



Study programme

Organizational unit:	Faculty of Management
Field of study:	Management
Level of study:	second degree 4 semesters
Form of study:	full-time studies
Education cycle:	2026/2027

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Field of study characteristics

Basic information

Organizational unit:	Faculty of Management
Field of study:	Management
Study level:	second degree 4 semesters
Study form:	full-time studies
Education profile:	general academic profile
Language of study:	English
Valid from the education cycle:	2026/2027
Number of semesters:	4
Total number of hours of classes:	directional: 705 Human Resource Management: 780
Total number of ECTS points required to complete a given level of study:	120
Professional title awarded to graduates:	magister

Fields of science and scientific disciplines

Scientific disciplines to which the field of study is assigned:

Field of the social sciences

Assigning the major to the fields and disciplines to which the learning outcomes relate:

Discipline	Percentage
Management science and quality	100%

Main discipline: Management science and quality

Description of the field, profile of the graduate and possibilities of continuing studies

Number of semesters: 4.

Total number of ECTS points necessary to complete studies at a given level: 120.

Entry requirements: completed first-cycle studies and fulfilment of the applicable admission requirements.

Upon completion of studies graduate obtains professional degree of: Master of Science (magister) 2nd level qualifications.

Graduates have the advanced knowledge and skills in the discipline of management and quality sciences, covering: contemporary management concepts and methods, analysing and planning the performance of an organisation, creating and developing its business processes and initiating strategic changes in it. He/she is able to apply complex qualitative and quantitative models and methods, also by using appropriate ICT systems.

Graduates are characterised by the ability to think abstractly and critically, that is enabling them to identify, describe, analyse and interpret complex problems of an organisation and its environment. They are skilful in integrating economic, psychological, social and legal knowledge as well as knowledge from the field of management with the use of ICT and mathematical tools in order to

comprehensively diagnose situations and make managerial decisions.

Graduates are prepared to work in teams in the roles of: entrepreneur, manager, specialist-analyst and consultant, and have advanced skills in defining and solving problems, taking into account good business practices and ethics, in a complex and uncertain environment, as well as the ability to select methods and analytical tools and IT systems.

A masters graduate is prepared to act as a leader of various types of teams, in various organizations (from international corporations to startups), as well as a human resources specialist, taking into account professional standards, ethical norms and socially acceptable features. He/she is able to use, appropriate to the needs, instruments and principles of managing own potential, team members and organization. He/she can plan, conduct and evaluate the effects of processes such as: recruitment and selection, employee development, career path planning, employee evaluation, remuneration and motivation, strengthening employee commitment and loyalty. A masters graduate understands and is able to put into practice modern concepts of human resource management, for example: competency approach, strategic and international HRM, evidence-based approach, diversity management, and employer branding. He/she is able to apply research methods in the areas of HR, from methodology to advanced HR analytics. He can make decisions and actions and function in conditions of uncertainty. Thanks to these skills, he/she is able to evaluate the conducted activities in order to build an HR strategy and connect it with the organization's strategy. He/she understands the tasks of a manager and a leader, and for the purposes of effective communication and conflict resolution, can use the tools useful in psychology and sociology of business. A masters graduate has knowledge and experience concerning the functioning of groups and their dynamics. He/she can use human resource management tools to achieve optimal results of his/her teams: both in terms of business or project goals, high performance and group effectiveness, but also the optimal level of well-being of group members. He/she is also prepared to work and manage teams in companies of various specialties (IT, mechanics, electronics and telecommunications, chemistry, construction and other technical fields).

Possibilities of continuing studies: possibility of applying for admission to a doctoral school, postgraduate studies.

Currentness of the study programme

Concept and goals of education

The concept and aims of education in the field of Management take into account the compliance of the study program with the scientific activity of the faculty employees in the management and quality sciences discipline. The concept of education includes first and second-level studies with a general academic profile, which are conducted in a full-time mode in Polish and English language.

Second-level studies have four specializations:

Change Management (ZZM) in Polish; Business Process Management (ZPB) in Polish; Managerial Behaviors and Decisions (ZDM) in Polish; Human Resource Management (HRM) in English.

The aim of education in the field of Management in general is to provide students with the knowledge, skills and social competences necessary to effectively perform complex substantive and managerial tasks in individual areas of the organization's activity related to the phenomena occurring in its environment and the challenges that arise in it, as well as related to the creative solving of complex problems in these areas.

Information regarding the inclusion of socio-economic needs in the study programme and the compliance of the major learning outcomes with these needs

The expected educational results of the study correspond to the following requirements set for employees by employers on the labor market:

- Employees' understanding of the strategic perspective of the company's functioning, in particular, the assessment and formation of its competitiveness and value (employers - medium and large companies);
- Independence of employees, but also ability to perform various roles in a team in terms of diagnosing, proposing solutions and their implementation in the functional areas of the company - according to the completed specialization (employers - medium and large companies);
- Inspire and select and implement modern management methods and techniques and selected IT tools;
- Ability to learn and share knowledge with others as well as creativity and openness to innovations.

The curriculum of management studies at the graduate level and the long-term experience of the teaching staff create conditions for

the achievement by the graduates of the expected educational results and for meeting the above requirements formulated by the employers.

Other important factors determining the validity of the study programme

The relevance of the second-level Management program is ensured through the continuous adaptation of the curriculum to the dynamically changing business, technological, and social environment.

Key factors influencing the ongoing updates to the program include scientific research and the continuous professional development of faculty members through participation in conferences and training sessions. These include effective teaching methods such as Challenge-Based Learning, simulation games, and experiential learning, which are progressively implemented across different specializations.

Other significant factor affecting the relevance of the study program include continuous adaptation to current legal regulations at both the national and EU levels, such as the Corporate Sustainability Reporting Directive (CSRD), which outlines corporate obligations in reporting environmental, social, and governance (ESG) issues. Sustainable development and social responsibility have become crucial elements of corporate strategy, including in Poland, which directly necessitates changes in the curriculum to prepare students for managerial roles that align with sustainable development principles in an environment of uncertainty. In the context of global economic changes, preparing students for international management, with an emphasis on cultural differences, plays a key role.

The program's relevance is also maintained through the promotion of lifelong learning, fostering students' ability to learn independently, think critically, and effectively utilize available educational resources.

An essential aspect of adapting the program to the evolving market needs is the collaboration between the academic staff and experienced business practitioners, as well as regular meetings between students and industry professionals organized by the faculty.

The connection of the programme with the University's mission and its development strategy

Education in Management is conducted in the field of social sciences, however it is directly part of the mission and development strategy of a technical university. Management graduates acquire business, analytical, social and technical competences.

The educational program in Management is coherent with the mission of Wrocław University of Science and Technology in the following areas:

- Developing creative, critical and tolerant graduates, as studying a course in management emphasizes on appropriate skills and attitudes development;
- Aiming to provide high quality courses and providing the students of Management and lecturers with conditions enabling open discussion and constructive criticism;
- Developing the values and tradition of higher education, wide-ranging cooperation with other universities via students taking part in scientific conferences and the Erasmus program, and with employers via practical learning, carried out in the form of projects in specific organizations;
- Aiming to make an impact on the national and international scene in the area of educating specialists in the field of management, by emphasizing the professionalism and hard skills of graduates.

Our programs in Management has have a unique character. In accordance with the University's strategy, which emphasizes the need to respond to the current needs of the labor market, it demonstrates a natural – in business practice – complementarity of technical science and economics, enriched with the element of computer science.

Due to the regional roots of the University, the educational programs in Management create a framework which ensures that students have systematic contact with enterprises and other institutions during their studies.

In line with the University's development strategy, the quality of education in the didactic offer at the Faculty is systematically improved. This is achieved through the development of our lecturers' research and teaching skills, as well as systematic refurbishment of the department's infrastructure, including modernization of lecture theatres, audio-visual equipment and computer laboratories, and a current software updates.

The program of masters studies in management develops the theoretical knowledge and practical skills of students, enabling graduates to be highly competitiveness on the employment market. Graduates are able to undertake doctoral studies and carry out their own research. They also are conscious of the need for constant self-development in cooperation with their alma mater.

Learning outcomes

Code	Description of the directional learning outcome	Characteristics for qualifications at level 6 or 7 of the Polish Qualifications Framework	Characteristics for qualifications at level 6 or 7 of the Polish Qualifications Framework, enabling the acquisition of engineering competences
Knowledge			
K2_ZARZ_W01	Provides comprehensive knowledge of management and quality sciences, including their position within the scientific system and their connections to other social, economic, and technical disciplines. Explains theories of organisation and management as well as contemporary concepts of organizational management. Identifies contemporary development trends in the discipline of management and quality science.	P7S_WG, P7S_WK	
K2_ZARZ_W02	Explains economic issues, including economic policy as an element of economic regulation at the national and international level, as well as economic and integration groupings. Presents and characterises the premises, types, directions and economic and legal effects of the evolution of markets, market structures and institutions, as well as economic and integration groupings.	P7S_WG, P7S_WK	
K2_ZARZ_W03	Explains the strategic context of the organisation's operations. Explains the impact of global conditions (e.g. legal, economic) on the organisation's competitiveness and operational efficiency. Provides an in-depth description of the organisation's strategies and the stages and methods of strategic management.	P7S_WG, P7S_WK	
K2_ZARZ_W04	Characterises, explains and interprets norms and standards (legal, organisational, professional, moral and ethical) relevant to selected functional areas of an organisation.	P7S_WG, P7S_WK	
K2_ZARZ_W05	Presents and characterises the ethical, humanistic, and social conditions of contemporary organisations. Identifies and discusses the key dilemmas of modern civilisation.	P7S_WK	
K2_ZARZ_W06	Explains the strategic importance of knowledge management in an organisation. Identifies the conditions, processes, and instruments of knowledge management in an organisation. Interprets the principles of intellectual property protection (including industrial and copyright protection).	P7S_WG, P7S_WK	
K2_ZARZ_W07	Understands the complexity and breadth of substantive and management challenges within the organization. Interprets interdependencies that extend beyond individual functions, processes, and the organization as a whole.	P7S_WG, P7S_WK	
K2_ZARZ_W08	Characterises advanced methods of measuring and evaluating the performance of an organisation as a whole, as well as methods of valuing a company. Identifies different stages of an organisation's development. Explains the essence, necessity, conditions, and significance of change management processes in an organisation.	P7S_WG, P7S_WK	
K2_ZARZ_W09	Provides an in-depth description of management processes in selected functional areas of an organisation, as well as management methods, techniques and tools appropriate for solving managerial problems.	P7S_WG, P7S_WK	
K2_ZARZ_W10	Provides an in-depth characterisation of issues related to leadership, decision-making, motivation, group mechanisms, and social influence within an organisation. Explains the effects of negative individual and social phenomena within an organisation and indicates ways to counteract them.	P7S_WG, P7S_WK	

