Second-cycle (Master's degree) full-time study programme

Field of Study (Major):

MANAGEMENT

Course catalogue with assigned learning outcomes and programme content

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General university courses

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Occupational Safety and Hygiene*
Course type:	*General university course*
Course code:	*06-15-1-2-00-0-01*
Year:	*I*
Term:	*1*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*4*
Lectures	*4*
Practicals/Tutorials	-
Labs	-
Project	-
Number of ECTS credits:	*0*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

	Course objectives
C1	Preparing students to work with occupational safety and hygiene regulations.
C2	Familiarizing students with technical solutions aimed at protecting the health and fire safety of employees based on examples of solutions used in the facilities of the Lublin University of Technology.
C3	Preparing students for giving first aid.

	Prerequisites in terms of knowledge, skills and other competencies
1	No required prerequisites.

	Learning outcomes
	In terms of knowledge:
EK 1	Students know basic occupational safety and hygiene rules.
	In terms of skills:
	In terms of social competences:
EK 2	Students understand the need to continuous search for the best organizational and technical solutions aimed at improving occupational safety.

	Course content
	Class format - lectures
	Course content
W1	Sources of occupational safety regulations.
W2	Threats that can occur in the workplace and possible preventive actions.
W3	Accidents at work.
W4	Fire protection of buildings. Alarming procedures and giving first aid.

	Didactic methods
1	*Lecture with multimedia presentations.*
2	*Props.*

Evaluation methods and criteria		
Evaluation method symbol	Description of evaluation method	Pass threshold
O1	*Lecture pass.*	*60%*

Required textbooks and other reading	
1	Materials available at the website of the Central Institute for Labour Protection (Centralny Instytut Ochrony Pracy) – http://www.ciop.pl/
Recommended (supplementary) textbooks and other reading	
1	Atest – Ochrona pracy – monthly (http://www.atest.com.pl/).

Student's workload	
Form of activity	Average number of hours of student's activity
Number of contact hours with instructors, including:	*4*
participation in lectures	*4*
Student's own work, including:	*0*
preparation to practicals/tutorials	*0*
Total student's workload	*4*
Total number of the course ECTS credits	*0*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_W17+++*	*[C1, C2, C3]*	*[W1-W4]*	*[1,2]*	*[O1]*
EK 2	*Z2A_K01++, Z2A_K06++*	*[C1, C2, C3]*	*[W1-W4]*	*[1,2]*	*[O1]*

Author of the course syllabus:	Dr Krzysztof Czarnocki, (Eng.)
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Organizational unit:	Faculty of Management Department of Information Systems Engineering

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Scientific Information*
Course type:	*General university course*
Course code:	*09-15-1-2-00-0-02*
Year:	*I*
Semester:	*1*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*2*
Lectures	*1*
Practicals/Tutorials	*1*
Labs	*-*
Project	*-*
Number of ECTS credits:	*0*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with the sources of scientific information, including printed and electronic resources accessible in the Library of the Lublin University of Technology, and electronic information resources available on the internet.
C2	Familiarizing students with ways of searching out needed literature items in electronic resources.
C3	Familiarizing students with methods used in managing information retrieved from other sources.
C4	Familiarizing students with ways of verification of their searches, and ways of selection and use in their works according to ethical rules and copyright law.
C5	Familiarizing students with the rules on developing enclosures with bibliography and using bibliography management software.
C6	Familiarizing students with the sources of information on norms and patents.

Prerequisites in terms of knowledge, skills and other competencies	
1	Computer skills.

Learning outcomes	
	In terms of knowledge:
EK 1	Students know how to use printed collections of the Lublin University of Technology's Library.
EK 2	Students are acquainted with the rules of using knowledge portals, digital libraries, databases and scientific websites.
	In terms of skills:
EK 3	Student can use search engines in order to search through computerized library catalogues, electronic knowledge repositories and databases.
EK 4	Students can organize their own information resources needed to scientific work.

	In terms of social competences:
EK 5	Students are prepared to make informed selections of and can use both printed and electronic knowledge resources required in the process of education and self-learning.

Course content
Class format - lectures

	Course content
W1	– General information on information resources. Types of information sources. Printed and electronic sources of scientific information. Search-and-information languages. Classification of scientific domains – examples of selected data bases. Keywords indices. The principles of creating queries using Bool's operators. Basic and advanced search in Google Scholar. – Central catalogues in Poland and abroad - NUKAT, KaRo, WorldCat – presentation of their main features and role in locating needed sources. Exemplary searches. – Library catalogues and bibliographical data bases – similarities and differences. – Digital libraries. Collections of printed series of course lectures, handbooks and diploma dissertations. – University repositories and other open access resources. – Full-text data bases: e-journals and e-books; e-reading room on the website of the Lublin University of Technology's website. – Information on norms and patents. Presentation of Polish, European and American standardization and patent databases. – Using literature in accordance with scientific ethics principles and copyright law. Annex bibliography: bibliographical description, citations and footnotes. – Storing data, creating alerts, exporting data to other software. Locating and accessing found sources. – Creating own bibliographical bases. Managing literature – bibliography manager.

Class format - practicals/tutorials

	Course content
ĆW1	– Searching for needed literature in catalogues, digital libraries and databases. – Selection and verification of found documents. – Creating bibliographical description in annex bibliography. – Retrieving and exporting data descriptions to the bibliography manager.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Practicals/tutorials.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Credit – test.*	*70%*

	Required textbooks and other reading
1	*Pawlik K., Zenderowski R., Dyplom z internetu: jak korzystać z internetu pisząc prace dyplomowe?, CeDeWu, Warszawa 2013.*
	Recommended (supplementary) textbooks and other reading materials
1	*Guides and instructions available at: www.biblioteka.pollub.pl/dlastudentow*
2	*http://biblioteka.pollub.pl*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*2*
participation in lectures	*1*
participation in practicals/tutorials	*1*
Student's own work, including:	*0*
preparation to practicals/tutorials	*0*
preparation to passing lectures	*0*
Total student's workload	*2*
Total number of the course ECTS credits	*0*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_W17+, Z2A_W18++*	*[C1-C6]*	*[W1]*	*[1]*	*[O1]*
EK 2	*Z2A_W17+, Z2A_W18++*	*[C1-C6]*	*[W1]*	*[1]*	*[O1]*
EK 3	*Z2A_U14++, Z2A_U18++, Z2A_U23++*	*[C1-C6]*	*[ĆW1]*	*[2]*	*[O1]*
EK 4	*Z2A_U14++, Z2A_U18++, Z2A_U23++*	*[C1-C6]*	*[ĆW1]*	*[2]*	*[O1]*
EK 5	*Z2A_K01++*	*[C1-C6]*	*[W1, ĆW1]*	*[1, 2]*	*[O1]*

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Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*English Language*
Course type:	*General university course*
Course code:	*07-15-1-2-00-0-03*
Year:	*I*
Semester:	*2*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*30*
Lectures	-
Practicals/Tutorials	*30*
Labs	-
Project	-
Number of ECTS credits:	*2*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Developing the students' language competencies in the four areas: listening, reading, speaking and writing at the B2+ level of foreign language competency as defined in the Common European Framework of Reference.
C2	Developing the students' ability to use specialist English language in line with the field of studies.

Prerequisites in terms of knowledge, skills and other competencies	
1	According to the recruitment requirements applicable to the second-cycle (Master's degree) programme in Management.

Learning outcomes	
	In terms of skills:
EK1	Students can use vocabulary related to the discussed programme content.
EK2	In language communication, students can use appropriate grammatical structures, corresponding with the level of language competency.
EK3	Students are able to prepare oral presentations and written works on the topics connected with the field of studies.
EK4	Student understand and can interpret written and oral utterances on the issues connected with the field of their studies.
EK5	Students have the habit of working independently, self-learning, updating and accumulating knowledge from various sources.
	In terms of social competences:
EK6	Students demonstrate the ability to perform assigned tasks autonomously and responsibly, readiness for lifelong self-learning, communication skill, and can collaborate with others as a team member and/or leader.

Course content	
Class format - practicals/tutorials	
	Course content
ĆW1	Success and failure in business – developing the students' vocabulary and practicing selected language skills.
ĆW2	Management leaders – developing the students' vocabulary and practicing selected language skills.
ĆW3	Barriers of management in multicultural environments – expanding the students' vocabulary and practicing selected language skills.
ĆW4	Management at the edge of different cultures – the styles of work and business communication.
ĆW5	Global business on the local market – examples of good and bad practices. Developing the students' vocabulary and practicing selected language skills.
ĆW6	Examples of good and bad practices in human resources management. Enriching the students' vocabulary and practicing selected language skills.
ĆW7	Change management on the example of mergers and acquisitions of organizations. Expanding the students' vocabulary and practicing selected language skills.
ĆW8	Presentation. Discussing good and bad practices in public appearances. Presentation of selected issue related to the field of studies.
ĆW9	New technologies in business – enriching the students' vocabulary and practicing selected language skills.
ĆW10	Marketing of the 21st century – developing the students' vocabulary and practicing selected language skills.

Didactic methods	
1	*Working with materials recommended by the lecturer, practicing listening understanding with the use of an audio-video equipment, practicing oral utterances in various forms in groups and pairs, texts analyses, translations, lexical and grammatical exercises.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Practicals/tutorials passing.*	*51%*

Required textbooks and other reading	
1	*Pilbeam A., Market Leader Working Across Cultures, Pearson Education Limited, 2010.*
2	*Additional materials made available by the instructor meeting the needs of particular group and class.*
Recommended (supplementary) textbooks and other reading	
1	*Mckeown A., Wright R., Professional English in Use Management, Cambridge University Press, 2011.*
2	*Farrall C., Lindsley M., Professional English in Use Marketing, Cambridge University Press, 2015.*
3	*O'Driscoll N., Market Leader Marketing, Pearson Education Limited, 2010.*
4	*Cotton D., Falvey D., Kent S., Market Leader intermediate 3rd Edition Extra, Pearson Education Limited, 2016.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*30*
participation in practicals/tutorials	*30*
Student's own work, including:	*20*
preparation to practicals/tutorials	*20*
Total student's workload	*50*
Total number of the course ECTS credits	*2*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_U20+++, Z2A_U21+++*	*[C1, C2]*	*[ĆW1-ĆW10]*	*[1]*	*[O1]*
EK 2	*Z2A_U20+++, Z2A_U21+++*	*[C1, C2]*	*[ĆW1-ĆW10]*	*[1]*	*[O1]*
EK 3	*Z2A_U20+++, Z2A_U21+++*	*[C1, C2]*	*[ĆW1-ĆW10]*	*[1]*	*[O1]*
EK 4	*Z2A_U21+++, Z2A_U23+++*	*[C1, C2]*	*[ĆW1-ĆW10]*	*[1]*	*[O1]*
EK 5	*Z2A_U23+++*	*[C1, C2]*	*[ĆW1-ĆW10]*	*[1]*	*[O1]*
EK 6	*Z2A_K04++, Z2A_K05+++*	*[C1, C2]*	*[ĆW1-ĆW10]*	*[1]*	*[O1]*

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Organizational unit:	Foreign Languages Centre

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*English Language*
Course type:	*Basic*
Course code:	*07-15-1-2-00-0-03*
Year:	*II*
Semester:	*3*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*30*
Lectures	-
Practicals/Tutorials	*30*
Labs	-
Project	-
Number of ECTS credits:	*2*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Developing the students' language competencies in the four areas: listening, reading, speaking and writing at the B2+ level of foreign language competency, as defined in the Common European Framework of Reference.
C2	Developing the students' ability to use specialist English language in line with the field of studies.

Prerequisites in terms of knowledge, skills and other competencies	
1	According to the recruitment requirements applicable to the second-cycle (Master's degree) programme in Management.

Learning outcomes	
	In terms of skills:
EK1	Students can use vocabulary related to the discussed programme content.
EK2	In language communication, student can use appropriate grammatical structures, corresponding with the level of their language competency.
EK3	Students able to prepare oral presentations and written works on the topics connected with the field of studies.
EK4	Students understand and can interpret written and oral utterances on the issues connected with the field of their studies.
EK5	Students have the habit of working independently, self-learning, updating and accumulating knowledge from various sources.
	In terms of social competences:
EK6	Students demonstrate the ability to perform autonomously and responsibly assigned tasks, readiness for lifelong self-learning, communication skill, and can collaborate with others as a team member and/or leader.

Course content	
Class format - practicals/tutorials	
	Course content
ĆW1	Customer relations management (CRM) – enriching the students' vocabulary and practicing selected language skills.
ĆW2	Intellectual property in business – developing the students' vocabulary and practicing selected language skills.
ĆW3	Opportunities and challenges linked with cooperation in international environment – enriching the students' vocabulary and practicing selected language skills.
ĆW4	Selected aspects of human resources management in organizations.
ĆW5	Cultural contexts of international human resources management – developing the students' vocabulary and practicing selected language skills.
ĆW6	Cooperation in global virtual teams. The basics and success barriers. Enriching the students' vocabulary and practicing selected language skills.
ĆW7	Cooperation in a multicultural team – developing the students' vocabulary and practicing selected language skills.
ĆW8	Development of soft competences needed on labour market and education – enriching the students' vocabulary and practicing selected language skills.
ĆW9	The significance of intercultural competences in management and professional communication - enriching vocabulary and practicing selected language skills.
ĆW10	Building own brand on the labour market (personal branding, PB). Enriching vocabulary and practicing selected language skills.

Didactic methods	
1	*Working with materials recommended by the lecturer, practicing listening understanding with the aid of an audio-video equipment, practicing oral utterances in various forms in groups and pairs, texts analyses, translations, lexical and grammatical exercises.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Credit.*	*51%*

Required textbooks and other reading	
1	*Pilbeam A., Market Leader Working Across Cultures, Pearson Education Limited, 2010.*
2	*Additional materials meeting the needs of particular group and class, made available by the instructor.*
Recommended (supplementary) textbooks and other reading	
1	*Mckeown A., Wright R., Professional English in Use Management, Cambridge University Press, 2011.*
2	*Farrall C., Lindsley M., Professional English in Use Marketing, Cambridge University Press, 2015.*
3	*O'Driscoll N., Market Leader Marketing, Pearson Education Limited, 2010.*
4	*Cotton D., Falvey D., Kent S., Market Leader intermediate 3rd Edition Extra, Pearson Education Limited, 2016.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*30*
participation in practicals/tutorials	*30*
Student's own work, including:	*20*
preparation to practicals/tutorials	*20*
Total student's workload	*50*
Total number of the course ECTS credits	*2*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_U20+++, Z2A_U21+++*	*[C1, C2]*	*[ĆW1-ĆW10]*	*[1]*	*[O1]*
EK 2	*Z2A_U20+++, Z2A_U21+++*	*[C1, C2]*	*[ĆW1-ĆW10]*	*[1]*	*[O1]*
EK 3	*Z2A_U20+++, Z2A_U21+++*	*[C1, C2]*	*[ĆW1-ĆW10]*	*[1]*	*[O1]*
EK 4	*Z2A_U21+++, Z2A_U23+++*	*[C1, C2]*	*[ĆW1-ĆW10]*	*[1]*	*[O1]*
EK 5	*Z2A_U23+++*	*[C1, C2]*	*[ĆW1-ĆW10]*	*[1]*	*[O1]*
EK 6	*Z2A_K04++, Z2A_K05+++*	*[C1, C2]*	*[ĆW1-ĆW10]*	*[1]*	*[O1]*

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Organizational unit:	Foreign Languages Centre

Module of mandatory courses

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Management Concepts*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-01*
Year:	*I*
Semester:	*1*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*60*
Lectures	*30*
Practicals/Tutorials	*30*
Labs	*-*
Project	*-*
Number of ECTS credits:	*4*
Course completion form (evaluation):	*Exam/credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with the new trends in organization and management sciences.
C2	Acquainting students with previous experiences in applying by organizations selected management concepts and methods.
C3	Familiarizing students with classical and contemporary management concepts through the prism of their advantages and limitations.
C4	Developing the students' ability to apply contemporary management concepts in describing and explaining various management issues and phenomena.

Prerequisites in terms of knowledge, skills and other competencies	
1	Basic knowledge of management.

Learning outcomes	
	In terms of knowledge:
EK1	Students know and understand modern management concepts.
EK2	Students understand and can explain how various approaches and management concepts affect organization's operations and functioning.
EK3	Students know and understand the applications of modern approaches and concepts in the problem solving processes in organizations.
	In terms of skills:
EK4	Students are able to select suitable methods and approaches in the process of problem solving in organizations.
EK5	Students can resolve problems emerging in organizations applying selected modern management concepts.
EK6	Students are able to make tactical and operational decisions in the process of applying various management concepts.
	In terms of social competences:
EK7	Students are prepared to resolve problems arising in organizations in a creative and enterprising manner.

EK8	Students are ready to make decisions independently and assume responsibility for their decisions.
EK9	Students are ready to responsibly perform the role of a manager.

Course content	
Class format - lectures	
	Course content
W1	A change in management paradigm. Evolution of management concepts.
W2	Lean management.
W3	Agile organization.
W4	Teal organization – individual and group commitment.
W5	Project-oriented organization.
W6	Virtual and fractal organization.
W7	Smart and learning organization.
W8	Organizational spirituality.
W9	Organizational awareness concepts.
W10	Customer experience management.
W11	Benchmarking.
W12	Outsourcing and insourcing.
W13	Modern strategic concepts.
W14	Coaching.
Class format - practicals/tutorials	
	Course content
ĆW1	Management as a science – evolution of approaches.
ĆW2	Lean management – case study.
ĆW3	The concept of agile organization – case study.
ĆW4	Teal organization – case study.
ĆW5	Project-oriented organization – case study.
ĆW6	The process of creating virtual organizations – exercise.
ĆW7	The principles of creating learning organizations – exercise.
ĆW8	Organizational spirituality – case study.
ĆW9	Organizational awareness – case study.
ĆW10	Customer experience management, examples of organizations operating on the experience market – case study.
ĆW11	Benchmarking – case study.
ĆW12	Outsourcing – case study.
ĆW13	The concept of cluster – case study.
ĆW14	Coaching – exercise.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Exercises in groups.*
3	*Case studies.*

Evaluation methods and criteria		
Evaluation method symbol	Description of evaluation method	Pass threshold
O1	*Exam.*	*51%*
O2	*Assessment of assignments performance.*	*51%*

Required textbooks and other reading	
1	*Glinka B., Kostera M. (Ed.), Nowe kierunki w organizacji i zarządzaniu, Oficyna Wolters Kluwer business, Warsaw 2012.*
2	*Kostera M. (Ed.), Nowe kierunki w zarządzaniu, Wydawnictwa Akademickie i Profesjonalne, Warsaw 2008.*
3	*Zimniewicz K., Współczesne koncepcje i metody zarządzania, PWE, Warsaw 2008.*
4	*Brilman J., Nowoczesne koncepcje i metody zarządzania, PWE, Warsaw 2002.*
5	*Bratnicki M., Dylematy i pułapki współczesnego zarządzania, Wyd. Gnome, Katowice 2001.*
Recommended (supplementary) textbooks and other reading	
1	*Koźmiński A.K., Zarządzanie w warunkach niepewności, Wydawnictwo Naukowe PWN, Warsaw 2005.*
2	*Koźmiński A.K., Piotrowski W., Zarządzanie. Teoria i Praktyka, Wydawnictwo Naukowe PWN, Warsaw 2006.*
3	*Krupski R. (Ed.), Elastyczność organizacji, Wyd. Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław 2008.*
4	*Bratnicki M., Zarządzanie zmianami w przedsiębiorstwie, Wydawnictwo Akademii Ekonomicznej w Katowicach, Katowice 1998.*
5	*Bednarski A., Zarys teorii organizacji i zarządzania, TNOiK, Toruń 1998.*
6	*Steinmann H., Schreyogg G., Zarządzanie. Podstawy kierowania przedsiębiorstwem, Oficyna Wydawnicza Politechniki Wrocławskiej, Wrocław 1995.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*60*
participation in lectures	*30*
participation in practicals/tutorials	*30*
Student's own work, including:	*40*
preparation to exam	*20*
preparation to practicals/tutorials	*20*
Total student's workload	*100*
Total number of the course ECTS credits	*4*

Learning outcomes matrix					
Learning outcome	Reference of the given learning outcome to effects defined for the field of study	Course objectives	Course content	Didactic methods	Evaluation methods
EK 1	Z2A_W01++, Z2A_W02+++, Z2A_W03+++, Z2A_W04+, Z2A_W09++, Z2A_W11+, Z2A_W16+, Z2A_W17+	[C1-C3]	[W1-W14]	[1]	[O1]
EK 2	Z2A_W01++, Z2A_W02+, Z2A_W03+++, Z2A_W04+, Z2A_W09++, Z2A_W10+, Z2A_W11++, Z2A_W12+, Z2A_W16+	[C1-C3]	[W1-W14]	[1]	[O1]
EK 3	Z2A_W01+, Z2A_W02+, Z2A_W04+, Z2A_W09++, Z2A_W10+, Z2A_W11+, Z2A_W12+, Z2A_W16+, Z2A_W17+,	[C1-C3]	[W1-W14]	[1]	[O1]
EK 4	Z2A_U03++, Z2A_U06++, Z2A_U09+++, Z2A_U10++, Z2A_U15++	[C1-C4]	[ĆW1-ĆW14]	[1-3]	[O1, O2]
EK 5	Z2A_U03++, Z2A_U06+++, Z2A_U09+++, Z2A_U10++, Z2A_U15++	[C1-C4]	[ĆW1-ĆW14]	[1-3]	[O1, O2]
EK 6	Z2A_U03++, Z2A_U06+, Z2A_U09+++, Z2A_U10++, Z2A_U15+	[C1-C4]	[ĆW1-ĆW14]	[1-3]	[O1, O2]

EK 7	Z2A_K03+, Z2A_K04++, Z2A_K06++	[C4]	[ĆW1-ĆW14]	[2, 3]	[O2]
EK 8	Z2A_K03+, Z2A_K05+, Z2A_K06++	[C4]	[ĆW1-ĆW14]	[2, 3]	[O2]
EK 9	Z2A_K01+, Z2A_K02++, Z2A_K03+, Z2A_K05+, Z2A_K06++	[C4]	[ĆW1-ĆW14]	[2, 3]	[O2]

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Organizational unit:	Department of Management

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Strategic Management*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-02*
Year:	*I*
Semester:	*1*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*60*
Lectures	*30*
Practicals/Tutorials	*30*
Labs	*-*
Project	*-*
Number of ECTS credits:	*4*
Course completion form (evaluation):	*Exam/credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with the process of strategic management.
C2	Explaining the significance of strategic management for achieving the organization's long-term goals.
C3	Acquainting students with the process of strategy formulation, various types of strategies and tools used in strategic management.
C4	Familiarizing students with the links between organization and its market and macro-economic environments, and their impacts on strategic decisions.

Prerequisites in terms of knowledge, skills and other competencies	
1	General knowledge of theories on organization and management.
2	General knowledge of marketing.

Learning outcomes	
	In terms of knowledge:
EK 1	Students are familiarized with strategic approach to the management of organizations, in particular the methods of strategic analysis of organizations and their environments.
EK 2	Students have in-depth knowledge of the process of strategy formulation and various types of strategies and tools used in strategic management.
EK 3	Students understand the links of organizations with their market environment and knows how they impact strategic decisions.
	In terms of skills:
EK4	Students are able to observe, analyse and interpret the phenomena and processes inside the organization and its environment using strategic methods and tools.
EK5	Students can select suitable methods and tools in order to describe and analyse the problems, areas of the organization's activity and its environment, and are able to assess the usefulness and effectiveness of those methods and tools from the strategic approach viewpoint.

EK6	Students are able to make a holistic diagnosis of the situation, assess possible strategy variants and select the optimal solution.
EK7	Students are able to communicate effectively with all groups of the organization's stakeholders.
	In terms of social competences:
EK8	Students can recognize the importance of knowledge in solving problems in the process of strategic management.

