



**CURRICULUM**

**MANAGEMENT**

**UNDERGRADUATE STUDIES**  
**GENERAL ACADEMIC PROFILE**

Academic year of studies beginning: 2023/2024

Warszawa, 01.10.2023

### General information and indicators of the curriculum

Professional title awarded to graduates	<b>Bachelor</b>
Form(s) of studies	<b>Full-time studies, Part-time studies</b>
The number of semesters required to complete a given level of study	<b>6</b>
Number of ECTS credits required to complete a given level of study	<b>180</b>
Total number of hours of classes with the direct participation of academic staff or other lecturers and students	<b>Full-time studies: 1801 Part-time studies: 1116</b>
Total number of ECTS credits to be obtained by the student in classes with direct participation of academic teachers or other instructors	<b>Full-time studies: 102,6 (57%) Part-time studies: 76,6 (43%)</b>
Percentage of the number of ECTS credits for each discipline to which the major is assigned in the number of ECTS credits required for graduation at a given level - in the case of a major assigned to more than one discipline	<b>Management and Quality Sciences 79% Economy and Finance 21%</b>
Total number of ECTS credits allocated to courses related to research activities conducted at the UEHS in the discipline or disciplines to which the field of study is assigned;	<b>135 (75%)</b>
The number of ECTS credits to be obtained by the student for courses in the humanities or social sciences - in the case of majors assigned to disciplines within disciplines other than, respectively, the humanities or social sciences	<b>5 ECTS credits*</b>  <small>*) For the course: Foundations of Philosophy</small>
Number of ECTS credits allocated to elective classes or groups of classes	<b>60 (33%)</b>
The dimension of professional practice and the number of ECTS credits a student must obtain for this practice	<b>Not applicable</b>
Number of hours of physical education classes - for full-time first degree and unified master's studies	<b>60 hrs.</b>

**Courses included in the curriculum  
broken down into learning modules together with the number of hours and ECTS credits**

	Name of course	ECTS	Hours	
			full-time studies	part-time studies
<b>I. BASIC COURSES</b>				
1.	Occupational Health & Safety Training	<b>0</b>	8	8
2.	Academic Skills	<b>1</b>	15	8
3.	Foundations of Philosophy	<b>5</b>	35	20
4.	Foundations of social communication	<b>4</b>	30	16
5.	Introduction to psychology	<b>5</b>	30	24
6.	State, law and policy science	<b>5</b>	30	24
7.	Sports & Leisure Activities	<b>0</b>	60	0
8.	Foreign Language	<b>10</b>	120	64
9.	Research Methodology in the Social Sciences	<b>4</b>	30	16
<b>Total for basic courses</b>		<b>34</b>	<b>358</b>	<b>180</b>
<b>II. PROFILE COURSES</b>				
10.	Fundamentals of economics	<b>5</b>	30	24
11.	Organisation and management theory	<b>5</b>	30	24
12.	Foundations of Spreadsheets	<b>1</b>	15	8
13.	Project management	<b>3</b>	30	16
14.	Principles of accounting	<b>5</b>	60	40
15.	Quantitative methods - statistics	<b>5</b>	60	40
16.	Fundamentals of private and public finance	<b>4</b>	30	24
17.	Management of the organization	<b>4</b>	30	24
18.	Principles of economic law	<b>2</b>	30	16
19.	Human Resources Management	<b>5</b>	60	40
20.	Corporate Finance	<b>7</b>	60	40
21.	Principles of Marketing	<b>4</b>	30	24
22.	Microeconomics	<b>6</b>	60	40
23.	Knowledge management	<b>3</b>	30	16
24.	Organizational Behavior	<b>3</b>	30	24
25.	Financial analysis	<b>6</b>	60	40
26.	Marketing research	<b>5</b>	60	40
27.	Macroeconomics	<b>4</b>	30	24
28.	Principles of public relations	<b>4</b>	30	16
29.	Change management	<b>3</b>	30	24
30.	Risk management	<b>3</b>	30	16
31.	Quality management	<b>3</b>	30	16
32.	Project Methodology	<b>3</b>	30	16
33.	Elective Courses	<b>4</b>	48	32
34.	IT management	<b>3</b>	30	16
35.	Monographic course (elective): Sustainability Finance or Financial Innovations	<b>3</b>	30	16
36.	Project seminar	<b>7</b>	30	24
<b>Total for profile courses</b>		<b>110</b>	<b>1023</b>	<b>680</b>
<b>III. SPECIALIZATION COURSES (8 subjects) (list of specializations and specialization courses in a separate table below)</b>				
<b>Total for specialization courses</b>		<b>36</b>	<b>420</b>	<b>256</b>
<b>Total ECTS and hours of study</b>		<b>180</b>	<b>1801</b>	<b>1116</b>

**Specialization courses (list of specializations and specialization courses)**

	Name of course	ECTS	Hours	
			full-time studies	part-time studies
<b>Specialization courses: Marketing in Enterprises</b>				
1.	Fundamentals of Advertising	5	60	40
2.	Principles of Negotiation and Mediation	5	60	40
3.	Operational controlling	4	45	24
4.	Brand management	4	45	24
5.	Marketing in trade and services	5	60	24
6.	Promotion Strategy	5	60	24
7.	Customer behavior	4	45	24
8.	Psychology of Advertising	4	45	24
<b>Specialization courses: Business management</b>				
1.	International Business Disputes	5	60	40
2.	Principles of Negotiation and Mediation	5	60	40
3.	Operational controlling	4	45	24
4.	Business communication	4	45	24
5.	Customer relationship management (CRM)	5	60	40
6.	Promotion Strategy	5	60	40
7.	Corporate Social Responsibility	4	45	24
8.	Psychology of Advertising	4	45	24
<b>Specialization courses: International logistics</b>				
1.	Principles of Negotiation and Mediation	5	60	40
2.	Development Economics	5	60	40
3.	Domestic and international forwarding	4	45	24
4.	Fundamentals of logistics	4	45	24
5.	Customer Relationship Management (CRM)	5	60	40
6.	Promotion Strategy	5	60	40
7.	Supply chain Management	4	45	24
8.	Urban transportation and logistics	4	45	24
<b>Specialization courses: Human Resources Management</b>				
1.	Selection of employees (recruitment, selection and adaptation)	5	60	40
2.	Principles of Negotiation and Mediation	5	60	40
3.	Organisation and management theory	4	45	24
4.	Foundations of social communication	4	45	24
5.	Employee motivation, remuneration and evaluation systems	5	60	40
6.	Career development and employee training	5	60	40
7.	Employee-employer relations	4	45	24
8.	Positive organizational atmosphere development	4	45	24
<b>Total for each specialization</b>		<b>36</b>	<b>420</b>	<b>256</b>

**Courses or groups of courses related to research activities conducted at UEHS in the discipline or disciplines to which the field of study is assigned, including students' participation in classes preparing for research activities**

Name of course	Form(s) of courses	Hours		ECTS
		full-time studies	part-time studies	
Organisation and management theory	L	30	24	5
Research Methodology in the Social Sciences	L	30	16	4
Project management	L	30	16	3
Principles of accounting	L/T	60	40	5
Quantitative methods - statistics	L/T	60	40	5
Fundamentals of private and public finance	L	30	24	4
Management of the organization	L	30	24	4
Human Resources Management	L/T	60	40	5
Corporate Finance	L/T	60	40	7
Principles of Marketing	L	30	24	4
Microeconomics	L/T	60	40	6
Knowledge management	L	30	16	3
Organizational Behavior	L	30	24	3
Financial analysis	L/T	60	40	6
Marketing research	L/T	60	40	5
Macroeconomics	L	30	24	4
Principles of public relations	L	30	16	4
Change management	L	30	24	3
Risk management	L	30	16	3
Quality management	L	30	16	3
Project Methodology	D	30	16	3
IT management	D	30	16	3
Specialty education course module	L/T/D	420	256	36
Project seminar	D	30	24	7
<b>Total</b>		<b>1320</b>	<b>856</b>	<b>135</b>

Designations in the tables: L – lectures; T – tutorials, D – discussions; Lab. - laboratories

### Elective classes or groups of classes

L.p.	Name of course	Form(s) of courses	Hours (full-time studies)	Hours (part-time studies)	ECTS
2	Foreign Language	T	120	64	10
3	Monographic course (elective): Sustainability Finance or Financial Innovations	L	30	16	3
4	Elective Courses	D	48	32	4
5	Project seminar	D	30	24	7
6	Specialization courses	L/T/D	420	256	36
<b>Total</b>			<b>648</b>	<b>392</b>	<b>60</b>

Designations in the tables: L – lectures; T – tutorials, D – discussions; Lab. - laboratories

## LEARNING OUTCOMES

Learning outcomes take into account the higher education first-cycle programme for levels 6-7 as defined in the Act on the Integrated Qualifications System of 22 December 2015 (*Journal of Laws of 2016, items 64 and 1010*) and the higher education second-cycle programme characteristics specified in the Regulation of the Minister of Science and Higher Education of 14 November 2018 on the higher education second-cycle programme characteristics of learning outcomes for qualifications at levels 6-8 of the Polish Qualifications Framework (PQF).

A graduate of the higher education first-cycle programme in the field of *MANAGEMENT* obtains a full qualification at level 7 of the Polish Qualifications Framework (PQF).

Category of characteristics of learning outcomes	Symbol of profile learning outcomes	After graduating from the higher education first-cycle programme in the field of <b>MANAGEMENT</b> graduate:	Reference to	
			universal characteristics of the first level of the PRK	characteristics of the second level of the PRK
<b>IN TERMS OF KNOWLEDGE</b>				
<b>KNOWLEDGE</b> - scope and depth	Zarz_WG01_Lic	Knows and understands to an advanced degree the nature, place and role of contemporary social science disciplines, including management, the interdependencies between them and the methods of scientific inference used in them	P6U_W	P6S_WG
	Zarz_WG02_Lic	Knows to an advanced degree the legal, economic and social conditions of management development and the terminology used in various research and practical areas of management	P6U_W	P6S_WG
	Zarz_WG03_Lic	Has advanced knowledge of key theories, phenomena, processes, regularities and mechanisms and social effects of modern management	P6U_W	P6S_WG
	Zarz_WG04_Lic	Has advanced knowledge of structures and entities operating in the economy and the relationships between them on a national and international scale	P6U_W	P6S_WG
	Zarz_WG05_Lic	Has advanced knowledge of the organizational forms of enterprises and other institutions and the principles of their formation, functioning and development	P6U_W	P6S_WG
	Zarz_WG06_Lic	Knows the basic concepts and principles of industrial property protection and copyright law	P6U_W	P6S_WG
	Zarz_WG07_Lic	Has advanced knowledge of the theories, methods, techniques and tools for managing the resources of business entities and other institutions, as well as making economic and managerial decisions in enterprises and other organizational units and diagnosing economic condition	P6U_W	P6S_WG
	Zarz_WG08_Lic	Has advanced knowledge of methods of diagnosing and estimating the market and strategic potential of enterprises and other institutions and the essence and types of management systems, their evolution and design	P6U_W	P6S_WG

