



CURRICULUM

MANAGEMENT

GRADUATE STUDIES

GENERAL ACADEMIC PROFILE

Academic year of studies beginning: 2023/2024

Warsaw, 01.10.2023

General information and indicators of the curriculum

Professional title awarded to graduates	Master	
Form(s) of studies	Full-time and part-time studies	
The number of semesters required to complete a given level of study	4	
Number of ECTS credits required to complete a given level of study	120	
Total number of class hours	Full-time studies:	938
	Part-time studies:	608
Total number of ECTS credits to be obtained by the student in classes with direct participation of academic teachers or other instructors	Full-time studies:	64,8 (54%)
	Part-time studies:	51,6 (43%)
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	Management and Quality Sciences	87%
	Economics and Finance	13%
The total number of ECTS credits that a student must obtain in activities related to scientific activities.	97 (81%)	
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	5 pkt. ECTS*	
	*) For the course: Foundations of Philosophy	
Number of ECTS credits allocated to elective classes or groups of classes	60 (50%)	
The dimension of professional practice and the number of ECTS credits a student must obtain for this practice	Not applicable	
Number of class hours of Sports & Leisure Activities in the case of stationery undergraduate studies and graduate studies:	60 hrs.	

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

	Name of course	ECTS	Hours		
			Full-time studies	Part-time studies	
I. BASIC COURSES					
1.	Occupational Health & Safety Training	0	8	8	
2.	Foreign language	5	60	32	
3.	Culture & Ethics	5	30	16	
Total for basic courses		10	98	56	
II. PROFILE COURSES					
4.	Statistical methods	7	60	40	
5.	Entrepreneurship	7	60	40	
6.	Public relations	3	30	16	
7.	Management concepts	4	30	24	
8.	Civil law	4	30	24	
9.	Strategic management	5	60	40	
10.	Art of negotiations	5	60	40	
11.	International marketing	5	30	24	
12.	Modern management of business processes	4	30	16	
13.	Commercial law	5	30	16	
14.	Advanced IT tools in business	5	30	16	
15.	Monographic (elective) course I: Personal finance (or) AI in business management	3	30	16	
16.	Monographic (elective) course II: Property management (or) Information security management	3	30	16	
17.	Master's thesis	16	60	32	
Total for profile courses		75	570	368	
III. Specialization courses Elective specializations: P&PM – Process & Project Management; MM – Marketing Management; BP&HRM – Business Psychology & Human Resources Management					
* Specialization courses (list of specializations and courses)					
18.	Project management methodology	P&PM	6	60	40
	Internet marketing and e-commerce	MM			
	Employee anomie	BP&HRM			
19.	Internet marketing and e-commerce	P&PM	6	60	40
	Project management methodology	MM			
	Coaching skills	BP&HRM			
20.	Process management	P&PM	4	30	16
	Innovation management	MM			
	Team building and leadership	BP&HRM			
21.	Innovation management	P&PM	4	30	16
	Marketing management	MM			

	Employee assertiveness training	BP&HRM			
22.	Socio-organizational process management	P&PM	5	30	24
	Business marketing	MM			
	Management by values	BP&HRM			
23.	Strategic marketing management	P&PM	5	30	24
	Sales and distribution management	MM			
	Work and organization psychology	BP&HRM			
24.	Total quality management	P&PM	5	30	24
	Strategic marketing management	MM			
	EAP - employee support (assistance) program	BP&HRM			
Total for specialization courses			35	270	184
Total ECTS and Hours of Studies			120	938	608

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

Name of Course	ECTS	Hours		ECTS credits
		Full-time studies	Part-time studies	
Statistical methods	L/T	60	40	7
Entrepreneurship	L/T	60	40	7
Public relations	L	30	16	3
Management concepts	L	30	24	4
Strategic management	L/T	60	40	5
Art of negotiations	L/T	60	40	5
International marketing	L	30	24	5
Modern management of business processes	L	30	16	4
Monographic (elective) courses I & II	L	60	32	6
Specialization courses	L/T/D	270	184	35
Master's thesis	T	60	32	16
Total		750	488	97

Elective courses or groups of courses

	Name of Course	Form(s) of courses	Hours (full-time studies)	Hours (part-time studies)	ECTS
1	Foreign language	Language course	60	32	5
2	Monographic (elective) courses I & II	L	60	32	6
3	Master's thesis	T	60	32	16
4	Specialization courses	L/T/D	270	184	35
Total			450	280	62

Designations in the tables: L – lectures; T – tutorials, D – discussions

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 LaLs 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 second-cycle programme in the field of **MANAGEMENT** obtains a full qualification at level 6 of the Polish Qualifications Framework (PQF).

Category of characteristics of learning outcomes	Symbol of profile learning outcomes	After graduating from the higher education second-cycle programme in the field of MANAGEMENT graduate:	Reference to	
			universal characteristics of the first degree of PQF	characteristics of the second level of PQF
IN TERMS OF KNOWLEDGE				
KNOWLEDGE - Scope and depth	Zarz_WG01_Mgr	Knows and understands to an in-depth extent the nature, place and role of contemporary social sciences, including management, the interdependencies between them and the methods of scientific inference used in them	P7U_W	P7S_WG
	Zarz_WG02_Mgr	Has in-depth knowledge of the legal, economic and social conditions and the main trends in the development of management, as well as the terminology used in various research areas in this field	P7U_W	P7S_WG
	Zarz_WG03_Mgr	Has in-depth knowledge of the key theories, phenomena, processes, regularities and mechanisms and social consequences of modern management	P7U_W	P7S_WG
	Zarz_WG04_Mgr	Has in-depth 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 their economic condition	P7U_W	P7S_WG
	Zarz_WG05_Mgr	Has in-depth knowledge of the selected specialty of management, including theory, terminology, methodology and practical application of the specialty	P7U_W	P7S_WG
	Zarz_WG06_Mgr	Knows and understands in depth the relationship between structures and institutions in relation to selected structures and categories of social ties or selected cultural circles	P7U_W	P7S_WG
	Zarz_WG07_Mgr	Knows and understands to an in-depth degree the functioning of man as a creator of culture in relation to selected areas of his activity	P7U_W	P7S_WG

