual characteristics Z2_U14 Is able to apply creative thinking, present an entrepreneurial attitude and has the skills Z2_U15 Is able to independently plan and implement his own lifelong learning and direct the
	possesses technical and analytical skills of diagnosis in the company's environment with the means of its development.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
SOCIAL COMPETENCES	is prepared to work as part of a team appearing in various roles in the company.	Z2_K4 Is ready to take on professional challenges in management in managerial (as leader / Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
	is ready to think and act in accordance with criteria of strategic efficiency and entrepreneurship and shows skills of management on strategic level.	Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and
	is ready to work as part of the team or/ on their own in the process of diagnosing and making strategic decisions.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining Z2_K4 Is ready to take on professional challenges in management in managerial (as leader / Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to

STUDENT EFFORT

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

TEACHING METHODS

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

ASSESSMENTS METHODS

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

STUDENT EFFORT

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

TEACHING METHODS

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

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



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Module Z2/3		Modern Management										
Course no.		Course 3.4.										
Course name		Project Management							ECTS credits	2	Leader	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

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

TEACHING METHODS

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

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	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 Z2/4	Diploma Module (1)											
Course no.	Course 4.1.											
Course name	Methodology of Dissertation Thesis						ECTS credits	1	Leader	prof. A. Zelek		
Major	MANAGEMENT	Master	Year	I	Semester	1	Status (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
	is capable of logical and analytical thinking.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
	is capable of independent research work, presenting its assumptions and effects.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K2 Is ready to independently, critically evaluate the processes taking place in the

STUDENT EFFORT

STUDENT EFFORT	
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	
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

ASSESSMENTS METHODS	
Assessment methods	Final grade
	choice from given list
Grade scale	pass
	% of final grade
Assessment methods	individual project
	100
Grade scale	Percentage of final grade
	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

- Procedura dyplomowa obowiązująca na kierunku Zarządzanie, studia drugiego stopnia o profilu praktycznym.
- 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).
- Zasady korzystania z księgozbiorów i czasopism, elektronicznych baz danych i zasobów Internetu.
- Technika pisania prac naukowych (praca magisterska): forma, styl i język, wymagania edycji tekstu i elementów graficznych (tabele, rysunki, wykresy).
- Omówienie zasad przygotowania i przeprowadzenia prezentacji multimedialnej własnego projektu końcowego.
- Etyczne zasady pisania pracy dyplomowej.
- Procedura dyplomowa i antyplagiatowa w ZPSB.

Key literature

- 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 elektronicznej).
- J. Lichtarski, Praktyczny wymiar nauk o zarządzaniu, PWE, Warszawa 2015.

Additional literature

- Zenderowski R., Technika pisania prac magisterskich i licencjackich, CeDeWu, Warszawa 2014.
- Podstawy metodologiczne prac doktorskich w naukach ekonomicznych, red. M. Sławińska, H. Witczak, PWE, Warszawa 2012.
- M. Blaug, Metodologia ekonomii, PWN, Warszawa, 1995.
- Kwaśniewski K., Jak pisać prace dyplomowe? Wskazówki praktyczne, Wyd. KPSW, 2010



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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 Z2_K2 Is ready to independently, critically evaluate the processes taking place in the

STUDENT EFFORT

STUDENT EFFORT	
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	35
Total Student Effort	50

TEACHING METHODS

TEACHING METHODS	
Student Effort Structure	choice from given list
	multimedia presentation
	workshop that uses activating methods
Student Work	choice from given list
	preparation of the final project
	review of the literature