	Zarz_WG09_Lic	Has a structured and advanced knowledge of the selected specialty of management, including theory, terminology, methodology and practical application of the specialty	P6U_W	P6S_WG
	Zarz_WG10_Lic	Knows and understands to an advanced degree the knowledge of the organization's environment, its components and changes occurring in this area, as well as the impact of the environment on business entities and public administration	P6U_W	P6S_WG
	Zarz_WG11_Lic	Knows and understands to an advanced degree the methods of diagnosing and forecasting the phenomena in the environment of enterprises and other institutions, as well as the relationships between them, including about inter-organizational forms of competition and cooperation, taking into account regional, international and global aspects	P6U_W	P6S_WG
	Zarz_WG12_Lic	Knows to an advanced degree the functions of the enterprise and other institutions, their interrelationships and their role in the process of achieving goals	P6U_W	P6S_WG
	Zarz_WG13_Lic	Knows and understands in an advanced degree the forms of individual entrepreneurship, their development determinants shaping the effectiveness of economic activity	P6U_W	P6S_WG
	Zarz_WG14_Lic	Knows and understands to an advanced degree the functions and models of management, their evolution and the role of managers in the management process	P6U_W	P6S_WG
KNOWLEDGE - context	Zarz_WK01_Lic	Knows and understands the ethical and moral principles applicable to the performance of research activities and professional practice in the field of management	P6U_W	P6S_WK
	Zarz_WK02_Lic	Knows and understands the fundamental dilemmas of modern civilization and the functions and tasks of social sciences, including management, in their description, explanation and resolution	P6U_W	P6S_WK
	Zarz_WK03_Lic	Knows the basic principles of industrial property protection and copyright law	P6U_W	P6S_WK
	Zarz_WK04_Lic	Knows the basic principles of the creation and development of forms of entrepreneurship and understands the social conditions of these processes	P6U_W	P6S_WK
	Zarz_WK05_Lic	Understands the multiple social conditions (economic, legal, ethical, other) of performing one's professional role, as well as the possible social consequences resulting from the practice of professional activity	P6U_W	P6S_WK
<b>IN TERMS OF SKILLS</b>				
SKILLS - use of knowledge	Zarz_UW01_Lic	Can identify and interpret basic social phenomena and processes using knowledge of management	P6U_U	P6S_UW
	Zarz_UW02_Lic	Is able to use theoretical knowledge of management and related disciplines to analyze complex and interpret the causes, course and consequences of complex and unusual problems in management and other dilemmas of modern civilization	P6U_U	P6S_UW
	Zarz_UW03_Lic	Is able to identify and interpret basic social phenomena and processes with the use of knowledge in the field of entrepreneurship, with particular emphasis on the creation of entrepreneurial attitudes and taking up the challenges of entrepreneurial development	P6U_U	P6S_UW
	Zarz_UW04_Lic	Is able to identify and formulate the specifics of tasks and their solution: select and use appropriate methods and supporting tools and evaluate the profitability of implementing these solutions	P6U_U	P6S_UW



	Zarz_UW05_Lic	Is able to design new solutions, as well as improve existing ones, in accordance with the accepted assumptions of their implementation and implementation	P6U_U	P6S_UW
	Zarz_UW06_Lic	Is able to analyze and forecast social processes and phenomena using standard methods and diagnostic and research tools appropriate for management	P6U_U	P6S_UW
	Zarz_UW07_Lic	Is able to plan and implement a creative process aimed at solving specific research and practical problems in the field of management, using appropriate tools, making a statistical analysis of data and their presentation, respecting the rules of professional ethics and industrial property and copyright law	P6U_U	P6S_UW
	Zarz_UW08_Lic	Is able to prepare in Polish and English written works, presentations and oral speeches on management problems using knowledge and available sources	P6U_U	P6S_UW
	Zarz_UW09_Lic	Is able to correctly interpret and analyze socio-economic phenomena, including current events in the environment of enterprises and other institutions, using methods and techniques of market data analysis and economic decision-making support	P6U_U	P6S_UW
	Zarz_UW10_Lic	Is able to forecast specific economic and social phenomena in the environment using quantitative and qualitative forecasting and planning methods	P6U_U	P6S_UW
	Zarz_UW11_Lic	Takes into account social and ethical implications in the process of management and economic decision-making	P6U_U	P6S_UW
SKILLS - communicating	Zarz_UK01_Lic	Is able to communicate effectively, including in a foreign language, with other management professionals and diverse stakeholders, using modern technological solutions	P6U_U	P6S_UK
	Zarz_UK02_Lic	Is able to organize and lead a debate, including in a foreign language, enabling its participants to present, evaluate and discuss different opinions and positions on management issues	P6U_U	P6S_UK
	Zarz_UK03_Lic	Is able to use English at the B2 level of the Common European Framework of Reference for Languages and at a higher level of specialized terminology in the field of management	P6U_U	P6S_UK
SKILLS – work organization	Zarz_UO01_Lic	Is able to interact with others in teamwork especially in design teams in various management applications	P6U_U	P6S_UO
SKILLS – learning	Zarz_UU01_Lic	Is able to independently plan and implement his own personal and professional development through continuous learning and deepening of his professional competence throughout life, and is able to guide others in this regard	P6U_U	P6S_UU
<b>IN TERMS OF SOCIAL COMPETENCES</b>				
COMPETENCE – Ass	Zarz_KK01_Lic	Is ready to critically evaluate a variety of sources and received content, in particular, the content of varying degrees of scientific certainty in the field of management	P6U_K	P6S_KK

	Zarz_KK02_Lic	Recognizes the importance of scientific knowledge of management in solving problems of theoretical and practical nature - arising in professional activity	P6U_K	P6S_KK
	Zarz_KK03_Lic	Is able to responsibly assess the limits of his professional competence and understands the need to consult other experts, in case of difficulties in solving professional problems independently	P6U_K	P6S_KK
COMPETENCIES - responsibility	Zarz_KO01_Lic	Reveals a high level of responsibility for fulfilling social obligations arising from professional activities and is ready to inspire, organize and prepare a variety of economic projects including aspects of management	P6U_K	P6S_KO
	Zarz_KO02_Lic	Is ready to solve basic problems related to participation in social and economic life, including the performance of various professions in the field of management	P6U_K	P6S_KO
	Zarz_KO03_Lic	Is ready to think and act in an entrepreneurial manner, foresees the consequences of entrepreneurial actions taken	P6U_K	P6S_KO
	Zarz_KO04_Lic	Is ready to think and act in accordance with the need to act ethically and socially responsible in professional life	P6U_K	P6S_KO
	Zarz_KO05_Lic	Reveals an attitude of fulfilling social obligations and co-organizing activities for the benefit of the social environment	P6U_K	P6S_KO
COMPETENCES – professional role	Zarz_KR01_Lic	Is willing to abide by the principles of professional ethics and demand it of others	P6U_K	P6S_KR
	Zarz_KR02_Lic	Reveals prudence, maturity and commitment in the performance of various professional activities in the field of management	P6U_K	P6S_KR
	Zarz_KR03_Lic	Is ready to care for the theoretical and practical achievements in the field of management and the traditions and ethos of the management profession	P6U_K	P6S_KR

**Courses or groups of courses, regardless of the form in which they are conducted, together with the assignment of learning outcomes and curricular content to them, as well as the number of ECTS credits**

<b>1. BASIC COURSES</b>		
<b>Symbol of profile learning outcomes</b>	<b>Occupational Health &amp; Safety Training</b>	<b>ECTS: 0</b>
Zarz_WK05_Lic, Zarz_UW11_Lic, Zarz_KO05_Lic	Definition and essence of occupational safety and health. Basic legal acts in the field of occupational safety and health (Labor Code, Regulation on occupational safety and health at universities, Law on Fire Protection, Regulation on general regulations of occupational safety and health, Regulation on training in occupational safety and health, Regulation on technical conditions to which buildings and their location should correspond). Institutions performing supervision over compliance with occupational safety and health regulations. Duties and powers of the rector in respect of compliance with OSH rules at the university. General rules of health and safety at the university. General rules for buildings, premises, machinery and equipment and the requirements they should meet. Rules for equipping buildings/rooms with firefighting equipment, first aid kits. Rules of movement in traffic routes. Definition of harmful factors and measures to optimize the actions of the factors. Accident hazards, types of accidents. Causes of accidents. Basic principles of fire protection. Legal acts in the field of fire protection. Prevention of fire hazards. Rules of conduct in case of fire danger. Principles of using firefighting equipment. Types of fire extinguishers. Evacuation procedures. Evacuation signs used. Safety signs used in fire protection. Procedure in case of an accident. Regulations governing the obligation to provide first aid to an injured person. Basic resuscitation procedures. Lateral fixed position. Dressing of injuries, fractures, dislocations, burns. Treatment of electric shock. Treatment of poisoning.	
<b>Symbol of profile learning outcomes</b>	<b>Sports &amp; Leisure Activities (full-time studies only)</b>	<b>ECTS: 0</b>
Zarz_WK05_Lic, Zarz_UW11_Lic, Zarz_KO05_Lic	Rules for safe participation in sports and recreational activities. Health training. Forms of physical activity with music - aerobics, TBC, yoga. Exercises shaping the figure with the use of fitness equipment. Aerobic classes. Types of aerobic activities. Aerobic training and its functions. Learning and demonstration of exercise technique. Table tennis - learning and improving the execution of basic technical elements. Elements of ballroom dancing. Corrective-compensatory classes supported by relaxation exercises. Team sports games - basketball, volleyball, handball and soccer. Badminton - learning and perfecting basic technical elements. Futsal - learning and improving the technique of the game. Formation of motor fitness and technical skills through games and general development exercises.	
<b>Symbol of profile learning outcomes</b>	<b>Foreign language</b>	<b>ECTS: 10</b>
Zarz_WG02_Lic, Zarz_WG09_Lic, Zarz_UK02_Lic, Zarz_UK03_Lic, Zarz_UU01_Lic, Zarz_UW08_Lic; Zarz_KK01_Lic	Learning and consolidating everyday language; Learning about the culture and customs of selected countries; Presentation of individuals, organizations and other institutions; Terminology from economics and finance concerning business and economic affairs; Terminology from management science and other social science disciplines; Selected aspects of business operations; Oral communication: presentations, negotiations, participation in meetings, discussing cases; Written communication: business memo, business correspondence, report, agreements and understandings, contracts, article, advertisement, presentation; Recruitment process: Resume, cover letter, interview.	
<b>Symbol of profile learning outcomes</b>	<b>Academic Skills</b>	<b>ECTS: 1</b>
Zarz_WG01_Lic, Zarz_WK02_Lic, Zarz_UW02_Lic, Zarz_UW08_Lic, Zarz_KK01_Lic	Academic values. Distinguishing science from pseudoscience. Objectivity, skepticism, pursuit of truth, openness to new information, pursuit of competence, conscientiousness. Protection of intellectual and industrial value, unbiased, unadulterated presentation of data. Identifying the problem. Presentation of specific examples of problems. Searching for an issue that is important to the student, that arouses his interest and the need for action. Presenting a description of the problem. Reasoning. Rational and intuitive thinking. Errors and distortions of rational thinking, logical errors. Inference. Communication. Style of writing academic texts. Structure of different types of academic texts. Presentation and evaluation of the arguments of both sides of an academic argument. Analyzing the discussion of a problem. Explaining the difference between quoting and unlawful use of another's text. Taking care of copyright and related rights.	