Code	Description of the directional learning outcome	Characteristics for qualifications at level 6 or 7 of the Polish Qualifications Framework	Characteristics for qualifications at level 6 or 7 of the Polish Qualifications Framework, enabling the acquisition of engineering competences
K2_ZARZ_W11	Characterises the phenomenon of entrepreneurship and explains its determinants in depth. Identifies factors conducive to the effectiveness of individual and team entrepreneurial behaviour. Explains the principles of creating and developing various forms of entrepreneurship.	P7S_WG, P7S_WK	
K2_ZARZ_W12	Explains the principles of constructing econometric and simulation models. Possesses specialist knowledge in the field of quantitative modelling and forecasting of states and processes in an organisation.	P7S_WG	
K2_ZARZ_W13	Describes in depth the organisation's information system. Explains the objectives, operating mechanisms and characteristics of integrated management information systems.	P7S_WG	
K2_ZARZ_W14	Describes the principles of physics that allow for an in-depth explanation of the impact of the physical working environment on employee workload.	P7S_WG, P7S_WK	
Skills			
K2_ZARZ_U01	Evaluates and analyzes the potential impacts and consequences of national and international economic and legal regulations on individual organizations, markets, and integration groups. Applies advanced market structure models to address economic and management challenges.	P7S_UW	
K2_ZARZ_U02	Analyses the causes and dynamics of events and phenomena in an organisation as a whole, in the context of their internal and external determinants. Identifies, analyses and evaluates complex and unusual management and substantive problems in the organization.	P7S_UW	
K2_ZARZ_U03	Selects and comprehends both Polish and foreign-language information sources (e.g., professional literature, business, and organizational documentation) and effectively utilizes them by accessing information quality, critically analyzing, synthesizing, creatively interpreting, and presenting this information to solve complex managerial and substantive problems within the organization.	P7S_UW, P7S_UK, P7S_UO, P7S_UU	
K2_ZARZ_U04	Can select, justify and apply methods and techniques (including advanced information and communication techniques) to identify, analyze and solve complex management and substantive problems in an organization. Can critically evaluate the usefulness of methods and techniques. Can adapt existing or develop new methods and tools in an innovative manner.	P7S_UW	
K2_ZARZ_U05	Able to use specialist normative systems linked to the studied specialisation. Able to select, adapt, justify and follow appropriate norms and standards (legal, professional, moral and ethical) in specific activities in an organisation.	P7S_UW	
K2_ZARZ_U06	Ability to formulate solutions for complex management and substantive problems in an organisation. Able to justify, select and verify solutions according to the agreed priorities in the context of internal and external conditions.	P7S_UW	
K2_ZARZ_U07	Possesses the ability to design complex organizational changes and anticipate their multifaceted social impacts. Capable of initiating and planning the implementation of these changes.	P7S_UW	

Code	Description of the directional learning outcome	Characteristics for qualifications at level 6 or 7 of the Polish Qualifications Framework	Characteristics for qualifications at level 6 or 7 of the Polish Qualifications Framework, enabling the acquisition of engineering competences
K2_ZARZ_U08	Designs advanced methods of measurement and evaluation of achievements of an organization as a whole. Comprehensively assess an organisation according to the adopted goals, priorities and criteria and suggest directions of possible changes.	P7S_UW	
K2_ZARZ_U09	Performs strategic analysis of an organisation and its environment. Formulates alternative strategies at the level of an organisation and domains of its operations, analyses, critically assesses and selects proper strategy option. Selects and assess strategic control instruments.	P7S_UW	
K2_ZARZ_U10	Applies operational testing methods as a tool supporting advanced decision-making analyses.	P7S_UW	
K2_ZARZ_U11	Builds and uses econometric and simulation models in solving complex management problems. Uses of quantitative methods including advanced econometric and simulation methods to describe and forecast processes and results of activities of an organisation.	P7S_UW	
K2_ZARZ_U12	Develops components of an organization's computerization strategy and utilizes advanced information systems to support management across various functional areas within the organization.	P7S_UW	
K2_ZARZ_U13	Develops research skills: formulates and tests hypotheses related to identified simple research problems, selects adequate methods, techniques and research tools, develops, presents and interprets research results, draws conclusions and is able to use them to formulate directions for further research in management and quality sciences. Can independently plan and implement lifelong learning and guide others in this regard.	P7S_UW, P7S_UU	
K2_ZARZ_U14	Can cooperate and work in group and team forms of work organization (assuming different roles in them). Can independently organize and direct the work of the team.	P7S_UO	
K2_ZARZ_U15	Can prepare a well-documented paper, such as a report that presents the results of their own research in management science and quality.	P7S_UW, P7S_UK, P7S_UO, P7S_UU	
K2_ZARZ_U16	Formulates and thoroughly justifies opinions while effectively communicating on specialized topics to diverse audiences. Capable of engaging in and conducting debates.	P7S_UK	
Social competence			
K2_ZARZ_K01	Is aware of the need for independent critical evaluation of the scope and level of his professional knowledge and skills both in the field of management and quality sciences and in the interdisciplinary dimension. He is prepared to supplement his knowledge and improve his skills on his own, and to consult experts in case of difficulties in solving problems on his own.	P7S_KK, P7S_KR	
K2_ZARZ_K02	Is prepared to critically assess the impact of professional work on the social environment. Is ready to initiate activities that serve the public interest, fulfill social responsibilities, and inspire and organize initiatives for the community.	P7S_KR	
K2_ZARZ_K03	Is prepared to critically evaluate their knowledge and effectively prioritize tasks in their work and collaboration with others, ensuring responsible performance in various organizational roles while upholding ethical principles and maintaining professional integrity.	P7S_KK, P7S_KR	

Code	Description of the directional learning outcome	Characteristics for qualifications at level 6 or 7 of the Polish Qualifications Framework	Characteristics for qualifications at level 6 or 7 of the Polish Qualifications Framework, enabling the acquisition of engineering competences
K2_ZARZ_K04	Shows readiness to identify, critically analyse and resolve problems arising at the workplace. Can anticipate the consequences of decisions in the context of changing social needs, thinking and acting in an entrepreneurial manner.	P7S_KK, P7S_KO, P7S_KR	
K2_ZARZ_K05	He is prepared to take responsibility for assigned tasks within the framework of designated organizational roles. He is responsible for his own preparation for work, decisions made and actions carried out, and their consequences.	P7S_KK, P7S_KO	
K2_ZARZ_K06	Presents courage in conveying and defending their views. Prepared to persuade and negotiate in order to achieve common goals.	P7S_KK, P7S_KR	
K2_ZARZ_K07	Prepared to behave in a professional and ethical manner; recognizes and formulates ethical dilemmas related to their own and someone else's work and theirs profession.	P7S_KR	
Language outcomes			
SJO_S2_U01	Be able to use a foreign language at B2+ ESCJ level and specialised terminology	P7S_UK	

Detailed information on ECTS points

Management

Name	Human Resource Management
Total ECTS	120
Total number of hours of classes	1485
Number of ECTS points assigned to classes related to scientific activities conducted at the university in the discipline or disciplines to which the field of study is assigned (DN)	112/120 (93.33%)
Number of ECTS points allocated to classes developing practical skills (including laboratory, project) (P)	72.8
The number of ECTS points that a student will receive by completing classes that require the direct participation of academic teachers or other persons conducting classes and students (BU)	60.2
Percentage of ECTS for elective courses	79/120 (65.83%)
The number of ECTS points that a student will receive by completing classes in the humanities or social sciences appropriate for a given field of study	5
The number of ECTS points that a student will receive by completing classes in basic sciences (mathematics, physics/chemistry)	7

Organization of studies

Implementation of the study programme

Allowable ECTS deficit

Semester	Allowable deficit of ECTS points after a semester
Semester 1	8
Semester 2	14
Semester 3	9
Semester 4	0

Detailed requirements

Achievement of learning outcomes is verified for example in the form of colloquia and/or exams (written and/or oral) conducted in a stationary mode at the university. Verifying the learning outcomes achievement may take place in traditional (paper) or digital (electronic) form, while maintaining the principles ensuring impartiality, reliability, transparency and comparability of assessments and procedures for responding to unethical behavior.

Methods of verifying the intended learning outcomes

Activity form	Methods of verifying the intended learning outcomes
Seminar	Multimedia presentations conducted and prepared individually or in groups; case study analysis, class participation, paper
Classes	Credit - oral, written; short test, input task, evaluation of the sub-tasks; practical exam, model, essay, paper
Project	Project preparation, project implementation, project documentation, case study analysis, model
Laboratory	Preparation of laboratory reports; oral statements, class participation; short test, input task, evaluation of the sub-tasks
Lecture	Exam - oral, written, credit, test - oral, written

Description of the process leading to achieving learning outcomes

The process leading to achievement of the assumed learning outcomes includes active participation in the classes organized at the university (including online): lectures, classes, laboratories, projects and seminars, as well as self-studies enabling consolidation, supplementation and extension of knowledge. The educational program create a framework which ensures that student has systematic contact with enterprises and other institutions during studies. If necessary, the student may use individual consultations. Learning outcomes in terms of skills are further developed during obligatory student training program.

Internships

Not applicable.

Diploma exam

The diploma examination is an oral exam that assesses the knowledge and skills acquired by the student during their studies in a given

field of specialization, carried out in accordance with the study program. During the exam, the student is asked three questions selected randomly from three thematic areas:

1. Evolution of the management concepts.
2. Cost accounting in financial planning.
3. Socially responsible organization and its stakeholders.
4. Process of job analysis and job descriptions - methodology and stages.
5. Stages of the recruitment, selection and onboarding process.
6. Personnel philosophies and HR policy models.
7. Human resource management process.
8. Trends in HRM - concept and application in the organization.
9. Strategies for international human resource management.
10. Integration of HRM strategies with general organizational strategies.
11. Creating competency profiles.
12. Methods of competency assessment.
13. Employee evaluation - principles and methods.
14. Methods and techniques for assessing employee potential.
15. Training programs.
16. Coaching and its use in a manager's work.
17. Motivation and engagement at work.
18. Remuneration and bonus systems in the practice of enterprises.
19. Key performance indicators (KPIs) for HR areas.
20. Effective communication in an organization.
21. Conflict - sources, types, ways to resolve and consequences.
22. Leadership in an organization - concepts and styles.
23. The origin of power in modern organizations.
24. The most important factors affecting the effectiveness of teams.
25. Social influence phenomena, its types and principles
26. Human labor and its functions.
27. Decision Analytics and Modelling.
28. Predictive analytics based on Machine Learning.
29. Risk analysis in team projects.
30. HRM metrics - the way of measuring and verifying.
31. Information systems in human resource management.
32. Internal entrepreneurship of employees.
33. Philosophical methods of description of the real world and real world issues
34. Work environment factors and work organization and its efficiency.
35. The importance of intellectual property rights as creating a temporary monopoly for companies
36. Diagnosis of the state of the knowledge-based economy in selected countries

The list of examination questions applicable in a given year, assigned to the above-mentioned subject areas of the diploma examination, is approved by the Programme Committee and published on the Faculty's website. The questions asked in the examination do not go beyond the material covered by the student during their studies.

Study plan

Management

Semester 1

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
Human Resource Management	Lecture: 30, including sub-activities: • Synchronous lecture: 26	Exam	3	Obligatory
Basis of Social Science	Lecture: 30, including sub-activities: • Synchronous lecture: 26	Graded credit	2	Obligatory
Contemporary Management	Lecture: 30, including sub-activities: • Synchronous lecture: 26 Seminar: 30	Lecture: Graded credit Seminar: Graded credit	Lecture: 2 Seminar: 2	Obligatory
Risk Analysis in the Realization of Organizational Projects	Lecture: 30, including sub-activities: • Synchronous lecture: 26 Classes: 15 Laboratory: 30	Lecture: Exam Classes: Graded credit Laboratory: Graded credit	Lecture: 3 Classes: 1 Laboratory: 2	Obligatory
Ethical Aspects of Intellectual Property Law	Lecture: 30, including sub-activities: • Synchronous lecture: 26 Classes: 15	Lecture: Graded credit Classes: Graded credit	Lecture: 2 Classes: 1	Obligatory
Sum	240		18	

Human Resource Management

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
Employee Motivation and Engagement	Lecture: 30, including sub-activities: • Synchronous lecture: 26 Project: 15, including sub-activities: • Synchronous project activities: 7	Lecture: Graded credit Project: Graded credit	Lecture: 2 Project: 1	Obligatory in specialty
Creative Group Work	Seminar: 30	Graded credit	2	Obligatory in specialty

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
Talent Acquisition & Recruitment Management	Lecture: 15, including sub-activities: • Synchronous lecture: 11 Project: 30, including sub-activities: • Synchronous project activities: 14	Lecture: Graded credit Project: Graded credit	Lecture: 1 Project: 2	Obligatory in specialty
Human Resource Analytics	Lecture: 30, including sub-activities: • Synchronous lecture: 26 Laboratory: 30	Lecture: Graded credit Laboratory: Graded credit	Lecture: 2 Laboratory: 2	Obligatory in specialty
Sum	180		12	

Semester 2

The student chooses one language subject from the general offer.

The student chooses one subject from Humanities block.