ASSESSMENTS METHODS

ASSESSMENTS METHODS	
Assessment methods	Final grade
	choice from given list
	individual project
Grade scale	pass
	% of final grade
	100
Grade scale	Percentage of final grade
	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	1. Fundamental types of research problems in managerial sciences.
	2. Scientific methods of solving research problems.
	3. Examples of contemporary micro and macroeconomic research problems.
	4. Fundamental approaches to research.
	5. Types of inference.
	6. Typology of causal models.
	7. Causality and counterfactuality.
	8. Causal and correlational research.
	10. Experimental research projects.
	11. Qualitative research methods.
12. Quantitative research methods.	
13. Case study as a research method.	
14. Principles of creating research tools.	
15. Principles of creating analytical tools.	
16. Reporting research findings.	
	Key literature
	1) G. Maniak, E. Świergiel, A. Zelek, Twoja, "Your Degree Dissertation - From Dilemmas to perfection (Handbook) Your Degree Dissertation - From Dilemmas to perfection (Handbook)", ZPSB, Szczecin 2010.
	2) M. Blaug "The Methodology of Economics or How Economists Explain", Press Syndicate of the University of Cambridge, 1992.
	3) J. Collins, R. Hussey, Business Research: A Practical Guide for Undergraduate and Postgraduate Students", Palgrave Macmillan, 2009.
	4) D.E. Ethridge, "Research Methodology in Applied Economics", Wiley-Blackwell, 2004.
	5) M. Saunders, A. Thornhill, P. Lewis, "Research Methods for Business Students", Pearson Education, 5th edition, 2009.
	Additional literature
	1) M. Odoh And I.E. Chinedum, "Research Designs, Survey and Case Study", IOSR Journal of VLSI and Signal Processing (IOSR-JVSP), Volume 4, Issue 6, Ver. I, pp 16-22.
	2) A. Bryman, "Social Research Methods", OUP Oxford, 5 edition, 2015.
	3) H.T. Reis, C. M. Judd (Eds.), "Handbook of research methods in social and personality psychology", Cambridge University Press, 2000
	4) D. Grant, "Methods of Economic Research: Craftsmanship and Credibility in Applied Microeconomics", Springer, 2018

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Module Z2/5	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
	choice from given list
	task solving
	group work - joint task solving
	preparation of the final project
review of the literature	

Student Work

ASSESSMENTS METHODS

Assessment methods	Final grade	0	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 Z2/5	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 Z2_W8 Knows and deeply understands the place and importance of accounting and finance in
	knows and understands the importance and role of the budgeting process in the enterprise.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W3 Knows and deeply understands the microeconomic premises for making and Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W8 Knows and deeply understands the place and importance of accounting and finance in
SKILLS	is able to correctly select and apply selected management accounting tools.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U9 Is able to record economic events and carry out analyzes in the field of management
	understands and is able to describe the relationship between the size of a business and the costs and results of an enterprise.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the
	can prepare information for making short-term decisions and interpret the results of using basic management accounting tools.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report, Z2_U9 Is able to record economic events and carry out analyzes in the field of management
	is able to carry out an analysis of specific processes taking place in an enterprise using operational budgets.	Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report, Z2_U9 Is able to record economic events and carry out analyzes in the field of management
SOCIAL COMPETENCES	is aware of the need to adapt the prepared information to the internal needs of the enterprise's users.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
	is aware of his responsibility for the reliability and objectivity of the materials prepared to make managerial decisions.	Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the

STUDENT EFFORT

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
	task solving
Student Work	choice from given list
	review of the literature
	preparation to an exam/credit
	task solving

ASSESSMENTS METHODS

Assessment methods	Final grade	0	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	1. Management accounting as an enterprise information system. 2. Differences between management accounting and financial accounting. 3. Classification of costs and revenues for the needs of management accounting. 4. Cost accounting as a source of management information. 5. Break-even analysis. 6. Short-term decision making. 7. The use of management accounting tools in decision-making processes. 8. Price calculation. 9. Budgeting as an enterprise management method. 10. Other management accounting tools.
	Key literature
	1. Ray Garrison, Eric Noreen, Peter Brewer, Managerial Accounting 16th Edition, McGraw-Hill Education, 2017; 2. Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso, Managerial Accounting: Tools for Business Decision Making 8th Edition, Wiley, 2017; 3. Peter Brewer, Ray Garrison, Eric Noreen, Introduction to Managerial Accounting 8th Edition, McGraw-Hill Education, 2018; 4. Lew G., Maruszewska E., Szczyba P., Rachunkowość zarządcza - od teorii do praktyki, Wydawnictwo CeDeWu, Warszawa 2019; 5. Rachunek kosztów, Rachunkowość zarządcza, Controlling - przeszłość, teraźniejszość, przyszłość, red. E. Nowak, Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław 2017.
	Additional literature
	1. Fergus Ch., Hart J., Wilson C., Management Accounting: Principles and Applications, 5th Edition, Pearson Publ., 2012.; 2. Dobroszek J., Kabalski P., Szycha A., Rachunkowość zarządcza. Zadania i testy, Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2016; 3. Nowak E., Zaawansowana rachunkowość zarządcza, Wydawnictwo PWE, Warszawa 2017.