<b>Symbol of profile learning outcomes</b>	<b>Foundation of Social Communication</b>	<b>ECTS: 4</b>
Zarz_WG01_Lic, Zarz_WG08_Lic, Zarz_UW01_Lic, Zarz_UW05_Lic, Zarz_UW11_Lic, Zarz_UU01_Lic, Zarz_KO02_Lic, Zarz_KR02_Lic	Social communication - definitions, models and research traditions. Interpersonal communication - theories devoted to interpersonal messages, building and maintaining relationships, and exerting influence. Public and group communication - theories devoted to group, public and organizational communication. Mass communication - theories devoted to culture and media and media effects. Intercultural communication - theories devoted to intercultural contacts and processes of adaptation. Integration of communication theories.	
<b>Symbol of profile learning outcomes</b>	<b>Foundation of Philosophy</b>	<b>ECTS: 5</b>
Zarz_WG01_Lic, Zarz_WK02_Lic, Zarz_WG03_Lic, Zarz_UW02_Lic, Zarz_UW05_Lic, Zarz_UO01_Lic, Zarz_KK01_Lic, Zarz_KR03_Lic	Philosophy as reflection and knowledge of the world. The structure of philosophy. The method of philosophy. Objectives of philosophy. Genres of human knowledge. Philosophy versus science. Disputes about the nature of reality (question about arche, dispute about substances: monism, dualism, pluralism, dispute about the existence of the world: realism - idealism). The great ontological-metaphysical systems (Plato, Aristotle, St. Augustine, St. Thomas, Descartes, Kant, Hegel). Dispute over the sources of cognition: genetic rationalism (nativism), genetic empiricism, rationalism-irrationalism. Dispute over the method of cognition (apriorism, aposteriorism). Dispute about the object (limits) of cognition (realism, skepticism, agnosticism). Selected concepts of truth: classical (Aristotelian) conception of truth, non-classical theories of truth. The problem of absoluteness and relativity of truth. Philosophical anthropology: psychophysical problem, anthropological dualism (Plato, Descartes), Aristotle's hylemorphism, Christian concepts of man, existentialist vision of man). Basic currents of modern philosophy (positivism and neopositivism, existentialism, philosophy of dialogue, personalism, pragmatism and postmodernism). Fundamental questions of the philosophy of value (dispute over the existence of values, axiological order, cognition of values). Directions and schools in ethics. Descriptive ethics and normative ethics. Issues of the meaning and purpose of life. Social philosophy. Basic social values: justice, equality, freedom. Visions of a good state. Selected issues of aesthetics (beauty as an idea, subjectivization and individualization of beauty in the light of criticism of taste, aesthetic experience, beauty of nature). Philosophy of language (language as a medium and as an object of cognition, the nature of meaning, the use of language, the understanding of language, the relationship between language and reality). The dispute over universals. Translation and interpretation. Cognition versus understanding.	
<b>Symbol of profile learning outcomes</b>	<b>Introduction to the Study of State and Law</b>	<b>ECTS: 5</b>
Zarz_WG01_Lic, Zarz_WG05_Lic, Zarz_WK01_Lic, Zarz_UW01_Lic, Zarz_UW05_Lic, Zarz_UO01_Lic, Zarz_KK01_Lic	The concept of the state. Genesis of the state. Typological characteristics of the state. The state as a social organization. Public authority. Territory. Population. The concept of nation and society. The state as a political, hierarchical organization. The state as a sovereign organization. The coercive nature of the state. State apparatus. Principles of the state system. Sovereignty of the state. Form of state versus form of government. Functions of the state. Legal structure of the state. Political regime. Electoral system. Concept and functions of law. Sources of law. Law as a political phenomenon. The system of law and its formation. Applicability of the law.	
<b>Symbol of profile learning outcomes</b>	<b>Introduction to Psychology</b>	<b>ECTS: 5</b>
Zarz_WG01_Lic, Zarz_WK01_Lic, Zarz_WK02_Lic, Zarz_WK04_Lic, Zarz_UW01_Lic, Zarz_UW05_Lic, Zarz_UW06_Lic, Zarz_UW11_Lic, Zarz_KR01_Lic, Zarz_KK01_Lic, Zarz_KR02_Lic	Relationships between psychology and other disciplines of social sciences and humanities. Modern psychological knowledge and its social and humanistic roots. Psychology of consciousness; representatives, controversies. Introspection as a research method and its critics. Functionalism and Tomaszewski's theory of activities. Great schools of psychology: behaviorism, psychoanalysis, humanistic psychology, cognitive psychology, positive psychology. Psychological concepts of man. Psychological bases of behavior. Basic aspects of the human psyche. Selected psychological experiments and their relevance to modern science. Basic principles of methodology in psychological research. New directions in the development of psychology.	
<b>Symbol of profile learning outcomes</b>	<b>Research Methodology in the Social Sciences</b>	<b>ECTS: 4</b>
Zarz_WG01_Lic, Zarz_WG09_Lic, Zarz_WG11_Lic,	Basics of social science - introduction to the principles of the field, explanation of basic concepts and categories. Dialectics of social research - selected statements (induction, deduction, idiographic, nomothetic explanation). Paradigms in the social sciences. Traditional	

Zarz_UK01_Lic, Zarz_UW01_Lic, Zarz_UW02_Lic, Zarz_UW04_Lic, Zarz_UW06_Lic, Zarz_UW07_Lic, Zarz_UW09_Lic, Zarz_UW10_Lic, Zarz_KK01_Lic, Zarz_KO02_Lic	model of science - principles and assumptions. Inductive and deductive theory - explanation, theory, examples, construction. The concept and category of causality in social research. Structure of the research process - research plan, operationalization, conceptualization, measurement. Types of observation - experiment, survey research. Analysis of qualitative data - discovery of regularities, data processing. Basics of quantitative analysis. Ethics and politics in social research - the social context of research.	
<b>2. PROFILE COURSES</b>		
<b>Symbol of profile learning outcomes</b>	<b>Fundamentals of Economics</b>	<b>ECTS: 5</b>
Zarz_WG01_Lic, Zarz_WG04_Lic, Zarz_WG05_Lic, Zarz_WG06_Lic, Zarz_WG07_Lic, Zarz_WK02_Lic, Zarz_KK01_Lic, Zarz_KR03_Lic	Introduction and explanation of basic concepts. Directions of development of economics as a science. The research process in economics. The process of inference in economics. Research methods in economics. Explanation and forecasting in economics. Peculiarities of economics. Subdisciplines of economics. Internal division of economics. Mainstream economics. Economics outside the mainstream. Population theories. The problem of poverty and labor exclusion. The problem of labor force participation and unemployment. Economic growth and development. Inflation and deflation.	
<b>Symbol of profile learning outcomes</b>	<b>Organization and Management Theory</b>	<b>ECTS: 5</b>
Zarz_WG01_Lic, Zarz_WG03_Lic, Zarz_WG05_Lic, Zarz_WK02_Lic, Zarz_UW01_Lic, Zarz_UW03_Lic, Zarz_UK01_Lic, Zarz_KK02_Lic, Zarz_KO04_Lic, Zarz_KR03_Lic, Zarz_KO02_Lic, Zarz_KR01_Lic	Organization and management theory as a scientific discipline. Determinants of the emergence of management and quality sciences. Organization and management as an object of study. Approach to organization - activity-based, attribute-based, object-based, static view, dynamic view, spatial view. Organization as a system - systems theory, subsystems of organization. Schools and directions in organization and management sciences. Models of organization. Typology of organization and management. Characteristics and goals of organizations. The role of knowledge in an organization. Knowledge as a resource, knowledge creation, knowledge-based competition. The role of the organization's environment. The impact of the environment on the ways of management. Basic functions of management. Planning, directing (leading, implementing, motivating), controlling. Management of an organization - authority, leadership, power, delegation, decision-making. The role of human capital management in an organization.	
<b>Symbol of profile learning outcomes</b>	<b>Principles of accounting</b>	<b>ECTS: 5</b>
Zarz_WG01_Lic, Zarz_WG07_Lic, Zarz_WG09_Lic, Zarz_WG11_Lic, Zarz_UW01_Lic, Zarz_UW03_Lic, Zarz_UW04_Lic, Zarz_UW06_Lic, Zarz_UW09_Lic, Zarz_UK02_Lic, Zarz_KK01_Lic, Zarz_KK02_Lic, Zarz_KO02_Lic	Definition and types of accounting (financial accounting, management accounting, tax accounting). Subject and subjects of accounting. Accounting as part of the information system of an economic entity. Accounting principles and their examples. Accrual and cash accounting records. Organization of accounting in an enterprise. Financial statements as a product of accounting and a source of financial information. Balance sheet, its structure and cognitive values. Classification of assets and liabilities. Preparation of the balance sheet. Balance sheet records. Types and principles of accounting accounts. Plans of accounts. Balance sheet and resultant economic operations. Principles of accounting records. Construction of profit and loss account. Types of profit and loss account. Preparation of profit and loss account. Cognitive values of the income statement. Cash flow statement, its construction and cognitive values.	
<b>Symbol of profile learning outcomes</b>	<b>Quantitative methods - statistics</b>	<b>ECTS: 5</b>
Zarz_WG07_Lic, Zarz_UW02_Lic, Zarz_UW04_Lic, Zarz_KK01_Lic,	Statistics and statistical investigation. Statistical characteristics and their presentation. Measures of central tendency: median, modal, dominant, averages: arithmetic, geometric, harmonic. Measures of location - quantiles. Measures of dispersion. Measures of concentration and asymmetry. Measures of similarity of structures. Interdependence of phenomena and correlation. Linear regression and trend. Increments and indexes. Price indexes, quantity indexes, ratio indexes.	
<b>Symbol of profile learning outcomes</b>	<b>Fundamentals of private and public finance</b>	<b>ECTS: 4</b>

Zarz_WG10_Lic, Zarz_UW01_Lic, Zarz_UK01_Lic, Zarz_KK01_Lic, Zarz_KO03_Lic, Zarz_KO05_Lic	Concept of finance, scope, systematics, essence of money - forms, types, circulation, functions of finance. Mechanism of money creation, types of credit, differences between credit and loan. Financial system of the economy - concept, financial instruments, segments of the financial market. Financial institutions, principles of functioning of the financial system. Concepts of the public finance sector and its segments, sources of financing public expenditures (including the financial structure of the sector), the concept, classification and types of taxes, grants and subsidies, finances of local government units. Financial planning in the public finance sector, the essence of the state budget and characteristics of the budget procedure, analysis of the state budget of a given year, the essence of the budget deficit and ways to finance it, the problem of public debt (including public debt management), financial policy: concept, types and tools. Financial intelligence, factors responsible for wealth creation, household budget, principles of spending and saving money, active income and passive income. Behavioral finance vs. classical finance theory (economic rationality and efficient market principles), anomalies - examples. Construction of the EU budget, receipts, structure of spending, eurozone. Poland and the eurozone.	
<b>Symbol of profile learning outcomes</b>	<b>Management of the organization</b>	<b>ECTS: 4</b>
Zarz_WG01_Lic, Zarz_WG03_Lic, Zarz_WG05_Lic, Zarz_WG09_Lic, Zarz_WK02_Lic, Zarz_UW01_Lic, Zarz_UW04_Lic, Zarz_UW06_Lic, Zarz_UW09_Lic, Zarz_UW10_Lic, Zarz_KK01_Lic, Zarz_KR03_Lic, Zarz_KO04_Lic, Zarz_KR02_Lic	The role of management in the conduct of business. Genesis of the science of management. Evolution of views-different styles of management. Basic concepts: control, direction, management, administration, organization. Roles and skills of management. Styles of management. Sources of authority: formal and informal authority, leadership. Management process-motivation and control. Organization in the environment as an object of management. Models of organization. Types of organizational structures (rigid and flexible structures; slender and flat structures; centralized and decentralized structures). Optimal use of different structures. Discussion of the advantages and disadvantages of the various forms of organization. Management as an information and decision-making process. The process of decision-making. The cycle of decision-making. Factors affecting the rationality of decisions. Components of the information system. Advantages and disadvantages of group and individual decisions. Decisions under conditions of certainty, uncertainty and risk. Planning: the role of planning in management. Types of plans. Concept and principles of strategic management. Vision, mission, strategic goals, strategy. Factors shaping strategies. Types of enterprise strategies. Operational planning. Organizing. Types and development of organizational structures. Organizational changes: essence and their causes. Model of the life cycle of an organization. Management in the context of change. Resistance to change. Diagnostic and predictive approaches to designing organizational change. Restructuring of the enterprise. Ethical context of management. Cultural determinants of management. Management in the conditions of globalization.	
<b>Symbol of profile learning outcomes</b>	<b>Project management</b>	<b>ECTS: 3</b>
Zarz_WG03_Lic, Zarz_WG07_Lic, Zarz_WG11_Lic, Zarz_WK02_Lic, Zarz_UW04_Lic, Zarz_UU05_Lic, Zarz_KO02_Lic	Basic concepts: project, project portfolio, program, project scope, project stakeholders, typical project problems, project in different types of organizations. Project management processes: project initiation processes, project planning processes, project execution processes, project control processes, project termination processes. Project management areas: project integrity management, scope management, time management, cost management, quality management, human resource management, communication management, risk management, procurement management. Project management methods, techniques and tools: Project life cycle management, logical matrix (matrix structure, vertical logic and horizontal logic of the matrix), analysis stage (stakeholders, strategy, goals, problems) and planning stage; PMBOK methodology (process groups and knowledge areas), Ten Step project management methodology, Scrum, Adaptive Project Management (APD), PRINCE2 methodology (components, project techniques), project organizational structure and work breakdown, network methods (PDM, PERT), critical path method (CPM), cost estimation methods, qualitative and quantitative risk analysis, risk registers, risk metrics, project reserves, communication channels and plan, project documentation management. Critical project success factors, causes of project failures, prevention of failures. Project team building: project team structures, project team communication, team role concept, project manager competencies, project team collaboration. Monitoring and evaluation of projects: reporting system, electronic databases.	
<b>Symbol of profile learning outcomes</b>	<b>Principles of economic law</b>	<b>ECTS: 2</b>
Zarz_WG02_Lic, Zarz_WK03_Lic, Zarz_WK05_Lic, Zarz_UW05_Lic,	Sources of economic law at the international, EU, Polish level and the relationship of international law to EU, Polish law. Monistic and dualistic concepts in law. Public and private economic law. Principles of participation of entrepreneurs in economic turnover - representation, power of attorney, proxy. The concept of legal capacity and legal capacity. The	