	Zarz_WG08_Mgr	Has in-depth knowledge of methods and tools, as well as data acquisition techniques, allowing to describe structures and institutions and selected methods and tools for describing and modeling social structures and processes occurring in them, as well as identifying regularities governing them, including norms and rules	P7U_W	P7S_WG
	Zarz_WG09_Mgr	Has in-depth knowledge of the law, with particular emphasis on the determinants of the activities and functioning of business entities and other institutions	P7U_W	P7S_WG
	Zarz_WG10_Mgr	Has in-depth knowledge and understanding of the processes and procedures taking place in enterprises and other institutions on the regional, international and global markets	P7U_W	P7S_WG
	Zarz_WG11_Mgr	Has an in-depth knowledge and understanding of the nature, place and significance of social sciences in the general system of sciences and their relationship to management, as well as employee competence	P7U_W	P7S_WG
	Zarz_WG12_Mgr	Has an in-depth knowledge of entrepreneurship and the general methodology of its research, with particular emphasis on the creation of entrepreneurial attitudes and addressing the challenges of entrepreneurial development	P7U_W	P7S_WG
KNOWLEDGE -context	Zarz_WK01_Mgr	Knows and understands the ethical and moral principles applicable to the performance of scientific and research activities and professional practice in the field of management	P7U_W	P7S_WK
	Zarz_WK02_Mgr	Knows and understands the fundamental dilemmas of modern civilization and the functions and tasks of social sciences, including management, in their description, explanation and solution	P7U_W	P7S_WK
	Zarz_WK03_Mgr	Knows the basic principles of industrial property protection and copyright law	P7U_W	P7S_WK
	Zarz_WK04_Mgr	Knows the basic principles of the creation and development of forms of entrepreneurship and understands the social conditions of these processes	P7U_W	P7S_WK
	Zarz_WK05_Mgr	Understands the multiple social conditions (economic, legal, ethical, other) of performing one's professional role, as well as the possible social consequences of professional practice	P7U_W	P7S_WK
IN TERMS OF SKILLS				
SKILLS – use of knowledge	Zarz_UW01_Mgr	Can apply theoretical knowledge of management and related other social science disciplines to analyze and interpret the causes, course and consequences of complex and unusual management problems and other dilemmas of modern civilization	P7U_U	P7S_UW
	Zarz_UW02_Mgr	Can make appropriate selection and innovative use of methods and tools, including advanced information and communication techniques, to solve complex and new and unusual management problems	P7U_U	P7S_UW
	Zarz_UW03_Mgr	Is able to make a proper selection, critical analysis of the sources of knowledge in the field of management and creative interpretation of the information derived from them in order to effectively and innovatively solve complex and new and unusual problems in the management of modern civilization	P7U_U	P7S_UW
	Zarz_UW04_Mgr	Is able to analyze, forecast and model social and economic processes and phenomena using advanced methods and diagnostic and research tools appropriate for management	P7U_U	P7S_UW
	Zarz_UW05_Mgr	Can plan and implement a research process to test hypotheses related to simple research problems in management	P7U_U	P7S_UW

	Zarz_UW06_Mgr	Can creatively and adequately modify existing or develop new tools and methods needed to solve new or unusual management problems	P7U_U	P7S_UW
	Zarz_UW07_Mgr	Is able to prepare in Polish and English written papers and oral presentations on management problems using knowledge and available sources	P7U_U	P7S_UW
	Zarz_UW08_Mgr	He/she perceives and interprets social phenomena, and the evaluation is deepened and enriched by explaining interrelationships between social phenomena of various nature	P7U_U	P7S_UW
	Zarz_UW09_Mgr	Is able to determine the causes and course of social processes and phenomena, expanded by the formulation of his own opinions on the subject and making simple research hypotheses with their verification	P7U_U	P7S_UW
	Zarz_UW10_Mgr	Is able to predict human behavior, analyze its motives and social consequences, extended in relation to selected types of human behavior or areas in which they arise in relation to organizational behavior	P7U_U	P7S_UW
	Zarz_UW11_Mgr	Is able to independently propose solutions to a specific problem and carry out the procedure of decision-making and resolution in this regard	P7U_U	P7S_UW
SKILLS – communication	Zarz_UK01_Mgr	Is able to communicate effectively using specialized management terminology, while making use of modern technological solutions	P7U_U	P7S_UK
	Zarz_UK02_Mgr	Is able to effectively organize and lead a debate, enabling its participants to present, evaluate and discuss different opinions and positions on management issues	P7U_U	P7S_UK
	Zarz_UK03_Mgr	Is able to speak English at the B2+ level of the Common European Framework of Reference for Languages and at a higher level of specialized management terminology	P7U_U	P7S_UK
SKILLS – organization of work	Zarz_UO01_Mgr	Is able to plan and direct teamwork, carrying out professional tasks and disseminating acquired management knowledge	P7U_U	P7S_UO
	Zarz_UO02_Mgr	Is able to interact with others in teamwork, in particular in teams designing various applications of management knowledge, and is prepared to take a leading role and direct such teams	P7U_U	P7S_UO
SKILLS – learning	Zarz_UU01_Mgr	Is able to independently use a variety of information sources, including national and international digital economic and business databases, to expand and update his/her own knowledge in the field of management	P7U_U	P7S_UU
	Zarz_UU02_Mgr	Is able to independently plan and implement his own personal and professional development through continuous learning and deepening of his professional competence throughout his life, and is able to guide others in this regard	P7U_U	P7S_UU
IN TERMS OF SOCIAL COMPETENCES				
COMPETENCE	Zarz_KK01_Mgr	Is ready to critically evaluate the reliability of various sources and received content in the field of management, in particular, to differentiate content with different degrees of scientific certainty	P7U_K	P7S_KK

	Zarz_KK02_Mgr	Recognizes the importance of scientific knowledge of management in solving problems of theoretical and practical nature - arising in professional activity	P7U_K	P7S_KK
	Zarz_KK03_Mgr	Is able to responsibly assess the limits of his professional competence and understands the need to consult other people or experts, especially in the case of difficulties in solving professional problems independently	P7U_K	P7S_KK
COMPETENCES - responsibility	Zarz_KO01_Mgr	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 with aspects from the field of management	P7U_K	P7S_KO
	Zarz_KO02_Mgr	Is ready to solve advanced problems related to participation in social and economic life, including the performance of various professions in the field of management	P7U_K	P7S_KO
	Zarz_KO03_Mgr	Is ready to support others in the form of counseling or other activities in undertaking and developing entrepreneurial activity, while maintaining professional objectivity	P7U_K	P7S_KO
	Zarz_KO04_Mgr	Is ready to think and act in an entrepreneurial manner, anticipating the consequences of entrepreneurial actions taken	P7U_K	P7S_KO
	Zarz_KO05_Mgr	Is ready to think and act in accordance with the need to act ethically and socially responsible in professional life	P7U_K	P7S_KO
	Zarz_KO06_Mgr	Is sensitive to unfavorable social phenomena manifested by discrimination, harmful stereotypes, social prejudices and understands the need to take action to correct and reduce them	P7U_K	P7S_KO
	Zarz_KO07_Mgr	Reveals the attitude of fulfilling social obligations and co-organizing activities for the benefit of the social environment	P7U_K	P7S_KO
COMPETENCES – professional role	Zarz_KR01_Mgr	He is ready to take care of the theoretical and practical achievements in the field of management, as well as the traditions and ethos of his management profession	P7U_K	P7S_KR
	Zarz_KR02_Mgr	Is aware of the seriousness of the consequences of his own professional actions for individual human life or for social groups, and therefore reveals a high degree of responsibility for the effects and consequences of his professional actions, including the opinions he gives and the decisions he makes, as well as his public statements	P7U_K	P7S_KR
	Zarz_KR03_Mgr	He is ready to observe the principles of professional ethics and to demand it of others	P7U_K	P7S_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