Course content	
Class format - lectures	
	Course content
W1	Philosophy, strategic management features, strategic, tactical and operational management.
W2	Strategy of organization – evolution of strategy definition and understanding. Basic features of strategy. Five-element model of strategy.
W3	Giving sense to the environment and methods of analysing the organization's environment.
W4	Analysis of strategic situation: industry analysis, STEP analysis, Porter's five forces model, key success factors, general assessment of industry attractiveness, PEST, trends, scenarios, scenario analysis, GE model.
W5	Dominant logic as a cognitive constraint.
W6	Building a strategic hypothesis.
W7	Mission, its role, strategic goals, strategy formulation stages.
W8	Defining strategic domain, or limits of organization – main dimensions.
W9	In search of the organization's competitive advantage.
W10	Formulating goals and priorities – a leadership perspective.
W11	Formulating goals and priorities – a perspective of consensus in the process of negotiation.
W12	Strategy implementation – the role of leadership.
W13	The logic of the organization's business model and of organization's diagnosis: resources, capabilities, value chain, types of business models.
W14	Strategy typology, types of strategy. Strategies of competitors, adjusting strategies to the market situation and organization's competitive position.
Class format - practicals/tutorials	
	Course content
ĆW1	Organization's mission and vision.
ĆW2	Analysis of macro-environment.
ĆW3	Analysis of micro-environment.
ĆW4	Analysis of organization's potential.
ĆW5	Strategy implementation – development of strategic scorecard.
ĆW6	The role of leadership in developing and implementing strategies.
ĆW7	Agreeing on a strategic program in the process of negotiation.
ĆW8	Strategic controlling
ĆW9	Strategic development dilemmas – diversification – specialization.
ĆW10	Strategic development dilemmas – internal development – external development (acquisition, merger, alliances).
ĆW11	Strategic entrepreneurship in small and medium-sized enterprises (SME).

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Case studies.*
3	*Discussion with elements of practical problem solving.*
4	*Working in groups.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Exam.*	*60%*
O2	*Passing practicals/tutorials.*	*60%*
O3	*Passing the project.*	*60%*

Required textbooks and other reading	
1	*Grant R. M., Współczesna analiza strategii, Oficyna Wolters Kluwer Business, Warszawa 2011.*
2	*Edvisson L., Malone S.M., Kapitał intelektualny, Wydawnictwo Naukowe PWN, Warszawa 2001.*
3	*Kaplan R.S., Norton D. P., Strategiczna karta wyników. Jak przełożyć strategię na działanie, WydawnictwoNaukowe PWN, Warszawa 2019.*
4	*Kaplan R.S., Norton D. P., Wdrażanie strategii dla osiągniecia przewagi konkurencyjnej, Wydawnictwo Naukowe PWN, Warszawa 2010.*
5	*Obłój K., Strategia organizacji, PWE, Warszawa 2007.*
6	*Obłój K., Pasja i dyscyplina strategii, Poltex, Warszawa 2010.*
7	*Obłój K., Praktyka budowy strategii, Poltex, Warszawa 2017.*
8	*Stabryła A., Zarządzanie strategiczne w teorii i praktyce firmy, Wydawnictwo Naukowe PWN, Warszawa 2005.*
Recommended (supplementary) textbooks and other reading	
1	*Gierszewska G., Romanowska M., Analiza strategiczna przedsiębiorstwa, PWE, Warszawa 2009.*
2	*Ignacy J., Radomska J., Sołoducho-Pelc L., Wołczek P., Praktyka zarządzania strategicznego. Studium przypadków. Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław 2012.*
3	*Kim Ch., Mauborgne R., Strategia błękitnego oceanu, MT Biznes, Warszawa 2010.*
4	*Krupski R. et al., Koncepcje strategii organizacyjnej, PWE, Warszawa 2009.*
5	*Porter M., Porter o konkurencji, PWE, Warszawa 2000.*
6	*Porter M., Strategia konkurencji. PWE, Warszawa 1992.*
7	*Roberts J., Modern firm, Oxford University Press, Oxford 2004*
8	*Romanowska M., Planowanie strategiczne w przedsiębiorstwie, PWE, Warszawa 2009.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*60*
participation in lectures	*30*
participation in practicals/tutorials	*30*
Student's own work, including:	*40*
preparation to practicals/tutorials	*20*
preparation to exam	*20*
Total student's workload	*100*
Total number of the course ECTS credits	*4*

Learning outcomes matrix					
Learning outcome	Reference of the given learning outcome to effects defined for the field of study	Course objectives	Course content	Didactic methods	Evaluation methods
EK 1	*Z2A_W01++, Z2A_W04+++, Z2A_W09++, Z2A_W13++, Z2A_W14++, Z2A_W17++*	*[C1-C4]*	*[W1, W3]*	*[1]*	*[O1]*
EK 2	*Z2A_W04++, Z2A_W07+, Z2A_W09++,*	*[C3,C4]*	*[W2–W4, W10-W12]*	*[1]*	*[O1]*
EK 3	*Z2A_W02+, Z2A_W03++, Z2A_W04+++ Z2A_W07+, Z2A_W11++, Z2A_W12++*	*[C3,C4]*	*[W5–W14]*	*[1]*	*[O1]*
EK 4	*Z2A_U01+++, Z2A_U03++, Z2A_U24++*	*[C1-C4]*	*[ĆW1–ĆW4]*	*[2-4]*	*[O1, O2, O3]*
EK 5	*Z2A_U03++, Z2A_U06+++, Z2A_U15++, Z2A_U17+, Z2A_U24++*	*[C1-C4]*	*[ĆW1–ĆW4]*	*[2-4]*	*[O1, O2, O3]*
EK 6	*Z2A_U07+++, Z2A_U08+++, Z2A_U09+*	*[C1-C4]*	*[ĆW 5–ĆW11]*	*[2-4]*	*[O1, O2, O3]*
EK 7	*Z2A_U22++*	*[C1, C2]*	*[ĆW1, ĆW2]*	*[2-4]*	*[O1, O2, O3]*
EK 8	*Z2A_K01+++*	*[C1-C4]*	*[W1- W3, W6, W9–W14, ĆW1–ĆW11]*	*[1-4]*	*[O1, O2, O3]*

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Organizational unit:	Faculty of Management Department of Strategy and Business Planning

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Management System Design*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-03*
Year:	*I*
Semester:	*1*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*45*
Lectures	*15*
Practicals/Tutorials	*-*
Labs	*-*
Project	*30*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with methodology of designing a formalized management system in an enterprise, practical designing of the management system and organizational documentation of the system.
C2	Acquainting students with relations between functional and hierarchical links in organizational units of enterprises.
C3	Developing students' ability to perceive an enterprise as a complex system of posts and organizational units, and the ability to understand the organizational feedback loop: information input – transformation – output.
C4	Developing students' ability to create and formalize organizational structures.

Prerequisites in terms of knowledge, skills and other competencies	
1	Basic knowledge of management.

Learning outcomes	
	In terms of knowledge:
EK 1	Students have in-depth knowledge of theories on the organizational structures.
EK 2	Students have in-depth knowledge of methodologies applied in creating and formalizing organizational structures.
EK 3	Students have in-depth knowledge of the information flow and information flow documenting in organizations.
	In terms of skills:
EK4	Students are able to design and formalize the organizational structure of an organization.
EK5	Students can fluently resolve problems that may arise in the process of creating organizational structures.
EK6	Students are able to design the document flow system in an organization.
	In terms of social competences:
EK7	Students demonstrate a creative and enterprising attitude in the process of creating and formalizing organizational structures.

EK8	Students are prepared to perform responsibly managerial roles and make independent decisions.

Course content	
Class format - lectures	
	Course content
W1	Organization's goals and potential.
W2	Organization's environment.
W3	The essence of organizational structure, its features, determinants, and basic elements.
W4	Typology of organizational structures.
W5	The principles and process of building organizational structures.
W6	The methods of creating posts and organizational units.
W7	The process of formalizing organizational structure – basic organizational documents.
W8	The principles of designing and formalizing document flow systems in organizations.
Class format – project	
	Course content
P1	Description of project assumptions.
P2	Design of the base structure of the enterprise: identification and characteristics of real processes.
P3	Identification and characteristics of information and decision systems for real processes.
P4	Identification and characteristics of functional processes supporting the base structure.
P5	Classifications of goals, tasks and functions for specified processes in the projected enterprise.
P6	Creating work posts in organizations.
P7	Designing organizational units/departments in organizations.
P8	Establishing the optimal breadth of management.
P9	Shaping functional dependencies.
P10	Allocation of decision-making competencies.
P11	Formalization of organizational structure – developing organizational charts.
P12	Formalization of organizational structure – developing company organizational regulations.
P13	Formalization of organizational structure – developing tasks cards for employees and managers.
P14	Designing the circulation of selected organizational documents.
P15	Presentation and defence of developed projects.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Working in groups.*
3	*Project.*

Evaluation methods and criteria

Evaluation method symbol	Description of evaluation method	Pass threshold
O1	*Passing lectures.*	*51%*
O2	*Assessment of tasks performance.*	*51%*
O3	*Passing project.*	*51%*

Required textbooks and other reading

1	*Nalepka A., Struktura organizacyjna, Antykwa, Kraków 2001.*
2	*Bieniok H., Rokita J., Struktura organizacyjna przedsiębiorstwa, PWN, Warszawa 1984.*
3	*Trzciniecki J., Projektowanie systemów zarządzania, PWN, Warszawa 1980.*
4	*Bieniok H., Igram M., Marek J., Kompleksowa metoda diagnozowania systemu zarządzania przedsiębiorstwem, Wyd. AE, Katowice 1999.*
5	*Strzelecki T., Badanie i projektowanie systemów zarządzania, IWZZ, Warszawa 1986.*
6	*Grajewski P., Organizacja procesowa. Projektowanie i konfiguracja, PWE, Warszawa 2007.*

Recommended (supplementary) textbooks and other reading

1	*Mikołajczyk Z., Techniki organizatorskie, PWN, Warszawa 1995.*
2	*Skalik J. (Ed.), Projektowanie organizacji instytucji, Wyd. AE im. O. Langego we Wrocławiu, Wrocław 1998.*
3	*Skalik J. (Ed.), Projektowanie systemów zarządzania, Wyd. AE im. O. Langego we Wrocławiu, Wrocław 1997.*
4	*Kemball-Cook R.B., Luka organizacyjna, PWE, Warszawa 1974.*
5	*Brilman J., Nowoczesne koncepcje i metody zarządzania, PWE, Warszawa 2001.*

Student's workload

Form of activity	Required minimum number of hours of student's activity
Number of contact hours with instructors, including:	*45*
participation in lectures	*15*
participation in practicals/tutorials	*30*
Student's own work, including:	*30*
project	*20*
preparation to passing lectures	*10*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	Z2A_W01++, Z2A_W09+++, Z2A_W11++, Z2A_W13++,	*[C1-C4]*	*[W1-W4]*	*[1]*	*[O1]*
EK 2	Z2A_W01++, Z2A_W09+++, Z2A_W11++, Z2A_W13++,	*[C1-C4]*	*[W5-W7]*	*[1]*	*[O1]*
EK 3	Z2A_W01+, Z2A_W09+++, Z2A_W11++, Z2A_W12++, Z2A_W13++	*[C3]*	*[W8]*	*[1]*	*[O1]*
EK 4	Z2A_U06++, Z2A_U09+++, Z2A_U11++, Z2A_U19+++, Z2A_U20+	*[C4]*	*[P1-P13, P15]*	*[2,3]*	*[O2, O3]*
EK 5	Z2A_U06++, Z2A_U09+++, Z2A_U11++, Z2A_U15++, Z2A_U19+++, Z2A_U20+	*[C4]*	*[P1-P13, P15]*	*[2,3]*	*[O2, O3]*
EK 6	Z2A_U02+++, Z2A_U09+++, Z2A_U11++, Z2A_U12++, Z2A_U19+++, Z2A_U20+	*[C4]*	*[P14, P15]*	*[2,3]*	*[O2, O3]*
EK 7	Z2A_K04+, Z2A_K05+	*[C4]*	*[P1-P15]*	*[2]*	*[O2, O3]*
EK 8	Z2A_K02+++, Z2A_K05+, Z2A_K06+	*[C4]*	*[P1-P15]*	*[2]*	*[O2, O3]*

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Organizational unit:	Faculty of Management Department of Management

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Statistics in Management*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-04*
Year:	*I*
Semester:	*1*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*60*
Lectures	*15*
Practicals/Tutorials	*15*
Labs	*30*
Project	*-*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with knowledge relating to the application of statistical mathematics methods used in analysing management problems.
C2	Familiarizing students with methods and tools of mathematical statistics.
C3	Acquainting student with possible applications of statistical mathematics in solving management problems.

Prerequisites in terms of knowledge, skills and other competencies	
1	General knowledge of mathematics.
2	General knowledge of statistical methods.

Learning outcomes	
	In terms of knowledge:
EK 1	Students have in-depth knowledge needed to diagnose and resolve problems emerging in organizations and/or selected areas of their activity using mathematical statistics.
EK 2	Students are familiarized with specialized applications of advanced statistical methods and IT tools in collecting, analysing and presenting data in selected areas of organization's activity and its environment.
	In terms of skills:
EK 3	Students can analyse and interpret phenomena and processes in organizations and their environments using advanced theoretical approaches.
EK4	Students can use specialist statistical methods and IT tools in resolving problems in selected areas of the organization's activity, as well as in collecting, analysing and presenting data.
	In terms of social competences:
EK 5	Student are prepared to work independently, self-study and acquire knowledge from various sources.

Course content	
Class format - lectures	
	Course content
W1	Data and basic statistical norms.
W2	Random variable. Applications of the concept of random variables in management and quality sciences.
W3	Estimators and their properties.
W4	Estimations: the least mean squares method (LMS), maximum likelihood estimation method (MLE), method of moments (MM).
W5	Testing statistical hypotheses.
W6	Test for equality of distribution.
W7	Generating pseudo-random numbers.
W8	Parametric and non-parametric measures of dependence, chi-square test.
W9	Designing statistical experiments.
W10	Multi-dimensional analysis.
W11	Regression analysis.
W12	The Monte Carlo Method.
W13	Time series.
Class format – labs	
	Course content
L1	Presentation of computational techniques and data collection methods, in particular data in management sciences.
L2	Estimators and their properties.
L3	Estimating parameters using the least mean squares method (LMS), maximum likelihood estimation method (MLE), and the method of moments (MM) – examples of problems from management sciences.
L4	Testing statistical hypotheses in problems relating to management sciences.
L5	Testing the equality of distribution.
L6	Generating pseudo-random numbers in the context of carrying out experiments in management sciences.
L7	Parametric and nonparametric measures of dependence in the context of management sciences.
L8	Designing an experiment in management sciences.
L9	Multi-dimensional analyses.
L10	Regression analyses.
L11	Monte Carlo method and its application in resolving management problems.
L12	Forecasting time series.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Practicals, labs.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Passing lectures.*	*60%*
O2	*Passing labs.*	*60%*

	Required textbooks and other reading
1	*Koronacki J., Mielniczuk J., Statystyka dla studentów kierunków technicznych i przyrodniczych, WNT, Warszawa 2006.*
2	*Krysicki W., Bartos J., Dyczka W., Królikowska K., Wasilewski M., Rachunek prawdopodobieństwa i statystyka matematyczna w zadaniach cz. 1 i 2, Wydawnictwo PWN, Warszawa 2005.*
3	*Hryniewicz O., Wykłady ze statystyki dla studentów informatycznych technik nauczania, wydawnictwo WSISiZ, Warszawa 2004.*
	Recommended (supplementary) textbooks and other reading
1	*Kozłowski E., Analiza i identyfikacja szeregów czasowych, Wydawnictwo Politechniki Lubelskiej, Lublin 2015.*
2	*Gajek L., Kałuszka M., Wnioskowanie statystyczne. Modelowanie i metody, WNT, Warszawa 2000.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*60*
participation in lectures	*15*
participation in practicals/tutorials	*15*
participation in labs	*30*
Student's own work, including:	*15*
preparation to passing lectures	*5*
preparation to practicals/tutorials	*5*
preparation to labs	*5*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_W01+, Z2A_W02+, Z2A_W11+, Z2A_W14++, Z2A_W15+++, Z2A_W17+++*	*[C1, C2]*	*[W1-W13]*	*[1]*	*[O1]*
EK 2	*Z2A_W01+, Z2A_W11+, Z2A_W14++, Z2A_W15+++, Z2A_W17+++*	*[C1, C2]*	*[W1-W13]*	*[1]*	*[O1]*
EK 3	*Z2A_U01+, Z2A_U02+++, Z2A_U03+++, Z2A_U04+++, Z2A_U06++, Z2A_U07+, Z2A_U12+,*	*[C2,C3]*	*[L1-L12]*	*[2]*	*[O2]*

	Z2A_U14++, Z2A_U15+				
EK 4	Z2A_U01+, Z2A_U02+++, Z2A_U03+++, Z2A_U04+++, Z2A_U06++, Z2A_U07+, Z2A_U12+, Z2A_U14++, Z2A_U15+	*[C2, C3]*	*[L1-L12]*	*[2]*	*[O2]*
EK 5	Z2A_K02++, Z2A_K03++	*[C1, C2, C3]*	*[W1-W13, L1-L12]*	*[1,2]*	*[O1, O2]*

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Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Managerial Accounting*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-05*
Year:	*I*
Semester:	*1*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*45*
Lectures	*15*
Practicals/Tutorials	*-*
Labs	*30*
Project	*-*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives		
C1	Familiarizing students with managerial accounting issues, in particular cost accounting.	
C2	Acquainting students with applications of cost accounting in decision-making processes.	

Prerequisites in terms of knowledge, skills and other competencies	
1	Basic knowledge of accounting.

Learning outcomes	
	In terms of knowledge:
EK 1	Students have in-depth knowledge needed to identify, diagnose and resolve decision-making problems arising out in organizations in various areas of their operation.
EK 2	Students are familiarized with the methods and tools of managerial accounting and their applications in decision-making processes.
EK 3	Students have in-depth knowledge needed to identify, diagnose and resolve problems relating to planning and control.
	In terms of skills:
EK4	Students can select suitable methods to analyse the problems that may emerge in organizations and appropriate tools to solve those problems; the student can also make critical assessments of prepared solutions.
EK5	Students can make strategic and operational decisions using the methods and tools supporting decision-making processes.
EK6	Students can select appropriate methods and manage information and financial resources in order to perform tasks efficiently and effectively.
	In terms of social competences:
EK7	Students are prepared to acquire relevant information and make informed, independent decisions.

Course content	
Class format - lectures	
	Course content
W1	Managerial accounting and financial accounting.
W2	Costs as a criterion for assessment of decisions efficiency.
W3	Full costs accounting. Variable costs accounting for single- and multi-product manufacturing.
W4	The use of variable costs accounting in decision-making processes.
W5	Assessment of products profitability and selection of technology.
W6	The use of break-even point in estimating investment risk. Operating leverage.
W7	Assessment of cooperation profitability. Bottom price level.
W8	Activity-based costing.
Class format – labs	
	Course content
L1	Revision of cost calculation methods.
L2	Methods of cost classification into fixed and variable costs. Assessment of cost variability.
L3	Full costs accounting. Variable costs accounting for single- and multi-product manufacturing.
L4	Building an optimal manufacturing program under constraints.
L5	Assessment of products profitability and selection of technology.
L6	Prices over long time period. Cost-based pricing methods.
L7	Assessment of cooperation profitability. Bottom price level.
L8	Break-even point for one product manufactured in a multi-product manufacturing system. Assessment of break-even point sensitivity.
L9	Operating, financial and total leverage in planning.
L10	Activity-based costing (ABC).
L11	Theory of constraints (TOC).
L12	New cost accounting models.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Solving tasks.*
3	*Case studies.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Passing lectures.*	*50%*
O2	*Passing labs.*	*50%*

	Required textbooks and other reading
1	*Janik W., Paździor M., Rachunkowość zarządcza i controlling wyd. Politechniki Lubelskiej, Lublin 2012.*
2	*Janik W., Zarządzanie operacyjne kosztami wyd. Politechniki Lubelskiej, Lublin 2012.*
3	*Sojak S., Rachunkowość zarządcza i rachunek kosztów, TNOiK, Warszawa 2015.*
4	*Świderska G. (Ed.), Controlling kosztów i rachunkowość zarządcza, Difin, Warszawa 2017.*
	Recommended (suplementary) textbooks and other reading
1	*KiziukiewiczT. (Ed.), Rachunkowość zarządcza, Wydawnictwo Ekspert, Wrocław 2013.*
2	*Sobańska I. (Ed.), Rachunek kosztów w zarządzaniu przedsiębiorstwem, Wyd. C.H. Beck, Warszawa 2009.*
3	*Gabrusewicz W., Kamela – Sowińska A., Poetschke H., Rachunkowość zarządcza, PWE, Warszawa 2005.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*45*
participation in lectures	*15*
participation in labs	*30*
Student's own work, including:	*30*
preparation to labs	*15*
preparation to lectures passing	*15*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	Z2A_W02+++	*[C1, C2]*	*[W1-W8]*	*[1, 3]*	*[O1]*
EK 2	Z2A_W08+++	*[C1, C2]*	*[W1-W8]*	*[1, 3]*	*[O1]*
EK 3	Z2A_W12++	*[C1, C2]*	*[W6]*	*[1, 3]*	*[O1]*
EK 4	Z2A_U03+++	*[C1, C2]*	*[L1-L12]*	*[2, 3]*	*[O2]*
EK 5	Z2A_U07+++	*[C1, C2]*	*[L1-L12]*	*[2, 3]*	*[O2]*
EK 6	Z2A_U17+++	*[C1, C2]*	*[L1-L12]*	*[2, 3]*	*[O2]*
EK 7	Z2A_K03++	*[C1, C2]*	*[W1-W8] [L1-L12]*	*[1, 2, 3]*	*[O1, O2]*

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Organizational unit:	Faculty of Management Department of Finance and Accounting

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Entrepreneurship*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-06*
Year:	*I*
Semester:	*1*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*45*
Lectures	*30*
Practicals/Tutorials	*15*
Labs	*-*
Project	*-*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Exam/credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with basic entrepreneurship concepts, core characteristics of entrepreneurial activity and features of good businessperson.
C2	Providing students with knowledge about the types and importance of entrepreneurial activities.
C3	Developing the students' entrepreneurial approaches and motivating them to undertake entrepreneurial activities.

Prerequisites in terms of knowledge, skills and other competencies	
1	Knowledge of management.
2	Ability to analyse social and economic phenomena.
3	Team working ability.

Learning outcomes	
	In terms of knowledge:
EK 1	Students have in-depth knowledge of various types of entrepreneurship and can explain its essence and conditions.
EK 2	Students have in-depth knowledge needed to diagnose and resolve problems associated with planning, developing and performing entrepreneurial activity.
	In terms of skills:
EK3	Students are able to make observations of phenomena and processes occurring in organizations and their environments and can identify opportunities for various entrepreneurial activities.
EK4	Students can independently develop creative solutions to the problems related to planning, conducting and expanding entrepreneurial activities in various areas of social life, and to this end is able collaborate with others.
EK5	Students can identify and formulate research problems relating to both individual and organizational entrepreneurship.

	In terms of social competences:
EK6	Students are prepared to search creatively for opportunities of entrepreneurial actions.
EK7	Students are open to emerging chances and opportunities and are prepared to independently create and manage complex undertakings in compliance with professional ethics principles.