Zarz_UW11_Lic, Zarz_UU01_Lic, Zarz_KO01_Lic, Zarz_KO02_Lic, Zarz_KO04_Lic	concept of company and enterprise on legal grounds. Principles of starting, performing and suspending economic activity. Regulation of economic activity: concessions, licenses, permits, regulated activity. Control of economic activity. Rules of business activity of foreign entrepreneurs and recognition of professional qualifications acquired in EU member states and the activities of the ombudsman of small and medium-sized entrepreneurs. Conducting business in the form of a civil partnership. The concept, types and forms of state aid and absolute and relative exemptions. Rules of conducting business in the form of partnerships (general partnership, partnership, limited partnership, limited joint-stock partnership) and capital companies (limited liability company, joint-stock company, simple joint-stock company). Termination of business activity - basic regulations from bankruptcy and restructuring law.	
<b>Symbol of profile learning outcomes</b>	<b>Foundations of Spreadsheets</b>	<b>ECTS: 1</b>
Zarz_WG07_Lic, Zarz_UW02_Lic, Zarz_UW04_Lic, Zarz_UW07_Lic, Zarz_KK01_Lic	Preparation for working with a spreadsheet. Introduction to basic spreadsheet functions. Preparing data for analysis - sorting and filtering, creating automated large data series. Creating formulas using: constants and calculation operators, using cell references and names, using functions. Formatting dates and related formulas. Functions for working with text. Separation and transformation of numbers (data). Search functions. Creating tables and charts. Consolidation of multiple ranges of data. Data analysis using pivot tables.	
<b>Symbol of profile learning outcomes</b>	<b>Human Resources Management</b>	<b>ECTS: 5</b>
Zarz_WG01_Lic, Zarz_WG09_Lic, Zarz_WK04_Lic, Zarz_UW01_Lic, Zarz_UW06_Lic, Zarz_UW11_Lic, Zarz_KK01_Lic, Zarz_KK03_Lic, Zarz_KO04_Lic, Zarz_KO05_Lic, Zarz_KR01_Lic	Evolution of the personnel function. Concept of personnel function and its evolution (personnel management, human resource management, human capital management). Relationship between personnel strategy and organizational strategy. Organizational models for the implementation of the personnel function. Planning and organization of human resources. Models of organization of the personnel function - advantages and disadvantages of each of them and the conditions for their effective use. Job analysis and methods of conducting it. Job description (creation and application). Planning of personnel needs. Methods of responding to changes in labor demand in the organization. Methods of personnel selection. Stages of selection and their objectives. Recruitment - its types and methods. Selection - a review of basic methods. Types of selection interview. Adaptation to work. Motivation and remuneration. Concept of motivation, motivation and motivational systems. Basic theories of motivation and their application to motivation and motivational systems. Remuneration - objectives and functions. Overview of basic forms of remuneration (traditional and modern). Theories justifying the ways and explaining the effects of various remuneration arrangements. Practice of remuneration systems in Poland. Job evaluation and periodic appraisal systems. Descriptive and evaluative courts. Current and periodic evaluation. Scales and techniques of evaluation. Objectives and structures of periodic appraisal systems. Criticism of periodic evaluation systems. Development of employee competencies. Models of personnel policy. Training system in Human Resource Management in the organization (stages of the training model, including analysis of needs and evaluation of effects). Training models. Traditional and contemporary training methods. Non-training methods of competence development. Personnel controlling. Culture of the organization.	
<b>Symbol of profile learning outcomes</b>	<b>Corporate Finance</b>	<b>ECTS: 7</b>
Zarz_WG01_Lic, Zarz_WG02_Lic, Zarz_WG03_Lic, Zarz_WK03_Lic, Zarz_UW02_Lic, Zarz_UW04_Lic, Zarz_UW05_Lic, Zarz_UW09_Lic, Zarz_UO01_Lic, Zarz_KK02_Lic, Zarz_KO01_Lic, Zarz_KO04_Lic, Zarz_KR01_Lic, Zarz_KR02_Lic	Purpose and object of corporate finance; Basic principles of corporate finance; Criterion of economic value in financial decision-making; Types of decisions and basic decision-making problems in corporate financial management; Corporate financial strategies for resource management; Corporate financial cycle; Role of cash flows in financial decisions; Classification and characteristics of corporate financing sources; Measurement and evaluation of capital structure; Main theories of capital structure; Corporate financing strategies; Criteria for selecting sources of financing; Leverage phenomenon in financial management; Cost of capital in financial decisions; The essence of corporate investment decisions; Types of corporate investments; Procedure for evaluating the economic efficiency of investments; Financial budgeting in the evaluation of investments; Measures for evaluating investment efficiency; Methods for evaluating the risk of an investment project; Scope of short-term financial decisions; Working capital management; Methods for managing liquidity and current assets and current liabilities.	
<b>Symbol of profile learning outcomes</b>	<b>Knowledge management</b>	<b>ECTS: 3</b>
Zarz_WG03_Lic, Zarz_WG06_Lic, Zarz_WG09_Lic,	Purpose and object of corporate finance; Basic principles of corporate finance; Criterion of economic value in financial decision-making; Types of decisions and basic decision-making problems in corporate financial management; Corporate financial strategies for resource	

Zarz_WK01_Lic, Zarz_UW02_Lic, Zarz_UW11_Lic, Zarz_KO04_Lic, Zarz_KK01_Lic	management; Corporate financial cycle; Role of cash flows in financial decisions; Classification and characteristics of corporate financing sources; Measurement and evaluation of capital structure; Main theories of capital structure; Corporate financing strategies; Criteria for selecting sources of financing; Leverage phenomenon in financial management; Cost of capital in financial decisions; The essence of corporate investment decisions; Types of corporate investments; Procedure for evaluating the economic efficiency of investments; Financial budgeting in the evaluation of investments; Measures for evaluating investment efficiency; Methods for evaluating the risk of an investment project; Scope of short-term financial decisions; Working capital management; Methods for managing liquidity and current assets and current liabilities.
<b>Symbol of profile learning outcomes</b>	<b>Microeconomics</b> <b>ECTS: 6</b>
Zarz_WG01_Lic, Zarz_WG02_Lic, Zarz_WG03_Lic, Zarz_WG04_Lic, Zarz_WG11_Lic, Zarz_WK02_Lic, Zarz_UW01_Lic, Zarz_UW09_Lic, Zarz_KK01_Lic, Zarz_KO03_Lic, Zarz_KR03_Lic	Microeconomics vs. macroeconomics and applied economics, subject matter, scope, framing, approach, classifications, generalization, relevance of theory to economic practice. Consumer-producer relationship in circular motion in the economy - consumer creates demand and producer creates supply in the consumer goods market, consumer spending vs. producer revenue and the variables determining it (volume and price), price vs. cost - producer perspective, price vs. utility - consumer perspective, product vs. good - market verification, equilibrium, basic laws of the consumer goods market, elasticities of demand and supply, price sensitivity of supply. The consumer creates supply and the producer creates demand in the factor market, the basis of factor remuneration in the producer, production costs vs. the income of the consumer providing factor services and capital, the relationship of factor remuneration to consumer income, factor remuneration and its supply and demand vs. production techniques and their changes, factor remuneration vs. consumer income and expenses and producer income, feedbacks, the basic laws of the factor market, elasticities of supply. The theory of producer choice, conditions for maximization of the objective function, average and marginal productivities of factors vs. spheres of rationality, equality of factor productivity and wages, the concept of ULC, sources of changes in the profitability of production, relations of changes in factor productivity (TFP) to changes in the ratio of prices received to prices paid, changes in production techniques at the producer, solution of the Lagrange function for maximization of the producer profit function, conditional producer demand function for factors of production, reactions of producers to changes and laws of the factor market. Permissive inequalities vs. buy-sell transactions between producer and consumer in the market (Hurwicz hypothesis), consumer and producer benefits, purification of product markets in Walrasian terms, elements of circular equilibrium, impact of spending, structure, consumer on the economy.
<b>Symbol of profile learning outcomes</b>	<b>Principles of Marketing</b> <b>ECTS: 4</b>
Zarz_WG01_Lic, Zarz_WG03_Lic, Zarz_WG08_Lic, Zarz_WK02_Lic, Zarz_UW01_Lic, Zarz_UW04_Lic, Zarz_UW05_Lic, Zarz_UW07_Lic, Zarz_KK01_Lic, Zarz_KO02_Lic, Zarz_KR02_Lic	Marketing as a concept of operation in a competitive market. Market and market environment of the enterprise and marketing. Consumer behavior in the market. Marketing research in the enterprise marketing information system. Product management. Pricing and distribution strategies. Promotion as a tool of communication of the enterprise with the market. Marketing management and planning in an enterprise. Methodology of market research and analysis - use of marketing research. Marketing information system and research organization, research ethics and research market.
<b>Symbol of profile learning outcomes</b>	<b>Organizational Behavior</b> <b>ECTS: 3</b>
Zarz_WG01_Lic, Zarz_WG02_Lic, Zarz_UW01_Lic, Zarz_UW05_Lic, Zarz_KK01_Lic, Zarz_KK02_Lic	The role of passion and discipline necessary in the formation of cognitive competence, related to the student's positive attitude towards the studied direction. Introduction to the science of organizational behavior. The essence and goals of organizational behavior. Individual determinants of people's behavior in the organization. Personality and its influence on the perception of people in the organization. Selected concepts of personality. Organizational behavior in the group dimension. Concepts of group and teams, and their impact on organizational behavior. Motivation and motivation. The essence and sources of motivation. Selected theories of motivation. Reinforcement of motivation. Professional burnout syndrome. The essence of job satisfaction. Formation and measurement. The concept of commitment - psychological and organizational aspects. Types of commitment. Impact of communication on group behavior. The essence of communication in an organization. Verbal and non-verbal communication. The phenomenon of conflicts in the organization and methods of resolving them. Decision-making in the organization - individual and group. Power-authority versus leadership. Selected leadership styles versus organizational behavior. Organizational context of people's behavior in the organization. Organizational culture - essence and selected