1. BASIC COURSES		
Symbol of profile learning outcomes	Occupational Health & Safety Training	ECTS: 0
Zarz_WG12_Mgr Zarz_WK03_Mgr Zarz_UU01_Mgr Zarz_KO01_Mgr Zarz_KR02_Mgr	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. Management of electric shock. Treatment of poisoning.	
Symbol of profile learning outcomes	Culture & ethics	ECTS: 5
Zarz_WG01_Mgr, Zarz_WK01_Mgr, Zarz_WK02_Mgr, Zarz_WK05_Mgr, Zarz_UW01_Mgr, Zarz_UW03_Mgr, Zarz_UW08_Mgr, Zarz_KK02_Mgr, Zarz_KK03_Mgr, Zarz_KO01_Mgr, Zarz_KO02_Mgr, Zarz_KO05_Mgr	Different understandings of culture. Civilizations as cultures. Civilizations: Brahmin, Jewish, Chinese, Turanian, Byzantine, Latin, Islamic, Buddhist, and others. Spiritual Culture and Its Types. Religious cultures and their messages. Anthropogenic culture. Physical culture. Material and technical culture. Political and governance culture. Military and organizational culture. Contemporary cultures and interculturality. The essence of ethics and morality. Philosophical inspirations of ethics (Thales of Miletus, Pythagoras, Sophists, Socrates, Plato, Greek hedonism, Cynic school, Aristotle's ethics of moderation, Stoicism). Philosophical inspirations from ancient China in ethics (Taoism, Confucianism, ancient Chinese moral determinants). The modern era in ethics (utilitarianism, relativism, situational ethics, deontology, existentialism, Christian personalism, liberalism, ordoliberalism, social democratism, postmodernism). Elements of axiology. The most important and broadest ethical standards. Ethics and good manners. Professional codes of ethics. Ethics of scientific research.	
Symbol of profile learning outcomes	Foreign language	ECTS: 5
Zarz_WG01_Mgr, Zarz_WG05_Mgr, Zarz_WG07_Mgr, Zarz_UK01_Mgr, Zarz_UK03_Mgr, Zarz_UO02_Mgr, Zarz_UU01_Mgr, Zarz_UW03_Mgr, Zarz_UW07_Mgr, Zarz_KK01_Mgr	Learning and consolidating everyday language. Learning about the culture and customs of selected countries. Presentation of people, organizations and other institutions. Terminology in accounting, economics and finance, and concerning business and economic affairs. Terminology from other disciplines of social sciences. Selected aspects of business and financial institutions Oral communication: presentations, negotiations, participation in meetings, discussion of cases. Written communication: business memo, business correspondence, report, agreements and understandings, contracts, article, announcement, presentation. Recruitment process: Resume, cover letter, interview.	
II. PROFILE COURSES		
Symbol of profile learning outcomes	Statistical methods	ECTS: 7
Zarz_WG08_Mgr, Zarz_UW04_Mgr, Zarz_UW05_Mgr, Zarz_KK01_Mgr, Zarz_KK02_Mgr,	Descriptive statistics - a reminder. Elements of combinatorics. Probability. Axioms of probability calculus. Conditional probability. Independent events. Bernoulli's scheme. The concept of a random variable. Random variables with stepwise distribution. Random variables with continuous distribution. Probability function. Density function. Distributor of a random variable. Basic parameters: expected value, variance. Examples of distributions of random variables. Distributions: binomial, geometric, Poisson, uniform, exponential, gamma, Weibull, normal, standardized normal, log-normal, t-Student, chi-square, F-Snedecor. Statistical tables. Illustrations in an Excel spreadsheet. The essence of representative surveys. General population. Random sample. Random sampling scheme and sampling frame. The idea of	

	<p>simple random sampling. The idea of stratified random sampling. Selected sample statistics. Distributions of sample statistics: mean, fraction of distinguished elements in the sample. Point and interval estimation of basic distribution parameters. Concept of estimator and its properties. Confidence intervals. Estimation of the mean in the population. Estimation of the fraction of distinguished elements. Estimation of variance and standard deviation. The issue of sample size. Verification of statistical hypotheses - the idea and principles of formulating the null hypothesis and alternative hypothesis. Errors in hypothesis verification. Tests of significance. Verification of hypotheses on mean, fraction of distinguished elements, variance. Verification of statistical hypotheses: comparison of two samples. Hypotheses on mean, fraction of distinguished elements. Test of chi-square independence. Measures of dependence of qualitative characteristics. Discriminant analysis. The method of principal components. Applications of statistical methods using a spreadsheet and statistical programs Statistica, Gretl, SPSS and PS Imago.</p>	
Symbol of profile learning outcomes	Entrepreneurship	ECTS: 7
Zarz_WG12_Mgr, Zarz_WG10_Mgr, Zarz_UU01_Mgr, Zarz_UO01_Mgr, Zarz_UO02_Mgr, Zarz_KO03_Mgr,	<p>The concept and essence of entrepreneurship. Multidimensionality of the phenomenon of entrepreneurship. Entrepreneurship in normative, functional and descriptive terms. Entrepreneurship as a set of human characteristics. Entrepreneur and enterprise. Concepts of the entrepreneur in the theory of organization and management. Functions of an entrepreneur. Determinants of entrepreneurial development, exo- and endogenous. Motives for starting new ventures, entrepreneurial style of business. Small and medium-sized companies. Life cycle of an enterprise, evolution of a small business. Manifestations of entrepreneurial behavior. Presentation of entrepreneurial activities. Institutions supporting entrepreneurship. Institutions that finance entrepreneurship. Development of entrepreneurship in Poland. The state of the SME sector in Poland. Planning an initial business concept. Developing a group project. Process of business registration and use of CEiDG system by entrepreneurs. Running a business. Making changes in the company. Evaluation of projects as part of students' teamwork.</p>	
Symbol of profile learning outcomes	Public relations	ECTS: 3
Zarz_WG02_Mgr, Zarz_WG09_Mgr, Zarz_WG05_Mgr, Zarz_WK01_Mgr, Zarz_WK04_Mgr, Zarz_UW02_Mgr, Zarz_UW05_Mgr, Zarz_UK01_Mgr, Zarz_UO01_Mgr, Zarz_UO02_Mgr, Zarz_UW11_Mgr, Zarz_UU01_Mgr, Zarz_KO03_Mgr, Zarz_KR01_Mgr,	<p>Basic concepts, goals and tasks of public relations (PR). History, development and related fields of PR. Relations with the media and communicating with the environment. Ethical principles in the PR profession. Organization of PR activities. Black PR. PR tools. Areas of public relations, definitions of public relations, functions and goals of public relations. Public relations concepts, public relations models, black public relations. PR tools (classic and modern, including e-PR), internal and external image of the organization, role of internal and external communication. Elements of the organization's visual identification system, the value of the organization's image. The specificity of the organization's communication with the environment; communication strategy and key messages. The essence of the media and dialogue with the media in the 21st century. Press release, interview, briefing, press conference. Communication in crisis.</p>	
Symbol of profile learning outcomes	Management concepts	ECTS: 4
Zarz_WG05_Mgr, Zarz_WK02_Mgr, Zarz_WG02_Mgr, Zarz_UW03_Mgr, Zarz_UW08_Mgr, Zarz_UU01_Mgr, Zarz_KK01_Mgr,	<p>Introduction to the concept of management - selected issues. Reengineering. Benchmarking. Outsourcing. Lean Management. Time Based Management. Knowledge-based organizations. Internal competition and quality development. TQM. Quality circles. Network thinking methodology. Fractal, intelligent, virtual, agile, turquoise organizations. Dignity management. The place and essence of the management concept in management science. Classic management concepts. Situational management concepts. Process management and its modern tools. . Quality management and development of its tools. Project management and its varieties. Eclectic management concepts</p>	
Symbol of profile learning outcomes	Civil Law	ECTS: 4
Zarz_WG01_Mgr, Zarz_WK01_Mgr, Zarz_WK04_Mgr, Zarz_UW01_Mgr, Zarz_UW03_Mgr, Zarz_UU02_Mgr,	<p>The concept, systematics and sources of civil law. Civil law norms and rules: types of civil law norms and rules, validity of civil law norms in space, time and as to persons. Application of civil law. Subjective right: the concept of subjective right, entitlements, types of subjective rights, acquisition change and extinction of subjective rights, exercise and protection of subjective rights. Civil law relationship: concept of civil law relationship, civil law events. Natural persons: the natural person as a subject of civil law, the legal capacity of the natural</p>	