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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. Rafalqt				
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 Student...	Reference to MAJOR learning outcomes → CHECK THE KEY
KNOWLEDGE	has in-depth knowledge of the construction of financial statements and is able to define their most important elements. Understands the relationships that exist between economic and legal sciences.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W8 Knows and deeply understands the place and importance of accounting and finance in Z2_W13 Knows and understands the key legal norms regulating the functioning of commercial
	knows at an advanced level the principles of financial reporting and understands how information contained in financial statements is used for the purposes of financial analysis.	Z2_W1 Knows and deeply understands the concepts, terms, laws and dilemmas of modern Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods
	knows the most important financial analysis tools, understands their essence, knows how to use them, and also understands the nature of the relationships between financial phenomena that occur in an enterprise.	Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W4 Knows and understands in depth the usefulness and purposefulness of using methods Z2_W8 Knows and deeply understands the place and importance of accounting and finance in
SKILLS	can obtain data from financial statements and prepare them for the needs of financial analysis.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U8 Is able to indicate and interpret adequate sources of law and legal provisions relating to
	can independently analyze the financial statements, correctly interpret the results obtained and present their synthesis in the form of a report	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U3 Is able to observe, interpret and analyze and evaluate processes occurring in the Z2_U7 Is able to thoroughly analyze a complex business problem, prepare a research report,
	based on the analysis carried out, is able to indicate problems that are associated with the business unit's operations, and also proposes ways to solve them.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats /
SOCIAL COMPETENCES	is aware of the complexity of processes related to the functioning of enterprises, and also understands the role of financial analysis in the process of making strategic economic decisions.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K2 Is ready to independently, critically evaluate the processes taking place in the
	is able and ready for analytical thinking and makes rational decisions when assessing economic phenomena that occur in the enterprise and its surroundings.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining
	is ready for creative, active work in a group on assessing phenomena and creating proposals for solutions to problems that will be the basis for making strategic decisions.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to Z2_K10 Is aware and is ready to comply with ethical and social standards appropriate to the

STUDENT EFFORT

STUDENT EFFORT	
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	45
Total Student Effort	75

TEACHING METHODS

TEACHING METHODS	
Student Effort Structure	choice from given list
	lecture
	multimedia presentation
	case study
	group discussion
	team analysis
Student Work	choice from given list
	preparation to an exam/credit
	preparation of the final project
	review of the literature
	task solving

ASSESSMENTS METHODS

ASSESSMENTS METHODS				
Assessment methods	Final grade	0	Grade scale	Percentage of final grade
	choice from given list	% of final grade		very good > 90%
	written exam	50		good + 81% - 90%
	team case study	50		good 71% - 80%
				satisfactory + 61% - 70%
		satisfactory 51% - 60%		
		unsatisfactory < 51%		

COURSE DESCRIPTION

Please describe main topics and areas of the course

Course description	1. The nature and scope of financial reporting, fundamental principles and information recipients.
	2. Structure and elements of the Financial Statement, essence, rules of presentation and preparation, methodology, recipients and cognitive value.
	3. International Financial Reporting Standards.
	4. The concept of auditing financial statements and the role of the auditor.
	5. The nature and role of financial analysis in the study of financial statements.
	6. Methods of preliminary analysis of the financial statement and assessment of the company's financial results.
	7. Indicating methods of analysis the financial condition of companies in the field of: liquidity, profitability, debt and financial independence and efficiency.
	8. Enterprise market position analysis - application of capital (investor) market indicators.
	9. Pyramid analysis - Du Pont model.
	10. Selected models of bankruptcy prediction.
	11. Enterprise capital cost analysis (weighted average cost of capital).
	12. Industry specificity in analyzing financial statements.
	Key literature
	1. Eugene F. Brigham, Michael C. Ehrhardt, Financial Management: Theory & Practice (MindTap Course List) 16th Edition, Cengage Learning, 2019;
	2. Martin S. Fridson, Fernando Alvarez, Financial Statement Analysis: A Practitioner's Guide, Wiley, 2011;
	3. Thomas Ittelson, Financial Statements, Third Edition: A Step-by-Step Guide to Understanding and Creating Financial Reports, Career Press, 2020;
	4. W. Gabrusewicz, P. Gabrusewicz, „Roczne sprawozdania finansowe przedsiębiorstwa”, PWE, Warszawa 2015.
	Additional literature
	1. „Sprawozdanie finansowe według polskich i międzynarodowych standardów rachunkowości”, red. G. K. Świdarska, W. Więclaw, Difin 2012.