Course content	
Class format - lectures	
	Course content
W1	Revolution of entrepreneurship. Multi-dimensional nature of entrepreneurship.
W2	The history of development of entrepreneurship theories.
W3	The essence and definitions of entrepreneurship and entrepreneurs.
W4	Types of entrepreneurships: criteria relating to persons undertaking entrepreneurial actions.
W5	Types of entrepreneurships: criteria relating to specific features of entrepreneurial actions.
W6	Entrepreneur and individual entrepreneurship. Leadership and negotiation abilities.
W7	Internal entrepreneurship (intra-entrepreneurship).
W8	Entrepreneurial process: identification of entrepreneurial opportunities.
W9	Entrepreneurial process: assessment and selection of ideas.
W10	Entrepreneurial process: planning and expanding entrepreneurial activity.
W11	Success factors of entrepreneurial actions.
W12	Integrated conception of entrepreneurship – significance and conditions.
W13	Entrepreneurship in the concept of sustainable development.
W14	Poland in entrepreneurship survey models.
W15	From dream to success.
Class format - practicals/tutorials	
	Course content
ĆW1	Introduction to entrepreneurship. Discussion on entrepreneurship.
ĆW2	Definitions of entrepreneurship and entrepreneur – comparative analysis. Discussion. Self-assessment of entrepreneurial competencies. Individual and group practicals stimulating divergent thinking.
ĆW3	Types of entrepreneurship – case studies. Discussion.
ĆW4	Individual entrepreneurship. Developing the concept of assessment of entrepreneurial competencies of students.
ĆW5	Generating and evaluating creative ideas – individual and group practicals.
ĆW6	Intra-entrepreneurship – case study. Developing the concept of the study of entrepreneurial level of selected organization.
ĆW7	Negotiation skills in entrepreneurial actions – case study. Discussion.
ĆW8	Success factors of entrepreneurial actions – case study. Discussion.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Case studies.*
3	*Discussions.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Exam.*	*51%*
O2	*Evaluation of assignments.*	*51%*

Required textbooks and other reading	
1	*Majkut R., Przedsiębiorczość w świetle uwarunkowań interdyscyplinarnych, Wydawnictwo CeDeWu.pl, Warszawa 2014.*
2	*Mieszajkina E., Zarządzanie przedsiębiorcze w małych firmach, Wydawnictwo Politechniki Lubelskiej, Lublin 2018.*
3	*Piecuch T., Przedsiębiorczość. Podstawy teoretyczne, Wydawnictwo C.H.Beck, Warszawa 2010.*
4	*Targalski J., Francik A. (Ed.), Przedsiębiorczość i zarządzanie firmą. Teoria i praktyka, Wydawnictwo C.H.Beck, Warszawa 2009.*
Recommended (supplementary) textbooks and other reading	
1	*Drucker P.F., Innowacja i przedsiębiorczość. Praktyka i zasady, PWE, Warszawa 1992.*
2	*Glinka B., GudkovaS., Przedsiębiorczość, Wydawnictwo Wolters Kluwer, Warszawa 2011.*
3	*Kurczewska A., Przedsiębiorczość jako proces współoddziaływania sposobności i intencji przedsiębiorczych, PWE, Warszawa 2013.*
4	*MellorR.B., Coulton G., Chick A., Bifulco A., Mellor N., Fisher A., Przedsiębiorczość, Polskie Wydawnictwo Ekonomiczne S.A., Warszawa 2011.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*45*
participation in lectures	*30*
participation in practicals/tutorials	*15*
Student's own work, including:	*30*
preparation to practicals/tutorials	*15*
preparation to exam	*15*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_W01++, Z2A_W05+++, Z2A_W07++, Z2A_W09++, Z2A_W11+*	*[C1, C2]*	*[W1-W15]*	*[1]*	*[O1]*
EK 2	*Z2A_W02 ++, Z2A_W05+++,*	*[C1, C2]*	*[W1-W15]*	*[1]*	*[O1]*

	Z2A_W07++, *Z2A_W09++,* *Z2A_W11+*				
EK 3	*Z2A_U01+++,* *Z2A_U09+++,* *Z2A_U19+,* *Z2A_U22++*	*[C3]*	*[ĆW1-ĆW8]*	*[2, 3]*	*[O2]*
EK 4	*Z2A_U03+,* *Z2A_U08+++,* *Z2A_U09+++,* *Z2A_U19+,* *Z2A_U22+++*	*[C3]*	*[ĆW1-ĆW8]*	*[2, 3]*	*[O2]*
EK 5	*Z2A_U12+++*	*[C3]*	*[ĆW4, ĆW6]*	*[2, 3]*	*[O2]*
EK 6	*Z2A_K02+,* *Z2A_K04+++*	*[C3]*	*[ĆW1-ĆW8]*	*[2, 3]*	*[O2]*
EK 7	*Z2A_K02+++,* *Z2A_K03++,* *Z2A_K04+++,* *Z2A_K06++*	*[C3]*	*[ĆW1-ĆW8]*	*[2, 3]*	*[O2]*

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Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Enterprise Diagnosis*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-07*
Year:	*I*
Semester:	*1*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*45*
Lectures	*30*
Practicals/Tutorials	*15*
Labs	*-*
Project	*-*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives		
C1	Familiarizing students with diagnostic models and perspectives.	
C2	Acquainting students with enterprise diagnostic methodologies.	
C3	Acquainting students with diagnostic techniques and tools.	

Prerequisites in terms of knowledge, skills and other competencies		
1	Basic knowledge of management functions and principles.	

Learning outcomes	
	In terms of knowledge:
EK 1	Students know and understand the basic concepts of enterprise diagnosis.
EK 2	Students know diagnostic techniques and tools used in evaluating particular resources and functions of an enterprise.
EK 3	Students know and understand the methodology of diagnostic works.
	In terms of skills:
EK4	Students are able to formulate the goals and scope of diagnostic works to be carried out in an enterprise.
EK5	Students can select suitable techniques and tools for carrying out an enterprise diagnosis.
EK6	Students are able to carry out a diagnosis of selected functional areas of an enterprise and can formulate conclusions resulting from the diagnosis.
	In terms of social competences:
EK7	Students are prepared to assess creatively the efficiency of enterprises.
EK8	Students are prepared to creatively resolve problems emerging in enterprises using diagnostic methods and techniques.

	Course content
	Class format - lectures
	Course content
W1	Basic enterprise diagnosis concepts: economic analysis, economic diagnosis, techniques and stages of analytical and diagnostic work, basis for making comparisons, assessment in diagnosis.
W2	The goals and functions of managerial diagnosis: links between managerial diagnosis and management, areas of managerial diagnosis, assessment criteria, recipients of diagnoses, types of diagnoses.
W3	Models organizing the enterprise diagnoses. Sources of information needed to carry out a diagnosis.
W4	Diagnostic tools – data collecting methods: secondary data analysis, questionnaire surveys, observation, interview.
W5	Creating measures and standards for the needs of enterprise diagnosis.
W6	Methods used in solving organizational problems and making decisions.
W7	The use of diagnose findings in setting out the strategic and restructuring goals.
	Class format - practicals/tutorials
	Course content
ĆW1	Methods and techniques used in collecting diagnostic data on strategic and operational levels, internal and external – case study.
ĆW2	Developing diagnostic questionnaires and a structured interview outline for a selected functional area or enterprise sub-system.
ĆW3	Analysis and diagnosis of enterprise resources – selection of diagnostic methods for different groups of resources. Qualitative and quantitative approach – case study.
ĆW4	Selection and application of the selected model organizing the enterprise diagnosis.
ĆW5	Diagnosing enterprise resources using a two-dimensional approach: functional and resource-based.
ĆW6	Developing measures and standards for evaluating selected sub-systems of an enterprise. Formulating conclusions from the diagnosis – case study.

	Didactic methods
1	*Lectures with multimedia presentations.*
2	*Case studies.*
3	*Working in groups.*
4	*Thematic project.*

Evaluation method symbol	Description of evaluation method	Pass threshold
	Evaluation methods and criteria	
O1	*Lectures passing.*	*51%*
O2	*Practicals/tutorials passing.*	*51%*
O3	*Evaluation of projects and analysis of cases.*	*51%*

	Required textbooks and other reading
1	*Henzel P., Diagnoza organizacji. Pierwszy krok do uzdrowienia firmy, Helion, Gliwice 2011.*
2	*Hartenberger-Liszek J., Problemy poznawcze diagnozowania ekonomicznego przedsiębiorstw, Wydawnictwo UG, Gdańsk 2014.*

3	*Sierpińska M., Jachna T., Ocena przedsiębiorstwa wg standardów światowych, Wydawnictwo naukowe PWN, Warszawa 2004.*
Recommended (supplementary) textbooks and other reading	
1	*Bieniok H., Ingram M., Marek J., Kompleksowa metoda diagnozowania systemu zarządzania przedsiębiorstwem, AE Katowice, Seria: Nowoczesne zarządzanie w biznesie, Zeszyt 2, 1999.*
2	*Ziemski S., Problemy dobrej diagnozy, WP, Warszawa 1973.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*45*
participation in lectures	*30*
participation in practicals/tutorials	*15*
Student's own work, including:	*30*
preparation to practicals/tutorials	*15*
preparation to passing lectures and practicals/tutorials	*15*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_W01+, Z2A_W02+++, Z2A_W12++, Z2A_W14++, Z2A_W16++, Z2A_W17++*	*[C1, C2,C3]*	*[W1, W2, W3]*	*[1]*	*[O1]*
EK 2	*Z2A_W14++, Z2A_W15+, Z2A_W16 ++, Z2A_W17++*	*[C2,C3]*	*[W3-W5]*	*[1]*	*[O1]*
EK 3	*Z2A_W02+++, Z2A_W12++, Z2A_W14++, Z2A_W17+*	*[C2,C3]*	*[W3, W4, W6, W7]*	*[1]*	*[O1]*
EK 4	*Z2A_U01++, Z2A_U02++, Z2A_U06++, Z2A_U12++, Z2A_U15++*	*[C2,C3]*	*[ĆW3, ĆW4]*	*[2, 3, 4]*	*[O2, O3]*
EK 5	*Z2A_U03++, Z2A_U06+++, Z2A_U09+, Z2A_U12+*	*[C1, C2,C3]*	*[ĆW2, ĆW4]*	*[2, 3, 4]*	*[O2, O3]*
EK 6	*Z2A_U01++, Z2A_U06+++,*	*[C1, C2,C3]*	*[ĆW1-ĆW6]*	*[2, 3, 4]*	*[O2, O3]*

	Z2A_U08+++, Z2A_U09+, Z2A_U13+				
EK 7	Z2A_K01+++, Z2A_K06+	[C1-C3]	[W7, ĆW6]	[1, 2, 3, 4]	[O1, O2, O3]
EK 8	Z2A_K01 +++, Z2A_K04 +	[C1-C3]	[W7, ĆW6]	[1, 2, 3, 4]	[O1, O2, O3]

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Organizational unit:	Faculty of Management Department of Management

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Customer Relations Management*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-08*
Year:	*I*
Semester:	*1*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*45*
Lectures	*15*
Practicals/Tutorials	*30*
Labs	*-*
Project	*-*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with various aspects of building long-term relations with customers, including legal and economic conditions of this process.
C2	Acquainting students with knowledge on the profitability of customers of various types of enterprises.
C3	Developing the students' practical skill in using customer relations management concepts in day-to-day operations of enterprises and in applying tools designed to establish and maintain lasting and profitable relations with customers.
C4	Acquiring by students practical skills relating to exemplary implementations of customer relations management concepts in various enterprises.
C5	Acquiring by students theoretical and practical knowledge on the systemic approach to the concept of customer relations management.

Prerequisites in terms of knowledge, skills and other competencies	
1	Knowledge of marketing rudiments.
2	Computer skill, including basic knowledge of MS Office software.

Learning outcomes	
	In terms of knowledge:
EK 1	Students understand the assumptions of the customer relations management concept (CRM).
EK 2	Students know practical applications of the concept of customer relations management (CRM).
	In terms of skills:
EK3	Students are able to design effective and efficient CRM system and can monitor and analyse its operation in the enterprise.
EK4	Students are able to analyse customers' behaviours in the context of relations management.
	In terms of social competences:
EK5	Students are prepared to build lasting and profitable relations with the customers.

EK6	Students are prepared to take care of the company's business through the prism of creating the company's relations with its customers.	

Course content	
Class format - lectures	
	Course content
W1	The genesis of the CRM concept, legal and economic aspects.
W2	Basic marketing communication tools in CRM.
W3	Customer service system as a base for creating and managing customer relations.
W4	Managing claims and complaints. Organizational and legal approach.
W5	Legal and marketing basics for creating customer loyalty.
W6	Customer profitability analysis (CPA).
W7	Segmentation and individualization of customers.
W8	Development of customer service strategies.
W9	Management of key customers.
W10	Sales management in the CRM system.
W11	Brand building and customer relations management.
W12	IT tools used in customer relations management – CRM systems.
W13	Neuro-marketing and building relations with customers. Ethical and legal issues.
W14	Implementation of the CRM system in enterprises.
W15	Effects resulting from the application of CRM strategy for the company.
Class format - practicals/tutorials	
	Course content
ĆW1	Introduction – characteristics of the CRM concept, various definition approaches.
ĆW2	Customer relations management – basics of systemic approach.
ĆW3	CRM implementation methodology. Implementation problems and barriers; possible solutions.
ĆW4	Implementation of the CRM concept in a selected enterprise.
ĆW5	Presentations developed by students on the implementation of CRM in a company of the student's choice.
ĆW6	Building customer loyalty in line with the CRM philosophy and legal regulations.
ĆW7	Presentations on the loyalty program building, developed by the students for a company of their choice.
ĆW8	Justified claims and complaints – how to retain the customers? Legal regulations on the protection of customers and vendors.
ĆW9	Groundless claims and complaints – dealing with unsatisfied customers; how to resolve their problems? Assertive refusal methods, setting boundaries for the customers.
ĆW10	Marketing research for the needs of the CRM system.
ĆW11	Presentations on marketing research, developed by the students for the needs of the customer relations management in a company of their choice.
ĆW12	Segmentation of customers according to the CRM concept.
ĆW13	Audit of customer relations management in an enterprise. How to choose the right CRM software?
ĆW14	Working with an exemplary CRM software within the framework of the customer service module.
ĆW15	Working with an exemplary CRM software within the framework of the meeting calendar module.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Practicals.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Passing of lectures.*	*55%*
O2	*Assessment of tasks performance.*	*60%*

Required textbooks and other reading	
1	*Stachowicz-Stanusch A., CRM: przewodnik dla wdrażających, Wydawnictwo PLACET, Warsaw 2007.*
2	*Storbacka K., Lehtinen J. R., Sztuka budowania trwałych związków z klientami, Oficyna Ekonomiczna, Kraków 2001.*
3	*Dejnaka A., CRM Zarządzanie kontaktami z klientami, ONE, 2002.*
Recommended (supplementary) textbooks and other reading	
1	*Brown S. A., Strategiczne podejście do klientów, PWE, Warsaw 2003.*
2	*Burnett K., Relacje z kluczowymi klientami, Oficyna Ekonomiczna, Kraków 2002.*
3	*Gordon H., Relacje z klientem. Marketing partnerski, PWE, Warsaw 2001.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*45*
participation in lectures	*15*
participation in practicals/tutorials	*30*
Student's own work, including:	*30*
preparation to practicals/tutorials	*15*
preparation to passing lectures	*15*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	Z2A_W01++, Z2A_W02+++, Z2A_W03++, Z2A_W17++	*[C1, C2, C4, C5]*	*[W1-W3, W8-W15]*	*[1]*	*[O1]*
EK 2	Z2A_W02+++, Z2A_W06++, Z2A_W13++, Z2A_W14++	*[C3,C4, C5]*	*[W1, W4-W10, W13, W14]*	*[1]*	*[O1]*
EK 3	Z2A_U03++, Z2A_U04+++,	*[C4, C5]*	*[ĆW1-ĆW8, ĆW13-ĆW15]*	*[2]*	*[O2]*

	Z2A_U07++, Z2A_U09++, Z2A_U13+++, Z2A_U07++, Z2A_U24++				
EK 4	Z2A_U04++, Z2A_U07++, Z2A_U08++	*[C3]*	*[ĆW6-ĆW12]*	*[2]*	*[O2]*
EK 5	Z2A_K02+, Z2A_K03+, Z2A_K04++	*[C3, C5]*	*[W4-W15, ĆW6-ĆW12]*	*[1, 2]*	*[O2]*
EK 6	Z2A_K03+, Z2A_K04++, Z2A_K05++	*[C3, C5]*	*[W4-W15, ĆW6-ĆW12]*	*[1, 2]*	*[O2]*

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Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Managerial Economics*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-09*
Year:	*I*
Semester:	*1*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*45*
Lectures	*15*
Practicals/Tutorials	*30*
Labs	*-*
Project	*-*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with the application of micro-economics in making economic decisions in enterprises.
C2	Developing the students' ability to analyse legal, economic, organizational and technological conditions and factors determining the path of making optimal decisions.
C3	Acquainting students with various issues relating to making decisions in the conditions of uncertainty.
C4	Developing the students' ability to apply various optimization methods in resolving management problems.

Prerequisites in terms of knowledge, skills and other competencies	
1	General knowledge of micro- and macroeconomics, and mathematics.

Learning outcomes	
	In terms of knowledge:
EK 1	Students understand the essence of managerial economics, know general principles and methods of making managerial decisions.
EK 2	Students know and understand the methods used in analysing the most important economic processes in the market environments of enterprises and selected areas of their operation.
EK 3	Students know the basic problems and phenomena relating to making managerial decisions in enterprises.
	In terms of skills:
EK4	Students are able to correctly identify the scope of economic problems that require managerial decisions.
EK5	Students can apply economic analysis tools in considering various variants of managerial decisions.
EK6	Students are able to justify their managerial decisions, made in order to achieve the optimal state of analysed functional area of the enterprise.

	In terms of social competences:
EK7	Students are prepared to identify and resolve various problems relating to economic activity using acquired knowledge on the managerial economics.

Course content	
Class format - lectures	
	Course content
W1	Introduction to managerial economics (the scope of managerial economics, stages of decision-making process, conditions of decision optimization, rationality and legal determinants of managerial decisions, profit as a function of the private enterprise's goal, alternative goals of the enterprise, goals of the public sector institutions).
W2	Making optimal decisions based on marginal analysis (marginal, extreme values, sensitivity analysis, optimization account).
W3	Demand analysis and optimal pricing policy. Price discrimination. Modelling and forecasting demand – selected aspects.
W4	Production decisions, change of the scope of activity, investment decisions, market entry, benefits of scale and scope, market and industry changes.
W5	Making decisions in the conditions of uncertainty (uncertainty, probability and expected value, decision trees, sequential decisions, risk assessment methods, preferences towards risk, risk alleviation methods, risk in innovative activity, risk associated with operations on international markets, risk aversion).
W6	The role of information in the process of decision-making (the value of information, optimal search for relevant information, intuitive forecasts, value of additional variants, sequential search). Asymmetry of information.
W7	Managerial decision on the competitive and monopolistic market, the problem of effectiveness and balance on different markets.
W8	Legal framework of the protection of competition and competition policy in the conditions of globalization.
Class format - practicals/tutorials	
	Course content
ĆW1	Introduction to managerial economics (the scope of managerial economics, stages of decision-making process, conditions of decision optimization, rationality and legal determinants of managerial decisions, profit as a function of the private enterprise's goal, alternative goals of the enterprise, goals of the public sector institutions).
ĆW2	Making optimal decisions based on marginal analysis (marginal, extreme values, sensitivity analysis, optimization account).
ĆW3	Demand analysis and optimal pricing policy. Price discrimination. Modelling and forecasting demand – selected aspects.
ĆW4	Production decisions, change of the scope of activity, investment decisions, market entry, benefits of scale and scope, market and industry changes.
ĆW5	Making decisions in the conditions of uncertainty (uncertainty, likelihood and expected value, decision trees, sequential decisions, risk assessment methods, preferences towards risk, risk alleviation methods, risk in innovative activity, risk associated with operations on international markets, risk aversion).
ĆW6	The role of information in the process of decision-making (the value of information, optimal search for relevant information, intuitive forecasts, value of additional variants, sequential search). Asymmetry of information.
ĆW7	Managerial decision on the competitive and monopolistic market, the problem of effectiveness and balance on different markets.

ĆW8	Competition protection methods and competition policy in the conditions of globalization – legal and economic perspective.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Working in groups.*
3	*Case studies.*
4	*Solving tasks.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Passing lectures.*	*60%*
O2	*Passing practicals/tutorials.*	*60%*

Required textbooks and other reading	
1	*Samuelson W.F., Marks S., Ekonomia menedżerska. PWE, Warszawa 2009.*
2	*Froeb L.M., McCann B.T., Ekonomia menedżerska. PWE, Warszawa 2012.*
Recommended (supplementary) textbooks and other reading	
1	*Solek A., Optymalne decyzje, Ekonomia menedżerska w zadaniach, Wydawnictwo UE, Kraków 2017.*
2	*Ostoj I., Żelazny R., Tusińska M., Włodarczyk J., Grabowski A., Ekonomia menedżerska – problemy decyzyjne w studiach przypadków, Wydawnictwo UE, Katowice 2015.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*45*
participation in lectures	*15*
participation in practicals/tutorials	*30*
Student's own work, including:	*30*
preparation to practicals/tutorials	*15*
preparation to passing lectures	*15*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z1A_W01 ++, Z1A_W02++, Z2A_W06+, Z1A_W09++, Z1A_W012++, Z1A_W014++*	*[C1, C2, C3, C4]*	*[W1, W8]*	*[1]*	*[O1]*

EK 2	*Z1A_W02++,* *Z1A_W04+,* *Z1A_W12+++,* *Z1A_W14++,* *Z1A_W15+*	*[C2, C4]*	*[W1, W2, W3]*	*[1]*	*[O1]*
EK 3	*Z1A_W01++,* *Z1A_W02++,* *Z2A_W06+,* *Z1A_W09++,* *Z1A_W11+,* *Z1A_W18+*	*[C2, C3]*	*[W1-W8]*	*[1]*	*[O1]*
EK 4	*Z2A_U01++,* *Z2A_U02+,* *Z2A_U05++,* *Z2A_U10+,* *Z2A_U12+++,* *Z2A_U16+*	*[C1, C2, C3]*	*[ĆW1-ĆW8]*	*[2, 3, 4]*	*[O2]*
EK 5	*Z2A_U03+++,* *2A_U04++,* *Z2A_U06++,* *Z2A_U07+,* *Z2A_U08++,* *Z2A_U09++,* *Z2A_U10+,* *Z2A_U11++,* *Z2A_U14++*	*[C2, C3, C4]*	*[ĆW2-ĆW7]*	*[2, 3, 4]*	*[O2]*
EK 6	*Z2A_U03+++,* *2A_U04++,* *Z2A_U06++,* *Z2A_U07+,* *Z2A_U08++,* *Z2A_U09++,* *Z2A_U10+,* *Z2A_U11++,* *Z2A_U14++*	*[C1, C2, C3, C4]*	*[ĆW1-ĆW8]*	*[2, 3, 4]*	*[O2]*
EK 7	*Z2A_K01+++,* *Z2A_K03++,* *Z2A_K04++,* *Z2A_K06+++*	*[C1, C2, C3, C4]*	*[W1-W8, ĆW1-* *ĆW8]*	*[1, 2, 3, 4]*	*[O1, O2]*

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Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	Process Management
Course type:	Mandatory
Course code:	06-15-1-2-01-0-10
Year:	I
Semester:	2
Study mode:	Full-time
Class format and the number of hours per semester:	45
Lectures	15
Practicals/Tutorials	30
Labs	-
Project	-
Number of ECTS credits:	3
Course completion form (evaluation):	Exam/credit
Language of instruction:	English

Course objectives	
C1	Acquainting students with knowledge on the essence and principles of applying the process approach in enterprises.
C2	Familiarizing students with the principles and tools process management.
C3	Familiarizing students with the forms of designing, implementing and improving process management in enterprises.

Prerequisites in terms of knowledge, skills and other competencies	
1	General knowledge of enterprise management basics and designing management systems.
2	Knowledge of classic, functional and hierarchical management systems.

Learning outcomes	
	In terms of knowledge:
EK 1	Students are acquainted with the functional and process orientation in the management of organizations.
EK 2	Students know and understand the methods and goals of process management in enterprises.
EK 3	Students have in-depth knowledge needed to design and improve process-oriented management systems in enterprises.
	In terms of skills:
EK4	Students are able to design the architecture of processes in the enterprise.
EK5	Students are able to draw up the organizational documentation of the process management system.
EK6	Students are able to design the measures and standards to be applied in measuring effects, as well as in perfecting processes in enterprises.
	In terms of social competences:
EK7	Students are prepared to team-working in the process-oriented management of the enterprise.

EK8	Students are prepared to think and act in an enterprising manner in order to improve the work of process teams.