Zarz_KK01_Mgr, Zarz_KK02_Mgr, Zarz_KK03_Mgr	person, characteristics individualising the natural person, marital status, personal status, domicile, personal goods. Legal persons: concept of a legal person, name, domicile, object 15 of activity, types of legal persons, legal capacity of a legal person, registers of legal persons, personal goods of legal persons. Objects of civil law relations: general remarks, categories of objects of civil law relations. Legal actions: the concept of a legal action, declarations of will and their interpretation, defects in a declaration of will, content of a legal action, types of legal actions, form of legal actions. Representation: the essence and types of representation, power of attorney. Limitation and limitation periods: the nature and effects of limitation, limitation periods, the running of the limitation period, limitation periods and their types.
Symbol of profile learning outcomes	Strategic management ECTS: 5
Zarz_WG04_Mgr, Zarz_WG05_Mgr, Zarz_WK05_Mgr, Zarz_UW03_Mgr, Zarz_UW04_Mgr, Zarz_UO02_Mgr, Zarz_KK01_Mgr, Zarz_KO04_Mgr, Zarz_KR04_Mgr	Introduction to strategic management - definition of strategy, object and scope of strategic management. Genesis, evolution, essence of strategy and strategic management. Stages of strategic management process, strategy classification, strategic planning. Mission, vision and strategic culture- strategic goals and objectives of the organisation, components of mission, vision and identity. Analysis of the company's environment- external (macro-environment) and internal analysis, scenario and non-scenario methods. Porter's five forces model. Strategic group model, strategic gap, strategic benchmarking. Analysis of company resources. Company objectives. Selected methods of studying the market position of the enterprise-methods of strategic planning, SWOT, portfolio methods, SPACE strategic analysis. Generation and evaluation of strategic options. Growth and development of the enterprise, classification of growth, stabilisation, defensive, combined strategies. Strategy implementation-process of implementing the enterprise's strategy, organisation of the strategic control system.
Symbol of profile learning outcomes	Art of negotiations ECTS: 5
Zarz_WG05_Mgr, Zarz_WG06_Mgr, Zarz_WG07_Mgr, Zarz_WG10_Mgr, Zarz_UW01_Mgr, Zarz_UW02_Mgr, Zarz_UW08_Mgr, Zarz_UW10_Mgr, Zarz_UW11_Mgr, Zarz_KK01_Mgr, Zarz_KK02_Mgr	Influencing techniques used in negotiations. Argumentation in negotiations. Games used in negotiations. Assessing the situation and making decisions in negotiations. Obtaining information in negotiations. Emotions in negotiations. Bluffing in negotiations. Signals of lying and principles of recognising a lie. Mechanisms of exerting influence. Argumentation in negotiations. Principles of defence against manipulation with arguments. Games used in negotiations. Games causing stress. Games limiting expectations. Games affecting emotions. Principles of defence against games and manipulation. Assessing the situation and making decisions in negotiations. Obtaining information in negotiations. Emotions in negotiations.
Symbol of profile learning outcomes	International marketing ECTS: 5
Zarz_WG02_Mgr, Zarz_WG04_Mgr, Zarz_WG05_Mgr, Zarz_WG08_Mgr, Zarz_UW01_Mgr, Zarz_UW03_Mgr, Zarz_UU01_Mgr, Zarz_KK01_Mgr, Zarz_KO04_Mgr, Zarz_KR03_Mgr, Zarz_KO01_Mgr,	Fundamentals of marketing in the international market - internationalisation of companies. Orientations in international market activities. Globalisation as a process shaping contemporary activities in foreign markets. International environment of a company. Strategies for entering foreign markets. Basics of shaping marketing strategy in foreign markets. Product and price strategy in foreign markets. Distribution and communication in foreign markets.
Symbol of profile learning outcomes	Commercial Law ECTS: 4
Zarz_WG01_Mgr, Zarz_WK04_Mgr, Zarz_WK05_Mgr, Zarz_UW01_Mgr, Zarz_UW11_Mgr, Zarz_UU02_Mgr, Zarz_KK01_Mgr, Zarz_KK03_Mgr, Zarz_KO05_Mgr	Commercial law and its place in the system of applicable law. Characteristic features of commercial trading. Legal methods of regulation of commercial trading. Sources of commercial law and principles of commercial law. The concept of an entrepreneur. Preconditions of economic activity. Qualification of entities that may act as entrepreneurs. Legal persons and other organisational units with legal capacity. The concept of an enterprise. The components of an enterprise. Acts relating to an enterprise. Liability for obligations relating to the running of an enterprise. Preconditions, principles of undertaking and conducting business activity. Public and legal regulation of economic activity. Registration and registration of entrepreneurs. National Court Register and Central Registration and Information of Economic Activity. Types of entries in the register. The firm of an entrepreneur. Principles of company law. Protection of the right to a firm. The concept of commercial acts and commercial contracts, principles of