	typologies of organizational culture. Importance of organizational culture in shaping employee behavior.	
<b>Symbol of profile learning outcomes</b>	<b>Financial analysis</b>	<b>ECTS: 6</b>
Zarz_WG01_Lic, Zarz_WG02_Lic, Zarz_WG07_Lic, Zarz_WG08_Lic, Zarz_WG11_Lic, Zarz_UW01_Lic, Zarz_UW02_Lic, Zarz_UW04_Lic, Zarz_UW06_Lic, Zarz_UW07_Lic, Zarz_KK01_Lic, Zarz_KK02_Lic, Zarz_KO02_Lic,	The essence and types of analyses prepared in the enterprise. Definitions of analyses, criteria for classification of analyses, subject matter scope of individual analyses. Bases of comparisons used in financial analyses. Factors interfering with comparability of data. Methods of financial analysis. Preliminary analysis of the balance sheet. Horizontal analysis - dynamics of the most important items of assets and liabilities. Vertical analysis - structure of assets and liabilities, internal structure of fixed and current assets, internal structure of equity and debt. Calculation of net working capital. Preliminary analysis of the income statement. Variants of the income statement. Dynamics of different items of income and expenses. Relationships based on different profit categories. Evaluation of the information content of the cash flow statement. Differences between indirect and direct method of preparing cash flow statement. Information content of individual areas of the cash flow statement. Basic relationships based on cash flow statement data. Use of the cash flow statement in decision-making processes. Static and dynamic evaluation of financial liquidity. Resource-based indicators for assessing financial liquidity. Indicators based on operating cash. Liquidity versus working capital, economic relations based on net working capital. Determinants of financial liquidity. Use of liquidity assessment metrics for short-term financial sustainability decisions. Debt assessment of business entities. Indicators for assessing the level of debt. Indicators for assessing the ability of business entities to repay debt. Use of financial surplus and EBITDA to assess the ability of companies to service debt. Analysis of profitability and the factors shaping it. Assessment of profitability of sales at different levels of the income statement. Deficit of sales and its causes. Profitability of assets and the factors shaping it. Evaluation of profitability of equity and its determinants. The use of profitability ratios and the determinants shaping them to make financial decisions. Du Pont model. Evaluation of economic activity of enterprises. Cost-based indicators. Rotation indicators. Areas of management decisions in which indicators of economic activity are used. Assessment of resource efficiency. Methods of determining added value. Structure of distribution of added value. Assessment of the use of the human factor - labor productivity. Methods of assessing the productivity of assets. The use of economic relationships in discriminant analysis models. Decision areas in which bankruptcy risk assessment models are used. Assessment of the market value of stocks and capital. Market indicators based on net income. Indicators for evaluating dividend policy. Market value of companies. Use of market indicators in decision-making processes.	
<b>Symbol of profile learning outcomes</b>	<b>Marketing research</b>	<b>ECTS: 5</b>
Zarz_WG01_Lic, Zarz_WG03_Lic, Zarz_WG07_Lic, Zarz_WG08_Lic, Zarz_WG09_Lic, Zarz_WG11_Lic, Zarz_UW01_Lic, Zarz_UW02_Lic, Zarz_UW04_Lic, Zarz_UW06_Lic, Zarz_KK01_Lic, Zarz_KO01_Lic, Zarz_KO02_Lic	The place of research in the structure of marketing in the enterprise. Concept, objectives, substantive scope of market and marketing research. Informational basis of market analysis (secondary and primary sources). Organization of research and analysis in the enterprise (in-house and outsourced research to market research agencies). Market research - objectives and types, coefficients of price and income elasticity, market laws and anomalies of the relationship between demand and prices. Quantitative research - objectives, methods, organizations and application. Qualitative research - objectives, methods and techniques, organization and application. Segmentation research, product-related research, price research. Work on a project of market and marketing analysis of a selected company.	
<b>Symbol of profile learning outcomes</b>	<b>Macroeconomics</b>	<b>ECTS: 4</b>
Zarz_WG01_Lic, Zarz_WG04_Lic, Zarz_WG10_Lic, Zarz_WG11_Lic, Zarz_WK02_Lic, Zarz_UW01_Lic, Zarz_UW02_Lic, Zarz_UW06_Lic, Zarz_UW10_Lic, Zarz_KK01_Lic, Zarz_KK03_Lic, Zarz_KO02_Lic	Introduction to macroeconomics. Subject, methods and tools of macroeconomic analysis. National income accounting. Circular movement in the economy. Gross domestic product and related categories. Demand equilibrium model of J.M. Keynes. Aggregate demand and its components. Multiplier mechanism. Macroeconomic equilibrium in terms of demand theory. IS-LM model. Demand management. The classical model of macroeconomic equilibrium. The role of supply factors. Competitive labor market - supply, demand, equilibrium. Unemployment theory and methods of combating unemployment. Inflation theory and anti-inflation policy. Economic growth. Models of growth. Fluctuations in growth. Policies to promote growth. Open economy. Exchange rate and balance of payments.	

<b>Symbol of profile learning outcomes</b>	<b>Principles of public relations</b>	<b>ECTS: 4</b>
Zarz_WG02_Lic, Zarz_WG09_Lic, Zarz_WG05_Lic, Zarz_WK01_Lic, Zarz_UW02_Lic, Zarz_UW04_Lic, Zarz_UK01_Lic, Zarz_UO01_Lic, Zarz_UU01_Lic,	Basic concepts, goals and tasks of public relations (PR). History, development, related fields of PR. Relations with the media. Communication the basic method in PR. Ethical principles in the PR profession. Organization of PR activities. Phases of the PR process. Black PR. Tools of PR. Areas of PR. PR concepts, tool models. Building the image of the organization. Elements of the corporate identity system, the value of the organization's image.	
<b>Symbol of profile learning outcomes</b>	<b>Risk management</b>	<b>ECTS: 3</b>
Zarz_WG03_Lic, Zarz_WG08_Lic, Zarz_UW01_Lic, Zarz_UW11_Lic, Zarz_KR01_Lic, Zarz_KK02_Lic	Risk - basic concepts. Types of risk. Financial risk and determination of special conditions for each type of risk. Statistical determination of the amount of risk. Theoretical basis of risk measurement. Risk measures derived from the statistical distribution of the risk variable. Measures of volatility. Quantiles of the distribution. Values of the distribution's distribution. The concept of sensitivity measures. Measures of volatility. Futures contracts - characteristics, trading rules, method of valuation and application to hedging, arbitrage and speculation. Options - characteristics, trading rules, application to arbitrage, speculation and risk management. Options - ways of valuation, Greek alphabet for the coefficients that shape the valuation of options. Swaps - characteristics, trading rules and valuation methods. Short selling as a form of investing in the market.	
<b>Symbol of profile learning outcomes</b>	<b>Change management</b>	<b>ECTS: 3</b>
Zarz_WG01_Lic, Zarz_WG02_Lic, Zarz_WK04_Lic, Zarz_UW01_Lic, Zarz_UW05_Lic, Zarz_UW11_Lic, Zarz_KK01_Lic, Zarz_KK02_Lic Zarz_KO05_Lic	Presentation of selected theories of change management. Historical outline of change management. Main areas and directions of change in organizations. The essence of change. Systemic approach to change management (subjective). Behavioral approach (subjective). Integrated (comprehensive) approach. Factors that trigger the need for change. Analysis of the closer (micro) and further (macro) environment. Typology (types of change) of organizational change. Basic models and methods of carrying out changes. Stages of the change management process. Basic barriers in the process of implementing changes. The human factor in the process of implementing change. Resistance to change. Cultural change. The essence of cultural change. Leader and change agent - challenges faced by a person leading change processes.	
<b>Symbol of profile learning outcomes</b>	<b>Quality management</b>	<b>ECTS: 3</b>
Zarz_WG01_Lic, Zarz_WG02_Lic, Zarz_UW01_Lic, Zarz_UW05_Lic, Zarz_KK01_Lic, Zarz_KK02_Lic	Evolution of approaches to quality and quality management. Precursors and their views on quality and quality management. Principles and strategies of quality management. History of standardization. Quality management systems of ISO standards. Quality management methods and tools. Tools and methods of pro-quality planning and design. Audits of quality management systems. Documentation of quality. Certification of quality management systems.	
<b>Symbol of profile learning outcomes</b>	<b>IT management</b>	<b>ECTS: 3</b>
Zarz_WG01_Lic, Zarz_WG03_Lic, Zarz_WG08_Lic, Zarz_UW02_Lic, Zarz_UW06_Lic, Zarz_KK02_Lic, Zarz_KR02_Lic	Information technology in management - basics. Systems approach in information technology. Sources of information for management. Management - information - informatics. Links between information and informatics. Information and decision-making centers. Classification of information systems in management. Integration, integrated system. Databases in management. Application of information technology to data processing. Client-server processing. Database client interface. Database server. Database structure. Database script. Database transactions. Management support utility applications. Components of a utility application. Data model to support the checkout application. Functional scope of the Sales subsystem. Functional scheme of invoicing. Functional diagram of material management support. Fixed assets subsystem. Application for personnel management. Computerization of accounting. Principles of computerization of accounting. Integrated accounting of the company. Recording devices in accounting. Account - chart of accounts, posting on accounts. Procedure for accounting for business events. Accounting for VAT. IT handling of settlements. Functionality of IT accounting. Functional scope of the F-K application. Data model of the F-K system. Accounting and cost accounting. IT vs. production management. CIM versus PPS. MRP/ERP. Components of the CIM system. Production order processing. PPS system, PPS logistics. Production control models. Production versus integrated system. Structural and	

	<p>technological developments. Modeling of production data. Information technology vs. production management. CIM versus PPS. MRP/ERP. Components of the CIM system. Production order processing. PPS system, PPS logistics. Production control models. Production versus integrated system. Structural and technological developments. Modeling of production data.</p>	
<b>Symbol of profile learning outcomes</b>	<b>Monographic course (elective): Sustainability Finance or Financial Innovations</b>	<b>ECTS: 3</b>
<p>Zarz_WG01_Lic, Zarz_WG04_Lic, Zarz_WG09_Lic, Zarz_WK03_Lic, Zarz_UW02_Lic, Zarz_UW04_Lic, Zarz_UW10_Lic, Zarz_KK02_Lic</p>	<p><u>Finance of sustainable development</u> The essence and scope of the concept of sustainable development. Sustainable finance and its scope. ESG factors in business. Classification of sustainable finance in terms of externalities and sustainable development goals. Initiatives and activities for the development of sustainable finance. Regulations, recommendations and guidelines on sustainable finance. The concept of responsible investment and its developmental conditions. Mechanism and principles of responsible investment. Methods, tools and methods used in responsible investing. Management of sustainable projects. Public finance and the role of the state in ensuring sustainable development. Taxonomy of sustainable finance. Sustainable financial system and the banking and financial sector. Financing instruments for sustainable development. Green financial instruments. Prospects for sustainable finance in Poland.</p> <p><u>Globalization of the economy</u> The concept of modern globalization. Structure of the globalization process: globalization in the economic, financial and non-economic spheres; participation of transnational corporations, states of regional and global organizations. International finance and globalization of economy and finance lectures. Causes and course of globalization processes. Acceleration of modern globalization. The role of the Washington Consensus. Globalization of production and trade. Theory and stylized facts. The role of transnational corporations. Globalization of finance. Theory and stylized facts. The role of international capital flows. The role of innovation in the area of financial technology. Major problems of the global economy and finance: demographic issues and international migration; economic and financial underdevelopment and inequality; international debt; environmental issues. Global competitiveness and its taxonomy. The global financial crisis of the early 21st century and its effects on the global economy and finance. The new international economic and financial architecture. Financial and economic security. The role of financial sector regulation, including banking regulation. Globalization versus regionalization. The most important regional integration groupings as case studies. The economy and finance of Poland in the face of globalization processes.</p>	
<b>Symbol of profile learning outcomes</b>	<b>Project Methodology</b>	<b>ECTS: 3</b>
<p>Zarz_WG01_Lic, Zarz_WG05_Lic, Zarz_WG11_Lic, Zarz_UO01_Lic, Zarz_KK01_Lic, Zarz_KK02_Lic</p>	<p>Project - essence, goals, phases of implementation. Sources possible to use in planning and implementation of the project. Ways to document the sources used while respecting intellectual property rights. Identification of problem areas in finance and accounting that can be the subject of the project. Determining the subject and objectives of the project, the target group and the expected impact of the project. Determining project activities, their schedule, budget and possible sources of funding. Detailed project design - principles of development. Sources of knowledge of different value and scientific credibility. Searching databases. Principles of intellectual property protection, types of citation systems and proper documentation of the sources used. Identification of risks associated with the implementation of the project and ways to minimize them. Detailed planning of individual project activities. Ways of documenting project activities. Methods of evaluation of project activities and the project as a whole. Principles of modifying project assumptions and activities in case of circumstances preventing their implementation.</p>	
<b>Symbol of profile learning outcomes</b>	<b>Project seminar</b>	<b>ECTS: 7</b>
<p>Zarz_WG03_Lic, Zarz_WG04_Lic, Zarz_WG06_Lic, Zarz_UK01_Lic, Zarz_UK02_Lic, Zarz_UO01_Lic, Zarz_UW01_Lic, Zarz_UW02_Lic, Zarz_UW04_Lic, Zarz_UW07_Lic, Zarz_KK01_Lic, Zarz_KK02_Lic, Zarz_KR02_Lic</p>	<p>Techniques, tools and stages of project preparation. Substantive discussion of individual student projects. Report on the implementation of project activities. Final report on the implementation of the project - rules, requirements, method of preparation, content scope. Presentation of the course and results of the project - as an example of public speaking. Principles of public speaking. Multimedia presentation - as an auxiliary tool in public speaking. Principles of proper preparation of multimedia presentations. Features of good presentations and the most common mistakes in multimedia presentations. Analysis of sample presentations. Substantive discussion of individual student projects. Substantive discussion of the final reports of individual student projects. Substantive discussion of individual students' multimedia presentations. Exercises in oral discussion of one's project with simultaneous use of multimedia presentation - in the group. Direct preparation for the diploma exam - discussion of its course and rules.</p>	