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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. Rafalqt			
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

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

TEACHING METHODS

Teaching methods	choice from given list
	workshop that uses activating methods
	group discussion
	case study
	individual projects
	team projects
Student Work	choice from given list
	preparation of the final project
	own activity on platform
	review of the literature
	trial tests
	preparation to an exam/credit

ASSESSMENTS METHODS

Assessment methods	Final grade	0	Percentage of final grade
	choice from given list	% of final grade	very good > 90%
	individual project	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	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

MODULE DESCRIPTION

2020/2021												
Module no.	Module Z2/7											
Module name	Competences in Management (1)						ECTS credits	4	Leader	dr M. Bzunek		
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	60

PURPOSE OF THE MODULE AND MODULE OBJECTIVES

Short description and objective list

The main goal of the classes, which are carried out as part of the module, is to provide students with practical skills of universal character that help to develop key managerial competences. These include competencies in the use of a foreign language in business situations, as well as supporting managerial decisions with IT solutions. Students learn the importance of information in the business management process, information management systems, and computer tools for supporting business decisions.

REQUIREMENTS

Needed knowledge and skills before starting the module

LEARNING OUTCOMES

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

KNOWLEDGE <i>(Student knows and understand on advanced level...)</i>	SKILLS <i>(Student is able to.....)</i>	SOCIAL COMPETENCES <i>(Student is ready to...)</i>
a professional foreign language, understands the meaning of relevant phrases, idioms and collocations, which allows him to understand a foreign language in a business context. Moreover, he has knowledge of the chosen ones topics related to the use of computer methods of supporting business decisions.	use a foreign language in professional situations related to the implementation of entrepreneurial activities. In addition, the student is able to apply selected solutions in the field of information and communication technologies in business decisions.	to carry out tasks independently and in a group, while performing various functions. Moreover, working in teams, he performs his work reliably and carefully. He is ready to assess his knowledge and also understands the need for continuous learning.

MODULE STRUCTURE

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

2020/2021

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 Z2_K7 Is ready to emphatically understand the needs of members of diverse teams /
	Is ready to perform tasks, both independently and in teams, by making rational decisions as well as being objective. Furthermore, one knows how to present the results of an analysis related to solving decision processes.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining Z2_K5 Is ready to work and interact in teams, appearing in various roles in them, being open to

STUDENT EFFORT

Student Effort Structure	Total contact hours	30
	including:	30
	lecture	12
	practice	
	e-learning	
	laboratory	18
	seminar	
	practical workshop	
	study visit	
	others....	
	consulting hours	
	exams, assignments	
	Lectureship	
	Student Effort	20
Total Student Effort	50	

TEACHING METHODS

Teaching methods	<i>choice from given list</i>
	lecture
	multimedia presentation
	group discussion
	case study
	task solving
	practical workshop
Student Work	<i>choice from given list</i>
	preparation to an exam/credit
	review of the literature
	task solving

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	<i>choice from given list</i>	<i>% of final grade</i>		very good > 90%
	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"> The concept and origin of information and communications technologies. Drivers of growth of information and communications technologies and IT-based business decision support tools. Decision support systems and management information systems. The concept, definition, model, and structure of a decision process. The importance of information in business decision making process. Spreadsheet as an IT-based business decision support tool. Introduction to spreadsheets (Microsoft Excel)– entering and editing data, as well as performing basic spreadsheet operations. Entering formulas, functions and nesting functions in Microsoft Excel. Using range names in Microsoft Excel. Presentation and data visualization in Microsoft Excel. Conditional formatting, reordering and summarizing data. Using formulas: basic formulas, financial formulas, date and time formulas, logical formulas, error trapping, and other functions. Array formulas. Using pivot tables and pivot charts in business decision making processes. Using solver and analysis toolpack in business decision making processes. Preparing datasets, and data analysis in Microsoft Excel.
	Key literature
	<ol style="list-style-type: none"> W. Winston, "Microsoft Excel Data Analysis and Business Modeling", Microsoft Press, 2019. B. Jelen, M. Alexander, "Microsoft Excel 2019 Pivot Table Data Crunching", Microsoft Press, 2019. B. Jelen, T. Syrstad, "Microsoft Excel 2019 VBA and Macros", Microsoft Press, 2019. M. Alexander, "Microsoft Business Intelligence Tools for Excel Analysts", Wiley, 2014. R. Sharda, D. Delen, E. Turban, "Business Intelligence and Analytics: Systems for Decision Support", Pearson, 2014.
	Additional literature
	<ol style="list-style-type: none"> M. Alexander, "Excel 2019 Bible", Wiley, 2018. Ch. Frye, "Microsoft Excel 2019 Step by Step", Microsoft Press, 2018. P. McFedries, "Microsoft Excel 2019 Formulas and Functions", Microsoft Press, 2019.