	commercial trading. Companies and their types. Contracts and their types. Creation, organisation and functioning of partnerships: general partnership, partnership, limited partnership and limited joint-stock partnership. Creation, organisation and functioning of capital companies: limited liability company and joint-stock company.	
Symbol of profile learning outcomes	Advanced IT tools in business	ECTS: 5
Zarz_WG08_Mgr, Zarz_UW04_Mgr, Zarz_UW05_Mgr, Zarz_KK01_Mgr, Zarz_KK02_Mgr,	A systems approach in information technology. Sources of information for management. Management - information - informatics. Links between information and informatics. Information and decision-making centres. Classification of information systems in business management. Integration, integrated system. Application of informatics to data processing. Data processing technology. Data elements. Organisation of data processing. Database technology. Database architecture. Client-server processing. Database client interface. Database server. Database structure. SQL database language. Database script. Database transactions. Integrated business management system (ERP). Components of a utility application. Division of software. Functionality of the cash register application. Handling of cash register reports. GUI interface. Data model for operating the cash register application. Functional scope of the Sales subsystem. CRM system. Functional scheme of invoicing. Functional diagram for handling material management. The fixed assets subsystem. The personnel management application. Functional diagram of IT accounting. IT decision support. Data processing versus decision support. Typology of computer-aided decisions. Decision support systems. Decision modelling techniques. Decision modelling languages. Data warehouses. OLAP processing. Decision modelling support system data model. Building an OLAP cube. Business Intelligence. Business Intelligence functionality. OLAP Server (PALO). Data mining. Functionality of the management cockpit. Data warehousing. Intelligent information systems. Knowledge processing and expert systems. Knowledge modelling - semantic networks, RDF, Topics Map. Ontology. Metadata. Computer simulation versus decision support. Modelling strategic decisions. System Dynamics technique. Modelling positive and negative feedback. Feedback systems. Continuous simulation.	
Symbol of profile learning outcomes	Modern management of business processes	ECTS: 4
Zarz_WG05_Mgr, Zarz_WG03_Mgr, Zarz_UW11_Mgr, Zarz_UU02_Mgr, Zarz_KK01_Mgr, Zarz_KK02_Mgr,	Introduction to modern process management. A global perspective on the computerisation of enterprises and offices. Classical and contemporary approaches to processes in organisations. Basic definitions regarding modern business processes. The process approach in a company. Concepts of business process management. Functionality and architecture of modern business process management systems. Identification of processes in a company. Modelling of processes in a company. Implementation of process management concepts. Improvement versus radical process redesign. Controlling and improving processes. Determinants of modern process management. IT systems supporting the management of modern business processes. Concepts of process organisation structure.	
Symbol of profile learning outcomes	Monographic (elective) courses I: Personal finance	ECTS: 3
Zarz_WG01_Mgr, Zarz_WG03_Mgr, Zarz_WG04_Mgr, Zarz_WG10_Mgr, Zarz_WG12_Mgr, Zarz_WK05_Mgr, Zarz_UW08_Mgr, Zarz_UK01_Mgr, Zarz_UO01_Mgr,	Introduction to modern process management. A global perspective on the computerisation of enterprises and offices. Classical and contemporary approaches to processes in organisations. Basic definitions regarding modern business processes. The process approach in a company. Concepts of business process management. Functionality and architecture of modern business process management systems. Identification of processes in a company. Modelling of processes in a company. Implementation of process management concepts. Improvement versus radical process redesign. Controlling and improving processes. Determinants of modern process management. IT systems supporting the management of modern business processes. Concepts of process organisation structure.	
Symbol of profile learning outcomes	Monographic (elective) courses I: AI in business management	ECTS: 3
Zarz_WG01_Mgr, Zarz_WG03_Mgr, Zarz_WG04_Mgr, Zarz_WG10_Mgr, Zarz_WG12_Mgr, Zarz_WK05_Mgr, Zarz_UW08_Mgr, Zarz_UK01_Mgr, Zarz_UO01_Mgr,	Trends and opportunities for the use of AI in different industries and sectors of the economy (e.g. industry, commerce, medicine, agriculture). Creation of strategies for the use of AI in an organisation. Technical aspects of how artificial intelligence (AI) works, including machine learning, the creation of neural networks. Selected AI platforms (frameworks) and AI solutions offered by key vendors. Essential to competently analyse an organisation's needs and select an AI solution provider. Managing the process of implementing AI solutions in an organisation. Funding opportunities for research, development and implementation of AI solutions in the organisation (e.g. EU funds, research funding). AI development strategies of selected countries, EU, OECD guidelines and strategies and the state of development of the AI regulatory sphere in Poland, Ethical challenges related to the development and use of AI. Challenges and legal	

	conditions of the use of AI, including the directions of legal changes related to the use of AI. Legal aspects of the use of data (personal and non-personal) for the development of AI solutions. Principles of drafting and negotiating contracts for the acquisition and implementation of AI solutions in an organisation.	
Symbol of profile learning outcomes	Monographic (elective) courses II: Property Management	ECTS: 3
Zarz_WG01_Mgr, Zarz_WG03_Mgr, Zarz_WG04_Mgr, Zarz_WG10_Mgr, Zarz_WG12_Mgr, Zarz_WK05_Mgr, Zarz_UW08_Mgr, Zarz_UK01_Mgr, Zarz_UO01_Mgr,	Real estate and its types. Real estate as an economic good. The real estate market. Factors influencing the development of the real estate market. Importance of property management in real estate management. Segmentation in the real estate market. Features and functions of real estate management and its environment. Organisation of real estate management. Planning in the strategic management of real estate. Models of property management. Property maintenance costs. Marketing of commercial property. Property management. Asset management. Legal requirements and property management.	
Symbol of profile learning outcomes	Monographic (elective) courses II: Information security Management	ECTS: 3
Zarz_WG01_Mgr, Zarz_WG03_Mgr, Zarz_WG04_Mgr, Zarz_WG10_Mgr, Zarz_WG12_Mgr, Zarz_WK05_Mgr, Zarz_UW08_Mgr, Zarz_UK01_Mgr, Zarz_UO01_Mgr,	Principles and classification of information processing. A general model of information processing, including classes of information systems security. Acquisition of risk estimation skills. Threats, threat management. Vulnerability to threat management. Vulnerability of the Internet of Things (IoT) to threats. Security of operating systems. Security of computer networks. Network security management. Threats to web applications and countermeasures. Attacks on servers and attacks on web applications. Access control and control to applications. Fundamentals and elements of cryptography. Cryptographic security and cryptographic keys. Activation and deactivation of cryptographic keys. Security management of the operation of information systems. Principles of secure operation. Monitoring of events. Maintenance of information systems. Electronic transactions and communication protocols. Security incident management. Handling of security events and incidents. Security incident management methodology. Criteria for security selection. General principles. Guidelines for different technology platforms. Biometric technologies. Implementation of information systems. Principles for developing secure programming. Security design. Measuring the security of information systems. Research problems. Information systems security testing methodology. Security audit. Evaluation of security effectiveness. Methods and tools for information security management in financial sector entities.	
Symbol of profile learning outcomes	Master's thesis	ECTS: 16
Zarz_WG01_Mgr, Zarz_WG02_Mgr, Zarz_WG04_Mgr, Zarz_WG08_Mgr, Zarz_WG10_Mgr, Zarz_WK01_Mgr, Zarz_WK02_Mgr, Zarz_UW01_Mgr, Zarz_UW02_Mgr, Zarz_UW04_Mgr, Zarz_UW05_Mgr, Zarz_UW09_Mgr, Zarz_UU01_Mgr, Zarz_UU02_Mgr,	Fundamentals of research methodology in management. Formal requirements necessary to prepare a thesis. Principles and good practices in the preparation of the thesis - how to prepare footnotes, citing sources. Ability to analyse a scientific text. Selection of a research topic. Preparation of individual parts of the thesis. Justification of the choice of the topic, aim, hypothesis, research methodology, review of the literature on the subject, characteristics of the research object, research results. Observance of the principles of copyright law, the ability to practically apply the requirements of the thesis in the course of its writing, the ability to use scientific terminology, consistent with the undertaken research problem. Presentation of topics and scopes of the diploma thesis, reporting on the concept (theoretical and empirical) of the diploma thesis (presentation, discussion), presentation of research results and preparation for the defence of the thesis at the diploma examination.	
3. SPECIALIZATION COURSES		
Symbol of profile learning outcomes	Project Management Methodology	ECTS: 6
Zarz_WG04_Mgr, Zarz_WG08_Mgr, Zarz_WK05_Mgr, Zarz_UW01_Mgr, Zarz_UW04_Mgr, Zarz_UW11_Mgr, Zarz_UK01_Mgr,	Introduction to project management, project definition, classifications, project triangle - project examples. Basic project management methodologies (PRINCE), (PMI). Identification of project requirements (definition of stakeholders, needs and goals, choice of action strategy). Project phases, life cycle, project preparation (sourcing, planning, project initiation). Project success factors. Project risk management. Project team organisation (project team, project communication). Project schedule. Sources of project financing. Types and role of processes in a project, division according to the rank of tasks, positions, importance of decisions, creation of added value, organisational arrangement, superordination, value. The issue of process	