<b>3. SPECIALISATION COURSES</b>		
<b>Symbol of profile learning outcomes</b>	<b>Operational controlling</b>	<b>ECTS: 4</b>
Zarz_WG06_Lic Zarz_WG08_Lic Zarz_WG09_Lic Zarz_WG11_Lic Zarz_WK02_Lic Zarz_UW03_Lic Zarz_UU01_Lic Zarz_KK01_Lic Zarz_KO02_Lic Zarz_KR01_Lic	The essence and tasks of controlling in the enterprise. Types of controlling in the enterprise. The silhouette and tasks of the controller, the controlling cell and its subordination. Tools of controlling and stages of its implementation. Construction of the controlling structure of the enterprise. Functioning of cost centers and cost-expenditure centers. Revenue centers. Principles of functioning of profit centers, budgeting, cost coverage margin account. Rating system of profit centers. Investment center budget, principles of construction and its structure. The system of evaluation and motivation in investment centers - short-term and long-term measures. Managerial and business contracts in responsibility centers.	
<b>Symbol of profile learning outcomes</b>	<b>Principles of advertising</b>	<b>ECTS: 5</b>
Zarz_WG05_Lic, Zarz_WG06_Lic, Zarz_WG11_Lic, Zarz_UW04_Lic, Zarz_UW07_Lic, Zarz_UU01_Lic, Zarz_KO03_Lic,	Creation of advertising message - basics. The place of creative strategy in the advertising strategy. visual and linguistic aspects of the formation of the advertising message. Emotions and mood in advertising. human image in advertising. affect, emotions and feelings in advertising. basic features of emotions: sign, intensity, content. cognitive processes and advertising. psychological aspects of consumer behavior and reception of advertising content. mechanisms of advertising influence. phases of advertising influence - cognitive, affective, volitional. models of advertising influence based on consumer involvement. mechanism of influence of social and political advertising. dilemmas of modern advertising. ethics of advertising. controversies related to advertising activities.	
<b>Symbol of profile learning outcomes</b>	<b>Principles of Negotiation and Mediation</b>	<b>ECTS: 5</b>
Zarz_WG02_Lic, Zarz_WG03_Lic, Zarz_WK01_Lic, Zarz_UW04_Lic, Zarz_UW06_Lic, Zarz_UO01_Lic, Zarz_KK02_Lic, Zarz_KO01_Lic, Zarz_KO04_Lic, Zarz_KR02_Lic	Definition of negotiation. Reasons for negotiating. Specifics of negotiation situations. Functions and dysfunctions of conflict. Effective conflict management. Negotiation as a process. Planning process. Definition of negotiation objectives. Defining the main issues involved in achieving the goal. Prioritizing issues and defining the negotiation basket. Identifying interests. Learning about alternative solutions. Establishing boundaries and points of resistance. Analyzing and understanding the other party's goals, problems and points of resistance. Determining opening offers. Communication in the negotiation process. The right attitude. The importance of maintaining rapport. Understanding body language. Communication about the negotiation process. Offers, counteroffers and motives for action. Communicating possible solutions. Communicating expected results. Negotiation team. Performing various team roles during negotiations. Typical roles in a zapole (leader, tough guy, observer, secretary, expert, good guy and bad guy). Swapping roles in a team. Arrangement of seats at the negotiating table. Sources of power in negotiations. Formal power. The power of the expert's knowledge. The power of having information. The power of reward and punishment. The power of competition. The power of using persuasion techniques. Positions versus interests. Identification of interests. Determining the importance of interests. Sharing information about interests. Creating additional value from differences. Preferences of both sides. identifying possible concessions. Strategy in negotiations. Possible outcomes (win-lose, lose-lose, partial win-partial lose, win-win). The importance of the outcome of the negotiation. The importance of the quality of the relationship between the parties. Possible strategies (competition, cooperation, compromise, avoidance, concession). Choosing the right strategy. Negotiation tactics and countertactics. Initial offers and counter-offers. Principles of anchoring parties. "Good and bad" tactics. Tactics of playing for time. Tactics of force majeure. Tactics of informing the competition. Tactics of tying sales. Tactics of conditional bidding. Tactics of "salami". "Russian front" tactics. Principles of distributive negotiation. Discovering the other party's point of resistance. Influencing the other party's point of resistance. Positions taken during distributive negotiations. Opening offers. Initial concessions. The role of concessions. Principles of concessions. Final offers. Dealing with objections and finalizing negotiations. Practical and psychological objections. Implicit objections. Final offer. Summary conclusion. Closing with concessions. Alternative closure.	
<b>Symbol of profile learning outcomes</b>	<b>Corporate Social Responsibility</b>	<b>ECTS: 4</b>
Zarz_WG01_Lic, Zarz_WG05_Lic, Zarz_WG12_Lic, Zarz_WK01_Lic,	Historical views on the social responsibility of organizations. The essence of social responsibility of organizations. Stakeholders Theory of the organization (Stakeholders Theory). Areas of social responsibility of organizations. State and social responsibility. Social goals in the structure of the goals of an economic organization. Arguments for and against	

Zarz_UW09_Lic, Zarz_UO01_Lic, Zarz_KO04_Lic, Zarz_KO05_Lic, Zarz_KR02_Lic	social responsibility. Organization's approach to social responsibility Small business and the concept of social responsibility. Sponsorship as an effective instrument of organizational responsibility	
<b>Symbol of profile learning outcomes</b>	<b>Brand management</b>	<b>ECTS: 4</b>
Zarz_WG04_Lic, Zarz_WG11_Lic, Zarz_UW01_Lic, Zarz_UW05_Lic, Zarz_KO04_Lic,	The essence, identity, image and power of a brand. The process of introducing a new brand to the market. Brand name. Visual identity system. Graphic brand mark - types, the essence of color, lettering, shape. Legal aspects of brand reservation. Brand architecture. Portfolio management. Analysis of market position and brand valuation. Global brands. National brands. Brand management in marketing departments of national and global companies. Methods of brand valuation. Positioning of the brand on the market. National brand and global brand strategy. Commercial brand strategy. Brand name. Brand logo.	
<b>Symbol of profile learning outcomes</b>	<b>Business communication</b>	<b>ECTS: 4</b>
Zarz_WG07_Lic, Zarz_WG09_Lic, Zarz_UW09_Lic, Zarz_UK02_Lic, Zarz_UO01_Lic, Zarz_KK03_Lic	Introduction to business communications. The business environment and relationship building. The role of CSR today and in the future. Sustainable development goals in relation to business. Brand protection, crisis in corporate communications. What the procurement process looks like in the public sector. Business development on the example of strategic partnerships. Meanders of corporate communication and showing the key areas in which the companies and brands in question communicate with their environment and achieve their business goals, lobbying, brand communication and building an eco-system of business relations around the corporation. Case studies	
<b>Symbol of profile learning outcomes</b>	<b>Foundations of social communication</b>	<b>ECTS: 4</b>
Zarz_WG01_Lic, Zarz_WG03_Lic, Zarz_WG09_Lic, Zarz_WK02_Lic, Zarz_WK05_Lic, Zarz_UW01_Lic, Zarz_UW11_Lic, Zarz_UK01_Lic, Zarz_UO01_Lic, Zarz_KO02_Lic, Zarz_KK02_Lic, Zarz_KR01_Lic	Knowledge about people in general vs. knowledge about a particular person - the subject and methods of social psychology; a) ways of describing people - individual diagnostics vs. statistical description, b) ways of gaining knowledge about people - introspection, incidental observation, representative samples, laboratory and natural experiment, c) predictions of human behavior, d) influencing human behavior. Social determinants of perception: perceptions of objects, people, actions, relationships, institutions. Attribution theory, stereotypes, scripts. Private vs. public thinking, problem solving, decision making, valuing. Social influence, conformity. Construction, perception, assimilation, action and functions of social norms. Scope and reasons for inconsistencies between knowledge, feeling, speech and action. Social anxiety and personality structure. Attitudes, cognitive dissonance theory, cognitive balance theory. Judging people, interpersonal attraction, pro-social behavior, prejudice, hostility, aggression. Group dynamics, social identity, group effectiveness, intragroup and intergroup conflict. Using the social environment to achieve individual goals - elements of political psychology. Grand theories of social science vs. social psychology: symbolic interactionism, functionalism, structuralism, evolutionism, exchange theories.	
<b>Symbol of profile learning outcomes</b>	<b>Promotion Strategy</b>	<b>ECTS: 6</b>
Zarz_WG02_Lic, Zarz_WG09_Lic, Zarz_WG10_Lic, Zarz_UW04_Lic, Zarz_UO01_Lic, Zarz_KK02_Lic, Zarz_KO01_Lic, Zarz_KR02_Lic	Methods of strategic segmentation of the enterprise. Separation of strategic business units (SBUs) in an enterprise's operations. Principles of defining the business sector. Methods of analyzing the attractiveness of the sector. The concept of sector, product and technology life cycle. The environment of the enterprise and its impact on the strategic choices of managers. Risk in strategic management and ways to mitigate it. Analysis of competition in the sector. Maps of strategic groups in the sector. Analysis of competition structure. Dispersed sectors and concentrated sectors. Counteracting excessive sector dispersion and excessive concentration. Analysis of the threat of new entries into the sector. Barriers to entry and barriers to exit from the sector. Analysis of profitability of entry. Analysis of substitutes. Principles of defending the sector against substitutes. Segmentation and analysis of suppliers and buyers of the sector. Principles of weakening the influence of suppliers and buyers on the sector. Supplier management strategies. Review and evaluation of various methods of analyzing the strategic potential of a company. Analysis of key success factors. Value chain analysis. Strategic balance sheet of the enterprise. Assessment of the competitive position of the enterprise. SWOT analysis. Overview of competitive models. The essence of competitiveness of the enterprise. Types of competitive advantages and how to build them. Resources and competencies as a source of competitive advantages. Business models (business models) versus competitive strategies. Problems of implementation of competitive strategies.	