Course content	
Class format - lectures	
	Course content
W1	Functional and process-related orientation in enterprise management, process approach in selected management concepts.
W2	Determinants of the process-oriented organization. The essence and goals of process management.
W3	Developing the architecture of processes – an overview of conceptions.
W4	Methods for identifying and mapping processes. Process modelling. Measures and indicators in the process management.
W5	Maturity levels of the process-oriented organization, process improvement methods.
W6	The concepts and types of organizational structures of process-oriented organizations.
W7	Human resources management in process-oriented organizations, culture of the process-oriented organization.
Class format - practicals/tutorials	
	Course content
ĆW1	Comparison of features of functional and process-oriented organizations.
ĆW2	Contemporary organizations – learning organization, virtual organization, fractal organization, hypertext organization – the process approach.
ĆW3	An analysis of the company's functional management system in the context of implementation of the process orientation.
ĆW4	The principles of classification of processes, developing the architecture of processes.
ĆW5	Creating the enterprise's value chain based on the analysis of processes.
ĆW6	Process mapping – drawing up process maps.
ĆW7	Process mapping – creating workflow diagrams for project teams.
ĆW8	Designing the effectiveness measuring system for elementary processes.
ĆW9	Process improvement methods – practical approach.
ĆW10	Designing changes in the organizational structure of an enterprise that meet the needs of process management.
ĆW11	Development of principles of human resources management in the process-oriented organization.
ĆW12	The concept of supervision and control of process management.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Thematic projects.*
3	*Case studies.*
4	*Working in groups.*

Evaluation methods and criteria		
Evaluation method symbol	Description of evaluation method	Pass threshold
O1	*Exam.*	*60%*
O2	*Passing practicals/tutorials.*	*60%*
O3	*Evaluation of thematic projects and case studies.*	*60%*

Required textbooks and other reading	
1	*Bitkowska A., Kolterman K., Wójcik G., Wójcik K., Zarządzanie procesami w przedsiębiorstwie. Aspekty teoretyczno-praktyczne, Difin, Warsaw 2011.*
2	*Grajewski P., Organizacja procesowa, PWE, Warsaw 2007.*
3	*Rummler G., Brache A., Podnoszenie efektywności organizacji, PWE, Warszawa 2000.*
Recommended (supplementary) textbooks and other reading	
1	*Nowosielski S. (Ed.), Podejście procesowe w organizacjach, Uniwersytet Ekonomiczny w Krakowie, Kraków 2009.*
2	*Hammer M., Reinżynieria i jej następstwa, Wydawnictwo Naukowe PWN, Warszawa 1999.*
3	*Nowosielski S. (Ed.), Podejście procesowe w organizacjach, Uniwersytet Ekonomiczny w Krakowie, Kraków 2009.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*45*
participation in lectures	*15*
participation in practicals/tutorials	*30*
Student's own work, including:	*30*
preparation to practicals/tutorials	*10*
development of thematic projects	*10*
preparation to exam	*10*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_W01++, Z2A_W09+++, Z2A_W11+++, Z2A_W13+*	*[C1]*	*[W1, W2]*	*[1]*	*[O1]*
EK 2	*Z2A_W01+++, Z2A_W09+++, Z2A_W11+++, Z2A_W13+, Z2A_W17+++*	*[C1, C2]*	*[W3-W7]*	*[1]*	*[O1]*
EK 3	*Z2A_W01+++, Z2A_W09+++, Z2A_W11+++, Z2A_W12++, Z2A_W14+, Z2A_W16++, Z2A_W17+*	*[C1, C2, C3]*	*[W3-W7]*	*[1]*	*[O1]*
EK 4	*Z2A_U01+++, Z2A_U09++,*	*[C1, C2, C3]*	*[ĆW3-ĆW4]*	*[2, 4]*	*[O2, O3]*

	Z2A_U10+, *Z2A_U12++,* *Z2A_U18++,* *Z2A_U20+*				
EK 5	*Z2A_U01++,* *Z2A_U02+,* *Z2A_U03++,* *Z2A_U09+++,* *Z2A_U11+++,* *Z2A_U15+,* *Z2A_U19+++,* *Z2A_U22++*	*[C1, C2, C3]*	*[ĆW1-ĆW12]*	*[2, 3, 4]*	*[O2, O3]*
EK 6	*Z2A_U01++,* *Z2A_U02+,* *Z2A_U03++,* *Z2A_U11+++,* *Z2A_U15+++*	*[C2, C3]*	*[ĆW1-ĆW12]*	*[2, 4]*	*[O2, O3]*
EK 7	*Z2A_K02++,* *Z2A_K05++*	*[C2, C3]*	*[ĆW3-ĆW12]*	*[2, 3, 4]*	*[O3]*
EK 8	*Z2A_K04+++,* *Z2A_K05+*	*[C2, C3]*	*[ĆW3-ĆW12]*	*[2, 3, 4]*	*[O3]*

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Organizational unit:	Faculty of Management Department of Management

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Modern Business Instruments*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-11*
Year:	*I*
Semester:	*2*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*45*
Lectures	*15*
Practicals/Tutorials	*30*
Labs	*-*
Project	*-*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Exam/credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with modern tools supporting management processes.
C2	Familiarizing students with knowledge on the holistic approach to evaluating the company's performance.
C3	Acquainting students with tools and methods used in measuring organization's tangible resources.
C4	Acquainting students with tools and methods used in shaping long-term relations with both internal and external clients.

Prerequisites in terms of knowledge, skills and other competencies	
1	General knowledge of strategic management.
2	General knowledge of marketing.
3	General knowledge of marketing research.

Learning outcomes	
	In terms of knowledge:
EK 1	Students know basic concepts and conceptions of holistic enterprise management, including models that allow a diagnosis, control and balanced development of tangible and intangible assets of organizations.
	In terms of skills:
EK2	Students are able to design control and management tools for a given organization.
EK3	Students can use tools and methods supporting the process of making managerial decisions in organizations.
EK4	Students can calculate and manage the customer's value for the organization.
EK5	Students are able to determine the level of indices of organization's intangible resources, i.e., customer satisfaction, employees' motivation, and the level of know-how inside the organization.
	In terms of social competences:
EK6	Students are prepared to recognize the role and significance of knowledge in resolving problems that may arise out in the process of management of organization.

Course content	
Class format - lectures	
	Course content
W1	Main problems relating to contemporary management systems.
W2	Holistic models of enterprise management.
W3	Satisfaction and loyalty of customers.
W4	Business models.
W5	Employees' motivation.
W6	K-SWOT analysis, a tool used in diagnosing organization's intellectual capital.
W7	Balanced scorecard.
Class format - practicals/tutorials	
	Course content
ĆW1	Brief description of the business idea that will be the subject of the students' projects.
ĆW2	Description of the environment of the newly established company (competition, potential customers).
ĆW3	Competitiveness of offerings (advantages, distinctive features). Comparative analysis of current offerings available on the market.
ĆW4	Target market and target client.
ĆW5	Business model proposal.
ĆW6	Organization of a business venture.
ĆW7	Financial analysis of a business venture.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Case studies.*
3	*Discussion with elements of practical problem solving.*
4	*Work in groups.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Exam.*	*60%*
O2	*Passing practicals/tutorials.*	*60%*
O3	*Project passing.*	*60%*

Required textbooks and other reading	
1	*Brilman J., Nowoczesne koncepcje i metody zarządzania, PWE, Warszawa 2002.*
2	*Kaplan R.S., Norton D. P., Strategiczna karta wyników. Jak przełożyć strategię na działanie, Wydawnictwo Naukowe PWN, Warszawa 2019.*
3	*Skowron S., Skowron Ł., Lojalność klienta a rozwój organizacji, Wydawnictwo Difin, Warszawa 2012.*
4	*Trocki M., Zarządzanie projektami, PWE, Warszawa 2003.*
Recommended (supplementary) textbooks and other reading	
1	*EPSI Rating 2009, Customer Satisfaction 2008 Pan European Benchmark, In Time AB, Stockholm 2009.*
2	*The EFQM Excellence Model 1999, The European Foundation for Quality Management, Official Handbook.*

3	*Kaplan R.S., Norton D.P., The Balanced Scorecard: Measures That Drive Performance, Harvard Business Review, July-August 2005.*
4	*Johnson M. D., Customer Orientation and Market Action, National Quality Research Center, University of Michigan Business School, Prince Hall, Upper Saddle River, New Jersey 07458.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*45*
participation in lectures	*15*
participation in practicals/tutorials	*30*
Student's own work, including:	*30*
preparation to practicals/tutorials	*20*
preparation to exam	*10*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_W02+++, Z2A_W04+++, Z2A_W08++, Z2A_W11++, Z2A_W14+++, Z2A_W17+++*	*[C1]*	*[W1-W7]*	*[1]*	*[O1]*
EK 2	*Z2A_U03+++, Z2A_U06+++, Z2A_U07+++, Z2A_U17+++*	*[C1, C2]*	*[ĆW5]*	*[2, 3, 4]*	*[O2, O3]*
EK 3	*Z2A_U03+++, Z2A_U06+++, Z2A_U07+++, Z2A_U17+++*	*[C1, C2, C3]*	*[ĆW5 – ĆW7]*	*[2, 3, 4]*	*[O2, O3]*
EK 4	*Z2A_U03+++, Z2A_U06+++, Z2A_U07+++, Z2A_U17+++*	*[C3, C4]*	*[ĆW5]*	*[2, 3, 4]*	*[O2, O3]*
EK 5	*Z2A_U03+++, Z2A_U06+++, Z2A_U07+++, Z2A_U17+++*	*[C4]*	*[ĆW1-ĆW7]*	*[2, 3, 4]*	*[O2, O3]*
EK 6	*Z2A_K01+++, Z2A_K02++, Z2A_K03+++*	*[C1, C2, C3, C4]*	*[W1–W7, ĆW1–ĆW7]*	*[1, 2, 3, 4]*	*[O1, O2, O3]*

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Organizational unit:	Faculty of Management Department of Strategy and Business Planning

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Project Management*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-12*
Year:	*I*
Semester:	*2*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*45*
Lectures	*15*
Practicals/Tutorials	-
Labs	-
Project	*30*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with the specificity and types of projects.
C2	Familiarizing students with the essence and importance of project management issues.
C3	Acquainting students with the project management methodology.
C4	Developing the students' ability to create project management conceptions.
C5	Developing the students' ability to use various project management tools and techniques.
C6	Developing the students' ability to apply IT tools in project management.
C7	Strengthening the students' attitude to expand their knowledge independently.

Prerequisites in terms of knowledge, skills and other competencies	
1	Basic knowledge of management.

Learning outcomes	
	In terms of knowledge:
EK 1	Students are familiarized with the main features of projects, processes and areas of project management.
EK 2	Students know the project management terminology.
	In terms of skills:
EK3	Students are able to select the right project management methodology corresponding to the project specificity.
EK4	Students can develop the general conception of project management.
EK5	Students can propose solutions to particular areas of project management.
EK6	Students are able to apply IT tools in the project management.
	In terms of social competences:
EK7	Students are prepared to independently expand their knowledge.

Course content
Class format - lectures

	Course content
W1	Definition and features of the projects, types of projects, project life cycle.
W2	Developing the vision of a project, initiating and defining of projects. Analysis of limitations and management of the project scope.
W3	Time management – types of dependencies between tasks, classic critical path approach and contemporary critical chain approach; developing the project implementation schedule and monitoring task accomplishments.
W4	Resource management – identification of resources, allocation of resources, organizational structures in project management.
W5	Cost management – analysis of the project profitability, budgeting methods, project costs control. Risk management – the methods of identification and quantification of risks, risk management in a project. Management of the project quality and integrity.
W6	Project management methodology – PMI and PRINCE.
W7	Agile methodologies in project management. IT tools in project management.
**Class format – project**

	Course content
P1	Discussing the project goal and scope and analysing the functions available in used project management software.
P2	Creating the project vision, setting its goals and goals achievement measurement methods.
P3	Defining the project, analysing its limitations, drawing up the project card.
P4	Networking methods in project management.
P5	Determining the project scope. Critical Path Method (CPM).
P6	Identification of dependencies between tasks.
P7	Development of the project schedule. CPM COST method.
P8	Development of the list of available resources. Program Evaluation and Review Technique (PERT).
P9	Development of Responsibility Assignment Matrix (RAM).
P10	Assignment of resources to tasks and balancing of resources.
P11	Estimation of project costs.
P12	Development of communication plans in the project.
P13	Development of quality management and risk management plans.
P14	Computer simulation of project implementation.
P15	Analysis of reports and projects summary.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Project.*
3	*Discussion.*
4	*Case studies.*
5	*Working with project management supporting software.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Lectures passing.*	*60%*
O2	*Evaluation of project progress.*	*60%*
O3	*Project pass.*	*60%*

	Required textbooks and other reading
1	*Pisz, I., Łapuńka I., Zarządzanie projektami w logistyce, Difin, Warszawa 2015.*
2	*Trocki, M., Nowoczesne zarządzanie projektami, PWE, Warszawa 2012.*
3	*Kisielnicki, J., Zarządzanie projektami. Ludzie – procedury – wyniki. Wydawnictwo Nieoczywiste, Piaseczno 2017.*
4	*Janasz K., Zarządzanie projektami w organizacji, Wydawnictwo Difin, Warszawa 2014.*
	Recommended (supplementary) textbooks and other reading
1	*Meredith J.R., Mantel S.J., Project Management. A managerial approach, Wydawnictwo John & Sons, 2010.*
2	*Marek, R., Zarzadzanie projektami logistycznym Wybrane zagadnienia, Wydawnictwo Akademii Morskiej, Gdynia 2010.*
3	*Kasperek M., Planowanie i organizacja projektów logistycznych, Wydawnictwo Akademii Ekonomicznej w Katowicach, Katowice 2006.*
4	*Grucza B., Ćwik, K., Zarządzanie projektami – studia przypadków, Oficyna Wolters Kluwer business, Warszawa 2013.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*45*
participation in lectures	*15*
participation in practicals/tutorials	*30*
Student's own work, including:	*30*
project development	*20*
preparation to lectures passing	*10*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_W02+, Z2A_W09++, Z2A_W11++*	*[C1, C2]*	*[W1–W7]*	*[1]*	*[O1]*
EK 2	*Z2A_W11++, Z2A_W15+++*	*[C2, C3]*	*[W1-W7]*	*[1]*	*[O1]*
EK 3	*Z2A_U03+++, Z2A_U06+, Z2A_U10++*	*[C2, C3]*	*[P2-P5]*	*[2, 3, 4]*	*[O2, O3]*
EK 4	*Z2A_U07++, Z2A_U17++*	*[C1, C4]*	*[P2-P4]*	*[2, 3, 4]*	*[O2, O3]*
EK 5	*Z2A_U08++, Z2A_U09++, Z2A_U11++*	*[C2, C5]*	*[P6-P9]*	*[2, 3, 4]*	*[O2, O3]*
EK 6	*Z2A_ U04+++, Z2A_U14++*	*[C2, C6]*	*[P1-P15]*	*[2, 3, 4, 5]*	*[O2, O3]*

EK 7	Z2A_K01+, Z2A_K02++	[C7]	[W1–W7, P1-P15]	[1, 2, 3, 4, 5]	[O1, O2, O3]

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Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Operational Research in Management*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-13*
Year:	*I*
Semester:	*2*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*45*
Lectures	*15*
Practicals/Tutorials	*-*
Labs	*30*
Project	*-*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives		
C1	Familiarizing students with classes of decision problems that can be solved with operational research methods.
C2	Familiarizing students with the principles of creating mathematical models for different situations requiring a decision, taking into account the limitations caused by adopting assumptions that simplify models in relation to reality.
C3	Familiarizing students with basic problem solving algorithms.

Prerequisites in terms of knowledge, skills and other competencies		
1	The student knows the matrix notation of systems of equations, operations on matrices, and basics of probability theory.
2	Knowledge of a spreadsheet.

Learning outcomes		
	In terms of knowledge:
EK 1	Students know methodologies of operational research that allow to define problems in the field of management sciences.
EK 2	Students know the language of quantitative methods used to express strategic goals of the organization as decision optimization problems.
EK 3	Students are familiarized with specialized applications of advanced operational research methods and IT tools used in analysing and presenting data.
	In terms of skills:
EK 4	Students are able to select the right analytical methods and tools to solve problems relating to the operational research domain that emerge inside organizations and their environments, as well as critically evaluate the proposed solutions.
EK 5	Students are able to use specialized methods of operational research and IT tools in order to solve problems emerging in selected areas of organization's activity and its environment, and to collect, analyse and present relevant data.

EK 6	Students can, as far as possible, work out a holistic diagnosis of the situation, critically analyse prepared models of situations requiring decision, and select optimal solutions.	
EK 7	Students can use universally accepted terminology and the way of recording and presenting data, typical for the use of operational research in the processes of planning and solving problems emerging in organizations and their environments.	
	In terms of social competences:	
EK 8	Students are prepared to expand constantly and independently their knowledge and to apply acquired knowledge for the needs of organization.	

Course content	
Class format - lectures	
	Course content
W1	Introduction to operational research. Operational research as a knowledge domain: a brief history and classification of basic branches of operational research.
W2	Linear programming: definition, set of permissible solutions, solving linear programming tasks, multiple solutions. Linear programming limitations.
W3	Linear programming: selection of an optimal production plan with limited availability of production means. Dual task – development of and economic interpretation of selected optimal production plan.
W4	Linear programming: optimal diet/mix task. Examples of contradictory tasks (i.e. having no solutions) and tasks with unlimited solutions.
W5	Integer programming: definition. Characteristic features of integer programming: impossibility of calculating optimal integer solutions in general case by rounding the fractional solutions, multiple solutions, influence of integer variables on the feasible set, high computation time requirements for the optimization of integer algorithms.
W6	Optimal cutting task as an example of integer linear programming. Knapsack tasks.
W7	Transport task and transport and manufacture task, jobs assignment task – an example of linear programming tasks with guaranteed integer solutions.
W8	Transportation networks as an example of graphs. Exemplary network optimization tasks: shortest pathway, maximal flow, travelling salesman problem.
W9	Non-linear programming – definition, basic types of non-linear programming tasks important from a practical point of view.
W10	Multi-criteria optimization: quotient programming, simultaneous maximization of many goal functions, targeted programming.
W11	Dynamic programming – introduction.
W12	Decision trees – making decisions in the conditions of uncertainty.
W13	Decision games: games with and without a saddle point, pure and mixed strategies, games with nature.
W14	Mass service systems – introduction to the queue theory.
W15	Basic inventory models in the inventory theory.
Class format – labs	
	Course content
L1	Introduction to the modelling with spreadsheets. Limitations of spreadsheet applications for optimization.
L2	Linear programming: selection of optimal production plan with limited availability of production means. Dual task.
L3	Linear programming: optimal diet/mix task. Examples of contradictory tasks, i.e. tasks with no solutions.

L4	Integer linear programming. Optimal cutting task. Knapsack task. The impact of variable integer conditions on the calculation time.
L5	Linear programming tasks with guaranteed integer solutions: transport task and transport and manufacture task, jobs assignment task.
L6	Network optimization tasks: shortest pathway, maximal flow.
L7	Network optimization task: travelling salesman problem.
L8	Solving tasks with optimization software.
L9	Linear programming: complex issues relating to job assignment.
L10	Multi-criteria optimization: quotient programming, simultaneous maximization of many goal functions.
L11	Non-linear programming: exemplary tasks, presentation and discussion of possible problems related to the correct operation of optimization software.
L12	Multi-criteria optimization: targeted programming.
L13	Simple dynamic programming models.
L14	Decision games: solving, calculating mixed strategies using linear programming.
L15	Simple inventory theory models.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Computer labs.*
3	*Solving tasks.*

Evaluation methods and criteria		
Evaluation method symbol	Description of evaluation method	Pass threshold
O1	*Lecture pass.*	*60%*
O2	*Passing labs.*	*60%*
O3	*Evaluation of completed tasks.*	*60%*

Required textbooks and other reading	
1	*Banek T., Badania operacyjne. Rachunek ryzyka, Seria: Monografie Nr 2, WSZiA w Zamościu, Lublin 2000.*
2	*Ignasiak E. (Ed.), Badania operacyjne, PWE, Warszawa 2001.*
3	*Jędrzejczyk Z., Kukuła K., Skrzypek J., Walkosz A., Badania operacyjne w przykładach i zadaniach, Wydawnictwo Naukowe PWN, Warszawa 2011.*
4	*Nowak E., Decyzyjne rachunki kosztów. Kalkulacje menedżera, Wydawnictwo Naukowe PWN, Warszawa 1994.*
Recommended (supplementary) textbooks and other reading	
1	*Hillier F.S., Lieberman G. J., Introduction to Operations Research, McGraw-Hill, New York 2001.*
2	*Radzikowski W., Badania operacyjne w zarządzaniu przedsiębiorstwem, Toruńska Szkoła Zarządzania, Toruń 1997.*
3	*Szapiro T. (Ed.), Decyzje menedżerskie z Excelem, PWE, Warszawa 2000.*
4	*Trzaskalik T., Wprowadzenie do badań operacyjnych z komputerem, PWE, Warszawa 2003.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*45*
participation in lectures	*15*

participation in labs	30
Student's own work, including:	30
preparation to labs	20
preparation to passing lectures	10
Total student's workload	75
Total number of the course ECTS credits	3

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	Z2A_W01++, Z2A_W02+, Z2A_W11++, Z2A_W12+++, Z2A_W14++, Z2A_W15+++, Z2A_W17++	[C1]	[W1]	[1]	[O1]
EK 2	Z2A_W01++, Z2A_W02+, Z2A_W11++, Z2A_W12+++, Z2A_W14++, Z2A_W15+++, Z2A_W17++	[C1]	[W2-W8, W14, W15]	[1]	[O1]
EK 3	Z2A_W01++, Z2A_W02+, Z2A_W11++, Z2A_W12+++, Z2A_W14++, Z2A_W15+++, Z2A_W17++	[C3]	[W2,W3, W9-W15]	[1]	[O1]
EK 4	Z2A_U01++, Z2A_U02++, Z2A_U03++, Z2A_U04+++, Z2A_U05+, Z2A_U07+++, Z2A_U08++, Z2A_U09+, Z2A_U10++, Z2A_U12++, Z2A_U14++	[C2, C3]	[L1-L15]	[2,3]	[O2, O3]
EK 5	Z2A_U01++, Z2A_U02++, Z2A_U03++, Z2A_U04+++, Z2A_U05+, Z2A_U07+++, Z2A_U08++, Z2A_U09+,	[C3, C4]	[L1-L15]	[2,3]	[O2, O3]

	Z2A_U10++, Z2A_U12++, Z2A_U14++				
EK 6	Z2A_U01++, Z2A_U02++, Z2A_U03++, Z2A_U04+++, Z2A_U05+, Z2A_U07+++, Z2A_U08++, Z2A_U09+, Z2A_U10++, Z2A_U12++, Z2A_U14++	*[C2, C3]*	*[L1-L15]*	*[2,3]*	*[O2, O3]*
EK 7	Z2A_U01++, Z2A_U02++, Z2A_U03++, Z2A_U04+++, Z2A_U05+, Z2A_U07+++, Z2A_U08++, Z2A_U09+, Z2A_U10++, Z2A_U12++, Z2A_U14++	*[C2, C3]*	*[L9-L15]*	*[2, 3]*	*[O2, O3]*
EK 8	Z2A_K01++, Z2A_K02++	*[C2]*	*[W2, W5, W7, W9-W15, L1, L8]*	*[1,2,3]*	*[O2, O3]*

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Organizational unit:	Faculty of Management Department of Quantitative Methods in Management

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Change Management*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-14*
Year:	*I*
Semester:	*2*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*60*
Lectures	*30*
Practicals/Tutorials	*30*
Labs	*-*
Project	*-*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with current knowledge on the methods and ways of introducing change in organizations.
C2	Familiarizing students with the role of leaders and change agents in the process of organizational change.
C3	Developing the students' ability to introduce change in organizations in line with known models and techniques.
C4	Developing the students' ability to function in a team introducing change.

Prerequisites in terms of knowledge, skills and other competencies	
1	Knowledge of management basics.