Zarz_KK01_Mgr, Zarz_KO01_Mgr	interaction - mutual penetration of processes in a phase. Tools used in project management (computer systems, schedules, work orders, scope control, quality control, etc.). Individual work on production project management. Identification and role of project output and outcome indicators. Quality and risk management of the project. Launch phase of project implementation - selection of contractor. Competition and tender procedures. The work of the tender committee, criteria for selection of applications and evaluation of tenders, conclusion of the contract. Project management during implementation. Threats and risks associated with project implementation in PMI methodology. Project manager. Project monitoring and evaluation.	
Symbol of profile learning outcomes	Internet marketing and e-commerce	ECTS: 6
Zarz_WG05_Mgr, Zarz_WG09_Mgr, Zarz_WG10_Mgr, Zarz_UW02_Mgr, Zarz_UW08_Mgr, , Zarz_UK01_Mgr, Zarz_KO01_Mgr, Zarz_KR01_Mgr,	Introduction to e-marketing. Impact of the Internet on the economy. Trends in internet marketing. Internet market players. Business models on the Internet. Business Model Canvas. Off-line vs on-line, i.e. why on-line activities cannot be carried out in isolation from real world activities. The 4Ps in internet marketing. Sales activities vs image activities. Designing and building websites. Methods and tools of website development Mobile technologies used in e-marketing. Mobile apps vs responsive websites. Mobile marketing - display ad, push, sms, wifi vs beacons. Trends in mobile applications. W5 Search Engine Marketing - PPC, Google marketing services. Methods to ensure visibility of websites on the global web (SEO, positioning of websites). Marketing automation, tools and techniques used to implement it. Email marketing - email marketing tools, newsletter mailing, advertising mailing, customer service via email. Display advertising - targeting methods, types of display advertising, trends and fads, RichMedia. Web analytics - ways to measure website activities, determining KPIs for e-marketing activities. Technologies and IT tools to support e-marketing analytics. E-commerce - online sales platforms, industry nomenclature (dropshipping, conversion optimisation, sales funnel). Video and audio on the internet - vloggers, YouTube campaigns, podcasts. The role of virals in marketing. Internet monitoring and its importance in e-marketing. Legal aspects of marketing on the Internet. Business Intelligence as support for e-marketing. Artificial intelligence in e-marketing. Internet of Things and its implications in e-marketing activities.	
Symbol of profile learning outcomes	Process Management	ECTS: 4
Zarz_WG02_Mgr, Zarz_WG08_Mgr, Zarz_WK03_Mgr, Zarz_UW06_Mgr, Zarz_UW09_Mgr, , Zarz_UK01_Mgr, Zarz_KO01_Mgr, Zarz_KO07_Mgr, Zarz_KR03_Mgr,	The place and role of quality management in organisational management. Evolution and principles of quality management including TQM. Quality management practice - examples. Principles of quality management in an organisation. Principles of identification of processes taking place in an organisation. Quality system according to ISO9000 series standards. Basics of adutitization and certification of quality systems. Improvement of quality systems. Problem solving methods in quality management. Models of excellence. Directions for improvement of TQM. TQM quality management system. Requirements, guidelines, Economics of quality. Costs of quality documentation. Standardisation and certification of the quality management system. Formation of quality in the product life cycle. Basics of documenting the quality management system. Product quality protection in logistics processes. Sectoral quality management standards. Quality costs. Process approach in quality management. The systems approach of quality management.	
Symbol of profile learning outcomes	Business Marketing	ECTS: 4
Zarz_WG04_Mgr, Zarz_WG06_Mgr, Zarz_WG08_Mgr, Zarz_WGK05_Mgr, Zarz_UW02_Mgr, Zarz_UW07_Mgr, , Zarz_UO01_Mgr, Zarz_UU01_Mgr, Zarz_KK03_Mgr, Zarz_KR03_Mgr,	MARKETING AND ITS IMPORTANCE IN THE MODERN WORLD. The market as a marketing environment. Marketing and and the market orientation of an organisation as a result of the evolution of business concepts in a company - from production orientation to strategic marketing. Definition of marketing. Functions and objectives of marketing activities in a company. the subject scope of marketing management. New concepts of marketing. Marketing-mix. DETERMINANTS OF MARKETING ACTIVITY OF THE ENTERPRISE - MARKET COMPETITION AND BUYER BEHAVIOUR. Market and enterprise. Market environment in macro and micro scale. Competition and competitiveness in marketing. The cause and effect chain of competitiveness. Resource and instrumental factors of competitiveness. The consumer and their needs as the basis of marketing activity. Loyalty and its importance in marketing. MARKETING MANAGEMENT AS AN AREA OF BUSINESS MANAGEMENT. Business management - essence and process. Levels of management: strategic, tactical, operational. Functional view of management processes. Object (resource) approach to management processes. Marketing management versus marketing management. The marketing management process. Vision - mission - values - enterprise principles. Principles of creating an enterprise mission. Strategic objectives and secondary objectives of the enterprise. STRATEGIC ANALYSIS IN AN ENTERPRISE. Scope and role of strategic analysis in an enterprise. Analysis of the macro-environment. Analysis of the competitive	