2020/2021

Module Z2/7	Competences in Management (1)											
Course no.	Course 7.2.											
Course name	Foreign Language					ECTS credits	2	Leader	dr M. Bzunek			
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (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 + ESIJOK level).
SKILLS	is able to conduct a business conversation both in spoken and written form, is able to independently solve specific situational tasks that require the use of business language.	Z2_U16 Is able to communicate with a diverse environment using specialized terminology,
SOCIAL COMPETENCES	is able and ready to use a foreign language and communicate in a professional foreign language in the course of performing professional tasks	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the

STUDENT EFFORT

Student Effort Structure	Total contact hours	30
	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
Student Work	choice from given list
	preparation of the final project
	review of the literature
	others

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	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%
Grade scale		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.



2020/2021

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
	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			choice from given list	
	exams, assignments	2		preparation to an exam/credit	
	Lectureship			task solving	
	Student Effort	80		essay preparation	
	Total Student Effort	125		review of the literature	

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Please describe main topics and areas of the course

1. Introduction to statistical inference - the essence of statistical inference, as well as the most important areas of application of statistical inference in economic practice.
2. Characteristics of the methodology and individual stages of the statistical survey.
3. Elements of descriptive statistics.
4. Sampling.
5. Selected issues from the theory of probability.
6. Characteristics of selected probability distributions.
7. Point and interval estimation - confidence interval for average value, variance and structure indicator.
8. Verification of statistical hypotheses.
9. Nonparametric tests.
10. Selected methods of correlation and regression analysis.

Key literature

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

Additional literature

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



2020/2021

Module Z2/9	Diploma Module (2)											
Course no.	Course 9.1.											
Course name	Dissertation Thesis Seminar					ECTS credits	3	Leader	prof. A. Zelek			
Major	MANAGEMENT	Master	Year	I	Semester	2	Status (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

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	
Assessment methods	Final grade
	choice from given list
Grade scale	pass
	% of final grade
	individual project
	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	
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. Świergiel, A. Zelek, Twoja praca promocyjna – od dylematów do perfekcji. Poradnik dla studentów ZPSB, Wyd. Naukowe ZPSB, Szczecin 2010 (także w wersji elearningowej). 2. J. Lichtarski, Praktyczny wymiar nauk o zarządzaniu, PWE, Warszawa 2015
	Additional literature

MODULE DESCRIPTION

2020/2021												
Module no.	Module Z2/10											
Module name	Specialisation Module (3) GLOBAL MANAGEMENT							ECTS credits	6	Leader	dr J. Osuch	
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

Main goal of the module is to have the student to identify, diagnose and solve problems in the area of marketing with the usage of modern marketing strategies, as well as to have the student to create and to introduce modern logistic strategies in global companies after the student acquires the knowledge from logistics management and marketing strategies.

REQUIREMENTS

Needed knowledge and skills before starting the module

Basics of Marketing, Logistics

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>
has advanced knowledge of the methods and tools used in marketing and logistics	is able to prepare a marketing strategy as well as logistics strategy taking into account the diversity of the target group, industry or organization.	shows creativity in action, is able to independently plan marketing / market/logistics activities

MODULE STRUCTURE

Course no.	Module Z2/10	Course 10.1.	Module Z2/10	Course 10.2.					
Course name	Marketing Strategies		Logistic Management						
ECTS credits	3		3						



2020/2021

Module Z2/10	Specialisation Module (3) GLOBAL MANAGEMENT											
Course no.	Course 10.1.											
Course name	Marketing Strategies						ECTS credits	3	Leader	dr J. Osuch		
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
	can prepare a marketing strategy taking into account the diversity of the target group, industry or organization.	Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as to Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U6 Is able to efficiently use information and communication technologies used in
SOCIAL COMPETENCES	demonstrates creativity in action, can independently plan marketing / market activities.	Z2_K2 Is ready to independently, critically evaluate the processes taking place in the Z2_K4 Is ready to take on professional challenges in management in managerial (as leader /
	independently identifies, diagnoses and resolves problems and applies various variants of solutions in marketing practice	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining

STUDENT EFFORT

Student Effort Structure	Total contact hours	30
	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	0	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

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

2020/2021

Module Z2/10	Specialisation Module (3) GLOBAL MANAGEMENT											
Course no.	Course 10.2.											
Course name	Logistic Management						ECTS credits	3	Leader	dr J. Osuch		
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 Z2_W2 Knows and deeply understands selected economic facts, phenomena, regularities and Z2_W7 Knows and deeply understands the essence, context and process of operational and
	It distinguishes management systems used in different areas of business units.	Z2_W12 Knows and deeply understands the importance and areas of using IT support systems Z2_W11 Knows and deeply understands the essence of entrepreneurship and the principles of
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 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
	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 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
	lecture
	multimedia presentation
	workshop that uses activating methods
	group discussion
	case study
	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

Assessment methods	Final grade	0	Grade scale	Percentage of final grade
	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	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
	Key literature
	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.
	Additional literature
	Blanchard, D. (2010). Supply chain management best practices. John Wiley & Sons.

MODULE DESCRIPTION



2020/2021												
Module no.	Module Z2/11											
Module name	Civic and Commercial Law						ECTS credits	6	Leader	prof. A. Zelek		
Major	MANAGEMENT	Master	Year	II	Semester	3	Status (choice list)	OBLIGATORY	Language	English	Total Contact Hours	60

PURPOSE OF THE MODULE AND MODULE OBJECTIVES

Short description and objective list

The main aim of the course is to assimilate the knowledge of law necessary in business and to acquire practical skills related to the application of the transferred knowledge in the area of business practice. Knowledge of: types of commercial companies; principles of operation of commercial companies; sources of economic law, commercial law, labor law and tax law; rules of starting and running a business in the light of the applicable one legislation; concluding and performing commercial contracts; basic principles and concepts of tax law; basic principles of labor law, including the principles of establishing an employment relationship and the rights and obligations of the employee and the employer.

REQUIREMENTS

Needed knowledge and skills before starting the module

not applicable

LEARNING OUTCOMES

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

KNOWLEDGE <i>(Student knows and understand on advanced level...)</i>	SKILLS <i>(Student is able to....)</i>	SOCIAL COMPETENCES <i>(Student is ready to...)</i>
main sources of economic law; recognizes the basic terms and legal norms necessary to work in managerial positions.	apply adequate sources of law to solve dilemmas and management problems on the basis of applicable regulations.	to comply with all legal standards in their professional work.

MODULE STRUCTURE

Course no.	Module Z2/11	Course 11.1.	Module Z2/11	Course 11.2.					
Course name	Corporate Law		Labour Law						
ECTS credits	3		3						



2020/2021

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 Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining

STUDENT EFFORT

STUDENT EFFORT	
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	
Student Effort Structure	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

ASSESSMENTS METHODS	
Assessment methods	Final grade
	choice from given list
exam	% of final grade
	100
Grade scale	Percentage of final grade
	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	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. Sołtysiński, 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. Włodyka (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. Sołtysiński (red.), C.H.Beck, Warszawa.



2020/2021

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 Z2_K2 Is ready to independently, critically evaluate the processes taking place in the

STUDENT EFFORT

STUDENT EFFORT	
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	
Student Effort Structure	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

ASSESSMENTS METHODS	
Assessment methods	Final grade
	choice from given list
	knowledge test
	tasks, exercises
exam	% of final grade
	70
	30
Grade scale	Percentage of final grade
	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	1/ The concept, sources of law and fundamental principles of labour law; 2/ Basic concepts of labour law: employer, employee, workplace, employment relationship; 3/ The basis of the employment relationship (employment contract, appointment, nomination, cooperative employment contract); 4/ Employment relationship, application of the provisions of the Civil Code in labour law; 5/ Rights and obligations of the parties to the employment relationship; 6/ Liability of the parties to the employment relationship; 7/ Working time; 8/ Employee leave; 9/ Modes of termination of employment contracts.
	Key literature
	1. Labour Code – Act of 23th December 1997 2. D. Książek, J. Czerniak-Swędzioł, K. Baran, M. Wujczyk, Labour Law Disputes in Polish Legal System, C.H. Beck, Warszawa 2017 3. M. Barzycka-Banaszczyk, Prawo pracy, C.H.Beck, Warszawa 2015 4. L. Florek, Prawo pracy, C.H.Beck, Warszawa 2015 5. J. Stelina, Prawo pracy, C.H.Beck, Warszawa 2016.
	Additional literature
	1. A. Malinowski, Nawiązywanie i rozwiązywanie stosunku pracy. Komentarz praktyczny, C.H.Beck, Warszawa 2015. 2. R. Terlecki, N. Szok, Prawo pracy w praktyce, C.H.Beck, Warszawa 2015. 3. On-line platforms, for example http://www.infor.pl/wskazniki/prawo-pracy-i-ubezpieczen-spoecznych