<b>Symbol of profile learning outcomes</b>	<b>Marketing in trade and services</b>	<b>ECTS: 5</b>
Zarz_WG01_Lic, Zarz_WG04_Lic, Zarz_WG14_Lic, Zarz_WK03_Lic, Zarz_UW04_Lic, Zarz_UK03_Lic, Zarz_KO01_Lic, Zarz_KR02_Lic	Services in the system of national economy. Marketing management in a service company. Service product. Pricing and distribution of services. Promotion of services and material testimony in services. Service process and its efficiency. Personnel of a service company. Commercial enterprise as a service market player. Marketing in a commercial enterprise. Merchandising in a commercial enterprise. Development trends and prospects of services and trade in Poland. Company in the market of perfect and monopolistic competition. Marketing methods and tools used by companies, including in the international market. The environment of the company. Marketing activities in the market. Marketing-mix - different approaches. Analytical tools used in marketing. Description and inference	
<b>Symbol of profile learning outcomes</b>	<b>Psychology of Advertising</b>	<b>ECTS: 4</b>
Zarz_WG01_Lic, Zarz_WG03_Lic, Zarz_WG09_Lic, Zarz_WK05_Lic, Zarz_UW05_Lic, Zarz_KR01_Lic, Zarz_KK02_Lic	Creating an advertising message - basics. Visual and linguistic aspects of shaping the advertising message. Emotions and mood in advertising. Human image in advertising. Cognitive processes and advertising. Mechanisms of influence of advertising. Phases of advertising influence - cognitive, affective, volitional. Classical linear models. Slb, aida, aidcas, dipada, dagmar, lavidge e-steiner model, epcca, aapis, joyce model, acalta, raya model. Krugman concept. Advertising impact models based on consumer involvement. Mechanism of impact of social and political advertising. Dilemmas of modern advertising.	
<b>Symbol of profile learning outcomes</b>	<b>Supply chain Management</b>	<b>ECTS: 4</b>
Zarz_WG04_Lic, Zarz_WG10_Lic, Zarz_WK04_Lic, Zarz_UW04_Lic, Zarz_UW09_Lic, Zarz_UO01_Lic, Zarz_KO02_Lic, Zarz_KR02_Lic	Introduction to supply chain management: logistics, logistics management, supply chain management. External factors affecting the enterprise. Process management: supply chain participants, needs and conflicts. Material requirements planning: MRP, purchasing process (procurement) and supply process (transportation, warehouse). Production and inventory management: production process, capacity, balancing, ABC and XYZ material analysis. Distribution: logistics network design. Distribution: organization of logistics. Quality and purchasing management: quality costs, product quality, problem solving methods. Just-in-time manufacturing: definition of Lean Manufacturing, 5S, TQM.	
<b>Symbol of profile learning outcomes</b>	<b>Customer behavior</b>	<b>ECTS: 4</b>
Zarz_WG01_Lic, Zarz_WG06_Lic, Zarz_WK02_Lic, Zarz_UW01_Lic, Zarz_UW06_Lic, Zarz_UW08_Lic, Zarz_KR02_Lic, Zarz_KK01_Lic	Theory of consumer behavior. Consumption in macro- and microeconomic terms. Internal determinants of consumer behavior. Factors shaping consumer behavior. External determinants of consumer behavior. Demographic-economic profile: demographic variables, income and spending, lifestyle. process of consumer behavior in the market. Market and consumer behavior. Consumer satisfaction versus loyalty formation. Post-purchase impressions - satisfaction and post-purchase dissonance. consumer value. Satisfaction models. Transactional and cumulative satisfaction. models of consumer behavior. Structural models versus sequential models. Marketing implications of consumer behavior. Segmentation of consumers. Contemporary trends in consumption. Consumer protection.	
<b>Symbol of profile learning outcomes</b>	<b>Development Economics</b>	<b>ECTS: 5</b>
Zarz_WG03_Lic Zarz_WG04_Lic Zarz_WG05_Lic Zarz_WG18_Lic Zarz_WK02_Lic Zarz_UW01_Lic Zarz_UW03_Lic Zarz_UK02_Lic Zarz_UU01_Lic Zarz_KK02_Lic Zarz_KK03_Lic Zarz_KO03_Lic Zarz_KR03_Lic	International economic relations (MSG) - introduction. The concept and structure of the world economy. International division of labor. Trade in goods and theories of international trade. International trade in services. International capital flows. International flows of labor and technology. International trade policy. Tariff, paratariff and non-tariff measures of trade policy. Institutional structure of modern trade policy. International economic integration. Balance of payments of a country and problems of monetary policy. Currency zones.	
<b>Symbol of profile learning outcomes</b>	<b>Fundamentals of logistics</b>	<b>ECTS: 4</b>
Zarz_WG03_Lic, Zarz_WG04_Lic,	Fundamentals of logistics (Essence of logistics, basic terms related to logistics, evolution of logistics services, basic trends shaping logistics management). Transportation Systems and	

Zarz_WG06_Lic, Zarz_WG10_Lic, Zarz_WK04_Lic, Zarz_UW04_Lic, Zarz_UW09_Lic, Zarz_UO01_Lic, Zarz_KK01_Lic, Zarz_KR02_Lic	Logistics Services (Fundamentals of Transportation, Importance and Development of Transportation, Types of Transportation and Transportation Technologies, Documents in Domestic and Foreign Transportation, Transportation Systems and Means of Transportation, Logistics Service Providers). Storage, Handling and Picking Systems (Basics of storage, storage facilities, conveyors, parcels, cargo units and load carriers, picking and handling, warehouse organization). Inventory management (Determinants of material demand, inventory function, inventory costs, inventory planning and management, commodity procurement, transportation, warehouse and location concepts, inventory and procurement cooperation concepts). Logistics network planning (strategic network planning, logistics network overview, warehouse networks, transportation networks, outsourcing, tendering and placement of transportation and logistics services). IT in Logistics (Electronic Data Transmission, Identification Technology, Warehouse Management and Warehouse Control, Transportation Planning and Controlling, Strategic and Operational Planning Systems). Investment and Financing in Logistics (Logistics Investment Financing Requirements, Goods Delivery Financing, Logistics Property Financing, Movable Property Financing Logistics). Specifics of logistics in different business models (logistics in manufacturing enterprises, logistics in commercial enterprises, logistics in service enterprises, logistics in e-business).	
<b>Symbol of profile learning outcomes</b>	<b>Domestic and international forwarding</b>	<b>ECTS: 4</b>
Zarz_WG04_Lic, Zarz_WG09_Lic, Zarz_WG10_Lic, Zarz_UW04_Lic, Zarz_UW05_Lic, Zarz_UW09_Lic, Zarz_UO01_Lic, Zarz_KK02_Lic, Zarz_KO03_Lic, Zarz_KR02_Lic	Introduction to freight forwarding (conceptual scope of freight forwarding; logistics vs. freight forwarding; domestic and international entities of freight forwarding; provision and scope of services; liability of the freight forwarder; legal basis of transport and freight forwarding business; optimal freight forwarder). FIATA Normative Documents (basic FIATA documents - pragmatic catalog; application of FIATA FCR; FWB document and other FIATA documents). Transport Policy of the European Union and the European Economic Area (basic principles of transport policy in the EU and EEA; branch structure of land transport in the European Union and Poland; rules of freight charges in the EU; railroads; freedom of services in maritime transport; port services; European and global concept of "Open Skies"; liberalization - general trend towards liberalization of transport) Transport policy of the European Union and the European Economic Area (basic principles of transport policy in the EU and EEA; branch structure of land transport in the European Union and Poland; principles of freight charges in the EU; railroads; freedom to provide services in maritime transport; port services; European and global concept of "Open Skies"; liberalization - general trend towards liberalization of transport). Transactions in international trade (transaction vs. contract; trade formulas; payment terms in foreign trade). Transport insurance (the concept and essence of insurance; types, functions and classification of insurance; insurance of transport means - casco; cargo insurance in transport - cargo; marine insurance - industry specifics; forwarder's liability insurance; risks and insurance in domestic and international transport).	
<b>Symbol of profile learning outcomes</b>	<b>Supply chain Management</b>	<b>ECTS: 4</b>
Zarz_WG04_Lic, Zarz_WG10_Lic, Zarz_WK04_Lic, Zarz_UW04_Lic, Zarz_UW09_Lic, Zarz_UO01_Lic, Zarz_KO02_Lic, Zarz_KR02_Lic	Introduction to supply chain management: logistics, logistics management, supply chain management. External factors affecting the enterprise. Process management: supply chain participants, needs and conflicts. Material requirements planning: MRP, purchasing process (procurement) and supply process (transportation, warehouse). Production and inventory management: production process, capacity, balancing, ABC and XYZ material analysis. Distribution: logistics network design. Distribution: organization of logistics. Quality and purchasing management: quality costs, product quality, problem solving methods. Just-in-time manufacturing: definition of Lean Manufacturing, 5S, TQM.	
<b>Symbol of profile learning outcomes</b>	<b>Customer Relationship Management</b>	<b>ECTS: 4</b>
Zarz_WG04_Lic, Zarz_WG09_Lic, Zarz_WK05_Lic, Zarz_UW01_Lic, Zarz_UW08_Lic, Zarz_UK01_Lic, Zarz_UU01_Lic, Zarz_KK02_Lic	Selected definitions. Customer relationship management. Customer relationship management as a philosophy of the company's approach to the customer. Customer relationship management at different stages of the customer relationship life cycle. Creating a vision for nurturing relationships with contractors (how to attract potential customers, retain existing customers, obtain recommendations, counteract customer churn, scope and method of information acquisition, etc.). The art of communicating with customers in the online environment (rules of netiquette, rules of communicating with customers on social media, legal and financial aspects of conducting e-mail marketing). Basics of effective management of an organization's image crisis (identification of potential sources of crisis, creation of an online crisis communication plan, examples of how an organization handles image crises). Expected customer acquisition and retention performance metrics, ways to improve marketing metrics, most commonly overlooked metrics, pitfalls of analyzing metrics. Selection of a CRM system provider (functionality in terms of the company's needs, modularity of the system, expandability, integration capabilities, scope of post-implementation service).	