	environment. Analysis of the strategic potential of an enterprise. Analysis of the competitive position of an enterprise. Selected methods of strategic analysis: strategic gap analysis, Porter's five forces analysis, strategic group map, analysis of key success factors, portfolio methods, SWOT analysis. Marketing information system in an enterprise. The role of marketing research in SIM. MARKETING STRATEGY OF AN ENTERPRISE. The concept and structure of strategy in an enterprise. The process of formulating marketing strategy: selection of the target market and application of the marketing-mix to the target market. Segmentation as the basis of marketing strategy formulation. The procedure for selecting the target market. Types of marketing strategies. Segmentation strategies. Competitive strategies. Product-market strategies. Strategies by market share. MARKETING PLANNING AND MANAGEMENT OF MARKETING TOOLS. Marketing tactics. The concept of a marketing plan. Marketing planning. Strategic, tactical and operational plans. Structure of the marketing plan. Product management. Pricing policy management. Distribution management. Management of communication with the market. ORGANISATION AND IMPLEMENTATION OF MARKETING ACTIVITIES. The place of marketing in the overall organisational structure of the company. Internal organisation of marketing: functional, product, market, matrix structure. Factors determining the organisation of marketing. Cooperation with external partners. Implementation of marketing plans. CONTROL OF MARKETING ACTIVITIES. Marketing control - essence and process. Functions of marketing control: diagnostic, predictive and regulatory. Strategic and operational control. Methods of operational control: annual plan control, profitability control, efficiency control. Strategic control methods: marketing performance ranking, marketing excellence assessment, marketing audit. Areas of marketing audit. Marketing controlling. Marketing indicators.	
Symbol of profile learning outcomes	Innovation Management	ECTS: 4
Zarz_WG03_Mgr, Zarz_WG05_Mgr, Zarz_WG11_Mgr, Zarz_WK03_Mgr, Zarz_WK04_Mgr, Zarz_UW02_Mgr, , Zarz_UW03_Mgr, Zarz_UW11_Mgr, Zarz_UU01_Mgr, Zarz_KO04_Mgr,	Essence and types of innovation. Objectives of innovative activity. Types of innovation and their classification. Sources of innovation. Barriers to innovation. Features of an innovative organisation. Innovation processes. Selected tools and techniques stimulating creativity. Methods of searching for innovative solutions. Protection of intellectual property and innovative activity. Financing of innovative activity of enterprises. Selected issues related to the transfer and commercialisation of innovative technologies.	
Symbol of profile learning outcomes	Employee anomie	ECTS: 6
Zarz_WG06_Mgr, Zarz_WG11_Mgr, Zarz_WK01_Mgr, Zarz_WK02_Mgr, Zarz_UW08_Mgr, Zarz_UW10_Mgr, , Zarz_UK01_Mgr, Zarz_UK02_Mgr, Zarz_UU02_Mgr, Zarz_UU05_Mgr, Zarz_KR01_Mgr,	Introduction to Regulatory Behavioural Theory - outlining assumptions about employee motivation. The process of employee anomie - activation of value and benefit motives. Analysis of research on anomie: - prevalence, - determinants, - impact on organisational functioning. The role of justifications and social processes in the emergence of anomie. Analysis of organisational culture and work environment - impact on the emergence of employee anomie. Soft skills and counteracting anomie. Analysis of examples using the three-factor model of anomie: organisational structure, management methods and employee awareness. Creating an anomie risk map. Creating a plan to optimise organisational structure to counter anomie. Building strategies to reduce employee anomie for specific examples of organisations, taking into account the three-factor model of anomie. Management styles and the risk of employee anomie. Subject and object management, the use of punishment and rewards and their role in the emergence and reduction of employee anomie.	
Symbol of profile learning outcomes	Coaching skills	ECTS: 6
Zarz_WG07_Mgr, Zarz_WG11_Mgr, Zarz_WK01_Mgr, Zarz_WK05_Mgr, Zarz_UW01_Mgr, Zarz_UW08_Mgr, , Zarz_UW10_Mgr, Zarz_UU01_Mgr, Zarz_KO07_Mgr, Zarz_KR03_Mgr	History of running group activities (social attitudes and readiness, aims and nature of the first groups, development groups). Differences and similarities between workshop and training. Structure and construction of a workshop. Features of a properly structured workshop (axioms of group cooperation vs. "duties of the trainer", workshop outline, workshop techniques in examples). Work techniques. Group process (definition of a group in psychoeducational terms, characteristics of a group, stages of group building, level of involvement in the learning process). Formal and informal group norms. Group roles (panorama of emerging group roles and their relationship to the learning and group development process). Adult learning. Translating knowledge into group work practice. Discussion of a 'check list' of the 10 most important issues for the workshop. Traits of a trainer. The ethos of the work. Legal regulations. Difficult situations in group work, panorama of preventive actions. Key challenges and difficulties faced by trainers when working online. Scenario work - preparing a lesson plan	

	including content and practical skills exercises. Project work: conducting group work and feedback activities.	
Symbol of profile learning outcomes	Team building and leadership	ECTS: 4
Zarz_WG11_Mgr, Zarz_WK01_Mgr, Zarz_WK05_Mgr, Zarz_UW01_Mgr, Zarz_UW03_Mgr, Zarz_UW07_Mgr, Zarz_UW08_Mgr, Zarz_UW10_Mgr, Zarz_KO07_Mgr, Zarz_KR02_Mgr,	Effective leadership: main managerial tasks and functions; leadership style grid; building awareness of leader competencies, contemporary leadership models. Communication in the organisation: one-way and two-way communication scheme; discussion of communication noises and barriers; practice of tools to increase communication effectiveness. Practical application - giving feedback. Employee team building: differences between a work group and a team; team cycle and stages, team roles, norms; problem solving in team functioning.	
Symbol of profile learning outcomes	Employee assertiveness training	ECTS: 4
Zarz_WG07_Mgr, Zarz_WG11_Mgr, Zarz_WK05_Mgr, Zarz_UW08_Mgr, Zarz_UW03_Mgr, , Zarz_UW10_Mgr, Zarz_KO07_Mgr, Zarz_KR02_Mgr,	Characteristics and analysis of attitudes, defining their consequences in the formation of interpersonal relationships. Definition of an assertive attitude. Work on the development of one's own assertive attitude. Discussion of the importance of personal rights, work on internal monologue. Assertive communication: I-messages, refusal, accepting criticism, dealing with unconstructive criticism, formulating assertive praise. Analysis of difficult work situations and building solutions.	
Symbol of profile learning outcomes	Social-organizational process Management	ECTS: 5
Zarz_WG02_Mgr, Zarz_WG08_Mgr, Zarz_WK03_Mgr, Zarz_UW09_Mgr, Zarz_UK01_Mgr, , Zarz_KR02_Mgr, Zarz_KO03_Mgr,	Methodology for implementing process management. The process organisation and its determinants. Structures of the process organisation. Culture of the process organisation. Models of process maturity of the organisation. Role and tasks of the process owner. Building and functioning of the process team. Human resource management in a process organisation. Knowledge management in a process organisation. Situational and organisational determinants (the environment of the organisation, in the dimension of external factors on the effectiveness of the implementation of the process organisation, in the dimension of internal factors e.g. objectives, social value, technical structure. Discussion of selected socio-organisational factors influencing process management, e.g. use of information technology, identification of internal and external customers, preparation of employees (training), decentralisation of decision-making powers, characteristics of process owners, participation of employees in the development of change concepts, participation of external consultants, ownership of capital.	
Symbol of profile learning outcomes	Business Marketing	ECTS: 5
Zarz_WG03_Mgr, Zarz_UW02_Mgr, Zarz_UW07_Mgr, Zarz_UU01_Mgr, Zarz_KK03_Mgr,	The firm in a market of perfect and monopolistic competition. Marketing methods and tools used by companies. The environment of the company. Evolution and directions of marketing . Strategic marketing planning. Consumer attitudes, behaviour, loyalty. Comprehensive brand management. Marketing product management. Marketing communication - methods, tools, comprehensive approach. Modern marketing tools, including e-marketing. Analytical tools used in marketing. Description and inference. Marketing effectiveness - methods of measurement Application of marketing indicators.	
Symbol of profile learning outcomes	Strategic marketing Management	ECTS: 5
Zarz_WG05_Mgr, Zarz_WG06_Mgr, Zarz_WG08_Mgr, Zarz_WG09_Mgr, Zarz_UW02_Mgr, Zarz_UW04_Mgr, Zarz_UU01_Mgr, Zarz_UK01_Mgr, Zarz_KK01_Mgr,	The concept and dimensions of management. The structure of business management. Subject and functions of marketing. Chief principles and main task of marketing. The process of marketing. The concept and components of marketing management. Scope and location of marketing management. Strategic and operational dimensions of marketing management. Content of marketing strategy. Modes of action as part of marketing strategy. Development of marketing strategies. Implementation of marketing strategies. Marketing decisions made in the development of marketing strategies. The place of marketing strategies in the profit and loss structure. Conflict and compatibility between strategies. The marketing management process. The marketing management process. The mission of the enterprise. The market of the enterprise (concept and dimensions). The subject dimension of the market. Subjective	