Learning outcomes	
	In terms of knowledge:
EK 1	The student has in-depth knowledge of the essence of organizational change, and the types and models of organizational change.
EK 2	The student has in-depth knowledge of the key skills of an effective leader and change agent.
EK 3	The student can explain the role of trust in the process of building open attitudes towards change.
EK 4	The student has in-depth knowledge of organizational culture change and structural changes.
	In terms of skills:
EK 5	The student is able to plan and introduce change in an organization.
EK 6	The student can interpret human behaviours and accordingly select the right methods to reduce resistance to change.
EK 7	The student is able to use techniques of mutual trust building and can create the environment for open and sincere communication.
EK 8	The student can make changes in the organizational structure and carry out cultural changes in the organization.

	In terms of social competences:
EK 9	The student is prepared to introduce change in an organization in a creative and enterprising manner.
EK 10	The student is prepared to perform responsibly the role of a leader and change agent.

Course content	
Class format - lectures	
	Course content
W1	The essence of changes, organizational change, typology of changes.
W2	Models and ways of introducing change.
W3	Man in the process of introducing change.
W4	The roles in the process of introducing change – leader, change agent.
W5	Trust in the process of change.
W6	Shaping participation in the process of change.
W7	Structural changes.
W8	Change of organizational culture.
Class format - practicals/tutorials	
	Course content
ĆW1	The essence and classification of changes – case study.
ĆW2	Models of organizational change – case study.
ĆW3	Man in the process of change – case study.
ĆW4	Resistance towards change – case study.
ĆW5	The role of a change agent – case study.
ĆW6	The skills of a change leader – exercise.
ĆW7	Analysis of changes in the company AT&T – case study.
ĆW8	Trust building in the process of change – case study.
ĆW9	Shaping creative attitudes – exercise.
ĆW10	Participation and success of change – case study.
ĆW11	Culture change – case study.
ĆW12	Communication in the process of change – exercise.
ĆW13	Analysis of changes in the company ABB – case study.
ĆW14	Change in organizational structure – case study.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Exercises in groups.*
3	*Case studies.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Lectures passing.*	*51%*
O2	*Evaluation of task performance.*	*51%*

Required textbooks and other reading	
1	*Sobka M., Zmiany organizacyjne w teorii i praktyce, Wydawnictwo Politechniki Lubelskiej, Lublin 2014.*
2	*Zarębska A., Zmiany organizacyjne w przedsiębiorstwie, Difin, Warszawa 2002.*

3	*Masłyk-Musiał E., Organizacje w ruchu - Strategie zarządzania zmianami, Wydawnictwo Wolters Kluwer Polska – OFICYNA, Warszawa 2003.*
4	*Puczyński P., Zarządzanie zmianą, czyli jak przeżyć nieustającą przeprowadzkę, Onepress, Warszawa 2018.*
5	*Carr D.K., Hard K.J., Trahant W.J., Zarządzanie procesem zmian, PWN, Warszawa 1998.*
6	*Bratnicki M., Zarządzanie zmianami w przedsiębiorstwie, Wydawnictwo Akademii Ekonomicznej w Katowicach, Katowice 1998.*
**Recommended (supplementary) textbooks and other reading**
1	*Koźmiński A.K., Zarządzanie w warunkach niepewności, Wydawnictwo Naukowe PWN, Warszawa 2005.*
2	*Grouard B., Meston F., Kierowanie zmianami w przedsiębiorstwie, Poltext 1997.*
3	*Krawiec F., Zasadnicza zmiana drogą do sukcesu przedsiębiorstwa XXI wieku, WydawnictwoDifin, Warszawa 2007.*
4	*Daniecki W., Strategie zmian – refleksje nad praktyką, Wydawnictwo Academica, Warszawa 2004.*
5	*Clarke L., Zarządzanie zmianą, Gebethner i Ska, Warszawa 1997.*
6	*Steinmann H., Schreyogg G., Zarządzanie. Podstawy kierowania przedsiębiorstwem, Oficyna Wydawnicza Politechniki Wrocławskiej, Wrocław 1995.*
7	*Ściborek Z., Zmiany w organizacji moda czy konieczność?, Wydawnictwo Adam Marszałek, Toruń 2007.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*60*
participation in lectures	*30*
participation in practicals/tutorials	*30*
Student's own work, including:	*15*
preparation to getting credit	*15*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_W02++, Z2A_W04+, Z2A_W05+, Z2A_W09+, Z2A_W11+, Z2A_W12++, Z2A_W13++, Z2A_W14+, Z2A_W17++*	*[C1, C2]*	*[W1, W2]*	*[1]*	*[O1]*
EK 2	*Z2A_W05+++, Z2A_W07+++, Z2A_W09+, Z2A_W10++,*	*[C1, C2]*	*[W3, W4]*	*[1]*	*[O1]*

	Z2A_W11+, Z2A_W12+, Z2A_W13++, Z2A_W16++				
EK 3	Z2A_W05+++, Z2A_W07+++, Z2A_W09+, Z2A_W10++, Z2A_W11+, Z2A_W12+, Z2A_W13++, Z2A_W16++	[C1, C2]	[W5, W6]	[1]	[O1]
EK 4	Z2A_W02++, Z2A_W04+, Z2A_W05+, Z2A_W09+, Z2A_W11+, Z2A_W12++, Z2A_W13++, Z2A_W14+, Z2A_W17++	[C1, C2]	[W7, W8]	[1]	[O1]
EK 5	Z2A_U01+, Z2A_U02++, Z2A_U03+, Z2A_U08++, Z2A_U09+++, Z2A_U10+, Z2A_U11+++, Z2A_U12+, Z2A_U13++, Z2A_U14+, Z2A_U17+, Z2A_U18+, Z2A_U19+++, Z2A_U20+, Z2A_U22++, Z2A_U23+++	[C3, C4]	[ĆW1, ĆW2]	[2, 3]	[O2]
EK 6	Z2A_U17+++, Z2A_U19+++, Z2A_U22++, Z2A_U23+++	[C3, C4]	[ĆW3-ĆW7]	[2, 3]	[O2]
EK 7	Z2A_U17+, Z2A_U19+++, Z2A_U22++, Z2A_U23+++	[C3, C4]	[ĆW8-ĆW10]	[2, 3]	[O2]
EK 8	Z2A_U01+, Z2A_U02++, Z2A_U03++, Z2A_U04+, Z2A_U08++, Z2A_U09+++, Z2A_U10+,	[C3, C4]	[ĆW11-ĆW14]	[2, 3]	[O2

	Z2A_U11+++, *Z2A_U12+,* *Z2A_U13++,* *Z2A_U14+,* *Z2A_U17+,* *Z2A_U19+++,* *Z2A_U20+,* *Z2A_U22++,* *Z2A_U23+++*				
EK 9	*Z2A_K02++,* *Z2A_K03+++,* *Z2A_K04++,* *Z2A_K05+++,* *Z2A_K06++*	*[C3, C4]*	*[ĆW1-ĆW14]*	*[2, 3]*	*[O2]*
EK 10	*Z2A_K02++,* *Z2A_K03+++,* *Z2A_K04++,* *Z2A_K05+++,* *Z2A_K06++*	*[C3, C4]*	*[ĆW5-ĆW6]*	*[2, 3]*	*[O2]*

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Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Conditions of Running Business in the EU*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-15*
Year:	*I*
Semester:	*2*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*45*
Lecture	*15*
Practicals/Tutorials	*30*
Labs	*-*
Project	*-*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with basic institutions of the European Union and their functions.
C2	Upon completion the student understands economic and legal processes that affect the principles of functioning of the European Union in the context of making decisions and functioning of the EU internal market.
C3	Upon completion the student knows how to run a business in the European Union.
C4	The student is acquainted with interpretations of particular EU policies and can use this knowledge in analysing real economic situations.

Prerequisites in terms of knowledge, skills and other competencies	
1	Basic knowledge of macro- and microeconomics.

Learning outcomes	
	In terms of knowledge:
EK 1	The student is acquainted with history of the European integration and its development.
EK 2	The student knows basis EU institutions, their functions and competencies.
EK 3	The student is familiarized with economic, legal and political aspects of functioning of the European Union.
	In terms of skills:
EK4	The student knows how to take account of basic European freedoms and EU internal market mechanisms in running a business.
EK5	The student knows how to set up a business in selected EU member states.
EK6	The student can predict basic consequences of various EU policies.
	In terms of social competences:
EK7	The student demonstrates an active and enterprising approach in his/her activities.

Course content	
Class format - lectures	
	Course content
W1	Genesis of the European Union. Globalization processes in the European Union in the context of running economic activity.
W2	EU institutions, functions and competencies – European Council, Council of the European Union, European Commission, European Parliament, Court of Justice of the European Union, European Court of Auditors, European Committee of the Regions, European Economic and Social Committee, European Investment Bank, Agencies, EU budget.
W3	European single market. Free movement of goods and intellectual property rights, free movement of labour, capital and services, freedom of establishment.
W4	Trade and competition in the European Union.
W5	Foreign direct investment (FDI) in the European Union.
W6	Innovation and science and technology policy in the European Union.
W7	Economic and Monetary Union (EMU) – monetary integration in Europe.
W8	Regional policy in the UE – evolution and the principles of European regional policy.
W9	Labour market in the UE – employment and social issues.
Class format - practicals/tutorials	
	Course content
ĆW1	The impact of EU institutions on the functioning of enterprises.
ĆW2	Cooperating with European companies – joint ventures.
ĆW3	The principles of consumer protection in the UE.
ĆW4	Protection of competition and agreements restricting competition in the EU – economic aspects of price collusions.
ĆW5	Specificity of business negotiations in selected EU member states.
ĆW6	Competition strategies of Polish enterprises on the EU internal market.
ĆW7	Freedom of establishment in the UE – pan-European forms of enterprises.
ĆW8	Setting-up and running a business in selected EU member states – comparative study.
ĆW9	Introduction of Euro – perspectives and consequences for Polish entrepreneurs – benefits and costs.
ĆW10	Analysis of selected megatrends on European markets.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Case studies.*
3	*Discussion.*
4	*Working in groups.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Passing lectures.*	*50%*
O2	*Evaluation of task performance.*	*50%*

	Required textbooks and other reading	
1	*Fronczek M., Unia Europejska wobec wybranych zewnętrznych wyzwań XXI wieku, Uniwersytet Ekonomiczny w Katowicach, Katowice 2017.*	
2	*Lesiewicz E. (Ed.), Zmieniająca się Unia Europejska wybrane aspekty polityczne i społeczno-gospodarcze, WNPID UAM, Poznań 2015.*	
3	*Mazur G., Idczak P., Małuszyńska E. (Ed.) Unia Europejska wobec wyzwań przyszłości aspekty prawne, finansowe i handlowe, Uniwersytet Ekonomiczny w Poznaniu, Poznań 2015.*	
4	*Pylak K. (Ed.), Prawno-ekonomiczne aspekty funkcjonowania Unii Europejskiej, Wydawnictwo Politechniki Lubelskiej, Lublin 2009.*	
	Recommended (supplementary) textbooks and other reading	
1	*Gniadek J., Kępka H., Rynki Zagraniczne dla polskiego biznesu Unia Europejska Bułgaria Rumunia Wybrane aspekty, IBRKiK, Warszawa 2015.*	
2	*Skolimowska A., Unia Europejska jako organizacja międzynarodowa, CeDeWu, Warszawa 2014.*	
3	*Duda R., Multi-level governance MLG nowy sposób zarządzania Unią Europejską w obliczu procesów integracji i regionalizacji, ARBORETUM, Wrocław 2013.*	
4	*Sawicki J., Unia Gospodarcza i walutowa - droga do pułapki zadłużenia, IBRKiK, Warszawa 2012.*	

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*45*
participation in lectures	*15*
participation in practicals/tutorials	*30*
Student's own work, including:	*30*
preparation to practicals/tutorials	*20*
preparation to passing lectures	*10*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_W01++, Z2A_W03++*	*[C1, C3]*	*[W1-W9]*	*[1]*	*[O1]*
EK 2	*Z2A_W01++*	*[C1, C3]*	*[W2, W4]*	*[1]*	*[O1]*
EK 3	*Z2A_W03++, Z2A_W18+++*	*[C1, C3]*	*[W5, W6]*	*[1]*	*[O1]*
EK 4	*Z2A_U05+*	*[C2, C4]*	*[ĆW1, ĆW3-ĆW5]*	*[2, 3, 4]*	*[O2]*
EK 5	*Z2A_U09++, Z2A_U24++*	*[C2, C4]*	*[ĆW2, ĆW6-ĆW8]*	*[2, 3, 4]*	*[O2]*
EK 6	*Z2A_U01++, Z2A_U02+, Z2A_U06+++*	*[C2, C4]*	*[ĆW9, ĆW10]*	*[2, 3, 4]*	*[O2]*
EK 7	*Z2A_K04+++*	*[C1, C2, C3, C4]*	*[ĆW7, ĆW8]*	*[2, 3, 4]*	*[O2]*

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Organizational unit:	Faculty of Management
	Department of Economics and Management of Economy

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*IT Systems of Management*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-16*
Year:	*I*
Semester:	*2*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*60*
Lectures	*15*
Practicals/Tutorials	*-*
Labs	*30*
Project	*15*
Number of ECTS credits:	*4*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives		
C1	Familiarizing students with benefits resulting from the implementation of Business Intelligence solutions and automation of business processes.	
C2	Familiarizing students with tools useful in searching for and analysing data.	

Prerequisites in terms of knowledge, skills and other competencies	
1	Computer skill and knowledge of the MS Windows environment.
2	Knowledge of MS Excel.

Learning outcomes	
	In terms of knowledge:
EK 1	The student has knowledge of specialized IT tools used for collecting and analysing data and automation of business processes.
	In terms of skills:
EK2	The student is able to import data from various sources.
EK3	The student can manage a database.
EK4	The student can analyse acquired data.
EK5	The student can write a simple software robot.
	In terms of social competences:
EK6	The student is prepared to independently select on a case-by-case basis the optimal Business Intelligence solution.

Course content	
Class format - lectures	
	Course content
W1	Presentation of benefits resulting from the implementation of Business Intelligence-type solutions.
W2	Presentation of Microsoft Business Intelligence tools designed for MS Excel.
W3	Presentation of Microsoft Business Intelligence tools designed for cloud computing (Power BI).

W4	The basics of the SQL language as a tool for acquiring data.
W5	Presentation of methods of retrieving data from MS SQL Server databases.
Class format – labs	
	Course content
L1	Configuration of the environment for the Microsoft Business Intelligence platform.
L2	Using Microsoft Power BI for MS Excel.
L3	Using Microsoft Power BI for MS Office 365.
L4	Configuration of the MS SQL Server environment.
L5	Collecting data using various tools.
L6	Administering database using SQL Server Management Studio.
Class format – project	
	Course content
P1	Introduction to business processes and robotic process automation (RPA) – architecture, components and interface.
P2	Building a simple software robot (components of the process).
P3	Building a software robot operating on applications (processes and objects).

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Computer labs, working with specialized software.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Passing lectures.*	*50%*
O2	*Passing labs.*	*50%*
O3	*Evaluation of developed project.*	*50%*

Required textbooks and other reading	
1	*Coburn R., SQL dla każdego, Helion, Gliwice 2001.*
2	*Szeliga M., Excel zaawansowany - pobieranie i analiza zewnętrznych danych, Wiedza i Praktyka, Warszawa 2014.*
3	*Gruber M., SQL, Helion, Gliwice 2000.*
Recommended (supplementary) textbooks and other reading	
1	*Vitt E., Luckevich M., Misner S., Business Intelligence, Microsoft Press, Redmond 2002.*
2	*Jakubowski A., Podstawy SQL – ćwiczenia praktyczne, Helion, Gliwice 2001.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*60*
participation in lectures	*15*
participation in labs	*30*
participation in developing projects	*15*
Student's own work, including:	*40*
preparation to passing lectures	*10*
preparation to labs	*15*
development of a project	*15*
Total student's workload	*100*

Total number of the course ECTS credits	4

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	Z2A_W15+++	*[C1, C2]*	*[W1-W5]*	*[1]*	*[O1]*
EK 2	Z2A_U03+++, Z2A_U04+++	*[C2]*	*[L2–L6, P3]*	*[2]*	*[O2, O3]*
EK 3	Z2A_U04++, Z2A_U14+++	*[C2]*	*[L4–L6]*	*[2]*	*[O2]*
EK 4	Z2A_U04++, Z2A_U14+++	*[C1, C2]*	*[L2–L3]*	*[2]*	*[O2]*
EK 5	Z2A_U04+++, Z2A_U11+, Z2A_U23++	*[C1, C2]*	*[P1–P3]*	*[2]*	*[O3]*
EK 6	Z2A_K02++, Z2A_K03++	*[C1, C2]*	*[W1-W3, L1-L3]*	*[1-2]*	*[O1, O2]*

Authors of the course syllabus:	Mariusz Haleniuk, M.A. Dr Marta Juszczyk, (Eng.)
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Organizational unit:	Faculty of Management Department of Information Systems Engineering

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Knowledge Management*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-17*
Year:	*I*
Semester:	*2*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*60*
Lectures	*30*
Practicals/Tutorials	*15*
Labs	*15*
Project	*-*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Students will know how knowledge management can contribute to perfecting the organization.
C2	Familiarizing students with achievements in creating success through management of intangible resources.
C3	Students will be familiarized with knowledge management methods and techniques, organizational learning and intellectual capital.

Prerequisites in terms of knowledge, skills and other competencies	
1	Basic knowledge of enterprise management.

Learning outcomes	
	In terms of knowledge:
EK 1	Students are familiarized with the concepts and conceptions relating to knowledge management, intellectual capital, and organizational learning.
EK 2	Students have in-depth knowledge on the knowledge and intellectual capital management processes, and organizational learning. The students also understand the mutual relations between those processes and organizational learning and their impact on the organization and its functioning.
	In terms of skills:
EK3	Students are able to identify problems in the management of intangible resources.
EK4	Students are able to propose methods that can be used for improving the management of intangible resources in organization.
EK5	Students can select the right tools supporting the process of management of intangible resources and organizational learning, as well as its integration with other management system components.
	In terms of social competences:
EK6	The student is prepared to expand his/her general and specialist knowledge in order to contribute to the development of individuals, teams and communities.

	Course content
	Class format - lectures
	Course content
W1	Knowledge management in business as a contemporary management concept.
W2	The concept of knowledge, structure and typology of knowledge; data – information – knowledge – wisdom.
W3	Intellectual capital – the essence, functions and structure.
W4	Organizational learning and learning organizations.
W5	Key competences of the enterprise.
W6	The structure of processes in business establishments.
W7	Knowledge management technologies.
W8	Knowledge management solutions – case studies.
	Class format - practicals/tutorials
	Course content
ĆW1	Methods and techniques for measuring intellectual capital of the company.
ĆW2	Methods and techniques for identifying and perfecting key competencies of the company.
ĆW3	Perfecting knowledge retention processes in business management.
ĆW4	Methods and techniques for identifying expert knowledge.
ĆW5	Building knowledge representation.
	Class format – labs
	Course content
L1	Decision trees as a technique for knowledge discovery.
L2	Knowledge base and inference engine development using the knowledge engineering tool.

	Didactic methods
1	*Lectures with multimedia presentations.*
2	*Implementation project.*
3	*Case studies.*
4	*Essay.*

Evaluation method symbol	Description of evaluation method	Pass threshold
	Evaluation methods and criteria	
O1	*Lecture passing.*	*60%*
O2	*Partial evaluation of laboratory tasks.*	*60%*
O3	*Evaluation of exercise reports.*	*60%*

	Required textbooks and other reading
1	*Edvinsson L., Malone M.S., Kapitał intelektualny, PWN, Warszawa 2001.*
2	*Jashapara A, Zarządzanie wiedzą, PWE, Warszawa 2014.*
	Recommended (supplementary) textbooks and other reading
1	*Fazlagić J., Innowacyjne zarządzanie wiedzą, Difin, Warszawa 2014.*
2	*Kowalczyk A., Nogalski B., Zarządzanie wiedzą: koncepcje i narzędzia, Difin, Warszawa 2007.*
3	*Senge P.M., Piąta dyscyplina: teoria i praktyka organizacji uczących się, Wolters-Kluwer business, Warszawa 2012.*

Student's workload	
Form of activity	Average number of hours of student's activity
Number of contact hours with instructors, including:	*60*
participation in lectures	*30*
participation in practicals/tutorials	*15*
participation in labs	*15*
Student's own work, including:	*15*
preparation to practicals/tutorials	*10*
preparation to lecture passing	*5*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	Z2A_W01++, Z2A_W07+, Z2A_W10++, Z2A_W12++, Z2A_W13+, Z2A_W17++	*[C1]*	*[W1-W6]*	*[1]*	*[O1]*
EK 2	Z2A_W01++, Z2A_W02+++, Z2A_W09+++, Z2A_W11++	*[C1, C2, C3]*	*[W3-W8]*	*[1]*	*[O1]*
EK 3	Z2A_U01+, Z2A_U02++, Z2A_U06++, Z2A_U16+++, Z2A_U23+++	*[C1, C2, C3]*	*[ĆW1-ĆW5]*	*[2, 3]*	*[O3]*
EK 4	Z2A_U03++, Z2A_U05++, Z2A_U10+++, Z2A_U13+++, Z2A_U14++, Z2A_U16+++, Z2A_U22++	*[C1, C2, C3]*	*[ĆW1, ĆW2]*	*[2, 3, 4]*	*[O3]*
EK 5	Z2A_U07+, Z2A_U08+, Z2A_U09++, Z2A_U10+++, Z2A_U11+++, Z2A_U13+++, Z2A_U15+, Z2A_U19+++, Z2A_U22++	*[C3]*	*[ĆW1-ĆW5, L1-L2]*	*[2, 3, 4]*	*[O2,O3]*

EK6	Z2A_K01++, Z2A_K05+++, Z2A_K06+++	[C2]	[W4, W5, W8, ĆW2, ĆW4, ĆW5]	[1, 2, 3]	[O1, O2, O3]

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Organizational unit:	Faculty of Management Department of Management

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Social and Ethical Aspects of Management*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-18*
Year:	*I*
Semester:	*2*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*60*
Lectures	*30*
Practicals/Tutorials	30
Labs	-
Project	-
Number of ECTS credits:	*4*
Course completion form (evaluation):	*Exam/Credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with social and ethical aspects of management.
C2	Developing the students' ability to diagnose and resolve problems connected with social and ethical aspects of management.

Prerequisites in terms of knowledge, skills and other competencies	
1	Basic knowledge of management and ethics.

	In terms of knowledge:
EK 1	Students know the types of problems emerging in selected social areas of the company.
EK 2	Students understand the significance of social and ethical aspects of management.
	In terms of skills:
EK 3	Students can diagnose the main social problems that appear in the process of management.
EK 4	Students can diagnose ethical problems appearing in organizations.
EK 5	Students apply ethical norms in solving problems in organizations.
	In terms of social competences:
EK 6	Students are prepared to use social and ethical rules of conduct in business management.

Course content	
Class format - lectures	
	Course content
W1	Sociological approach to organizations – organization as a social system, corporate governance.
W2	Organizational culture – the role of social system management in shaping organizational culture.
W3	People's participation in organization.
W4	The roles and positions in organizations. Organizational career.

W5	Leadership in organization. Models: superior – subordinate. Transactional and transformational leadership.
W6	Communication in organization. The significance of negotiations.
W7	Work-related problems in organizations.
W8	Ethics in organization. Institutionalization of ethical principles in the company.
W9	Unethical behaviours and counter-productive activities in organizations.
**Class format - practicals/tutorials**
	Course content
ĆW1	Sociological approach to the organization – organization as a social system, corporate governance.
ĆW2	Organizational culture – the role of social system management in shaping organizational culture. Culture system. The concept and structure of organizational culture.
ĆW3	Peoples' participation in organizations. Participation models. Socialization and adaptation. Employees' integration and identification with the organization.
ĆW4	The roles and positions in organizations. Organizational career.
ĆW5	Leadership models and their effectiveness.
ĆW6	Negotiation models and their effectiveness on individual and organizational levels.
ĆW7	Work-related problems in organizations.
ĆW8	Ethics in organization – case studies. Institutionalization of ethical principles in the company – an analysis of selected ethical codes.
ĆW9	Unethical behaviours and counter-productive activities in organizations.