MODULE DESCRIPTION

2020/2021												
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					



2020/2021

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	
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	
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

ASSESSMENTS METHODS	
Assessment methods	Final grade
	choice from given list
	presentation of an individual or group task
	essay
Grade scale	pass
	% of final grade
	50
	50
Grade scale	Percentage of final grade
	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	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.
Course description	Additional literature
	1. Zespół - kultura - projekt, red. W. Olejniczak, Wydawnictwo Zachodniopomorskiej Szkoły Biznesu w Szczecinie, 2009. 2. J. Appelo, Zarządzanie 3.0. Kierowanie zespołami z wykorzystaniem metodyk Agile, Helion 2016.

2020/2021

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 Z2_W3 Knows and deeply understands the microeconomic premises for making and rationalizing
SKILLS	use the knowledge and skills obtained during studies, during didactic classes, to perform specific activities, in accordance with the Traineeship Framework Programme.	Z2_U1 Is able to apply theoretical knowledge and specialist knowledge in the field of economic Z2_U5 Is able to use the acquired knowledge to identify and solve various problems / threats / Z2_U13 Is able to use his management knowledge, competences and individual characteristics to
	develop teamwork rules and communication with the supervisor during professional traineeship.	Z2_U12 Is able to manage the work of an employee team using the HR management principles Z2_U16 Is able to communicate with a diverse environment using specialized terminology,
	forecast complex processes and managerial decisions in conditions of risk and uncertainty.	Z2_U4 Is able to forecast and model complex managerial processes and decisions, as well as to Z2_U11 Is able to perform various roles and work in a team solving specific tasks that allow Z2_U12 Is able to manage the work of an employee team using the HR management principles
	applies modern methods and techniques of human resources management in practice, including in the field of administrative staff, determining working conditions, etc., in accordance with applicable law.	Z2_U2 Is able to identify, interpret and explain complex social, economic and management Z2_U8 Is able to indicate and interpret adequate sources of law and legal provisions relating to
SOCIAL COMPETENCES	is aware of own strengths and weaknesses,, maintains a critical attitude towards the effects of his professional work and expresses readiness for further development and improvement in pursuit of professional promotion.	Z2_K1 Is ready to critically assess the level of his knowledge and skills and understands the need Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining Z2_K4 Is ready to take on professional challenges in management in managerial (as leader /
	is ready to take responsibility for the implementation and effects of the tasks entrusted to him and his employees, for the property entrusted to him and is ready to build socially responsible business.	Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and Z2_K8 Is ready, responsible, uses the entrusted property and available infrastructure, Z2_K9 Is ready to work pro bono and to build corporate social responsibility.
	adopts an entrepreneurial attitude and is ready to take risks in business.	Z2_K6 Is ready to take on the challenges and risks of doing business, including thinking and

STUDENT EFFORT

TEACHING METHODS

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

ASSESSMENTS METHODS

Assessment methods	Final grade	pass	Grade scale	Percentage of final grade
	choice from given list	% of final grade		
	other activities	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	<p>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)</p> <p>2. Documentation of the traineeship.</p> <p>3. Framework and detailed training programs for individual specializations</p> <p>4. Forms of professional traineeship:</p> <p>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</p> <p>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,</p> <p>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.</p> <p>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.</p>
	Key literature
	Traineeship Rules and Regulations available at www.zpsb.pl/en - for students - documents to download
Additional literature	



2020/2021

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 Z2_K3 Is ready to work independently, conducted in a reliable and objective way, maintaining

STUDENT EFFORT

Student Effort Structure	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	132	
Total Student Effort	150	

TEACHING METHODS

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

ASSESSMENTS METHODS

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

COURSE DESCRIPTION

Main topics and areas of the course

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

Course description