<b>Symbol of profile learning outcomes</b>	<b>Urban transportation and logistics</b>	<b>ECTS: 4</b>
Zarz_WG01_Lic, Zarz_WG12_Lic, Zarz_WK02_Lic, Zarz_UW02_Lic, Zarz_UW04_Lic, Zarz_UO01_Lic, Zarz_KO05_Lic	Transport congestion in the city - types, causes, consequences. Urban logistics and the logistics system of the city. Logistics in the management of the flow of people in cities (transport service of residents, organization of urban transport, including the selection of means of transport, division of transport tasks). Integrated system of public transport in the city. Organization of passenger car traffic in the city (restrictions on the use of passenger cars, organization of parking in cities). Logistics of cargo transport in cities (organization of flows and storage of goods, choice of delivery system, urban consolidation centers, nearby delivery zones, loading zones and bays, environmentally friendly vehicles, Cargo Tram). Logistics centers and parks. Last mile transportation. Measuring the effectiveness of projects that improve the movement of people and goods in the city. Logistics problems in cities and environmental protection. Presentation of the design of logistics solutions in the city and evaluation of their economic efficiency.	
<b>Symbol of profile learning outcomes</b>	<b>Selection of employees (recruitment, selection and adaptation)</b>	<b>ECTS: 5</b>
Zarz_WG01_Lic, Zarz_WG03_Lic, Zarz_WG08_Lic, Zarz_WG13_Lic, Zarz_UW04_Lic, Zarz_UW11_Lic, Zarz_KK01_Lic, Zarz_KO04_Lic	Competency model of human resource management. Planning human resource needs of the organization - three languages. Qualifications and competencies. Description of tasks in the language of qualifications. Contemporary sources of introduction of competency models into the organization. Functions of competencies as a basis for planning personnel actions. Creation of differentiated competency profiles depending on the purpose. Acquisition of employees for the organization. Selection of employees - objectives, stages and types. Traditional and online recruitment. Applications of marketing in human resource management. Creating the image of an employer of choice as a modern approach to recruitment - goals, methods of action and tools. Selection of candidates. Selection - goals, strategies, tools. Selection strategies. Preselection and selection proper - goals and tools. Effectiveness of predicting multidimensional job success by various selection tools. Traditional and modern (based on computer techniques) selection tools. Employee training. Three models of employee training. Training needs analysis - its role and differentiation of objectives depending on the training model. Active methods of conducting training. E-learning and stages of its development. Evaluating the effects of training - objectives and principles of conducting evaluations. Kirkpatrick model - explicit and implicit objectives, the prevalence of using assessments of different levels. Calculation of ROI for training by the Philips method. Coaching as a method of individual training. Group and individual training. Coaching as a method of recurrent training. Principles and rules of coaching. Professionalization of the coaching profession in Poland and around the world. Adaptation of employees for the organization. Adaptation as the final stage Coaching and mentoring as a method of individual training. Group and individual training. Principles, types and rules of mentoring. Effects of mentoring. Non-training methods of personnel development. The role of non-training methods of competence development. Succession planning, backup staffing, programs targeting key employees - definitions, goals and ways to implement staffing practices. Variants and sources of differentiation. Talent management as a fashion and a need. Sources of fashion for talent management. Talent management vs. other tools.	
<b>Symbol of profile learning outcomes</b>	<b>Organisation and management theory</b>	<b>ECTS: 4</b>
Zarz_WG03_Lic, Zarz_WG12_Lic, Zarz_WK01_Lic, Zarz_WK04_Lic, Zarz_UW01_Lic, Zarz_UO01_Lic, Zarz_KK01_Lic, Zarz_KK03_Lic, Zarz_KR01_Lic	Introduction to the topic of the class. Definition of basic concepts. Modern interpretation of the term "organization". Scientific approach to work organization. Planning in the organization at the strategic and operational levels. Definition of objectives and their operationalization. Vision and mission of the organization. Methods to support decision-making and in the organization. Situational and system approach to work organization. Method of analyzing the organization's environment. Techniques for studying the quality of office work in an organization. Design of organizational structure in a company. Office in organizational structure. Design of organizational cells. Modern leadership in an organization. Types of leadership and leadership styles. Construction of employee teams. Modern approaches to employee motivation. The art of conducting conversations. Business conversations. Telephone conversations. The art of listening. Meetings, deliberations, conferences. Psychological types of stakeholders. Interpersonal communication in work organization. Conflicts and the art of negotiation. Development of skills in applying the rules of savoir - vivre. Preparation of speeches and presentations. The "Magic Envelope" method.	
<b>Symbol of profile learning outcomes</b>	<b>Employee motivation, remuneration and evaluation systems</b>	<b>ECTS: 5</b>
Zarz_WG03_Lic, Zarz_WG08_Lic,	Ways and types of methods of motivation. Basic issues related to remuneration of employees. Principles and functions of remuneration. Strategy of remuneration. Forms of remuneration.	



Zarz_WG13_Lic, Zarz_UW05_Lic, Zarz_UO01_Lic, Zarz_KK01_Lic, Zarz_KO02_Lic, Zarz_KR01_Lic	Structure (internal and external) and principles of creating a system of remuneration creation. Types of motivation - financial and non-financial. Objectives, principles and functions of the appraisal system. Methods, techniques and types of employee evaluations. Building motivation and evaluation systems in practice. Formation of employee compensation systems. Types of remuneration.	
<b>Symbol of profile learning outcomes</b>	<b>Career development and employee training</b>	<b>ECTS: 5</b>
Zarz_WG03_Lic, Zarz_WG06_Lic, Zarz_WG13_Lic, Zarz_UW04_Lic, Zarz_UW05_Lic, Zarz_UO01_Lic, Zarz_KK02_Lic, Zarz_KO04_Lic	The role of passion and creativity in developing the competencies necessary for career development. The essence of career and employee training. Basic concepts. The role of talent, knowledge and skills in building a career. Recognizing talents. Matching talents to the professional role. Selected concepts of career development. Phases / stages of professional career against the background of the human life cycle. Goals of professional development of employees. Defining values. Managing creativity versus career development. Preferred learning styles. Self-test of creative work. Objective and subjective dimensions of career development. SMART method. Types of training - on-the-job and off-the-job. Career management. Coaching, mentoring, tutoring - as new methods of training and improving employees. Strategies for career development. Basic determinants of an effective employee training system. "My career" questionnaire according to E. Schein. New models of professional careers. Directions of transformation. Identification and analysis of training needs. Path of development / career in the organization. Career map. Design of employee training methods. Development of training plans in the organization and evaluation of the effectiveness of development programs. Career development path charts.	
<b>Symbol of profile learning outcomes</b>	<b>Employee-employer relations</b>	<b>ECTS: 4</b>
Zarz_WG11_Lic, Zarz_WG13_Lic, Zarz_UW01_Lic, Zarz_UW04_Lic, Zarz_UO01_Lic, Zarz_KK01_Lic, Zarz_KO04_Lic, Zarz_KR03_Lic	Realization of individual and group values, interests and goals through economic participation. The social structure of the enterprise, the needs, expectations and behavior of the employer and employee. Ways of expressing informal social approval and disapproval. Formulation and promotion of codes of good practice and rules of ethical business. Characteristics of communication within and between interests. The role of dialogue with employees. Promotion and concealed aspects of group interests and positions. Disinformation as a method of defending positions taken. Informal talks, formal negotiations, concessions, compromise, success or failure of representatives. Social conflicts versus personal conflicts. Collective dispute, strike, social dialogue as a method of regulating conflicts. Formalization of social dialogue in Poland. Trade unions. Multigenerational and cultural differences. Employee participation and management models in other countries. Psychological aspects of the functioning of people in the organization.	
<b>Symbol of profile learning outcomes</b>	<b>Positive organizational atmosphere development</b>	<b>ECTS: 4</b>
Zarz_WG01_Lic, Zarz_WG04_Lic, Zarz_WG12_Lic, Zarz_WK02_Lic, Zarz_UW01_Lic, Zarz_UW05_Lic, Zarz_UW11_Lic, Zarz_UK02_Lic, Zarz_KO01_Lic, Zarz_KO03_Lic, Zarz_KO04_Lic, Zarz_KR02_Lic	Introduction: definition of organizational climate, distinction from organizational culture, discussion of the list of factors affecting the nature of climate in organizations, according to the seven pillars of climate according to Langford. Characteristics and analysis of attitudes, definition of their consequences in the formation of interpersonal relations. Definition of assertive attitude. Assertive communication: I-messages, refusal, accepting criticism, dealing with unconstructive criticism, formulating assertive praise. Stress overload: discussion of the differences in human functioning at different levels of performance under stress and the causes of overload in the context of the study of organizational climate and its formation. Definition of attitude-building components, biases and their consequences for relationships in organizations, discussion of changes needed to reduce the impact of implicit biases on the climate.	

## **Methods of verification and assessment of the learning outcomes achieved by the student throughout the education cycle**

The methods of verification of learning outcomes achieved in the process of education in the undergraduate programme in the field of *Management* include:

- 1) exams – oral, written (descriptive, test);
- 2) assessments – oral, written (descriptive, test);
- 3) credit test;
- 4) preparation of a paper, essay, etc., individually or in a team;
- 5) preparation of the project individually or in a team;
- 6) making reports, reports, assigned homework, etc. – individually or as a team;
- 7) solving problem-based tasks during and outside of classes – individually or in a team;
- 8) multimedia presentations conducted and prepared individually or in teams;
- 9) oral expressions, activity during classes, participation in discussions, debates, etc.;
- 10) case studies;
- 11) diploma examination;
- 12) other, specific and specific forms of verification of the assumed learning outcomes indicated in the syllabuses.

The assessment of the degree of achievement of the assumed learning outcomes covers all categories of learning outcomes (knowledge, skills, social competences). The choice of assessment methods should take into account the specificity of individual categories of learning outcomes, as well as the specificity of the course as well as contemporary social conditions and technological possibilities of their assessment.

At UEHS we have a rule that the assessment of learning outcomes in classes conducted in the form of lectures is carried out by way of a final assessment exam (during the examination session), and other forms of classes allow for ongoing verification of learning outcomes during the semester as well as at the end of the semester and end with a credit for grade. In the case of students with disabilities, depending on their individual needs, alternative methods of assessing learning outcomes are established, which take into account the individual needs of these persons.

The diploma exam is *a method of verifying the learning outcomes obtained from the entire cycle of education at the level of undergraduate studies in the field of Management.*

When verifying learning outcomes, it is assumed that obtaining a positive grade in the exam or passing the final course and the diploma exam confirms the achievement of all learning outcomes established for the elements of the learning process. The level of achievement of learning outcomes is determined by the grade given.

The Study Regulations define the scale of assessments used as part of the process of assessing learning outcomes, and the Rector's Regulations define the internal assessment system, which is a set of rules for assessing students in terms of their mastery of learning outcomes, and the general criteria for awarding a given grade in a course (see Table). The Study Regulations also provide for credits for: passed/failed (respectively: *zal/nzal*<sup>1</sup>). This applies mainly to classes that do not require assessment of learning outcomes per grade (e.g. Sports & Leisure activities, Occupational Health & Safety Training).

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<sup>1</sup> Zal – Passed in Polish language and nzal – failed in Polish language.

Assessment criteria for the assessment of learning outcomes

Assessment	Description of requirements	Required percentage of achieved learning outcomes for the course
excellent (6.0)	The student has achieved quantitative or qualitative learning outcomes beyond the scope provided for in the curriculum for the course, in particular: has knowledge significantly exceeding the scope specified in the curriculum for the course, independently defines and solves theoretical and practical problems, is able to use knowledge in new problem situations, correctly and freely uses scientific and professional terminology.	> 90% and additional achievements that go beyond those provided for a very good grade
very good (5.0)	The student has mastered the full range of knowledge and skills specified in the curriculum for the course, independently solve theoretical and practical problems, are able to use knowledge in new problem situations, correctly use scientific and professional terminology.	Min. 90%
good plus (4.5)	The student has achieved learning outcomes above the requirements for a good grade, but insufficient for a very good grade.	Min. 85%
good (4.0)	The student has mastered most of the knowledge and skills specified in the curriculum for the course, solves typical theoretical and practical tasks, and captures basic concepts and laws in scientific and professional terms.	Min. 70%
satisfactory plus (3.5)	The student has achieved learning outcomes above the requirements for a satisfactory grade, but insufficient for a good grade.	Min. 65%
satisfactory (3.0)	The student has mastered the basic knowledge and skills specified in the curriculum for the course, solve typical theoretical and practical tasks of medium difficulty, make minor terminological errors, and convey the information in a language similar to colloquial.	Min. 50%
unsatisfactory (2.0)	The student has not mastered the necessary minimum of basic knowledge and skills specified in the curriculum for the course, is unable to solve tasks with a low degree of difficulty, makes gross terminological errors, and the style of speech is clumsy.	less than 50%

Assessment of the achievement of learning outcomes is carried out in the following stages:

- during the implementation of the learning outcomes within a given subject/module and after its completion through verification of the learning outcomes carried out for each student by the course teacher/examiner;
- after the completion of the curriculum of a given subject/module through verification of learning outcomes by the teacher/coordinator of the course/module;
- at the end of each semester by verifying the learning outcomes achieved by the students of the programme;
- at the diploma examination through the verification of the learning outcomes for each student by examiners taking part in the diploma examination;
- on an ongoing basis through the assessment of the achievement of learning outcomes made by class inspectors;
- at the end of each cycle of education by verifying learning outcomes according to quantitative measures and by monitoring the fate of graduates and assessing their functioning on the labour market.

### Rules and form of Internships

The undergraduate programme in the field of *Management* with a general academic profile does not provide for internships for students.