	Didactic methods
1	*Lectures with multimedia presentations.*
2	*Case studies.*
3	*Analysis and interpretation of source texts.*
4	*Discussion.*
5	*Working in groups.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Exam.*	*51%*
O2	*Written pass of practicals/tutorials.*	*51%*
O3	*Development of presentation.*	*60%*

Required textbooks and other reading	
1	Budnik M., *Socjologia pracy w zarysie. Difin, Warszawa 2019.*
2	Januszek H., Sikora J., *Socjologia pracy, Wyd. Akademii Ekonomicznej, Poznań 2000.*
3	Bugdol M., *Gry i zachowania nieetyczne w organizacji*, Difin, Warszawa 2007.
Recommended (supplementary) textbooks and other reading	
1	Filek J., *Etyka biznesu, Studia przypadku*, AE, Kraków 2001.
2	Sztompka P., *Socjologia, Znak, Kraków 2002.*
3	Griffin R. W., *Podstawy zarządzania organizacjami*, PWN, Warszawa 2017.

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*60*
participation in lectures	*30*
participation in practicals/tutorials	*30*
Student's own work, including:	*40*
preparation to practicals/tutorials	*20*
preparation to exam	*20*
Total student's workload	*100*
Total number of the course ECTS credits	*4*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_W01+, Z2A_W09+, Z2A_W11+ Z2A_W16++ Z2A_W17+*	*[C1]*	*[W1-W9]*	*[1]*	*[O1]*
EK 2	*Z2A_W01+, Z2A_W02+, Z2A_W07++ Z2A_W09+, Z2A_W10+++, Z2A_W16++*	*[C1]*	*[W1-W9]*	*[1]*	*[O1]*
EK 3	*Z2A_U01++, Z2A_U02++,*	*[C2]*	*[ĆW1-ĆW9]*	*[2, 3, 4, 5]*	*[O2]*
EK 4	*Z2A_U15+, Z2A_U20++, Z2A_U22+*	*[C2]*	*[ĆW8-ĆW9]*	*[2, 3, 4, 5]*	*[O3]*
EK 5	*Z2A_U09+, Z2A_U15+, Z2A_U16++*	*[C2]*	*[ĆW1, ĆW3, ĆW8-ĆW9]*	*[2, 3, 4, 5]*	*[O2, O3]*
EK 6	Z2A_K05++, Z2A_K06++	*[C1, C2]*	*[ĆW1-ĆW9]*	*[2, 3, 4, 5]*	*[O2, O3]*

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Organizational unit:	Faculty of Management Department of Management

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Quality Management Systems*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-19*
Year:	*II*
Semester:	*3*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*60*
Lectures	*30*
Practicals/Tutorials	*-*
Labs	*-*
Project	*30*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Expanding students' knowledge on quality management in contemporary enterprises.
C2	Teaching students how to practically apply selected requirements of the ISO 9001:2015 norm in business.
C3	Familiarizing students with practical implications of the principle "an enterprise is a system of processes".
C4	Teaching students how to translate specific product requirements into requirements for a quality management system.

Prerequisites in terms of knowledge, skills and other competencies	
1	General knowledge on quality and its importance for contemporary businesses and consumers.
2	General knowledge on the structure and functioning of organizations.

Learning outcomes	
	In terms of knowledge:
EK 1	The student has in-depth knowledge needed to diagnose and resolve quality management problems emerging in organizations.
EK 2	The student knows legal regulations on the functioning of economic entities and regularities relating to those entities and changes in quality management.
EK 3	Students understand complex processes and phenomena occurring in organizations and their environments, relevant interdisciplinary views and the evolution of quality management.
EK 4	Students know specialized tools, techniques, norms and rules concerning change and resolving quality management problems in organizations, their selected areas of activity and environments.

	In terms of skills:
EK 5	Students are able to identify and analyse both the causes and the course of various quality management processes and phenomena occurring in organization, its particular areas and/or environment.
EK 6	Students can use norms and standards in the process of planning, organizing, managing and control of work, quality, etc. and resolving at the integrated level various quality management problems emerging in organizations and their environments.
EK 7	The student can design and propose change in organization and/or its selected areas using specialized knowledge of various quality management issues.
EK 8	The student can collaborate with other interdisciplinary team members and perform the leading role in such teams.
EK 9	The student can define and independently manage complex projects and assume responsibility for economic and managerial aspects of undertakings aimed at quality improvements.

Course content	
Class format - lectures	
	Course content
W1	The goals and conditions of implementation of the quality management system (QMS) according to the requirements of the ISO 9001:2015 norm.
W2	The essence and structure of the quality management system according to the requirements of the ISO 9001:2015 norm. Process and systemic approach.
W3	Requirements concerning products in the B2B model and consumer expectations relating to products in the B2C model.
W4	Methodology of designing of the quality management system (QMS) and an example of QMS implementation procedure.
W5	Interpretation of the requirements of the ISO 9001:2015 norm.
W6	Documenting and documentation of the quality management system (QMS) according to the requirements of the ISO 9001:2015 norm (documented information). Mandatory QMS records according to the ISO 9001:2015 norm.
W7	Process in the quality management system (QMS) – the essence, monitoring, requirements of the ISO 9001:2015 norm.
W8	Selected legal requirements concerning products and services, including requirements applicable to food and food industry, CE mark.
W9	Selected elements of quality engineering.
W10	An overview of ISO 10 000 series norms. Selected, normative, and industry quality management systems.
Class format – project	
	Course content
P1	Setting out the project work schedule.
P2	General discussion on the project and its essence.
P3	Discussion on module I of the project – characteristics of the company and analysis of requirements relating to the product.
P4	Composition and registration of the project teams, discussion and final determination of particular themes of projects.
P5	Discussion on module II – transition from task-oriented organization to process-oriented organization, processes in the quality management system (QMS), quality management methodology in QMS, constant improvement.

P6	Individual consultations concerning completion of module I – recommendations for improvements.
P7	Discussion on module III – implementation schedule and budget, QMS scope, an overview of QMS processes.
P8	Individual consultations with teams on the completion of module IV – recommendations for improvements.
P9	Discussion on module IV – documenting QMS – documented information (ISO 2001:2015).
P10	Individual consultations with teams on the completion of module III – recommendations for improvements.
P11	Discussion on detailed requirements concerning project evaluation – project evaluation card. Individual consultations with teams.
P12	Individual consultations with teams on the completion of module IV – recommendations for improvement.
P13	Individual consultations with teams on developed projects - recommendations for improvement.
P14	Submitting projects for evaluation. Checking the completeness of submitted projects.
P15	Discussion on developed projects within the scope of project evaluation card and real conditions of enterprises.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Consultations on particular project components.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Lecture pass.*	*60%*
O2	*Evaluation of project work progress.*	*60%*
O3	*Evaluation of developed projects.*	*60%*

Required textbooks and other reading	
1	*Hamrol A., Mantura W., Zarządzanie jakością – teoria i praktyka, Wydawnictwo Naukowe PWN, Warszawa 2006.*
2	*Miller P., Systemowe zarządzanie jakością, Difin, Warszawa 2011.*
3	*Budgol M., System zarządzania jakością według normy ISO 9001:2015, Wydawnictwo Helion, Gliwice 2018.*
Recommended (supplementary) textbooks and other reading	
1	*Łuczak J., Matuszak – Flejszan A., Metody i techniki zarządzania jakością: kompendium wiedzy, Quality Progress, Poznań 2007.*
2	*Czasopismo: Problemy Jakości – available in the Faculty of Management's reading room.*
3	*Normy ISO serii 9000 – available in the Lublin University of Technology Science and Technology Information Centre.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*60*
participation in lectures	*30*
participation in project development works	*30*
Student's own work, including:	*15*
executing project tasks in teams	*10*
preparation to lecture passing	*5*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_W02 ++*	*[C1-C4]*	*[W1–W10]*	*[1]*	*[O1]*
EK 2	*Z2A_W06 ++*	*[C1-C4]*	*[W1–W10]*	*[1]*	*[O1]*
EK 3	*Z2A_W11 ++*	*[C1-C4]*	*[W1–W10]*	*[1]*	*[O1]*
EK 4	*Z2A_W17 ++*	*[C1-C4]*	*[W1–W10]*	*[1]*	*[O1]*
EK 5	*Z2A_U02 ++*	*[C1-C4]*	*[P1–P15]*	*[2]*	*[O2,O3]*
EK 6	*Z2A_U18 ++*	*[C1-C4]*	*[P1–P15]*	*[2]*	*[O2,O3]*
EK 7	*Z2A_U19 ++*	*[C1-C4]*	*[P1–P15]*	*[2]*	*[O2,O3]*
EK 8	*Z2A_U22 ++*	*[C1-C4]*	*[P1–P15]*	*[2]*	*[O2,O3]*
EK 9	*Z2A_U22+++*	*[C1-C4]*	*[P1–P15]*	*[2]*	*[O2,O3]*

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Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Sustainable Economic Development*
Course type:	*Mandatory*
Course code:	*06-15-1-2-01-0-20*
Year:	*II*
Semester:	*4*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*60*
Lectures	*30*
Practicals/Tutorials	*30*
Labs	*-*
Project	*-*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with sustainable development concepts.
C2	Development of the students' awareness of the principles of sustainable development and responsible activities of businesses and individuals in the contemporary world.

Prerequisites in terms of knowledge, skills and other competencies	
1	General knowledge of economics and management.

Learning outcomes	
	In terms of knowledge:
EK 1	Students know and understand the concept of sustainable development and its significance in the contemporary economy.
	In terms of skills:
EK2	Students can apply in practice the solutions of sustainable development.
	In terms of social competences:
EK3	Students are prepared to undertake enterprising activities and perform responsibly various professional roles.

Course content	
Class format - lectures	
	Course content
W1	Introduction to sustainable development theory and practice. Challenges of sustainable development. Industrialization, consumption and production patterns and their ecological consequences for the Earth.
W2	The essence and definitions of sustainable development. Goals, indicators, values and practice.
W3	Evolution of the concept of sustainable development. Obligations and treaties on sustainable development (key documents and events).
W4	Basic sustainable development concepts – the role of the state and market forces. Main stream. Strong and weak varieties of sustainability.

W5	Promotion of sustainable development on the local, regional and global level. Alternative perspectives for sustainable development. Radical approaches, political ecology, circular economy.
W6	Sustainable development management system.
W7	Sustainable production and sustainable consumption.
W8	Social aspects of sustainable development. Sustainable development and the quality of life. Methods for studying the quality of life. Poverty as a scarcity of opportunities and sustainable development challenges.
W9	Sustainable development and international business.
W10	Sustainable development challenges in the contemporary world. Sustainable development policy in the context of regional planning.
Class format - practicals/tutorials	
	Course content
ĆW1	Dilemmas of sustainable development in the conditions of global economy.
ĆW2	Sustainable development and subsidiarity as the basic principles of EU policy.
ĆW3	The principle of sustainable development in state policy.
ĆW4	Sustainable development strategies and monitoring principles.
ĆW5	The main concepts of doing business in the context of relations with stakeholders.
ĆW6	Sustainable development reports as a manifestation of implementation of sustainable development principles at a micro level.
ĆW7	Development of responsible attitudes and the significance of education in raising ecological awareness.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Conversation lecture.*
3	*Case studies.*
4	*Working in groups.*
5	*Didactic discussion.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Lecture pass.*	*60%*
O2	*Passing practicals/tutorials.*	*51%*
O3	*Evaluation of task performance.*	*80%*

Required textbooks and other reading	
1	*Adamczyk J., Koncepcja zrównoważonego rozwoju w zarządzaniu przedsiębiorstwem, Wydawnictwo Akademii Ekonomicznej w Krakowie, Kraków 2001.*
2	*Legal acts, reports, strategies.*
3	*Jabłoński A., Modele zrównoważonego biznesu w budowie długoterminowej wartości przedsiębiorstw z uwzględnieniem ich społecznej odpowiedzialności, Difin, Warszawa 2013.*
Recommended (supplementary) textbooks and other reading	
1	*Żelazna A., Społeczna odpowiedzialność w procesie gospodarowania a zrównoważona produkcja i konsumpcja, Wydawnictwo Politechniki Lubelskiej, Lublin 2013.*
2	*Bojar M. (Ed.), Społeczna odpowiedzialność w biznesie, Wydawnictwo Politechniki Lubelskiej, Lublin 2007.*
3	*Kozłowski S., Ekorozwój, Wyzwanie XXI wieku, PWN, Warszawa 2002.*

4	*Piontek F., Ekonomia a rozwój zrównoważony. Teoria i kształcenie, vol. 1, Białystok 2001.*
5	*Pindór T. (Ed.), Proces wdrażania rozwoju zrównoważonego, Wydawnictwo Ekonomia i Środowisko, Białystok 2005.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*60*
participation in lectures	*30*
participation in practicals/tutorials	*30*
Student's own work, including:	*15*
preparation to practicals/tutorials	*10*
preparation to lecture pass	*5*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_W01+++, Z2A_W10 ++, Z2A_W11+++, Z2A_W16 +++*	*[C1, C2]*	*[W1-W10]*	*[1, 2]*	*[O1]*
EK 2	*Z2A_U03 ++, Z2A_U05 +++, Z2A_U09 +++*	*[C1, C2]*	*[ĆW1 -ĆW7]*	*[3-5]*	*[O2, O3]*
EK 3	*Z2A_K02 ++, Z2A_K05+++, Z2A_K06 +++*	*[C1, C2]*	*[W1-W10, ĆW1 -ĆW7]*	*[1-5]*	*[O1, O2, O3]*

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Organizational unit:	Department of Economics and Management of Economy Department of Management

Diploma module

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Diploma Seminar*
Course type:	*Mandatory*
Course code:	*06-15-1-2-20-1-01*
Year:	*II*
Semester:	*3*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*45*
Lectures	*15*
Practicals/Tutorials	*-*
Labs	*-*
Seminar	*30*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

	Course objectives
C1	Introducing students to the idea of scientific work, the course of the scientific cognition process, its formal elements and selected issues of the methodology of science.
C2	Familiarizing students with the principles of developing scientific studies and papers concerning scientific and practical problems typical for a given scientific discipline, in particular linguistic rules and requirements, commonly accepted terminology, the structure and typical elements of writing materials and the principles of using other people's intellectual property.
C3	Familiarizing students with the formal and organizational aspects of the diploma process to be held at the end of the second-cycle programme.
C4	Acquainting students with the current issues and topics of scientific research in a given scientific discipline and its particular areas, as well as typical practical problems that can be solved using knowledge and tools relating to that discipline.

	Prerequisites in terms of knowledge, skills and other competencies
1	Students have knowledge of topics covered by the courses delivered during the first year of the second-cycle (Master's degree) programme.

	Learning outcomes
	In terms of knowledge:
EK 1	Students have knowledge on the nature, organization and the course of the scientific research process.
EK 2	Students are familiar with the standards for developing scientific work and other standards relevant to a given discipline and speciality.
EK3	Students are acquainted with the course of the diploma awarding process at the second-cycle programme, including its formal and organizational principles, as well as the requirements concerning a Master's thesis.
EK4	Students understand the rationale behind the protection of intellectual property and use other people's output respecting the rights of its owner(s).

	In terms of skills:
EK5	Students are able to design assumptions for the research process concerning both practical and typically scientific problems – the students can identify and define the research problem as well as cognitive and utilitarian goals of the research process; they can formulate and justify theses and hypotheses, and select methods and tools for collecting data necessary to solve the analysed problem.
EK6	Students are able to seek out, select and critically assess necessary sources of information and knowledge in terms of their reliability and usefulness for solving the analysed problem; the students can use them respecting intellectual property rights.
EK7	Students are able to develop written both scientific and utilitarian works according to the binding standards, develop a logical structure of their works, create standard components of prepared works, and can correctly document references to other people's intellectual property.
	In terms of social competences:
EK8	Students demonstrate independence and creativity in using their knowledge and skills in order to plan and organize the research process aimed at solving the analysed problem.

Course content	
Class format - lectures	
	Course content
W1	The diploma process and its course.
W2	The essence and importance of diploma thesis.
W3	The structure of scientific work.
W4	The process of scientific cognition.
W5	Sources of secondary data.
W6	Practical use of bibliographical databases.
W7	References to other people's intellectual property.
W8	Selected aspects of planning scientific research.
W9	Presentation of faculty departments and subjects of diploma theses.
W10	Formal and editorial requirements. The principles of editing scientific texts.
Class format – seminar	
	Course content
S1	The diploma process and its course. Students shall be acquainted with the Faculty of Management diploma process regulations applicable to the second-cycle (Master's degree) programme, including presentation of deadlines; discussion of enclosures to the diploma process regulations to be filled out by the students. Basic information on the diploma examination, Master's thesis evaluation rules, student's tasks at the next stages of the diploma process.
S2	The essence and importance of a diploma thesis. The idea of scientific work and scientific texts, the nature and types of Master's theses, the author's own contribution to the thesis and the possibilities for science development within the scope of the thesis. Cognitive and utilitarian goals of a Master's thesis. Reasoning: lead thought, critical approach, the logics of structure and sequence, study work and empirical elements in scientific works and their linking relation.
S3	The structure of scientific work. The logics of scientific work structure, reasoning. The principles of structuring scientific works, good and bad practices. Introduction, synopsis and work closing, developing work plan.

S4	The process of scientific cognition. Research work management. Formulation of research problem. Objectives, thesis and hypotheses in scientific work. Relation between the work subject and discussed issues, and objectives, thesis and hypotheses. Ethical aspects of research process.
S5	Secondary data sources. The role of secondary data in scientific work and planning research, literature studies in diploma thesis; types of data sources: scientific, semi-scientific sources and non-scientific sources, industry-specific sources, Internet sources. The quality and principles of critical assessment of data sources. The role of a review process in scientific writing, libraries and online bases, the principles of selection of and an amount of scientific literature in diploma thesis.
S6	Practical use of bibliographical databases.
S7	References to other people's intellectual property. The essence of plagiarism and intellectual property theft, good and bad practices in using secondary data sources, the principles of correct quoting, documenting references, Harvard and Oxford styles of referencing, the principles of formatting footnotes/endnotes, bibliography lists in Master's thesis; anti-plagiarism system: its goals and working, discussion of an exemplary report.
S8	Selected aspects of planning scientific research – methods and tools. Research methods, techniques and available tools applicable in studying phenomena typical to a given discipline, legitimacy and rationality of using selected research methods and tools. Typical research methods and techniques used in developing diploma works, documenting and justifying the use of selected research methods and tools in the diploma dissertation.
S9	Selected aspects of planning scientific research – a research sample. Analysed population, saturation surveys and limited sample size surveys. Research sample in the diploma dissertation – possibilities and limitations, possible methods for selecting research sample and recruiting participants of the survey, their rationality and documenting principles, practical aspects of research sample size, presentation of research sample structure in the diploma thesis.
S10	Formal and editorial requirements. Guidelines for preparing a master's thesis applicable in the Faculty of Management. Permanent elements of diploma thesis - lists, TOC, introduction, conclusions. Examples of good and bad diploma theses. Work evaluation and review.
S11	The principles of editing scientific texts. Terminology and language correctness, logical and grammatical correctness of the text. Colloquialisms and shortcuts, typical mistakes in diploma theses.
S12	Second-cycle programme diploma examination. Formal basis and the rules of the diploma exam, examination course, the rules for the Master's thesis presentation and its typical elements.

Didactic methods	
1	*Lecture with multimedia presentations.*
2	*Discussion in groups.*
3	*Case studies.*
4	*Practical assignments.*

Evaluation methods and criteria		
Evaluation method symbol	Description of evaluation method	Pass threshold
O1	*Lecture pass.*	*51%*
O2	*Passing seminar assignments.*	*51%*

	Required textbooks and other reading
1	*Regulamin prowadzenia prac dyplomowych i dyplomowaniana Wydziale Zarządzania Politechniki Lubelskiej.*
2	*Babbie E., Podstawy badań społecznych, Wydawnictwo Naukowe, PWN, Warszawa 2013.*
3	*Kaczmarek T., Poradnik dla studentów piszących pracę licencjacką lub magisterską, WSHiP, Warszawa 2005.*
	Recommended (supplementary) textbooks and other reading
1	*Wójcik K., Piszę akademicką pracę promocyjną - licencjacką, magisterską, doktorską, Placet, Warszawa 2005.*
2	*Becker H. S., Warsztat pisarski badacza, Wydawnictwo Naukowe PWN, Warszawa 2013.*
3	*Rószkiewicz M., Perek-Białas J., Węziak-Białowolska D.,Zięba-Pietrzak A., Projektowanie badań społeczno-ekonomicznych. Rekomendacje i praktyka badawcza. PWN, Warszawa 2013.*

Student's workload	
Form of activity	Average number of hours of student's activity
Number of contact hours with instructors, including:	*45*
participation in lectures	*15*
participation in the seminar	*30*
Student's own work, including:	*30*
independent literature studies	*15*
preparation to the seminar	*10*
preparation to passing the seminar	*5*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	Reference of the given learning outcome to effects defined for the field of study	Course objectives	Course content	Didactic methods	Evaluation methods
EK 1	Z1A_W01+++, Z1A_W11+++, Z1A_W13++, Z1A_W18+++	*[C1,C4]*	*[W1-W10]*	*[1]*	*[O1]*
EK 2	Z1A_W17+	*[C2, C3]*	*[W1-W10]*	*[1]*	*[O1]*
EK 3	Z1A_W17++, Z1A_W18+	*[C3, C4]*	*[W1-W10]*	*[1]*	*[O1]*
EK 4	Z1A_W18+++	*[C1,C4]*	*[W1-W10]*	*[1]*	*[O1]*

EK 5	Z1A_U03++, Z1A_U06++, Z1A_U10+++	*[C1, C2, C4]*	*[S1-S12]*	*[2-4]*	*[O2]*
EK 6	Z1A_U05++, Z1A_U06++, Z1A_U10++,	*[C1-C3]*	*[S1-S12]*	*[2-4]*	*[O2]*
EK 7	Z1A_U06+, Z1A_U10+,	*[C2, C3]*	*[S1-S12]*	*[2-4]*	*[O2]*
EK 8	Z1A_K01++	*[C1, C2]*	*[W1-W10, S1-S12]*	*[1-4]*	*[O1, O2]*

Author of the course syllabus:	
E-mail address:	
Organizational unit:	

Speciality:
Innovation and Entrepreneurship

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Introduction to Innovativeness*
Course type:	*Specialization course* *Specialty: Innovation and Entrepreneurship*
Course code:	*06-15-1-2-50-01*
Year:	*II*
Semester:	*3*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*30*
Lectures	*15*
Practicals/Tutorials	*15*
Labs	*-*
Project	*-*
Number of ECTS credits:	*2*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Students will be familiarized with the role of innovation in the economy and society.
C2	Students will be familiarized with various possibilities and potential effects resulting from innovative development of organizations.
C3	Acquainting students with the relations between innovativeness and other directions and development concepts, conceptions of organizational improvement, and various aspects of functioning of organizations.

Prerequisites in terms of knowledge, skills and other competencies	
1	Knowledge of enterprise management basics.

Learning outcomes	
	In terms of knowledge:
EK 1	Students know the types of innovation.
EK 2	Students know and understand the role of innovation and innovativeness in management theory.
EK 3	Students understand potential benefits in terms of development and increase in innovativeness of enterprises resulting from different types of innovation.
	In terms of skills:
EK4	Students can identify opportunities for the development of the organization resulting from innovation.
EK5	Students can identify opportunities for the application of various types of innovative undertakings in the given organizational settings and conditions.
EK6	Students can identify and justify the directions of innovation development in particular areas of operations of organization.
	In terms of social competences:
EK7	Students recognize the need and benefits of cooperation and collaboration.
EK8	Students are willing to share relevant knowledge with collaborators.

	Students respect the diversity of approaches, views and beliefs and understand the resulting potential for innovation and change.
EK9	Students respect the diversity of approaches, views and beliefs and understand the resulting potential for innovation and change.