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
Knowledge Economy	Lecture: 30, including sub-activities: • Synchronous lecture: 26 Classes: 30	Lecture: Exam Classes: Graded credit	Lecture: 3 Classes: 2	Obligatory
Work Environment Physics II	Project: 15, including sub-activities: • Synchronous project activities: 7	Graded credit	1	Obligatory
Philosophy in the Real World	Lecture: 15, including sub-activities: • Synchronous lecture: 11	Graded credit	1	Obligatory
Foreign Language 2.2	Classes: 60	Graded credit	3	Obligatory group
The student chooses classes from the offer of the Department of Foreign Languages				
Foreign Language 2.2	Classes: 60	Graded credit	3	Elective
Humanities Block	Seminar: 30	Graded credit	2	Obligatory group
The student chooses one course from the Humanities Block				
Social Philosophy	Seminar: 30	Graded credit	2	Elective
Methodology of Science	Seminar: 30	Graded credit	2	Elective

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
Who Is Human? Philosophical Antropology	Seminar: 30	Graded credit	2	Elective
Sum	180		12	

Human Resource Management

The student chooses one subject from Social Competences Block. The student chooses one subject from Intrapreneurship in HRM Block.

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
Resolving Group Conflicts	Seminar: 30	Graded credit	2	Obligatory in specialty
Competences Management	Project: 30, including sub-activities: • Synchronous project activities: 14	Graded credit	2	Obligatory in specialty
Employee Performance Appraisal	Classes: 30	Graded credit	2	Obligatory in specialty
Employee Potential Assessment	Classes: 30	Graded credit	2	Obligatory in specialty
Research Methods in Human Resource Management	Lecture: 30, including sub-activities: • Synchronous lecture: 26 Classes: 15 Laboratory: 15	Lecture: Exam Classes: Graded credit Laboratory: Graded credit	Lecture: 3 Classes: 1 Laboratory: 1	Obligatory in specialty
Seminar I	Seminar: 15	Graded credit	1	Obligatory elective
Block Social Competences	Seminar: 30	Graded credit	2	Obligatory group
The student completes one course from the Social Competences Block (2 ECTS)				
Development of Personal Potential	Seminar: 30	Graded credit	2	Elective
Communication in Social Media	Seminar: 30	Graded credit	2	Elective
Block Intrapreneurship in Hrm	Lecture: 30, including sub-activities: • Synchronous lecture: 26	Graded credit	2	Obligatory group
The student chooses one course from the Intrapreneurship in HRM				
Intrapreneurship and Organizational Innovation	Lecture: 30, including sub-activities: • Synchronous lecture: 26	Graded credit	2	Elective
Leadership for Intrapreneurship	Lecture: 30, including sub-activities: • Synchronous lecture: 26	Graded credit	2	Elective
Sum	255		18	

Semester 3

The student chooses one language subject from the general offer.

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
Managerial Accounting	Lecture: 15, including sub-activities: • Synchronous lecture: 11 Classes: 15 Laboratory: 15	Lecture: Exam Classes: Graded credit Laboratory: Graded credit	Lecture: 2 Classes: 1 Laboratory: 1	Obligatory
Leadership in the Organization	Lecture: 30, including sub-activities: • Synchronous lecture: 26 Classes: 30	Lecture: Exam Classes: Graded credit	Lecture: 3 Classes: 2	Obligatory
Foreign Language 2.1	Classes: 30	Graded credit	2	Obligatory group
The student chooses classes from the offer of the Department of Foreign Languages				
Foreign Language 2.1	Classes: 30	Graded credit	2	Elective
Sum	135		11	

Human Resource Management

The student chooses one subject from Human Resource Management Block.

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
Training and Development	Project: 30, including sub-activities: • Synchronous project activities: 14 Seminar: 30	Graded credit	4	Obligatory in specialty
Coaching	Seminar: 30	Graded credit	2	Obligatory in specialty
Information Systems for Human Resource Management	Lecture: 30, including sub-activities: • Synchronous lecture: 26 Project: 30, including sub-activities: • Synchronous project activities: 14	Lecture: Graded credit Project: Graded credit	Lecture: 2 Project: 2	Obligatory in specialty
MSc Thesis I	Project: 30, including sub-activities: • Synchronous project activities: 30	Graded credit	6	Obligatory elective
Seminar II	Seminar: 15	Graded credit	1	Obligatory elective
Block Human Resource Management	Seminar: 30	Graded credit	2	Obligatory group

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
The student completes one course from the Human Resource Management Block				
Diversity Management	Seminar: 30	Graded credit	2	Elective
Developing Cultural Competences	Seminar: 30	Graded credit	2	Elective
Sum	225		19	

Semester 4

The student chooses one subject from Management Block.

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
Employer Branding	Classes: 30	Graded credit	2	Obligatory
Performance Management in Human Resource Management	Lecture: 30, including sub-activities: • Synchronous lecture: 26 Classes: 15	Lecture: Graded credit Classes: Graded credit	Lecture: 2 Classes: 1	Obligatory
Modern Trends in Human Resource Management	Seminar: 30	Graded credit	2	Obligatory
Management Block	Lecture: 30, including sub-activities: • Synchronous lecture: 26 Seminar: 15	Graded credit	3	Obligatory group
The student completes one course from the Management Block (2 ECTS)				
Corporate Social Responsibility	Lecture: 30, including sub-activities: • Synchronous lecture: 26 Seminar: 15	Graded credit	3	Elective
Business Ethics	Lecture: 30, including sub-activities: • Synchronous lecture: 26 Seminar: 15	Graded credit	3	Elective
Sum	150		10	

Human Resource Management

The student chooses one subject from Public Influence Block.

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
Compensation and Rewarding	Project: 30, including sub-activities: • Synchronous project activities: 14	Graded credit	2	Obligatory in specialty
Analytical Workshop	Project: 30, including sub-activities: • Synchronous project activities: 14	Graded credit	2	Obligatory in specialty
MSc Thesis II	Project: 30, including sub-activities: • Synchronous project activities: 30	Graded credit	14	Obligatory elective
Block Public Influence Skills	Seminar: 30	Graded credit	2	Obligatory group
The student completes one course from the Public Influence Skills Block				
Personal Branding	Seminar: 30	Graded credit	2	Elective
Public Speaking	Seminar: 30	Graded credit	2	Elective
Oxford Debate	Seminar: 30	Graded credit	2	Elective
Sum	120		20	

Syllabuses



Human Resource Management Educational subject description sheet

Basic information

Field of study Management Speciality - Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory Block Major-specific subjects Subject related to scientific research Yes
Semester Semester 1	Activities, hours, ECTS and examination - Lecture: 30 h, 3 ECTS, Exam; including sub-activities: - Synchronous lecture: 26

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Describes the essence of the human resource function and the human resource management process. Indicates the relationship between human resource management and other elements of the enterprise management system, as well as the roles of job positions in the areas of human resource management. Presents the principles and indicates the importance of a competency-based approach in human resource management. Explains the issues of employee remuneration. Describes the scope of managerial competences in the field of human resource management.	K2_ZARZ_W09

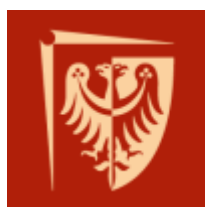
PEU_W02	Characterises the essence of philosophy, politics and HR strategy, knows the principles of strategic human resource management. Knows the recruitment processes, selection and induction processes. Recognizes the essence and principles of employee evaluation. Explains the principles of employee development. Indicates the importance and scope of international human resource management and the essence of expatriate management. Recognizes and understands the essence of new trends in human resource management, i.e. virtualization of HRM, auditing and controlling of the HR function, shaping the candidate's and employee's experience and employees' well-being, evidence-based approach. Describes the legal aspects of human resource management, including modern forms of employment.	K2_ZARZ_W04
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Program content ensuring learning outcomes

This subject focuses on the key aspects of human resource management (HRM), demonstrating its role in organisational strategy and its impact on business performance. The subject familiarises participants with the key functions and processes of HRM, from employee selection and development to performance appraisal, remuneration and termination. The subject will examine both traditional HRM methods and the latest trends related to digitalisation and employee experience management.

Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Preparation for an exam/credit	41
Credit/Exam	4
Student workload	Hours 75



Employee Motivation and Engagement

Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality Human Resource Management	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Obligatory in specialty
Study level second degree 4 semesters	Block Specialty subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 1	Activities, hours, ECTS and examination • Lecture: 30 h, 2 ECTS, Graded credit; including sub-activities: ◦ Synchronous lecture: 26 • Project: 15 h, 1 ECTS, Graded credit; including sub-activities: ◦ Synchronous project activities: 7
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Explains the employee motivation methods and techniques used in management.	K2_ZARZ_W09
PEU_W02	Explains the social consequences of managerial decisions for employees and stakeholders.	K2_ZARZ_W05
PEU_W03	Assigns leadership styles, decision-making, motivation, and social influence in specific organisational situations and assesses their consequences for the functioning of the team and organisation. Recognises negative individual and social phenomena in the organisation (e.g. conflicts, abuse of power, mobbing, decline in motivation, counterproductive behaviour) and indicates appropriate methods of prevention and intervention.	K2_ZARZ_W10

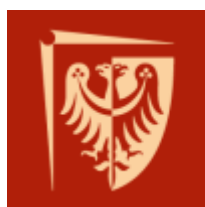
In terms of skills		
PEU_U01	Can select, justify and apply methods and techniques to identify, analyze and solve motivational problems in an organization. Can critically evaluate the usefulness of methods and techniques.	K2_ZARZ_U04
PEU_U02	Demonstrates abilities to identify, interpret and evaluate the behavior of organizational members and apply modern methods and techniques of work motivation.	K2_ZARZ_U14
In terms of social competences		
PEU_K01	Assesses and solves problems arising at work and selects appropriate approaches, methods and tools to solve them. Designs and substantively justifies entrepreneurial solutions in changing conditions (e.g. process improvements, implementation of new practices or services).	K2_ZARZ_K04

Program content ensuring learning outcomes

Motivating and engaging employees in terms of organizational psychology. Participants will learn about the basic theories and psychological mechanisms of motivation, as well as the factors influencing engagement at work. The classes include the analysis of examples from organizational practice and exercises developing the ability to select adequate motivational tools (financial and non-financial) for various situations and needs of employees.

Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Project	15
Preparation for an exam/credit	5
Preparation of a project	6
Conducting literature research	3
Conducting empirical studies	3
Preparation of a report/summary/presentation/paper	5
Self-study of class topics	5
Preparation for classes	3
Student workload	Hours 75



Basis of Social Science Educational subject description sheet

Basic information

Field of study Management Speciality - Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory Block Major-specific subjects Subject related to scientific research Yes
Semester Semester 1	Activities, hours, ECTS and examination • Lecture: 30 h, 2 ECTS, Graded credit; including sub-activities: ◦ Synchronous lecture: 26

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Identifies and explains key concepts and theories in the field of social sciences, including their relation to the axio-normative system of contemporary societies and organizations.	K2_ZARZ_W04
PEU_W02	Identifies and categorizes social processes, mechanisms, and changes that influence group dynamics and the phenomenon of leadership in organizations.	K2_ZARZ_W10
PEU_W03	Identifies and selects methods, techniques, and tools used for managing individual and team activities.	K2_ZARZ_W09
In terms of skills		
PEU_U01	Identifies and classifies the determinants of effectiveness in individual and team activities, including factors that may condition the emergence of challenges and problems.	K2_ZARZ_U02

In terms of social competences		
PEU_K01	Is capable of critically assessing their own knowledge and can set priorities in their work and collaboration with others in relation to their organizational roles, while adhering to ethical principles and upholding the professional ethos.	K2_ZARZ_K03

Program content ensuring learning outcomes

The subject familiarizes students with the contemporary concepts in the field of social sciences, enabling them to better understand the dynamics of social processes and their impact on various aspects of professional and organizational life. The subject also introduces students to the challenges, consequences, and opportunities arising from the perspective of management and quality sciences as social sciences, providing them with a holistic approach to addressing managerial problems in a social context.

Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Preparation for an exam/credit	10
Self-study of class topics	10
Student workload	Hours 50



Creative Group Work Educational subject description sheet

Basic information

Field of study Management Speciality Human Resource Management Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory in specialty Block Specialty subjects Subject related to scientific research Yes
Semester Semester 1	Activities, hours, ECTS and examination • Seminar: 30 h, 2 ECTS, Graded credit

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of skills		
PEU_U01	Selects, justifies and applies methods and techniques of creative solving of complex problems in the organization. Can make a critical assessment of the usefulness of methods and techniques for creative problem solving	K2_ZARZ_U04
PEU_U02	Selects and uses scientific literature related to creative problem solving	K2_ZARZ_U03
PEU_U03	Organizes their own creative work and the creative work of others	K2_ZARZ_U14
In terms of social competences		
PEU_K01	Solves problems that arise in group work	K2_ZARZ_K04

Program content ensuring learning outcomes

Students will learn methods and tools that support creativity in individual and team work, including techniques for generating ideas, developing concepts and making group decisions. The classes include exercises allowing for the practical application of the learned solutions in the organizational context. Participation will enable the independent design and preparation of activities supporting creative thinking in the organization, including elements of creativity training adapted to the needs of the team.

Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparation of a report/summary/presentation/paper	10
Self-study of class topics	10
Student workload	Hours 50



Contemporary Management Educational subject description sheet

Basic information

Field of study Management Speciality - Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory Block Major-specific subjects Subject related to scientific research Yes
Semester Semester 1	Activities, hours, ECTS and examination • Lecture: 30 h, 2 ECTS, Graded credit; including sub-activities: ◦ Synchronous lecture: 26 • Seminar: 30 h, 2 ECTS, Graded credit

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Explains the impact of technological, social, cultural and global conditions on the competitiveness of organizations.	K2_ZARZ_W03
PEU_W02	Explains modern management concepts and functional areas of the enterprise.	K2_ZARZ_W09
PEU_W03	Characterizes the complexity and comprehensiveness of management problems in modern organizations.	K2_ZARZ_W07
In terms of skills		
PEU_U01	Analyzes the dynamics of business processes in an organization, evaluates the key issues in process mapping and design, and interprets their impact on organizational effectiveness.	K2_ZARZ_U02

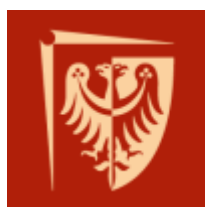
PEU_U02	Develops alternative solutions to complex management problems in the development of business models and plans strategic scenarios, adapting them to the specifics of the organization.	K2_ZARZ_U06
PEU_U03	Design organizational change, forecast its social impact and implement change management strategies to develop organizational culture.	K2_ZARZ_U07
In terms of social competences		
PEU_K01	Respects the complexity of the challenges in the management of modern organizations, accepts the necessity of acquiring knowledge and developing one's own competence within constantly changing market conditions.	K2_ZARZ_K01
PEU_K02	Respects the principles of corporate social responsibility and declares its willingness to consult experts in difficult situations.	K2_ZARZ_K03
PEU_K03	Takes on the challenge of critically analyzing organizational problems, supports the implementation of innovative management models, and shows initiative in anticipating the consequences of decisions in a dynamic business environment.	K2_ZARZ_K04
PEU_K04	Follows the principles of professionalism, is sensitive to ethical dilemmas in management, and supports activities that support the responsible design of performance indicators and management of the employee experience.	K2_ZARZ_K07

Program content ensuring learning outcomes

The subject is conducted in order to familiarize students with the issues of the conditions of modern business and the dynamics of the organizational environment and to provide knowledge regarding the basic concepts of management, as well as to provide the ability to select, justify and apply management methods and techniques in identifying, analyzing and resolving managerial and substantive problems in the organization.

Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Seminar	30
Preparation for classes	10
Preparation for an exam/credit	10
Preparation of a report/summary/presentation/paper	20
Student workload	Hours 100



Talent Acquisition & Recruitment Management Educational subject description sheet

Basic information

Field of study Management Speciality Human Resource Management Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory in specialty Block Specialty subjects Subject related to scientific research Yes
Semester Semester 1	Activities, hours, ECTS and examination • Lecture: 15 h, 1 ECTS, Graded credit; including sub-activities: ◦ Synchronous lecture: 11 • Project: 30 h, 2 ECTS, Graded credit; including sub-activities: ◦ Synchronous project activities: 14

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Identifies and explains substantive and management problems in the organization. Can interpret interdependencies beyond individual functions, processes and the organization.	K2_ZARZ_W07
PEU_W02	Presents substantive knowledge on talent acquisition and personnel selection process management.	K2_ZARZ_W09
In terms of skills		

PEU_U01	Selects, justifies and applies methods and techniques (including advanced information and communication techniques) to identify, analyze and solve complex problems related to talent acquisition and recruitment management. Critically evaluates the usefulness of methods and techniques. Can adapt existing or develop new methods and tools in innovative ways.	K2_ZARZ_U04
PEU_U02	Is able to formulate solutions to complex talent acquisition and recruitment management problems. Able to justify, select and review solutions according to established priorities, in the context of internal and external considerations.	K2_ZARZ_U06
PEU_U03	Is able to interact and work in groups and teams in particular dealing with talent acquisition and recruitment management. Can independently organize and direct the work of the team.	K2_ZARZ_U14
In terms of social competences		
PEU_K01	Is aware of the need for independent critical evaluation of the scope and level of his professional knowledge and skills related to talent acquisition and recruitment management. He or she is prepared to independently supplement knowledge and improve skills, and to consult experts in case of difficulties in solving problems independently.	K2_ZARZ_K01
PEU_K02	Demonstrates a willingness to identify, critically analyze and solve problems related to talent acquisition and recruitment management. Is able to anticipate the consequences of decisions in the context of changing social needs, thinking and acting in an entrepreneurial manner.	K2_ZARZ_K04
PEU_K03	Is prepared to take responsibility for assigned tasks in talent acquisition and recruitment management. Is responsible for his or her own preparation for work, the decisions made and actions carried out, and their consequences.	K2_ZARZ_K05
PEU_K04	Demonstrates courage in communicating and defending his own views, especially those related to talent acquisition and recruitment management. He is prepared to persuade and negotiate for the sake of achieving common goals.	K2_ZARZ_K06

Program content ensuring learning outcomes

The subject introduces students to the significance of acquiring employees with competencies that match job requirements and emphasizes the necessity of talent acquisition for organizations. During the classes, participants gain knowledge in job analysis and job description creation, as well as in various stages of the selection process: recruitment, selection, and onboarding. The subject covers topics related to tools and methods used in the recruitment and selection of candidates. Project-based classes develop skills in job analysis, job description creation, designing the selection process for a specific position, and planning and conducting job interviews.

Calculation of ECTS points

Activity form	Activity hours
Lecture	15
Project	30
Preparation of a report/summary/presentation/paper	30

Student workload	Hours 75
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Risk Analysis in the Realization of Organizational Projects

Educational subject description sheet

Basic information

Field of study Management Speciality - Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory Block Subjects of basic education - mathematics Subject related to scientific research Yes
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Semester Semester 1	Activities, hours, ECTS and examination • Lecture: 30 h, 3 ECTS, Exam; including sub-activities: ◦ Synchronous lecture: 26 • Classes: 15 h, 1 ECTS, Graded credit • Laboratory: 30 h, 2 ECTS, Graded credit
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Identifies mathematical statistics methods useful in risk analysis and econometrics. Selects forecasting and simulation methods appropriate for risk analysis applications.	K2_ZARZ_W12
PEU_W02	Assigns appropriate quantitative methods to issues related to risk analysis.	K2_ZARZ_W09
In terms of skills		
PEU_U01	Designs and utilises the process of obtaining/collecting information/data on project implementation in a specific organisation for risk analysis purposes.	K2_ZARZ_U04
PEU_U02	Decides on the scope of application of appropriate econometric and statistical methods in quantitative risk analysis.	K2_ZARZ_U11

PEU_U03	Constructs comprehensive models for analysing the risks associated with project implementation, using elements of statistics, econometrics, forecasting and operational research.	K2_ZARZ_U10
In terms of social competences		
PEU_K01	Focuses on critically assessing the usefulness of results obtained using quantitative methods in project risk analysis.	K2_ZARZ_K01
PEU_K02	Takes on the challenge of identifying, analysing and solving problems in the field of risk analysis.	K2_ZARZ_K04
PEU_K03	Identifies problems related to selected methods of operational research, econometrics, forecasting and simulation as tools for risk analysis in projects.	K2_ZARZ_K01

Program content ensuring learning outcomes

This subject provides a comprehensive framework for understanding and applying quantitative approaches to risk analysis. It begins with foundational concepts, introducing risk from probabilistic and quantitative perspectives, alongside the role of random variables and probability theory. Statistical methods are a key focus, including parametric and non-parametric tests, hypothesis testing, and the practical use of software like SPSS to perform risk assessments. The curriculum further explores regression and econometric models, covering logistic regression, classical econometric models, and Ordinary Least Squares (OLS), emphasizing their applications in risk modelling. Forecasting and time series models are studied, with topics ranging from ARMA models to the assessment of forecast quality and their integration into investment and decision-making processes. The subject culminates in scenario-based and case study applications, where students engage in comprehensive risk analysis of projects, exploring forecasting potential, cost evaluation, and implementation timelines. A structured approach aligns subject content with intended learning outcomes.

Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Classes	15
Laboratory	30
Preparation for classes	15
Preparation of a project	45
Preparation of a report/summary/presentation/paper	15
Student workload	Hours 150



Human Resource Analytics Educational subject description sheet

Basic information

Field of study Management Speciality Human Resource Management Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory in specialty Block Specialty subjects Subject related to scientific research Yes
Semester Semester 1	Activities, hours, ECTS and examination • Lecture: 30 h, 2 ECTS, Graded credit; including sub-activities: ◦ Synchronous lecture: 26 • Laboratory: 30 h, 2 ECTS, Graded credit

Subject's learning outcomes

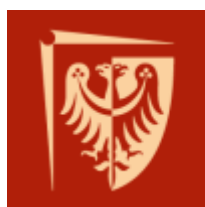
Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Formulates quantitative models and tools to support decision making in the field of human resource management. Selects machine learning models to make predictions based on patterns extracted from historical data.	K2_ZARZ_W09
In terms of skills		
PEU_U01	Uses models to solve decision problems.	K2_ZARZ_U08
PEU_U02	Develops useful tools for predictive data analytics.	K2_ZARZ_U04
In terms of social competences		
PEU_K01	Is capable of working in groups to derive insights from data and to support decisions.	K2_ZARZ_K01

Program content ensuring learning outcomes

The subject develops analytical competencies necessary to make decisions in the area of human resource management based on data. Students learn to create and visualize key performance indicators that allow them to monitor HR processes and assess their impact on the functioning of the organization. As part of the classes, they will learn methods of modeling decision-making problems and selecting appropriate analytical solutions for specific HR challenges. An important element of the subject is also measuring the efficiency of the organization and interpreting the results in a way that supports the planning of improvement activities. Students also acquire the ability to use advanced machine learning models to build forecasts.

Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Laboratory	30
Preparation of a report/summary/presentation/paper	16
Conducting literature research	16
Preparation for an exam/credit	8
Student workload	Hours 100



Ethical Aspects of Intellectual Property Law

Educational subject description sheet

Basic information

Field of study Management Speciality - Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory Block Subjects from the fields of humanities or social sciences Subject related to scientific research Yes
Semester Semester 1	Activities, hours, ECTS and examination • Lecture: 30 h, 2 ECTS, Graded credit; including sub-activities: ◦ Synchronous lecture: 26 • Classes: 15 h, 1 ECTS, Graded credit

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Identifies the concepts and principles of legal protection of intellectual property, including the protection of industrial property, as well as the principles and mechanisms of copyright governing the use, sharing and commercialization of the results of creative work.	K2_ZARZ_W06
PEU_W02	Identifies ethical dilemmas related to intellectual property, such as access to knowledge, equitable distribution of intangible goods, abuses of legal monopolies, and the ethical limits of copying and innovation.	K2_ZARZ_W11
In terms of skills		
PEU_U01	Identifies ethical challenges in the field of intellectual property and proposes solutions.	K2_ZARZ_U05

In terms of social competences		
PEU_K01	Acquires knowledge on the application of ethical standards when designing innovative solutions belonging to intellectual property.	K2_ZARZ_K01

Program content ensuring learning outcomes

The subject deals with ethical aspects of intellectual property law in the context of economic and social activity. The issues of copyright protection, patents, trademarks and industrial designs are discussed from the perspective of social responsibility, fairness of access to knowledge and innovation, and the balance between the interest of creators and the public good. Ethical dilemmas related to the commercialization of knowledge, abuse of exclusive rights, protection of traditional knowledge and the impact of IP regulation on socio-economic development are presented.

Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Classes	15
Preparation for an exam/credit	30
Student workload	Hours 75



Resolving Group Conflicts

Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality Human Resource Management	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Obligatory in specialty
Study level second degree 4 semesters	Block Specialty subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 2	Activities, hours, ECTS and examination • Seminar: 30 h, 2 ECTS, Graded credit
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Explains the causes, course, dynamics and resolution of group conflicts.	K2_ZARZ_W10
In terms of skills		
PEU_U01	Demonstrates knowledge of psychological mechanisms and processes that determine the formation and development of conflict.	K2_ZARZ_U02
PEU_U02	Independently analyzes a conflict situation.	K2_ZARZ_U14
PEU_U03	Selects and applies appropriate methods (including information and communication tools) to diagnose and solve complex organisational problems, then evaluates and verifies their effectiveness, modifying the approach based on critical analysis of the results.	K2_ZARZ_U04
In terms of social competences		

PEU_K01	Identifies, selects and creates tools to solve problems that arise in teams and organizations.	K2_ZARZ_K02
PEU_K02	Evaluates and solves problems that arise during professional activity and leadership in conflict management in the workplace, keeping in mind the welfare of the team, the organization and society.	K2_ZARZ_K04

Program content ensuring learning outcomes

The subject deals with interpersonal, group and organizational conflicts and ways of resolving them in teams and organizations. Participants will learn about conflict management methods and develop competences in choosing appropriate strategies for dealing with disputed situations. The classes support the development of the ability to diagnose the sources of conflict and carrying activities conducive to cooperation in a group.

Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparation for classes	5
Preparation of a report/summary/presentation/paper	10
Self-study of class topics	5
Student workload	Hours 50



Knowledge Economy Educational subject description sheet

Basic information

Field of study Management Speciality - Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory Block Major-specific subjects Subject related to scientific research Yes
Semester Semester 2	Activities, hours, ECTS and examination • Lecture: 30 h, 3 ECTS, Exam; including sub-activities: ◦ Synchronous lecture: 26 • Classes: 30 h, 2 ECTS, Graded credit

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Reproduces knowledge of economic science and its place in the system of sciences and its relationship to other social sciences.	K2_ZARZ_W02
PEU_W02	Selects and categorizes the types, directions and economic and legal effects of the evolution of markets, market structures and institutions and economic and integration groupings.	K2_ZARZ_W04
PEU_W03	Recognises and explains the strategic importance of knowledge management in organisations. Identifies the determinants, and instruments of knowledge management in an organisation.	K2_ZARZ_W06
In terms of skills		
PEU_U01	Selects and interprets the potential effects of introduced national and international economic and legal regulations on individual organisations, markets and integration groupings.	K2_ZARZ_U01

PEU_U02	Forecasts, interprets and revises relevant norms and standards (legal, professional, moral and ethical) in specific activities in the organization).	K2_ZARZ_U05
PEU_U03	Selects competent coworkers for teamwork. Organizes and directs teamwork.	K2_ZARZ_U14
In terms of social competences		
PEU_K01	Is open to collaborating in group and team forms of work organization (taking on different roles within them). Is able to anticipate the consequences of decisions and shows initiative to take responsibility for the tasks assigned to him/her within his/her designated organizational roles.	K2_ZARZ_K05
PEU_K02	Declares a readiness to identify, critically analyze and resolve problems arising in the workplace.	K2_ZARZ_K04

Program content ensuring learning outcomes

The subject will discuss the pillars of the Knowledge Economy (KE) and strategies for its development Knowledge, skills and competences regarding the challenges of the 21st century will be imparted Students will learn to make economic decisions based on the knowledge gained. Students will develop the ability to recognise the interdependencies between the various pillars of the KE.

Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Classes	30
Preparation for classes	25
Self-study of class topics	20
Preparation of a report/summary/presentation/paper	6
Preparation for an exam/credit	10
Credit/Exam	4
Student workload	Hours 125



Competences Management Educational subject description sheet

Basic information

Field of study Management Speciality Human Resource Management Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory in specialty Block Specialty subjects Subject related to scientific research Yes
Semester Semester 2	Activities, hours, ECTS and examination • Project: 30 h, 2 ECTS, Graded credit; including sub-activities: ◦ Synchronous project activities: 14

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Characterizes the principles and methods of creating competency profiles. Recognizes and chooses the tools for measuring competences relevant for a given position.	K2_ZARZ_W09
PEU_W02	Explains what is management by competences in particular areas of human resource management: selection, development, evaluation and compensation of employees.	K2_ZARZ_W10
In terms of skills		
PEU_U01	Creates a competency model for a selected organization	K2_ZARZ_U06
PEU_U02	Designs a competency profile along with the levels of fulfillment of competencies for a given position	K2_ZARZ_U07
PEU_U03	Designs tools for competency assessment	K2_ZARZ_U04

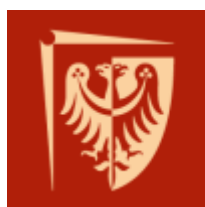
PEU_U04	Applies the competency approach in the selection, evaluation, development and remuneration of employees	K2_ZARZ_U14
PEU_U05	Selects sources of information and use techniques for obtaining them (interview, questionnaire, documentation) can integrate the obtained information, interpret it, as well as draw conclusions and formulate and justify opinions in the area of competency management.	K2_ZARZ_U03
In terms of social competences		
PEU_K01	Is prepared to initiate changes in the organization and participate in planning and implementation.	K2_ZARZ_K04
PEU_K02	Cooperates and works in groups in the organization. Can properly set priorities in own work and in cooperation with others.	K2_ZARZ_K05
PEU_K03	Is aware of the responsibility for own work and readiness to submit to the priorities set by others and be responsible for the tasks performed independently or in a team	K2_ZARZ_K01
PEU_K04	Is prepared to perform various roles in the organization in according to the principles of ethics.	K2_ZARZ_K03

Program content ensuring learning outcomes

The subject focuses on the practical application of the competency approach in human resource management. Participants develop skills in designing competency models, creating job profiles and developing tools for assessing competencies in an organisation. Students work in project teams, carrying out the successive stages of analysis and implementation of competency systems. As part of the subject: they create a competency model for a selected organisation, they develop job profiles, taking into account the required competency levels, they design competency assessment tools, adapted to the specific characteristics of the organisation.

Calculation of ECTS points

Activity form	Activity hours
Project	30
Preparation of a project	20
Student workload	Hours 50



Work Environment Physics II

Educational subject description sheet

Basic information

Field of study Management Speciality - Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory Block Subjects of basic education - physics Subject related to scientific research Yes
Semester Semester 2	Activities, hours, ECTS and examination - Project: 15 h, 1 ECTS, Graded credit; including sub-activities: - Synchronous project activities: 7

Subject's learning outcomes

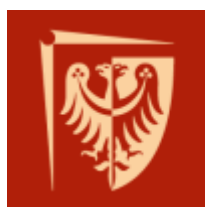
Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Accurately selects methods and tools for a comprehensive assessment of conditions at a workstation	K2_ZARZ_W14
PEU_W02	Determines the degree of fulfillment of selected parameters of work environment factors, describes them in the context of their impact on the worker and makes recommendations to improve the well-being of workers at workplaces.	K2_ZARZ_W14
In terms of social competences		
PEU_K01	Supports occupational safety and acts in accordance with the principles of occupational safety and protects himself/herself and others from the harmful effects of work environment factors.	K2_ZARZ_K02

Program content ensuring learning outcomes

The subject covers the practical application of methods and tools for measuring physical factors of the work environment and assessing their impact on the employee. Participants develop the ability to plan and perform measurements, interpret results and formulate conclusions for the purpose of assessing working conditions. The classes also take into account practical methods of ergonomic adjustment of the workplace and work organization to the requirements, needs and limitations of a person.

Calculation of ECTS points

Activity form	Activity hours
Project	15
Preparation of a report/summary/presentation/paper	8
Self-study of class topics	2
Student workload	Hours 25



Employee Performance Appraisal Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality Human Resource Management	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Obligatory in specialty
Study level second degree 4 semesters	Block Specialty subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 2	Activities, hours, ECTS and examination • Classes: 30 h, 2 ECTS, Graded credit
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Is able to characterize the place of management and quality sciences, including employee performance appraisal, within the system of sciences, identifying their relationships with social, economic, and technical sciences. They define theories of organization and management and their impact on performance evaluation, comparing modern and traditional approaches. They explain contemporary trends in management, identify key performance appraisal methods, and indicate their application in organizations.	K2_ZARZ_W01
PEU_W02	Characterizes the methods, techniques, and tools of management used in employee performance appraisal across different functional areas of the organization. They define key concepts related to performance management and identify assessment tools used in solving managerial problems. Indicate appropriate evaluation techniques, select them for specific organizational situations, and compare their effectiveness in different contexts.	K2_ZARZ_W09

In terms of skills		
PEU_U01	Analyzes the causes and dynamics of events and phenomena within the organization, examining their internal and external conditions. Identify, interpret, and assess complex management problems related to employee performance, as well as substantive challenges within the organization. Argue how various factors affect the effectiveness of actions and select appropriate analysis methods to understand the complexity of the situation. Solve atypical problems by constructing solutions tailored to specific organizational conditions and verify their effectiveness.	K2_ZARZ_U02
PEU_U02	Selects, justifies, and applies appropriate methods and techniques, including advanced information and communication technologies, to identify, analyze, and solve complex management and employee performance issues within the organization. Analyze and assess the effectiveness of the tools used in the context of improving employee performance, critically evaluating their usefulness. Adapt existing methods and tools or develop new solutions, introducing an innovative approach to performance management within the organization. Demonstrate the ability to adapt and implement modern techniques that influence the improvement of results and team efficiency, testing and verifying their effectiveness.	K2_ZARZ_U04
In terms of social competences		
PEU_K01	Critically assess his knowledge of employee performance, identifies issues related to work efficiency, and appropriately sets priorities in his own work and collaboration with others. He is responsible for fulfilling various organizational roles, respecting ethical principles, and maintaining the professional ethos. Accepts and ensures high performance standards, takes initiative in solving employee performance-related issues, and adheres to ethical and organizational norms. Takes on challenges related to improving performance, makes decisions in line with professional ethics, respects rules, and supports others in achieving organizational goals.	K2_ZARZ_K03
PEU_K02	Demonstrates readiness to identify and critically analyze issues related to employee performance in the workplace. Is responsible for solving these problems by predicting the consequences of decisions, taking into account changing social needs. Shows initiative in striving to improve performance, takes on challenges related to problem-solving, and demonstrates the ability to think and act entrepreneurially. Is open to change, able to adapt action strategies, respects ethical and organizational principles, and supports colleagues in achieving effectiveness.	K2_ZARZ_K04

Program content ensuring learning outcomes

The subject covers a comprehensive approach to evaluating employee performance, with an emphasis on modern strategies and methodologies. The classes begin with an introduction to the history and future of employee performance evaluations, focusing on the development of human resources and the role of performance planning, responsibility, and clarity in roles. Students will learn about different performance appraisal methods, including goal-setting and key performance indicators (KPIs), while exploring modern techniques for providing feedback and advice. Additionally, the subject examines criteria-setting for performance, the creation of performance evaluation systems, and challenges related to managing performance. Practical aspects are covered through case studies, the 360-degree feedback model, and role-playing exercises. The subject concludes with discussions on how performance management systems are developed and implemented to create high-performing teams and align organizational culture with performance goals.