	dimension of the market. Spatial dimension of the market. Market field and strategic business units. Features, number and type of strategic business units. Marketing management in enterprises with differentiated marketing activities. Project: planning marketing activities in an enterprise. Influence of competitors and rivals on marketing activities. Product as a basis for competitive advantage. Management of the product range. Buyer, consumer, customer as a driving force for marketing activities. Distribution in marketing activities. Distribution network as a tool of marketing advantage. Product promotion - the power of marketing information. Methods and tools for obtaining information for marketing.	
Symbol of profile learning outcomes	Total Quality Management	ECTS: 5
Zarz_WG03_Mgr, Zarz_WG05_Mgr, Zarz_WG08_Mgr, Zarz_WK03_Mgr, Zarz_UW05_Mgr, Zarz_UW09_Mgr, , Zarz_UK02_Mgr, Zarz_KK01_Mgr,	The place and role of quality management in organisational management. Evolution and principles of quality management including TQM. Quality management practice - examples. Principles of quality management in an organisation. Principles of identification of processes taking place in an organisation. Quality system according to ISO9000 series standards. Basics of auditization and certification of quality systems. Improvement of quality systems. Problem solving methods in quality management. Models of excellence. Directions for improvement of TQM. TQM quality management system. Requirements, guidelines, Economics of quality. Costs of quality documentation. Standardisation and certification of the quality management system. Formation of quality in the product life cycle. Basics of documenting the quality management system. Product quality protection in logistics processes. Sectoral quality management standards. Quality costs. Process approach in quality management. The systems approach of quality management.	
Symbol of profile learning outcomes	Sale and distribution Management	ECTS: 5
Zarz_WG01_Mgr, Zarz_WG04_Mgr, Zarz_WG08_Mgr, Zarz_WGK04_Mgr, Zarz_UW03_Mgr, Zarz_UW04_Mgr, , Zarz_UW11_Mgr, Zarz_UK02_Mgr, Zarz_UO01_Mgr,	Getting to know the specifics of sales management. Getting to know the managerial challenges faced by managers and directors of teams and entire sales structures. Presentation of best practices in the organization of enterprise sales services. Learning the principles of organizing sales and cooperation with customers. Establishing and maintaining sales relationships with customers. Learning the principles of leading, motivating and controlling sellers and sales representatives. Selection of distribution channels - learning the rules, best and worst practices. Conditions for the functioning of sales departments. Location of the sales department in the organization's structure. Methods of creating sales department structures. Implementation of the organization's strategy at the sales department level. Establishing and maintaining sales relationships with customers. Building a sales strategy. Selection and verification of sales services. Selection and use of distribution channels	
Symbol of profile learning outcomes	Work and organization Psychology	ECTS: 5
Zarz_WG11_Mgr, Zarz_WK01_Mgr, Zarz_WK05_Mgr, Zarz_UW01_Mgr, Zarz_UW03_Mgr, Zarz_UW07_Mgr, Zarz_UW10_Mgr, Zarz_KO07_Mgr, Zarz_KR02_Mgr,	Work psychology as an area of interest for psychologists. Defining the area of interest for work psychology and the history of the field. The person-task system in the work environment. Classical psychology of work and organization - analysis of work in classic management concepts. A subjective approach to management as a recognition of gaps in the scientific management approach to work management. Organizational behavior and psychological mechanisms of organizational participation. Building a motivating work environment in organizations. Motivation, motivating, motivational systems, theories of motivation. Workplace design and discussions about intrinsic motivation. Remuneration and its functions. Components of the modern payroll system. Employee attitude indicators used to monitor employee engagement. Roles in the organization. Management and leadership. Power and its types. Leadership styles - definition, recognition, theories, effectiveness research. Leadership - traditional and contemporary leadership theories. Human characteristics and work performance. General abilities needed to complete tasks. Sense of locus of control. Classic work analysis tools and their use. Contemporary and traditional language of job analysis. Job analysis tools and their applications - recommended and actual. Scientific research on job analysis. Contemporary criticism of job analysis and its consequences. Psychological contract in the organization. Difficult situations in organization, depreciation, overload, difficulties, conflicts, threats, mobbing. Burnout, workaholism. Psychological aspects of delegating tasks, cooperation in task teams, communication in the organization.	
Symbol of profile learning outcomes	Management by values	ECTS: 5
Zarz_WG07_Mgr, Zarz_UW02_Mgr, Zarz_UW08_Mgr, , Zarz_UW11_Mgr,	The concept of dignity, dignity values and dignity management. Analysis of organizational culture, its manifestations and impact on dignity management through values. Protection and satisfaction of dignity needs. The role of motivation and incentives in human capital management in an organization. Employee and dignity motives. Personnel policy models and	

Zarz_WK01_Mgr, Zarz_UO01_Mgr, Zarz_UO02_Mgr, Zarz_UO05_Mgr, Zarz_UO06_Mgr Zarz_KO07_Mgr Zarz_KK02_Mgr	their role in dignity management through values. Types of management and management styles in the organization. Situations of control, humiliation and abuse of power. Leadership and soft skills and dignity management through values. Dignity management tools through values, good practices and code of values. Dissonance and consonance of dignity. Factors influencing job satisfaction. Factors influencing behavior that is harmful to the organization, including: counterproductive. The influence of internal and external factors supporting pro-organizational behavior of employees	
Symbol of profile learning outcomes	EAP – employee support (assistance) program	ECTS: 5
Zarz_WG06_Mgr, Zarz_WG07_Mgr, Zarz_WK01_Mgr, Zarz_UW08_Mgr, Zarz_UK02_Mgr, Zarz_UU02_Mgr, , Zarz_KO05_Mgr, Zarz_KO06_Mgr, Zarz_KR02_Mgr, Zarz_KR03_Mgr,	Introduction to EAP – creating a group cognitive map. Definition of the issue: employee support program. discussion of the forms and types of EAP activities. Discussion of the manager's role in employee support programs. Basics of crisis intervention (concept of crisis intervention, models, necessary skills and areas of action). Basic areas of providing support (stress overload - differences in human functioning at various levels of activity under stress and causes of overload, addictions - the mechanism of addiction development, symptoms of recognition, ways of dealing with, violence - forms of violence, mechanism of functioning, ways of dealing with). Competences in providing support and the role of the manager. The process of supportive conversation – discussion with examples. Case study – analysis of organizations running the EAP program. Learning about psychological theories on coping with stress. Understanding market needs in the field of EAP. Analysis of group projects.	

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

The methods of verifying the learning outcomes achieved in the graduate 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;
- 10) case studies;
- 11) evaluation of the diploma thesis during its preparation;
- 12) diploma examination and thesis defense;
- 13) other forms of verification of the assumed effects indicated in the course cards (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.

An UEHS has a rule in place 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 courses 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 methods of verification of learning outcomes achieved at the field of study level are:

- diploma thesis and thesis reviews,
- diploma exam.

When verifying learning outcomes, it is assumed that obtaining a positive grade in an exam or a final pass for a course, a diploma thesis and a diploma exam confirms the achievement of all learning outcomes established for the above-mentioned 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/nzal¹), primarily for classes that do not require verification of learning outcomes for grade.

¹ 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 verification of the learning outcomes for each student by the supervisor and reviewer of the diploma thesis and examiners participating 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 programme of graduate studies in the field of *Management* with a general academic profile does not provide for internships for students.