Course content	
Class format - lectures	
	Course content
W1	The essence and nature of innovation, basic concepts and their meaning. Innovations and innovativeness in management theory.
W2	The functions of innovation in the economy and society. The theory of economic development of Joseph Schumpeter. Innovation and trends in the contemporary economy.
W3	Types of innovation: related to products, technology/process, organization, and management.
W4	International standards for innovativeness measuring.
W5	Innovation potential of society.
W6	Innovation potential of enterprises. Innovativeness of strategy, business model, organizational structure, organizational culture, value chain, and inter-organizational relations networks.
W7	Development of innovative potential of organizations.
W8	Innovativeness as the paradigm of management.
Class format - practicals/tutorials	
	Course content
ĆW1	Identification of the types of innovation.
ĆW2	Innovation as a factor of economic and civilizational development.
ĆW3	Identification of innovative processes in enterprises.
ĆW4	Measurement of innovation.
ĆW5	Integration of innovative initiatives into the company's strategy.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Tasks and exercises.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Lecture pass.*	*60%*
O2	*Evaluation of reports on performed tasks and exercises.*	*70%*

Required textbooks and other reading	
1	*Tidd J., Bessant J., Zarządzanie innowacjami, Wolters Kluwer, Warszawa 2013.*
2	*Karlik M., Zarządzanie innowacjami w przedsiębiorstwie, Poltext, Warszawa 2014.*
Recommended (supplementary) textbooks and other reading	
1	*Dyduch W., Twórcza strategia organizacji, UE, Katowice 2013.*
2	*Styś A., Dejnaka A., Innowacje w biznesie, Difin, Warszawa 2018.*

Student's workload	
Form of activity	Average number of hours of student's activity
Number of contact hours with instructors, including:	*30*
participation in lectures	*15*
participation in practicals/tutorials	*15*
Student's own work, including:	*20*
preparation to practicals/tutorials	*10*
preparation to lecture passing	*10*
Total student's workload	*50*
Total number of the course ECTS credits	*2*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	Z2A_W01+, Z2A_W03++, Z2A_W04+, Z2A_W05+++	*[C1]*	*[W1-W8]*	*[1]*	*[O1]*
EK 2	Z2A_W03++, Z2A_W04+, Z2A_W09+, Z2A_W11++, Z2A_W17++	*[C2, C3]*	*[W1, W2, W8]*	*[1]*	*[O1]*
EK 3	Z2A_W03++, Z2A_W04+, Z2A_W09+, Z2A_W10++, Z2A_W13+++, Z2A_W16+	*[C2, C3]*	*[W4]*	*[1]*	*[O1]*
EK 4	Z2A_U01+, Z2A_U09+++, Z2A_U12++, Z2A_U16+	*[C1, C2, C3]*	*[ĆW1-ĆW4]*	*[2]*	*[O2]*
EK 5	Z2A_U05+, Z2A_U06++, Z2A_U08++, Z2A_U09+++, Z2A_U10+, Z2A_U15+, Z2A_U16+, Z2A_U19+++	*[C1, C2, C3]*	*[ĆW1-ĆW4]*	*[2]*	*[O2]*
EK 6	Z2A_U03++, Z2A_U05+, Z2A_U06++, Z2A_U08++,	*[C1, C2, C3]*	*[ĆW1-ĆW4]*	*[2]*	*[O2]*

	Z2A_U10+, Z2A_U11++, Z2A_U13+++, Z2A_U15+, Z2A_U16+, Z2A_U19+++				
EK 7	Z2A_K05++, Z2A_K06++	*[C2, C3]*	*[W7, W8, ĆW5]*	*[1, 2]*	*[O1, O2]*
EK 8	Z2A_K01+++, Z2A_K06++	*[C2, C3]*	*[W7, W8, ĆW5]*	*[1, 2]*	*[O1, O2]*
EK 9	Z2A_K02+, Z2A_K04+++, Z2A_K06++	*[C2, C3]*	*[W7, W8, ĆW5]*	*[1, 2]*	*[O1, O2]*

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Organizational unit:	Faculty of Management Department of Management

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Design Thinking*
Course type:	*Specialization course* *Specialty: Innovation and Entrepreneurship*
Course code:	*06-15-1-2-50-02*
Year:	*II*
Semester:	*3*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*30*
Lecture	-
Practicals/Tutorials	-
Labs	-
Project	*30*
Number of ECTS credits:	*2*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives		
	C1	Familiarizing students with design thinking tools, methods and techniques, with special emphasis on design thinking in management.
	C2	Developing the students' ability to critically assess and analyse available sources of knowledge using design thinking methodology and tools.
	C3	Developing the students' ability to apply ethnographic and analytical methods in order to reduce risk and accelerate organizational learning.
	C4	Students will acquire the ability to build a strong common perspective and to strive to formulate Value Proposition applying such design thinking methods as "personas" and problem scenarios.

Prerequisites in terms of knowledge, skills and other competencies		
	1	General knowledge in the field of entrepreneurship.
	2	Skills in using literature and databases.

Learning outcomes		
		In terms of knowledge:
	EK 1	Students understand design thinking process.
	EK 2	Students know design thinking tools
	EK 3	Students know areas of application of design thinking tools.
		In terms of skills:
	EK 4	Students can search through available knowledge resources, rank their observations and formulate conclusions.
	EK 5	Students can apply selected design thinking tools and techniques used in formulating Value Proposition (VP) in management.
	EK 6	Students are able to assess the level of innovativeness of applied solutions.
	EK 7	Students are able to work in a diverse and variable team and take up the leading role in such teams.

		In terms of social competences:
EK8		Students are prepared to relay ideas and conceptions in a condensed and understandable way.
EK9		Students are prepared to set priorities in implementing given tasks.

Course content	
Class format – project	
	Course content
P1	Hands-on experience of design thinking process, stages, resources and limitations (incl. deadlines).
P2	Discovery – observation: - design and market research – analysis of secondary data, - analysing and forecasting trends, - ability to assess the status quo, problem definition as a key element in the process of creating innovation.
P3	Interpretation: - building a business model (Canvas), - business model environment: context, incentives and limitations.
P4	Idea - creation – practice.
P5	Innovation and ethics, build or buy, design thinking in building an enterprise.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Project practicals, workout.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Project pass.*	*51%*

Required textbooks and other reading	
1	*Luchs M. G, Scott K. S., Griffin A., Design Thinking New Product Development Essentials from the PDMA, John Wiley & Sons, Inc. Hoboken, NJ, USA, 2015.*
2	*Pieniazek M., "Design Thinking for Social Innovation", in Social Entrepreneurship (Second Edition), Bristol University Press, UK, 2017.*
3	*Brown T., Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Change by Design, HarperCollins Publishers, NY, USA, 2009.*
Recommended (supplementary) textbooks and other reading	
1	*Materials prepared by the lecturer in the PDF format, based on didactic materials of UCB Haas School of Business made available within the framework of the Top 500 Innovators Program.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*30*
participation in project classes	*30*
Student's own work, including:	*20*
preparation to classes	*20*
Total student's workload	*50*
Total number of the course ECTS credits	*2*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	Z2A_W02++,	*[C1]*	*[P1]*	*[1,2]*	*[O1]*
EK 2	Z2A_W05+++, Z2A_W14++, Z2A_W17+++	*[C1]*	*[P2]*	*[1,2]*	*[O1]*
EK 3	Z2A_W07+, Z2A_W11++, Z2A_W17++	*[C3]*	*[P1,P2]*	*[1,2]*	*[O1]*
EK 4	Z2A_U03+++, Z2A_U06++, Z2A_U11+++, Z2A_U12+++, Z2A_U13++	*[C2,C3,C4]*	*[P3,P4]*	*[1,2]*	*[O1]*
EK 5	Z2A_U03+++, Z2A_U06++, Z2A_U09+, Z2A_U17++	*[C4]*	*[P2,P3,P4]*	*[1,2]*	*[O1]*
EK 6	Z2A_U02++, Z2A_U12+++	*[C2,C4]*	*[P5]*	*[1,2]*	*[O1]*
EK 7	Z2A_U22++	*[C2]*	*[P4,P5]*	*[1,2]*	*[O1]*
EK 8	Z2A_K05+++	*[C3,C4]*	*[P3]*	*[1,2]*	*[O1]*
EK 9	Z2A_K03++	*[C2]*	*[P4]*	*[1,2]*	*[O1]*

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Organizational unit:	Faculty of Management Department of Information Systems Engineering

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Innovation Planning and Implementation*
Course type:	*Specialization course* *Specialty: Innovation and Entrepreneurship*
Course code:	*06-15-1-2-50-03*
Year:	*II*
Semester:	*3*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*45*
Lectures	*30*
Practicals/Tutorials	*15*
Labs	*-*
Project	*-*
Number of ECTS credits:	*4*
Course completion form (evaluation):	*Exam/Credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with the conditions for development of innovativeness in enterprises.
C2	Familiarizing students with possibilities of creating innovation in enterprises.
C3	Familiarizing students with the principles and methods of innovation implementation and assessment.

Prerequisites in terms of knowledge, skills and other competencies	
1	Knowledge of enterprise management basics.

Learning outcomes	
	In terms of knowledge:
EK 1	Students know the essence and types of innovation.
EK 2	Students know and understand the principles of innovation-based development of enterprises.
EK 3	Students know and understand the principles of creating and implementing innovation.
EK 4	Students know and understand the principles and methods of innovation assessment.
	In terms of skills:
EK 5	Students are able to identify opportunities for innovative development of the company.
EK 6	Students are able to identify and assess the effectiveness of processes that generate innovation.
EK 7	Students are able to identify the way and conditions for effective implementation of innovation.
EK 8	Students are able to assess the efficiency of implementation of innovation from the perspective of the company's strategy.

	In terms of social competences:
EK 9	Students are prepared to collaborate in teams where various views and knowledge levels are represented.
EK 10	Students are prepared to make decisions and to assume responsibility for their decisions.

Course content	
Class format - lectures	
	Course content
W1	Basic concepts relating to innovativeness in enterprises.
W2	Innovative enterprise – innovativeness and strategy.
W3	Sources of innovation: market, social changes: creativity and co-modification, users, networks and relations.
W4	Planning innovative undertakings, risk management in innovative projects.
W5	Innovativeness of organizational solutions (culture, competences, model, strategy, structure).
W6	The role of leadership in the process of creating and implementing innovation.
W7	Organization of RAD works.
W8	Negotiations in the process of searching for solutions and consensus.
W9	Technology transfer and innovativeness.
W10	Implementation of innovation as a specific project.
W11	Creating markets and launching innovation on the market.
W12	Implementation of organizational, process- and management-related innovation.
W13	Monitoring and controlling results of implementation of innovation.
Class format - practicals/tutorials	
	Course content
ĆW1	Innovative organizational change – conditions for development of innovation.
ĆW2	Pro-innovative function of the market and networks of relations.
ĆW3	Creation of innovation, the perspective of the organization and leadership.
ĆW4	Implementation of product- and process-related innovation.
ĆW5	Implementation of organizational and managerial innovation.
ĆW6	Monitoring and controlling results of implementation of innovation.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Practical tasks.*
3	*Literature studies.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Exam.*	*60%*
O2	*Evaluation of performed tasks.*	*60%*
O3	*Evaluation of reports on completed exercises.*	*70%*

	Required textbooks and other reading
1	*Karlik M., Zarządzanie innowacjami w przedsiębiorstwie, Poltext, Warszawa 2012.*
2	*Tidd J., Bessant J., Zarządzanie innowacjami, Wolters Kluwer, Warszawa 2013.*
3	*Prahalad C., Krishnan K., Nowa era innowacji, WN PWN, Warszawa 2010.*
	Recommended (supplementary) textbooks and other reading
1	*Brzeziński M., Wdrażanie innowacji technologicznych, Difin, Warszawa 2015.*
2	*Francik A., Sterowanie procesami innowacyjnymi w organizacji, Wydawnictwo AE w Krakowie, Kraków 2003.*
3	*Kraśnicka T., Innowacje w zarządzaniu. Nowe ujęcie, C.H. Beck, Warszawa 2018.*
4	*Lachowski S., Droga innowacji, Studio EMKA, Warszawa 2010.*
5	*Pichlak M., Uwarunkowania innowacyjności organizacji. Studium teoretyczne i wyniki badań empirycznych, Difin, Warszawa 2012.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*45*
participation in lectures	*30*
participation in practicals/tutorials	*15*
Student's own work, including:	*55*
preparation to practicals/tutorials	*15*
preparation to exam	*20*
preparation to individual report on exercises	*15*
Total student's workload	*100*
Total number of the course ECTS credits	*4*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_W01+, Z2A_W11++*	*[C1]*	*[W1]*	*[1]*	*[O1]*
EK 2	*Z2A_W03++, Z2A_W07++ Z2A_W09+, Z2A_W11++*	*[C1]*	*[W2- W9]*	*[1]*	*[O1]*
EK 3	*Z2A_W07++ Z2A_W09+, Z2A_W10++, Z2A_W12++, Z2A_W13+++, Z2A_W14+, Z2A_W17++*	*[C2]*	*[W4- W13]*	*[1]*	*[O1]*
EK 4	*Z2A_W16++, Z2A_W17++*	*[C2]*	*[W11-W13]*	*[1]*	*[O1]*
EK 5	*Z2A_U01+, Z2A_U05++,*	*[C3]*	*[ĆW1-ĆW3]*	*[2, 3]*	*[O2, O3]*

	Z2A_U06++, Z2A_U08++, Z2A_U10++, Z2A_U13+++, Z2A_U16++, Z2A_U19+++, Z2A_U23+				
EK 6	Z2A_U03++, Z2A_U06++, Z2A_U07+, Z2A_U08++, Z2A_U09+++, Z2A_U10++, Z2A_U11+, Z2A_U16++, Z2A_U19+++	[C1]	[ĆW6]	[2, 3]	[O2, O3]
EK 7	Z2A_U09+++, Z2A_U10++, Z2A_U11+, Z2A_U12++, Z2A_U13+++, Z2A_U16++	[C1, C2]	[ĆW4, ĆW5]	[2, 3]	[O2, O3]
EK 8	Z2A_U15+, Z2A_U16++, Z2A_U17+	[C3]	[ĆW6]	[2, 3]	[O2, O3]
EK 9	Z2A_K01+++	[C2, C3]	[W3-W5, ĆW2, ĆW3]	[1, 2, 3]	[O1, O2, O3]
EK 10	Z2A_K02++, Z2A_K04+++, Z2A_K05+, Z2A_K06++	[C2, C3]	[W3, W8, W10-W13, ĆW6]	[1, 2, 3]	[O1, O2, O3]

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Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Business Analysis Methods and Techniques*
Course type:	*Specialization course* *Specialty: Innovation and Entrepreneurship*
Course code:	*06-15-1-2-50-04*
Year:	*II*
Semester:	*3*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*60*
Lectures	*30*
Practicals/Tutorials	*-*
Labs	*-*
Project	*30*
Number of ECTS credits:	*4*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with the process of strategic management.
C2	Explaining students the significance of business analysis for decision-making process.
C3	Familiarizing student with tools and techniques used in the optimization of business processes.

Prerequisites in terms of knowledge, skills and other competencies	
1	General knowledge of strategic management.
2	General knowledge of finance.

Learning outcomes	
	In terms of knowledge:
EK 1	Students know methods used in business analysis.
EK 2	Students have in-depth knowledge of tools and techniques used in the optimization of business processes.
	In terms of skills:
EK3	Students can observe the phenomena and processes in organizations and their environments and are able to analyse and interpret them using the business modelling methods and tools.
EK4	Students can select appropriate methods and tools to describe and analyse the problems and areas of the organization's activity and its environment, and are able to assess both the usefulness and effectiveness of selected tools and methods from the business modelling perspective.
EK5	Students are able to develop a holistic diagnosis of a given situation, assess the possible strategy variants and can select the optimal solution.
EK6	Students are able to communicate effectively with all stakeholder groups of the organization.

	In terms of social competences:
EK7	Students are prepared to recognize the importance of knowledge in solving problems in the process of business analysis and modelling.

Course content	
Class format - lectures	
	Course content
W1	Introduction to business analysis.
W2	Analysis of an enterprise – identifying and modelling business processes.
W3	Methodology for developing the company's strategy and the art of making strategic choices.
W4	Strategic planning skills.
W5	Application of decision trees in the process of business strategy analysis.
W6	Planning the process of business analysis and developing justification for business ventures.
W7	Integrated approach to documenting requirements.
W8	Requirements analysis and its impact on business justification.
W9	Model solutions and approach to specifications – evaluation and validation of solutions.
W10	Tools and techniques used by business analysts.
W11	Business analyst competences.
W12	Optimization of business processes.
W13	Balanced scorecard – a tool used in monitoring achievement of strategic goals.
Class format – project	
	Course content
ĆW1	A synthetic description of the business idea that shall be subject of realized project.
ĆW2	Analysis of an enterprise – identifying and modelling business processes.
ĆW3	Planning the business analysis process and developing justification for business ventures.
ĆW4	Requirements analysis of and its impact on business justification.
ĆW5	Proposition of a model approach to business – proposition of tools and techniques.
ĆW6	Undertakings - optimization of business processes.
ĆW7	Balanced scorecard – applications in business venture profitability analysis.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Discussion with elements of practical problem solving.*
3	*Working in groups.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Lecture pass.*	60%
O2	*Project pass.*	60%

Required textbooks and other reading		
1	*Żeliński J., Analiza biznesowa. Praktyczne modelowanie organizacji, Wydawnictwo Onepress, Gliwice 2016.*	
2	*Kaplan R.S., Norton D. P., Strategiczna karta wyników. Jak przełożyć strategię na działanie, Wydawnictwo Naukowe PWN, Warszawa 2019.*	
3	*Romanowska M., Planowanie strategiczne w przedsiębiorstwie, PWE, Warszawa 2009.*	
Recommended (supplementary) textbooks and other reading		
1	*Gierszewska G., Romanowska M., Analiza strategiczna przedsiębiorstwa, PWE, Warszawa 2009.*	

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*60*
participation in lectures	*30*
participation in project classes	*30*
Student's own work, including:	*40*
preparation to practicals/tutorials	*20*
preparation to lecture pass	*20*
Total student's workload	*100*
Total number of the course ECTS credits	*4*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	Z2A_W02+++, Z2A_W04++, Z2A_W14++, Z2A_W17++	*[C1, C2, C3]*	*[W1-W13]*	*[1]*	*[O1]*
EK 2	Z2A_W02+++, Z2A_W04++, Z2A_W14++, Z2A_W17++	*[C1, C2, C3]*	*[W1-W13]*	*[1]*	*[O1]*
EK 3	Z2A_U01+++, Z2A_U03+++	*[C1, C2, C3]*	*[ĆW1–ĆW7]*	*[2, 3]*	*[O2, O3]*
EK 4	Z2A_U03+++, Z2A_U06+++, Z2A_U15++, Z2A_U17++	*[C1, C2, C3]*	*[ĆW2–ĆW6]*	*[2, 3]*	*[O2, O3]*
EK 5	Z2A_U07+++, Z2A_U08+++, Z2A_U09++	*[C1, C2, C3]*	*[ĆW2–ĆW6]*	*[2, 3]*	*[O2, O3]*
EK 6	Z2A_U22+++	*[C1, C2, C3]*	*[ĆW1, ĆW2,ĆW7]*	*[2, 3]*	*[O2, O3]*
EK 7	Z2A_K01+++, Z2A_K02++, Z2A_K03+++	*[C1, C2, C3]*	*[W1, W2, W5, W6, W9-W12, ĆW5, ĆW6]*	*[1, 2, 3]*	*[O1, O2, O3]*

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Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Internet Entrepreneurship*
Course type:	*Specialization course* *Specialty: Innovation and Entrepreneurship*
Course code:	*06-15-1-2-50-05*
Year:	*II*
Semester:	*3*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*60*
Lectures	*30*
Practicals/Tutorials	*30*
Labs	*-*
Project	*-*
Number of ECTS credits:	*4*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with multiple applications of the Internet in activities of organizations.
C2	Familiarizing students with current methods and techniques of online selling and delivering other services over the Internet.
C3	Developing the students' ability to use the Internet as a vehicle for achieving organization's goals.

Prerequisites in terms of knowledge, skills and other competencies	
1	Knowledge of management basics.

Learning outcomes	
	In terms of knowledge:
EK 1	Students have in-depth knowledge of the possible applications of the Internet in various activities of organizations.
EK 2	Students have in-depth knowledge of online customer service methods and techniques.
EK 3	Students understand and can explain the significance of the Internet for organizations and their operations.
	In terms of skills:
EK 4	Students are able to select suitable methods and adopt appropriate approaches in the process of implementation of Internet-based solutions.
EK 5	Students can solve problems connected with the security of modern solutions.
EK 6	Students are able to make decisions connected with the implementation of modern solutions.
	In terms of social competences:
EK 7	Students are prepared to act in a creative and entrepreneurial manner; they are able to think outside the box and creatively.
EK 8	Students are prepared to assume responsibility for implemented solutions.

	Course content
	Class format - lectures
	Course content
W1	Specificity of Internet business, niche and uniqueness.
W2	Internet shops, education platforms and other e-commerce channels.
W3	Methods of increasing online sales efficiency: cross-channelling, co-surfing, comparison shopping engines.
W4	Methods of increasing online sales efficiency: cross-selling, up-selling, down-selling. Google shopping.
W5	M-business – mobile applications for e-business.
W6	Handling Internet transactions, bitcoin.
W7	E-shop logistics: parcel lockers, courier delivery companies, courier services brokers.
W8	Dropshipping.
W9	Online brand building: e-offering, storytelling, tagline, specifics of posted photographs.
W10	Social media and social marketing, twitter marketing, viral marketing, performance marketing, blogs and vlogs.
W11	E-mail marketing, effective newsletters, GetResponse, FreshMail, positioning.
W12	Online consumer profile, ways of communication with e-customers, building e-customer trust.
W13	Consumer feedback, monitoring opinions on the Internet.
W14	E-business automation, security in e-business.
W15	Legal aspects of online entrepreneurship.
	Class format - practicals/tutorials
	Course content
ĆW1	Internet business – case study.
ĆW2	E-commerce – case study.
ĆW3	Improving efficiency on the Internet – case study.
ĆW4	Google-shopping – exercise.
ĆW5	Mobile apps for e-business - exercise.
ĆW6	Handling Internet transactions – case study.
ĆW7	E-shop logistics – case study.
ĆW8	Dropshipping – case study.
ĆW9	Online brand building – case study.
ĆW10	Social media in e-business – case study.
ĆW11	E-mail marketing – case study.
ĆW12	Communication channels with e-customers – case study.
ĆW13	Monitoring opinions on the Internet – exercise.
ĆW14	Security in e-business – case study.
ĆW15	Class summary.

	Didactic methods
1	*Lectures with multimedia presentations.*
2	*Practicals in groups.*
3	*Case studies.*

Evaluation methods and criteria		
Evaluation method symbol	Description of evaluation method	Pass threshold
O1	*Lecture pass.*	*51%*
O2	*Evaluation of task completion.*	*51%*

	Required textbooks and other reading
1	*Dutko M. (Ed.), Biblia e-biznesu2. Nowy testament, Helion, Gliwice 2016.*
2	*Grudzewski W, M., Hejduk I. K., Przedsiębiorstwo wirtualne, Difin, Warszawa 2002.*
3	*Afuah A., Tucci Ch. L., Biznes internetowy. Strategie i modele, Oficyna Ekonomiczna, Kraków 2003.*
	Recommended (supplementary) textbooks and other reading
1	*Woźniak M., Internet. Nowa strategia i organizacja firmy, Wydawnictwo Uniwersytetu Gdańskiego, Gdańsk 2004.*
2	*Gregor B., Stawiszyński M., e-Commerce, Oficyna Wydawnicza Branta, Bydgoszcz-Łódź 2002.*
3	*Szapiro T, Ciemniak R., Internet – nowa strategia firmy, Difin, Warszawa 1999.*

Student's workload	
Form of activity	Average number of hours of student's activity
Number of contact hours with instructors, including:	*60*
participation in lectures	*30*
participation in practicals/tutorials	*30*
Student's own work, including:	*40*
preparation to passing classes	*20*
preparation to practicals/tutorials	*20*
Total student's workload	*100*
Total number of the course ECTS credits	*4*

Learning outcomes matrix					
Learning outcome	Reference of the given learning outcome to effects defined for the field of study	Course objectives	Course content	Didactic methods	Evaluation methods
EK 1	Z2A_W03+++, Z2A_W10+, Z2A_W11+, Z2A_W17++	*[C1, C2]*	*[W1–W15]*	*[1]*	*[O1]*
EK 2	Z2A_W03+++, Z2A_W17++	*[C1, C2]*	*[W1–W15]*	*[1]*	*[O1]*
EK 3	Z2A_W03+++, Z2A_W10+, Z2A_W11+, Z2A_W17++	*[C1, C2]*	*[W1–W15]*	*[1]*	*[O1]*
EK 4	Z2A_U01+, Z2A_U02++, Z2A_U03++,	*[C1, C2, C3]*	*[ĆW1-ĆW13]*	*[2, 3]*	*[O2, O3]*

	Z2A_U04++, Z2A_U08+, Z2A_U09++, Z2A_U11+, Z2A_U12++, Z2A_U13+, Z2A_U14+, Z2A_U19+, Z2A_U22+++, Z2A_U23+				
EK 5	Z2A_U01+, Z2A_U02++, Z2A_U03++, Z2A_U04+++, Z2A_U05+, Z2A_U08+, Z2A_U09+++, Z2A_U11++, Z2A_U13+, Z2A_U14++, Z2A_U19+, Z2A_U22+++, Z2A_U23+	*[C1, C2, C3]*	*[ĆW14, ĆW15]*	*[2, 3]*	*[O2, O3]*
EK 6	Z2A_U01+, Z2A_U02++, Z2A_U03++, Z2A_U04+++, Z2A_U05+, Z2A_U06+++, Z2A_U07+++, Z2A_U08+, Z2A_U09+++, Z2A_U11++, Z2A_U13+, Z2A_U14++, Z2A_U16+, Z2A_U19+, Z2A_U22+++, Z2A_U23+	*[C1, C2, C3]*	*[ĆW1-ĆW15]*	*[2, 3]*	*[O2, O3]*
EK 7	Z2A_K01++, Z2A_K02++, Z2A_K03+++, Z2A_K04+	*[C3]*	*[ĆW1-ĆW15]*	*[2, 3]*	*[O2, O3]*
EK 8	Z2A_K02++, Z2A_K03+, Z2A_K05++	*[C3]*	*[ĆW1-ĆW15]*	*[2, 3]*	*[O2, O3]*

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Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Social Entrepreneurship*
Course type:	*Specialization course* *Specialty: Innovation and Entrepreneurship*
Course code:	*06-15-1-2-50-06*
Year:	*II*
Semester:	*3*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*45*
Lecture	*30*
Practicals/Tutorials	*15*
Labs	*-*
Project	*-*
Number of ECTS credits:	*4*
Course completion form (evaluation):	*Exam/Credit*
Language of instruction:	*English*

Course objectives		
C1	Familiarizing students with social entrepreneurship issues, including definitions, history and various dimensions of social entrepreneurship.	
C2	Acquainting students with social entrepreneurship problems and possible solutions.	

Prerequisites in terms of knowledge, skills and other competencies	
1	None.

Learning outcomes		
	In terms of knowledge:	
EK 1	Students understand how social entrepreneurship works.	
EK 2	Students know and understand various problems associated with the development of social entrepreneurship.	
	In terms of skills:	
EK3	In planning and analysing social business ventures, students can use and combine knowledge from different fields.	
EK4	Students can plan selected areas of operation of the social enterprise.	
	In terms of social competences:	
EK5	Students can think and act in an enterprising way.	
EK6	Students are ready to initiate and organize social life.	

Course content	
Class format - lectures	
	Course content
W1	Social entrepreneurship – definitions, dimensions, history.
W2	Dynamics of social changes.
W3	Social capital built by social entrepreneurs.
W4	Social networks.
W5	New model of leadership.

W6	Negotiation practice in social entrepreneurship.
W7	Perspectives of social entrepreneurship.
W8	Social entrepreneurship in practice.
**Class format - practicals/tutorials**
	Course content
ĆW1	Social entrepreneurship: definitions, dimensions, history – exercises.
ĆW2	Dynamics of social changes – exercises, texts analysis.
ĆW3	Social capital built by social entrepreneurs – exercises.
ĆW4	Social networks – case studies.
ĆW5	New model of leadership – exercises.
ĆW6	The specificity of negotiations between social entrepreneurs.
ĆW7	Perspectives of social entrepreneurship.
ĆW8	Social entrepreneurship in practice – case studies.

**Didactic methods**
1	*Lectures with multimedia presentations.*
2	*Case studies.*
3	*Analysis and interpretation of source texts.*
4	*Didactic discussion.*

**Evaluation methods and criteria**
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Exam.*	*60%*
O2	*Practicals/tutorials pass.*	*60%*
O3	*Evaluation of prepared presentations.*	*60%*

**Required textbooks and other reading**
1	*Praszkier R., Nowak A., Przedsiębiorczość społeczna. Teoria i praktyka, Oficyna, Warszawa 2012.*
2	*Mair J., Robinson J., Hockerts K., (Ed.) Przedsiębiorczość społeczna, Wydawnictwo WSP TWP, Kielce 2010.*
3	*Wygnański J.J., Przedsiębiorstwo społeczne. Antologia kluczowych tekstów, FISE, Warszawa 2008.*
**Recommended (supplementary) textbooks and other reading**
1	*Esping-Andersen G., Społeczne podstawy gospodarki postindustrialnej, Wydawnictwo Wyższej Szkoły Pedagogicznej PWT, Warszawa 2010.*
2	*Bornstein D., Jak zmieniać świat, Wyd. AnWero, Gdańsk 2010.*

**Student's workload**
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*45*
participation in lectures	*30*
participation in practicals/tutorials	*15*
Student's own work, including:	*55*
preparation to practicals/tutorials	*25*
preparation to exam	*30*
Total student's workload	*100*
Total number of the course ECTS credits	*4*

Learning outcomes matrix					
Learning outcome	Reference of the given learning outcome to effects defined for the field of study	Course objectives	Course content	Didactic methods	Evaluation methods
EK 1	*Z2A_W04 +, Z2A_W05+++, Z2A_W07+, Z2A_W09++, Z2A_W13++, Z2A_W18+++*	*[C1, C2]*	*[W1-W8]*	*[1, 4]*	*[O1]*
EK 2	*Z2A_W04++, Z2A_W05++, Z2A_W07+, Z2A_W09++, Z2A_W12+++, Z2A_W14++, Z2A_W18++*	*[C1, C2]*	*[W1-W8]*	*[1, 4]*	*[O1]*
EK 3	*Z2A_U01++, Z2A_U03++. Z2A_U06+, Z2A_U07++, Z2A_U09+++, Z2A_U11++, Z2A_U13+++, Z2A_U15++, Z2A_U17++, Z2A_U20++*	*[C1, C2]*	*[ĆW1-ĆW8]*	*[2-4]*	*[O2, O3]*
EK 4	*Z2A_U09+++, Z2A_U11++, Z2A_U17++, Z2A_U19+*	*[C1, C2]*	*[ĆW1- ĆW8]*	*[2-4]*	*[O2, O3]*
EK 5	*Z2A_K04+++*	*[C1, C2]*	*[W3-W8, ĆW1-ĆW8]*	*[1-4]*	*[O2, O3]*
EK 6	*Z2A_K02+++, Z2A_K06+++*	*[C1, C2]*	*[W3-W8, ĆW1-ĆW8]*	*[1-4]*	*[O2, O3]*

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Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Management in Public Administration*
Course type:	*Specialization course* *Specialty: Innovation and Entrepreneurship*
Course code:	*06-15-1-2-50-07*
Year:	*II*
Semester:	*3*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*45*
Lecture	*30*
Practicals/Tutorials	*15*
Labs	*-*
Project	*-*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Familiarizing students with the specificity of public sector and relevant legal regulations.
C2	Acquainting students with the methods and concepts of management in the public sector and modern approach to the management of public sector institutions.
C3	Familiarizing students with the specificity of functioning of public organizations and public organizations management.

Prerequisites in terms of knowledge, skills and other competencies	
1	General knowledge of management.
2	General knowledge of marketing.

Learning outcomes	
	In terms of knowledge:
EK 1	Students have in-depth knowledge of processes occurring in public organizations, their essence and mutual relations, as well as conditions and directions of change.
EK 2	Students understand complex processes and phenomena occurring in public organizations and their environments.
	In terms of skills:
EK3	Students can make observations of processes and phenomena occurring in public organizations and their environments, and can analyse and interpret them using various management methods and tools.
EK4	Students can select appropriate methods and tools in order to analyse and resolve problems emerging in public organizations.
EK5	Students are able to perform a holistic diagnosis of the situation, evaluate possible development scenarios, variants of developed strategy, and select the optimal solution.
EK6	Students can communicate effectively with all groups of public organization stakeholders.

	In terms of social competences:
EK7	Students are ready to recognize the importance of knowledge in solving problems that may arise out in the process public organization management.

Course content	
Class format - lectures	
	Course content
W1	Definitions, scope and functions of the public sector. The concept and essence of public management. Administration and public management.
W2	Public management models. Bureaucratic model. New Public Management (NPM).
W3	Characteristics of public services. Reforms of public services in selected countries.
W4	Legal foundations of organization and management of public institutions.
W5	Modern management concepts in public institutions. New Public Management (NPM). Good Governance in public sector organizations.
W6	New Public Administration (NPA) and the concept of Reinventing Government.
W7	Evolution of management systems in the public sector in the USA, Great Britain, Canada and Japan.
W8	Strategic Scorecard in the public sector.
W9	Using the concept of intellectual capital in developing strategies for public organizations.
W10	Social capital as a core element of management of public organizations.
W11	Management of organizations operating in the health care sector.
W12	Management of organizations operating in the sector of education.
W13	Selected legal and ethical problems relating to management in the public sector: clerks – expectations and the reality, corruption and ethics, quality of rendered services, e-administration.
Class format - practicals/tutorials	
	Course content
ĆW1	Definitions and the scope of the public sector.
ĆW2	Public sector entities, relevant legal regulations.
ĆW3	Public organizations, their legal and organizational features.
ĆW4	Management of public sector organizations.
ĆW5	Characteristics of operations of selected public sector institutions.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Case studies.*
3	*Discussion with elements of practical problem solving.*
4	*Working in groups.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Lecture pass.*	*60%*
O2	*Evaluation of problem solving in case studies.*	*60%*

	Required textbooks and other reading
1	*Edvisson L., Malone S.M., Kapitał intelektualny, Wydawnictwo Naukowe PWN, Warszawa 2001.*
2	*Kaplan R.S., Norton D. P., Strategiczna karta wyników. Jak przełożyć strategię na działanie, Wydawnictwo Naukowe PWN, Warszawa 2019.*
3	*Kożuch B., Zarządzanie publiczne w teorii i praktyce polskich organizacji, Placet, Warszawa 2004.*
4	*Lisowski O., Zarządzanie publiczne i zamówienia publiczne. Wydawnictwo Contact, Poznań 2013.*
5	*Raczkowski K., Zarządzanie publiczne. Teoria i praktyka, Wydawnictwo Naukowe PWN, Warszawa 2015.*
	Recommended (supplementary) textbooks and other reading
1	*Frąckiewicz-Wronka A., Zarządzanie publiczne - elementy teorii i praktyki, Wydawnictwo Akademii Ekonomicznej w Katowicach, Katowice 2009.*
2	*Hausner J., Zarządzanie publiczne, Scholar, Warszawa 2008.*
3	*Zawicki M., Nowe zarządzanie publiczne, PWE, Warszawa 2011.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*45*
participation in lectures	*30*
participation in practicals/tutorials	*15*
Student's own work, including:	*30*
preparation to practicals/tutorials	*20*
preparation to lecture pass	*10*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z1A_W01++, Z1A_W02++, Z2A_W06++, Z2A_W09++, Z2A_W12++*	*[C1, C2, C3]*	*[W1-W13]*	*[1]*	*[O1]*
EK 2	*Z1A_W01++, Z1A_W02++, Z2A_W06++, Z2A_W09++, Z2A_W12++*	*[C1, C2, C3]*	*[W1-W13]*	*[1]*	*[O1]*
EK 3	*Z2A_U01+++, Z2A_U03+++, Z2A_U07++, Z2A_U24+*	*[C1, C2, C3]*	*[ĆW1-ĆW3, ĆW5]*	*[2, 3, 4]*	*[O2]*
EK 4	*Z2A_U03+++, Z2A_U06+++,*	*[C1, C2, C3]*	*[ĆW4, ĆW5]*	*[2, 3, 4]*	*[O2]*

	Z2A_U15++, Z2A_U17++				
EK 5	Z2A_U07+++, Z2A_U08+++, Z2A_U09++, Z2A_U07++, Z2A_U24+	*[C1, C2, C3]*	*[ĆW4, ĆW5]*	*[2, 3, 4]*	*[O2]*
EK 6	*Z2A_U22+++*	*[C1, C2, C3]*	*[ĆW4, ĆW5]*	*[2, 3, 4]*	*[O2]*
EK 7	Z2A_K01+++, Z2A_K02++, Z2A_K03+++	*[C1, C2, C3]*	*[W5–W13, ĆW4, ĆW5]*	*[1, 2, 3, 4]*	*[O1, O2]*

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Organizational unit:	Faculty of Management Department of Strategy and Business Planning

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Management in Non-profit Organizations*
Course type:	*Specialization course* *Specialty: Innovation and Entrepreneurship*
Course code:	*06-15-1-2-50-08*
Year:	*II*
Semester:	*4*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*45*
Lecture	*30*
Practicals/Tutorials	*15*
Labs	*-*
Project	*-*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives		
C1		Familiarizing students with various issues relating to non-profit organizations – definitions, dimensions, and history.
C2		Familiarizing students with legal regulations on non-profit organizations.
C3		Familiarizing students with various problems that may arise out in non-profit organizations and possible solutions.

Prerequisites in terms of knowledge, skills and other competencies	
1	None.

Learning outcomes		
		In terms of knowledge:
EK 1		Students know the types and specificity of operations of non-profit organizations.
EK 2		Students know and understand the problems associated with the development of non-profit organizations.
		In terms of skills:
EK3		Students are able to use and combine knowledge from different fields in order to plan and analyse non-profit organizations.
EK4		Students are able to plan selected activities of non-profit organizations.
		In terms of social competences:
EK5		Students can think and act in an enterprising way.
EK6		Students are ready to initiate and organize non-profit activities.

Course content	
Class format - lectures	
Course content	
W1	Non-profit sector in the world.
W2	Non-profit sector in Poland.
W3	Legal regulations on non-profit organizations.

W4	Selected aspects of management in non-profit organizations.
W5	Strategy and planning in non-profit organizations.
W6	Leadership and negotiations in non-profit organizations.
W7	Human resources management (HRM) in non-profit organizations**.**
W8	Marketing in non-profit organizations**.**
W9	Public relations in non-profit organizations**.**
**Class format - practicals/tutorials**
**Course content**
ĆW1	Non-profit sector in the world.
ĆW2	Non-profit sector in Poland.
ĆW3	Legal, social and economic dilemmas of non-profit organizations.
ĆW4	Selected aspects of management in non-profit organizations.
ĆW5	Strategy and planning in non-profit organizations.
ĆW6	Negotiation practices in non-profit organizations.
ĆW7	Human resources management (HRM) in non-profit organizations.
ĆW8	Marketing in non-profit organizations.
ĆW9	Public relations in non-profit organizations.

**Didactic methods**
1	*Lectures with multimedia presentations.*
2	*Case studies.*
3	*Analysis and interpretation of source texts.*
4	*Didactic discussion.*

**Evaluation methods and criteria**
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Lecture pass.*	*60%*
O2	*Practicals/tutorials pass.*	*60%*
O3	*Evaluation of prepared presentation.*	*60%*

**Required textbooks and other reading**
1	*Trzciński T., Nowoczesne metody zarządzania i przywództwa w organizacjach typu non profit, Rozpisani.pl, Warszawa 2018.*
2	*Domański J., Zarządzanie strategiczne organizacjami non profit w Polsce, Wolters Kluwer Polska Sp. z o.o., Warszawa 2010.*
3	*Filipiak B., Ruszała J., Instytucje otoczenia biznesu. Rozwój, wsparcie, instrumenty, Difin, Warszawa 2009.*
3	*Bogacz-Wojtanowska E., Zarządzanie organizacjami pozarządowymi na przykładzie stowarzyszeń krakowskich, Wyd. Uniwersytetu Jagiellońskiego, Kraków 2006.*
**Recommended (supplementary) textbooks and other reading**
1	*Drucker P., Zarządzanie organizacją pozarządową, Fundusz Współpracy, Program Phare Dialog Społeczny – NGOs, Warszawa 1995.*
2	*Topler S., Anheier H.K., Zarys ogólny teorii organizacji i zarządzania organizacjami non profit, [In:] Trzeci sektor dla zaawansowanych. Współczesne teorie trzeciego sektora – wybór tekstów, Stowarzyszenie Klon/Jawor, Warszawa 2006.*

Student's workload	
Form of activity	Average number of hours of student's activity
Number of contact hours with instructors, including:	45
participation in lectures	30
participation in practicals/tutorials	15
Student's own work, including:	30
preparation to practicals/tutorials	20
preparation to lecture pass	10
Total student's workload	75
Total number of the course ECTS credits	3

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_W04++, Z2A_W05+++, Z2A_W06++, Z2A_W07+, Z2A_W09++, Z2A_W13++, Z2A_W18+++*	*[C1, C2, C3]*	*[W1-W9]*	*[1, 4]*	*[O1]*
EK 2	*Z2A_W04 ++, Z2A_W05++, Z2A_W06++, Z2A_W07+, Z2A_W09++, Z2A_W12+++, Z2A_W14++, Z2A_W18++*	*[C1, C2, C3]*	*[W1-W9]*	*[1, 4]*	*[O1]*
EK 3	*Z2A_U01++, Z2A_U03++, Z2A_U06+, Z2A_U07++, Z2A_U09+++, Z2A_U11++, Z2A_U13+++, Z2A_U15++, Z2A_U17++, Z2A_U20++, Z2A_U07++, Z2A_U24+*	*[C1, C2, C3]*	*[ĆW1-ĆW9]*	*[2-4]*	*[O2, O3]*
EK 4	*Z2A_U09+++, Z2A_U11++, Z2A_U17++, Z2A_U19+,*	*[C1, C2, C3]*	*[ĆW1-ĆW9]*	*[2-4]*	*[O2, O3]*

	Z2A_U07++, Z2A_U24+				
EK 5	*Z2A_K04+++*	*[C2, C3]*	*[W3-W9]* *[ĆW1-ĆW9]*	*[1-4]*	*[O2, O3]*
EK 6	*Z2A_K02+++, Z2A_K06+++*	*[C2, C3]*	*[W3-W9]* *[ĆW1-ĆW9]*	*[1-4]*	*[O2, O3]*

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Organizational unit:	Faculty of Management Department of Management

Module/course syllabus
[Management]
Second-cycle (Master's degree) programme

Course name:	*Legal Aspects of Management of Social Organizations*
Course type:	*Specialization course* *Specialty: Innovation and Entrepreneurship*
Course code:	*06-15-1-2-50-09*
Year:	*II*
Semester:	*4*
Study mode:	*Full-time*
Class format and the number of hours per semester:	*45*
Lectures	*15*
Practicals/Tutorials	*30*
Labs	*-*
Project	*-*
Number of ECTS credits:	*3*
Course completion form (evaluation):	*Credit*
Language of instruction:	*English*

Course objectives	
C1	Students shall be equipped with knowledge on social organizations and legal mechanisms concerning their activities.
C2	Developing the students' ability to interpret and apply in practice legal norms concerning activities carried out by social organizations.

Prerequisites in terms of knowledge, skills and other competencies	
1	General knowledge of the law basics and commercial law.
2	Basic skill in resolving problems relating to civil law using available information on binding legal regulations.
3	Ability to draw up basic documents used in civil law transactions.

Learning outcomes	
	In terms of knowledge:
EK 1	Students know and understand the principles of functioning of social organizations in the light of current Polish legal regulations.
	In terms of skills:
EK2	Students can independently analyse and draw up basic documents connected with activities carried out by social organizations.
EK3	Based on available information on current legal regulations and sources of law, students are able to resolve practical problems relating to various operations of social organizations.
	In terms of social competences:
EK4	Students are prepared to undertake enterprising activity and perform responsibly various professional roles.

Course content	
Class format – lectures	
	Course content
W1	Constitutional freedom of association. Types of activities carried out by non-governmental organizations (NGO).
W2	Organizational forms and operating principles of non-government organizations (associations, societies, foundations, unions of associations/societies). Public benefit organizations.
W3	Registration procedure of non-government organizations and their reporting obligations. Supervision of non-government organizations.
W4	Selected agreements/contracts in activities of social organizations.
W5	The principles and conditions of inter-sectoral cooperation in Poland.
Class format - practicals/tutorials	
	Course content
ĆW1	Constitutional freedom of association. Types of activities carried out by non-governmental organizations (NGO) – examples.
ĆW2	Organizational forms and operating principles of non-government organizations (associations, societies, foundations, unions of associations/societies). Public benefit organizations – case studies.
ĆW3	Registration procedure of non-government organizations and reporting obligations. Supervision of non-government organizations – case studies.
ĆW4	Examples of agreements/contracts in activities of social organizations – case studies.
ĆW5	The principles and conditions of inter-sectoral cooperation in Poland – case studies.

Didactic methods	
1	*Lectures with multimedia presentations.*
2	*Conversation lectures.*
3	*Analysis of source texts.*
4	*Work in groups.*
5	*Case studies.*
6	*Discussions.*

Evaluation methods and criteria		
Evaluation method symbol	**Description of evaluation method**	**Pass threshold**
O1	*Practicals/tutorials pass.*	*51%*
O2	*Lecture pass.*	*60%*
O3	*Evaluation of problem solving in case studies.*	*80%*

Required textbooks and other reading	
1	*Current legal acts relating to the management of social organizations.*
2	*Suski P., Stowarzyszenia i fundacje, WoltersKluwer, Warszawa 2018.*
3	*Fleszer D., Realizacja zadań publicznych przez organizacje pozarządowe. Studium administracyjnoprawne, Wyższa Szkoła Humanitas, Sosnowiec 2018.*
4	*Supera-Markowska M., Uwarunkowania prawne prowadzenia działalności gospodarczej przez organizacje pozarządowe, Espol Sp.z o.o., Warszawa 2015.*

Recommended (supplementary) textbooks and other reading	
1	*Bogacz-Wojtanowska E., Wrona S., Zarządzanie organizacjami pozarządowymi, Wydawnictwo UJ, Kraków 2016.*
2	*Bogacz-Wojtanowska E., Rymsza M., Nie tylko społecznie. Zatrudnienie i wolontariat w organizacjach pozarządowych, Instytut Spraw Publicznych, Warszawa 2009.*

Student's workload	
Form of activity	**Average number of hours of student's activity**
Number of contact hours with instructors, including:	*45*
participation in lectures	*15*
participation in practicals/tutorials	*30*
Student's own work, including:	*30*
preparation to practicals/tutorials	*20*
preparation to lecture pass	*10*
Total student's workload	*75*
Total number of the course ECTS credits	*3*

Learning outcomes matrix					
Learning outcome	**Reference of the given learning outcome to effects defined for the field of study**	**Course objectives**	**Course content**	**Didactic methods**	**Evaluation methods**
EK 1	*Z2A_W06+++, Z2A_W11++, Z2A_W14+, Z2A_W18+*	*[C1, C2]*	*[W1-W5]*	*[1, 2]*	*[O2]*
EK 2	*Z2A_U18+++, Z2A_U19++, Z2A_U24++*	*[C1, C2]*	*[ĆW1-ĆW5]*	*[3-6]*	*[O1, O3]*
EK 3	*Z2A_U18+++, Z2A_U19++, Z2A_U24+++*	*[C1, C2]*	*[ĆW1-ĆW5]*	*[3-6]*	*[O1, O3]*
EK 4	*Z2A_K05++, Z2A_K06++*	*[C1, C2]*	*[W1-W5, ĆW1-ĆW5]*	*[1-6]*	*[O1, O2, O3]*

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