Calculation of ECTS points

Activity form	Activity hours
Classes	30
Preparation of a report/summary/presentation/paper	10
Self-study of class topics	10
Student workload	Hours 50



Philosophy in the Real World Educational subject description sheet

Basic information

Field of study Management Speciality - Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory Block Subjects of general education
Semester Semester 2	Activities, hours, ECTS and examination • Lecture: 15 h, 1 ECTS, Graded credit; including sub-activities: ◦ Synchronous lecture: 11

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Identifies the philosophical and social determinants of the development of science and technology. Describes the key dilemmas of modern civilization.	K2_ZARZ_W05
PEU_W02	Characterizes the complexity of contemporary social problems.	K2_ZARZ_W07
In terms of social competences		
PEU_K01	Is able to assess the ethical and social consequences of professional activities	K2_ZARZ_K02

Program content ensuring learning outcomes

The subject is delivered in the form of a lecture, with the following objectives: to introduce students to philosophical topics, with a particular focus on ethics and social philosophy, to explore the philosophical underpinnings of key contemporary

social challenges, to foster the development of students' critical thinking skills and to raise awareness of the social responsibility inherent in science and technology.

Calculation of ECTS points

Activity form	Activity hours
Lecture	15
Preparation of a report/summary/presentation/paper	4
Self-study of class topics	3
Preparation for classes	3
Student workload	Hours 25



Employee Potential Assessment Educational subject description sheet

Basic information

Field of study Management Speciality Human Resource Management Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory in specialty Block Specialty subjects Subject related to scientific research Yes
Semester Semester 2	Activities, hours, ECTS and examination • Classes: 30 h, 2 ECTS, Graded credit

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Defines methods for measuring and assessing organizational performance as a whole and methods for valuing enterprises. Identifies and classifies various phases of organizational development, illustrating their characteristics. Explains the essence, necessity, conditions, and importance of change management processes in organizations, comparing different approaches and strategies.	K2_ZARZ_W08
PEU_W02	Characterizes selected functional areas of the organization, defining key concepts related to management. Identify methods, techniques, and tools used in employee potential assessment and illustrate their application in solving managerial problems. Identifies and classifies management tools, aligning them with specific organizational situations.	K2_ZARZ_W09
In terms of skills		

PEU_U01	Selects and justifies methods and techniques for employee potential assessment, applying advanced information and communication technologies to analyze and solve complex organizational problems. Analyze the relevance of existing methods, critique their limitations, and evaluate their effectiveness in the context of specific organizational needs. Develops innovative tools or modifies existing solutions, adapting them to situational requirements. They design and implement new methods, facilitating discussions on their application and effectiveness.	K2_ZARZ_U04
PEU_U02	Analyzes and interprets complex management and substantive problems within the organization, considering internal and external factors, with a focus on employee potential assessment. They argue for the selection of the best solutions, adapting them to the specific needs of the organization and established priorities.. Designs, constructs, and implements solutions related to employee potential evaluation, using advanced management methods and techniques.	K2_ZARZ_U06
PEU_U03	Analyzes the organizational needs in the context of complex changes, evaluates the potential of employees, and predicts the multidimensional social effects of their implementation. Develops a detailed plan for implementing changes, taking into account the potential and skills of employees, and adapting it to the specific organizational and social conditions. In the process of designing changes, selects appropriate methods for evaluating employee potential, enabling effective task execution.	K2_ZARZ_U07
PEU_U04	Is able to prepare a well-documented report presenting the results of their own research in the fields of management and quality sciences, including employee potential assessment. Analyzes data related to potential assessment, selects appropriate research methods and analytical techniques, and interprets the obtained results in the context of organizational development. Organizes the report, categorizes the gathered information, and identifies key factors influencing employee potential assessment.	K2_ZARZ_U15
PEU_U05	Is able to effectively collaborate and work in group and team-based forms of work organization, taking on various roles as needed by the team. They analyze team tasks, select appropriate work methods and communication techniques, and adapt the organization of work to the group's specifics. Demonstrates the ability to organize team work, plan activities, and lead them by appropriately assigning tasks and monitoring progress.	K2_ZARZ_U14
In terms of social competences		
PEU_K01	Is prepared to critically assess the impact of their professional work on the social environment and evaluate the organization's potential in terms of social responsibility. They identify issues related to the impact of work on society and take actions in the interest of the public. Demonstrate the ability to initiate and implement social activities, assessing their potential in the context of ethical values and the needs of the social environment.	K2_ZARZ_K02
PEU_K02	Is prepared to critically assess their own knowledge and appropriately prioritize their work, both independently and in collaboration with others, considering the responsible fulfillment of various organizational roles. Accept and respect ethical principles, ensuring adherence to professional values. Demonstrate initiative in problem-solving and take on challenges related to effective teamwork, keeping in mind both organizational goals and social responsibility.	K2_ZARZ_K03

PEU_K03	Demonstrates readiness to identify, critically analyze, and resolve problems arising in the workplace while evaluating employee potential in the context of these challenges. They are able to predict the outcomes of decisions made, considering the changing societal needs, thinking and acting entrepreneurially, and utilizing potential assessment tools to evaluate the impact of these decisions.	K2_ZARZ_K04
PEU_K04	Accepts responsibility for assigned tasks within designated organizational roles, demonstrating readiness to make decisions and manage their consequences. They are accountable for their own preparation for work, ensuring the quality of actions taken and their outcomes, identifying problems, and taking on challenges to resolve them.	K2_ZARZ_K05
PEU_K05	Demonstrates courage in expressing and defending their views, is capable of convincing others and negotiating to achieve shared organizational goals. They accept challenges related to expressing their opinions and defending positions in difficult situations, which reflects their ability to assess potential in terms of effective communication. They take responsibility for the effectiveness of their communication actions, evaluate the needs of the team and the organization, and show initiative in seeking compromises and resolving disputes while safeguarding organizational interests.	K2_ZARZ_K06

Program content ensuring learning outcomes

The subject familiarizes students with tools for assessing employee potential and to develop teamwork and evaluation result analysis skills. The subject begins with an introduction to its objectives, structure, and assessment criteria, followed by the formation of project teams. Participants then learn the details of task execution in exercise groups and select tasks to be carried out within the scope defined by the instructor. Students prepare theoretical materials on Development Center, design evaluation tasks for selected positions, and conduct these tasks within their groups, analyzing the results based on established criteria. The next step involves team member rotation and the preparation of a comprehensive report on the conducted session, which is then presented and discussed in the group forum. The subject concludes with a summary, discussion of findings, and evaluation of the reports.

Calculation of ECTS points

Activity form	Activity hours
Classes	30
Preparation of a report/summary/presentation/paper	10
Preparation for classes	10
Student workload	Hours 50



Foreign Language 2.2

Educational subject description sheet

Basic information

Field of study lektoraty Speciality - Organizational unit Wrocław University of Science and Technology Study level second degree Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Elective Block Foreign languages
Semesters Semester 1, Semester 2, Semester 3	Activities, hours, ECTS and examination • Classes: 60 h, 3 ECTS, Graded credit

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of skills		
PEU_U01	Student has knowledge, skills and competences consistent with the requirements specified for the appropriate language level; knows, understands and uses linguistic means (grammatical, lexical and stylistic) defined at a certain level from everyday life with selected elements of academic, specialist and technical language used in the field of study and in the academic and professional environment; communicates in a family, social and intercultural environment, practicing communication skills; appreciates the need to improve their skills in effective communication, develops competences in the area of communication language, basics of specialist and academic language	SJO_S2_U01

Program content ensuring learning outcomes

A1; A2; B1 French, Spanish, Japanese, German, Polish as a foreign language, Russian

General educational content

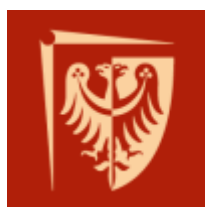
Formation and deepening of communicative competence in a family, social and intercultural environment and for a specific level for academic and professional needs.

Interaction appropriate to the appropriate level of language competence, e.g., the student's own profile and interests; presenting oneself, one's interests and ideas in environmental, academic and professional contexts. Developing creative, receptive and interactive competence in a group.

Language in communication in the modern world. Verbal and non-verbal communication - sensitivity to cultural differences, starting a conversation, joining in a discussion, moving on to the next points, summarizing statements, using characteristic phrases and expressions for a certain language level; taking part in various forms of interaction.

Calculation of ECTS points

Activity form	Activity hours
Classes	60
Preparation for classes	30
Student workload	Hours 90



Research Methods in Human Resource Management

Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality Human Resource Management	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Obligatory in specialty
Study level second degree 4 semesters	Block Specialty subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 2	Activities, hours, ECTS and examination • Lecture: 30 h, 3 ECTS, Exam; including sub-activities: ◦ Synchronous lecture: 26 • Classes: 15 h, 1 ECTS, Graded credit • Laboratory: 15 h, 1 ECTS, Graded credit
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Identifies and classifies research methods, techniques, and management tools used to solve problems in the area of human resource management. Justifies the selection of appropriate methods and describes their application in organizational practice.	K2_ZARZ_W09
PEU_W02	Identifies ethical, humanistic, and social conditions of modern organizations and formulates key dilemmas of contemporary civilization, highlighting their importance for the design and implementation of research in human resource management. Justifies the necessity of considering these conditions in research methodology.	K2_ZARZ_W05
In terms of skills		

PEU_U01	Selects and justifies research methods and analytical techniques to address complex managerial problems in human resource management. Applies the selected methods in practice, critically evaluates their applicability, and modifies them innovatively to meet the specific needs of the organization.	K2_ZARZ_U04
PEU_U02	Designs methods for measuring and evaluating organizational performance in the area of human resource management. Prepares and applies evaluation criteria, forecasts directions for change, and develops recommendations to support the achievement of strategic objectives.	K2_ZARZ_U08
PEU_U03	Formulates research hypotheses in the field of human resource management, selects and applies appropriate research methods, tests them, and interprets the obtained results. Analyzes data, prepares research reports, and draws conclusions to guide future research directions. Demonstrates the ability to plan and organize lifelong learning, both for themselves and others.	K2_ZARZ_U13
PEU_U04	Collaborates with a research team, organizes its work, and allocates tasks based on the individual competencies of its members. Evaluates team performance, adjusts plans in response to changing conditions, and facilitates discussions, supporting diverse perspectives in the research process.	K2_ZARZ_U14
In terms of social competences		
PEU_K01	Identifies problems arising in the area of human resource management, takes on challenges to resolve them, and ensures the anticipation of the consequences of decisions in the context of evolving social needs. Demonstrates initiative in entrepreneurial thinking and action, respecting ethical and social principles.	K2_ZARZ_K04

Program content ensuring learning outcomes

The subject develops the skills of searching, selecting and analysing sources concerning modern methods of human resource management. Students learn how to organize information, compare approaches, and interpret the results of HR research and reports.

Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Classes	15
Laboratory	15
Credit/Exam	4
Preparation of a report/summary/presentation/paper	30
Conducting empirical studies	15
Preparation for an exam/credit	16
Student workload	Hours 125



Social Philosophy Educational subject description sheet

Basic information

Field of study Management Speciality - Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Elective Block Subjects from the fields of humanities or social sciences
Semester Semester 2	Activities, hours, ECTS and examination • Seminar: 30 h, 2 ECTS, Graded credit

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Characterizes the ethical determinants of various types of professional activity.	K2_ZARZ_W04
PEU_W02	Describes the key dilemmas of modern civilization. Identifies the philosophical and social determinants of the development of science and technology.	K2_ZARZ_W05
In terms of skills		
PEU_U01	Appropriately selects and critically analyzes sources of information when solving substantive problems.	K2_ZARZ_U03
PEU_U02	Analyses management and substantive problems, taking into account moral and ethical aspects.	K2_ZARZ_U05
PEU_U03	Presents and critically evaluates opinions and positions within the framework of discussions and debates.	K2_ZARZ_U16

In terms of social competences		
PEU_K01	Is sensitive to the social consequences of professional decisions.	K2_ZARZ_K02
PEU_K02	Is able to defend his own opinions and positions.	K2_ZARZ_K06

Program content ensuring learning outcomes

The subject introduces students to key issues in ethics and social philosophy, focusing on concepts that enhance understanding of the fundamental challenges facing contemporary society. Through its structure and chosen topics, the subject is designed to foster critical thinking and heighten students' awareness of the social responsibilities associated with science and technology.

Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparation for classes	5
Self-study of class topics	10
Preparation of a report/summary/presentation/paper	5
Student workload	Hours 50



Methodology of Science Educational subject description sheet

Basic information

Field of study Management Speciality - Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Elective Block Subjects from the fields of humanities or social sciences
Semester Semester 2	Activities, hours, ECTS and examination • Seminar: 30 h, 2 ECTS, Graded credit

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Identifies the philosophical foundations and determinants of science.	K2_ZARZ_W04
PEU_W02	Defines the concepts of the general methodology of sciences and the philosophy of science.	K2_ZARZ_W05
In terms of skills		
PEU_U01	Is able to conduct discussions.	K2_ZARZ_U16
PEU_U02	Is able to critically evaluate the content and sources of information received.	K2_ZARZ_U03
PEU_U03	Formulates their own opinions and positions, and discusses them.	K2_ZARZ_U05
In terms of social competences		

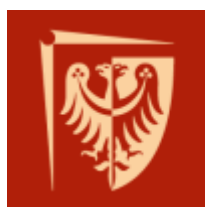
PEU_K01	Understands the influence of philosophical and social factors on the process of scientific knowledge formation.	K2_ZARZ_K06
PEU_K02	Assumes professional responsibilities, including: (a) upholding professional ethics and holding others to the same standards, and (b) safeguarding the achievements and traditions of the profession.	K2_ZARZ_K02

Program content ensuring learning outcomes

The subject provides an introduction to the issues in the general methodology of science, along with key concepts from the philosophy of science and argumentation theory. In addition to enhancing students' understanding of the nature and limitations of scientific methods, the subject aims to improve critical thinking skills and foster awareness of the social roles and ethical responsibilities of scientists.

Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparation for classes	5
Self-study of class topics	10
Preparation for an exam/credit	5
Student workload	Hours 50



Who Is Human? Philosophical Antropology

Educational subject description sheet

Basic information

Field of study Management Speciality - Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Elective Block Subjects from the fields of humanities or social sciences
Semester Semester 2	Activities, hours, ECTS and examination • Seminar: 30 h, 2 ECTS, Graded credit

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Analyses and defines the phenomenon of man based on based on the classifications and distinctions proposed within the framework of philosophical anthropology.	K2_ZARZ_W05
PEU_W02	Names and explains the status of man acting in the conditions of modern conditions prevailing in scientific and technical civilization. Knows and understands the dilemmas and challenges of civilization scientific and technological.	K2_ZARZ_W04
In terms of skills		
PEU_U01	Analyzes, researches, criticizes and evaluates the status of man operating in scientific and technical civilization.	K2_ZARZ_U03
PEU_U02	Uses and interprets the prevailing norms of in society and the organization of work and social life.	K2_ZARZ_U05

PEU_U03	Sarches for information, evaluates and leads discussion and creates his own projects in the field of optimization of individual and social life individual and social life.	K2_ZARZ_U16
In terms of social competences		
PEU_K01	Supports and protects all activities aimed at protection of human rights. Is ready to take action on behalf of the interests of the society.	K2_ZARZ_K02
PEU_K02	Expresses his own judgments and is able to identify social problems, addressing challenges in support of implementations of human rights. Identifies the problems of modern man, is sensitive and able to take up the challenges associated with them.	K2_ZARZ_K06

Program content ensuring learning outcomes

The subject concerns the understanding of man and his humanity as an individual and social being. Being a historical being, it is at the same time the object and subject of cognition. Living in society, he creates civilization and technology that affects him to an increasing extent. By using technology, man also attempts to become superhuman, hence the classes will undertake analyses of transhumanism and posthumanism.

Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Self-study of class topics	4
Conducting literature research	8
Preparation of a report/summary/presentation/paper	8
Student workload	Hours 50



Seminar I Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality Human Resource Management	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Obligatory elective
Study level second degree 4 semesters	Block Specialty subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 2	Activities, hours, ECTS and examination • Seminar: 15 h, 1 ECTS, Graded credit
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of skills		
PEU_U01	Selects information sources and literature business and organizational documentation appropriate to the topic of the work. Analyzes and interprets the obtained information evaluating its usefulness in solving complex problems defined in the work.	K2_ZARZ_U03
PEU_U02	Selects, justifies, and applies research methods, techniques, and tools for identifying, analyzing, and solving scientific problems in the field of management and quality sciences and/or advanced managerial and substantive problems within an organization related to the topic of their thesis. They are capable of critically assessing the applicability of methods and techniques. Modifies and correctly combines known methods or develops new research methods and tools to conduct an in-depth analysis of the defined problem in their thesis.	K2_ZARZ_U04

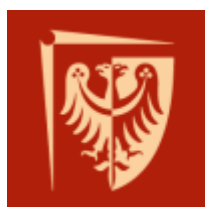
PEU_U03	Is prepared to develop a work in the form of a thesis. Evaluates the correctness of the formulated titles, objectives and scope of the work by leading a discussion on the consistency of the above issues. Prepares a document on the conception of the work entitled. "Thesis Declaration".	K2_ZARZ_U15
PEU_U04	Communicates effectively, argues logically, and engages in discussions by providing well-reasoned justifications for their ideas and solutions. Identifies potential directions for further work related to their research. Critically evaluates the planned actions and solutions of others, as well as the selection of research methods, while adhering to ethical principles.	K2_ZARZ_U16
In terms of social competences		
PEU_K01	He is open to suggestions to supplement knowledge and skills in the field of expertise, as well as to formulate questions to solve a defined problem and verify his views with experts (e.g., academics, entrepreneurs).	K2_ZARZ_K01
PEU_K02	Defends their views in a communicative and professional manner, adhering to good academic practices and ethical principles.	K2_ZARZ_K06

Program content ensuring learning outcomes

In this subject, students familiarize themselves with the substantive requirements and formal procedures regarding the preparation of a Master's thesis and the submission of its topic. The subject covers literature review methods and principles of cooperation with external entities that serve as the basis for empirical research. During the classes, students conduct a critical assessment of the planned research topics and the selection of research methods. A key component of the subject consists of individual consultations aimed at refining the research problem. The subject concludes with the development and visual presentation of the thesis structure and objectives, which allows for the verification of the student's readiness to complete the work and for providing additional guidance.

Calculation of ECTS points

Activity form	Activity hours
Seminar	15
Preparation of a report/summary/presentation/paper	10
Student workload	Hours 25



Development of Personal Potential Educational subject description sheet

Basic information

Field of study Management Speciality Human Resource Management Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Elective Block Specialty subjects Subject related to scientific research Yes
Semester Semester 2	Activities, hours, ECTS and examination • Seminar: 30 h, 2 ECTS, Graded credit

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of skills		
PEU_U01	Selects, adapts, justifies, and applies appropriate concepts and tools necessary for planning and developing personal potential.	K2_ZARZ_U05
PEU_U02	Designs and justifies a resource planning strategy necessary for personal professional development, using diverse sources of information.	K2_ZARZ_U03
PEU_U03	Collaborates and works effectively in group and team-based organizational settings, taking on various roles as needed.	K2_ZARZ_U14
PEU_U04	Formułuje, uzasadnia i dostosowuje komunikaty dla zróżnicowanych grup odbiorców, zarówno w wymiarze komunikacji indywidualnej, jak i grupowej.	K2_ZARZ_U16
In terms of social competences		

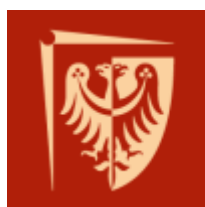
PEU_K01	Is aware of the need for critical evaluation of their knowledge and professional skills. Is prepared to independently identify areas of knowledge, competencies, and skills that need to be supplemented.	K2_ZARZ_K01
PEU_K02	Is oriented towards professional behavior. Recognizes and resolves dilemmas, including ethical ones, related to the professional sphere, personal life, and self-development.	K2_ZARZ_K03
PEU_K03	Takes initiative in accepting and assuming responsibility for assigned tasks, particularly in terms of independently preparing for work, making decisions, and initiating, conducting, and completing activities.	K2_ZARZ_K05
PEU_K04	Is oriented towards critical thinking and appropriately determines the priorities of his/her own work and the work of others in connection with the organizational roles performed.	K2_ZARZ_K07

Program content ensuring learning outcomes

The subject familiarizes students with concepts and tools that enable the assessment and planning of personal professional development, allowing them to take a conscious approach to managing their career paths. An essential element of the subject is also introducing concepts and tools related to planning the resources necessary for effective personal growth in a professional context. Additionally, the subject covers methods for implementing, evaluating, and supporting personal development plans, preparing students for the efficient realization of their professional goals and maintaining long-term growth.

Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparation of a report/summary/presentation/paper	5
Preparation for classes	10
Self-study of class topics	5
Student workload	Hours 50



Communication in Social Media Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality Human Resource Management	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Elective
Study level second degree 4 semesters	Block Specialty subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 2	Activities, hours, ECTS and examination • Seminar: 30 h, 2 ECTS, Graded credit
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of skills		
PEU_U01	Chooses, adapts, justifies and applies appropriate norms and standards (legal, professional, moral and ethical) in social media, for personal, professional and social communications.	K2_ZARZ_U05
PEU_U02	Formulates, justifies, selects, and verifies social media communication policies in accordance with the established priorities, in the context of internal and external conditions.	K2_ZARZ_U05
PEU_U03	Understands spoken and read texts, creates basic social media content, and accesses information quality to solve communication problems.	K2_ZARZ_U03
PEU_U04	Establishes social contacts and influences the behavior of members of the organization within a group or team structure through social networks.	K2_ZARZ_U14
PEU_U05	Expresses coherently on a known topic, interprets and evaluates communication, and formulates opinions for diverse audiences.	K2_ZARZ_U16

In terms of social competences		
PEU_K01	Cooperates and communicates in a group, prioritizing tasks effectively in collaboration with others.	K2_ZARZ_K03
PEU_K02	Demonstrates readiness to independently organize and manage the work of teams, taking responsibility for assigned roles.	K2_ZARZ_K05
PEU_K03	Develops and refines their professional knowledge and skills to effectively communicate, advocate for, and negotiate their perspectives with courage and patience.	K2_ZARZ_K01
PEU_K04	Behaves in a professional and ethical manner; sees and formulates ethical dilemmas related to own and someone else's work; looks for appropriate solutions.	K2_ZARZ_K07

Program content ensuring learning outcomes

The subject explores communication in social media from personal, professional, and social perspectives. It will cover developing a virtual social media personality, creating and analyzing communication strategies for different contexts, and examining organizational social media policies, including intra-networks and employer branding. Group discussions, case studies, and student presentations will provide practical application of these concepts, focusing on HR-related social media challenges and solutions.

Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparation of a report/summary/presentation/paper	10
Conducting literature research	10
Student workload	Hours 50



Intrapreneurship and Organizational Innovation

Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality Human Resource Management	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Elective
Study level second degree 4 semesters	Block Specialty subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 2	Activities, hours, ECTS and examination • Lecture: 30 h, 2 ECTS, Graded credit; including sub-activities: ◦ Synchronous lecture: 26
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Explains the impact of global conditions, such as legal and economic regulations, on the competitiveness of organizations and innovation processes, identifies the role of organizational innovations in organizational strategy.	K2_ZARZ_W03
PEU_W02	Demonstrates the potential effects of economic and legal regulations on intrapreneurial initiatives and innovations within organisations.	K2_ZARZ_W11
In terms of skills		
PEU_U01	Demonstrates the potential effects of economic and legal regulations on intrapreneurial initiatives and innovations within organisations.	K2_ZARZ_U01
In terms of social competences		

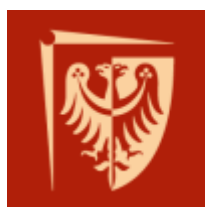
PEU_K01	Exhibits initiative in identifying problems and innovation opportunities within the organization, is open to cross-functional collaboration, and takes on challenges related to implementing intrapreneurial initiatives within an innovation-supportive organizational culture.	K2_ZARZ_K04
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Program content ensuring learning outcomes

The subject explores how organizations can foster intrapreneurial thinking and behaviors to drive innovation and long-term growth. Students will learn about the role of HR and leadership in building a culture of innovation, developing organizational capacity, and overcoming barriers to intrapreneurship. The subject also covers metrics for evaluating intrapreneurial success and strategies for scaling innovative initiatives within organizations.

Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Preparation of a report/summary/presentation/paper	15
Preparation for an exam/credit	5
Student workload	Hours 50



Leadership for Intrapreneurship Educational subject description sheet

Basic information

Field of study Management Speciality Human Resource Management Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Elective Block Specialty subjects Subject related to scientific research Yes
Semester Semester 2	Activities, hours, ECTS and examination • Lecture: 30 h, 2 ECTS, Graded credit; including sub-activities: ◦ Synchronous lecture: 26

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Explains leadership's role for intrapreneurship, defines characteristics of intrapreneur and entrepreneurial behavior within organisation, identifies leadership styles for intrapreneurial organisations.	K2_ZARZ_W11
PEU_W02	Explains how leadership for intrapreneurship influences the implementation of organizational strategy and its competitiveness in the context of global legal and economic conditions. Designates strategic management methods that support the development of intrapreneurship.	K2_ZARZ_W03
In terms of skills		
PEU_U01	Analyses the potential impact of national and international economic and legal regulations on intrapreneurial initiatives and innovations within organisations.	K2_ZARZ_U01

In terms of social competences		
PEU_K01	Identifies problems and innovation opportunities within an organization, demonstrates initiative, and takes on challenges related to intrapreneurship in changing social conditions. Is sensitive to social needs, respects principles of collaboration, and values diversity while supporting the development of innovative solutions. Defends and advocates for actions that promote responsible innovation, ensuring a balance between organizational interests and the needs of the social environment.	K2_ZARZ_K04

Program content ensuring learning outcomes

The subject focuses on the role of leadership in shaping intra-entrepreneurial thinking and behaviour in organisations. Students will learn about approaches and tools that support initiating and conducting innovations within the company, developing proactive attitudes and building an environment conducive to experimentation and cooperation. The classes take into account the connection of intra-entrepreneurial activities with the strategic goals of the organization and the response to selected global challenges.

Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Preparation for an exam/credit	5
Self-study of class topics	5
Preparation of a report/summary/presentation/paper	10
Student workload	Hours 50



Wrocław University of Science and Technology

Managerial Accounting Educational subject description sheet

Basic information

Field of study Management Speciality - Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory Block Major-specific subjects Subject related to scientific research Yes
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Semester Semester 3	Activities, hours, ECTS and examination • Lecture: 15 h, 2 ECTS, Exam; including sub-activities: ◦ Synchronous lecture: 11 • Classes: 15 h, 1 ECTS, Graded credit • Laboratory: 15 h, 1 ECTS, Graded credit
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Describes structured knowledge about the essence of management accounting and cost accounting, as well as their origins and stages of development in Poland and worldwide.	K2_ZARZ_W09
PEU_W02	Characterizes the methods and concepts of cost accounting as well as the tools of management accounting.	K2_ZARZ_W08
PEU_W03	Describes the methods of budget construction and the individual documents of financial statements.	K2_ZARZ_W07
In terms of skills		
PEU_U01	Analyzes cost accounting models, identifies differences between them, and evaluates their impact on financial results.	K2_ZARZ_U02

PEU_U02	Performs cost calculations and conducts analysis, planning, forecasting, and cost optimization.	K2_ZARZ_U04
PEU_U03	Prepares a company budget and demonstrates its effects as reflected in the financial statement.	K2_ZARZ_U08
PEU_U04	Selects and interprets sources of information (professional literature and market data) in order to critically analyze problems in the field of management accounting.	K2_ZARZ_U03
PEU_U05	It formulates and justifies alternative solutions to complex decision-making problems (e.g. price, investment) based on the results of cost analyses.	K2_ZARZ_U06
In terms of social competences		
PEU_K01	Appreciates the importance of management accounting in business practice, especially its role in providing management with economic information essential for organizational management and the fulfillment of its functions.	K2_ZARZ_K04
PEU_K02	Is responsible for collecting, processing, and presenting financial and non-financial information about a project, the company, and its environment to support managers in making operational and strategic decisions.	K2_ZARZ_K05
PEU_K03	Critically assesses the impact of cost-optimization decisions on the social environment and the organization's clients.	K2_ZARZ_K02

Program content ensuring learning outcomes

The subject includes lectures, exercises, and laboratory sessions aimed at acquiring knowledge and skills for effective actions supporting the planning, control, and optimization of manufacturing costs. With the knowledge gained and practical exercises, students will be able to independently: manage costs and revenues in selected areas of activity after completing the subject.

The objectives of the subject include preparing students to acquire practical managerial skills in planning production or service costs, as well as setting prices and budgeting for specific areas of activity.

Calculation of ECTS points

Activity form	Activity hours
Lecture	15
Classes	15
Laboratory	15
Preparation for classes	16
Conducting literature research	5
Preparation for an exam/credit	10
Self-study of class topics	10
Preparation of a report/summary/presentation/paper	10

Credit/Exam	4
Student workload	Hours 100



Training and Development Educational subject description sheet

Basic information

Field of study Management Speciality Human Resource Management Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Group of classes Yes Lecture languages English Mandatoriness Obligatory in specialty Block Specialty subjects Subject related to scientific research Yes
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Semester Semester 3	Examination Graded credit Activities and hours Project: 30, including sub-activities: • Synchronous project activities: 14 Seminar: 30	Number of ECTS points 4.0
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Defines the stages and tools of a training needs survey. Selects training methods and techniques appropriate to the needs of the organisation and to the audience. Defines the schedule and plan of realization of trainings. Presents training materials and didactic tools for realization of a training programme. Selects methods of training effectiveness assessment.	K2_ZARZ_W09
In terms of skills		
PEU_U01	Is able to design the process and analyze training needs in an organization	K2_ZARZ_U14

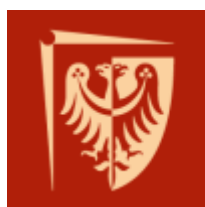
PEU_U02	Is able to design a training program for a selected organization	K2_ZARZ_U07
PEU_U03	Is able to select the appropriate scope of training and teaching methods for the proposed training program in a selected organization	K2_ZARZ_U06
PEU_U04	Can design tools to evaluate the effectiveness of a training program	K2_ZARZ_U04
PEU_U05	Can develop a comprehensive training project program in the form of a written report for a selected organization	K2_ZARZ_U15
PEU_U06	Can select sources of information and use techniques for obtaining them (interview, questionnaire, documentation) can integrate the obtained information, interpret it, as well as draw conclusions and formulate and justify opinions in the area of training and development.	K2_ZARZ_U03
In terms of social competences		
PEU_K01	Is prepared to initiate changes in the organization and participate in their planning and implementation.	K2_ZARZ_K04
PEU_K02	Is able to cooperate and work in team in the organization. Can properly set priorities in own work and in cooperation with others.	K2_ZARZ_K03
PEU_K03	Is aware of the responsibility for own work and readiness to submit to the priorities set by others and be responsible for the tasks performed independently or in a team.	K2_ZARZ_K05
PEU_K04	Understands the essence of a comprehensive approach to designing training programs in an organization	K2_ZARZ_K01

Program content ensuring learning outcomes

The subject focuses on a practical approach to the analysis of training needs, the design and implementation of development programmes in an organisation and the evaluation of their effectiveness. Students work in groups and individually (seminar) and in project teams (project), going through the key stages of the training cycle, from needs diagnosis to implementation and evaluation of training effectiveness. The aim of the subject is to gain practical knowledge of designing an employee development process in an organisation, acquire knowledge and skills to identify training needs, prepare a training programme design tailored to the organisation, develop methods to evaluate training effectiveness, acquire knowledge and gain experience in creating materials and conducting training.

Calculation of ECTS points

Activity form	Activity hours
Project	30
Seminar	30
Preparation of a project	40
Student workload	Hours 100



Leadership in the Organization

Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality -	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Obligatory
Study level second degree 4 semesters	Block Major-specific subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 3	Activities, hours, ECTS and examination - Lecture: 30 h, 3 ECTS, Exam; including sub-activities: - Synchronous lecture: 26 - Classes: 30 h, 2 ECTS, Graded credit
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Explains models of leadership, motivation and mechanisms related to group and social influence in an organisation. Indicates principles for counteracting the negative effects of individual and social actions in an organisation.	K2_ZARZ_W10
PEU_W02	Critically assesses the scope and level of their professional knowledge and skills in the area of leadership. Is prepared to independently seek out areas of knowledge to supplement and skills to improve.	K2_ZARZ_W09
In terms of skills		
PEU_U01	Identifies factors contributing to the effectiveness of organizational and team leadership and is able to use them to use power and authority effectively and design effective teams	K2_ZARZ_U02

PEU_U02	Uses psychological knowledge in leading and managing people in the organization and in project tasks as well as assuming the role of a leader.	K2_ZARZ_U14
PEU_U03	Analyses organisational problems, searches for relevant and reliable data in Polish and foreign-language sources, then develops arguments and decides on possible courses of action.	K2_ZARZ_U03
PEU_U04	Selects and applies appropriate methods (including information and communication tools) to diagnose and solve complex organisational problems, then evaluates and verifies their effectiveness, modifying the approach based on critical analysis of the results.	K2_ZARZ_U04
In terms of social competences		
PEU_K01	Declares his own views and stands up for them. He is capable of persuading and negotiating to achieve common goals.	K2_ZARZ_K01
PEU_K02	Communicates effectively and empathetically with others, while respecting different perspectives and worldviews	K2_ZARZ_K07
PEU_K03	Respects the ethos and principles of leadership ethics and decides on the priorities of their own actions and cooperation in a responsible manner, taking into account the consequences of decisions for people, the team and the organisation.	K2_ZARZ_K03

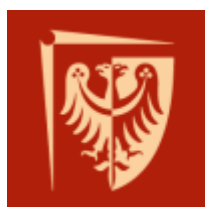
Program content ensuring learning outcomes

The subject discusses the dynamic processes taking place in organizations from the perspective of leadership, including the mechanisms of social influence and the functioning of power in professional relationships. Students learn about the psychological determinants of gaining power and the consequences of its use for individuals, teams and organizations. The classes also cover the issues of leadership emergence in groups and the development of skills related to performing a leadership role.

Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Classes	30
Preparation for an exam/credit	15
Preparation of a report/summary/presentation/paper	15
Self-study of class topics	10
Preparation for classes	6
Preparation of a project	10
Credit/Exam	4
Conducting literature research	5

Student workload	Hours 125
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Coaching Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality Human Resource Management	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Obligatory in specialty
Study level second degree 4 semesters	Block Specialty subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 3	Activities, hours, ECTS and examination • Seminar: 30 h, 2 ECTS, Graded credit
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Characterizes of the area of coaching. Indicates what the coaching style of management is characterized by. Indicates individual coaching models. Designates the features of the contract and the way of developing a coaching session. Explains of the goals and elements of the coaching process.	K2_ZARZ_W01
In terms of skills		
PEU_U01	Effectively applies the advanced methods and techniques to make decisions in the field of human resource management and to motivate them by asking questions.	K2_ZARZ_U04
PEU_U02	Analyses, interprets and evaluates the behaviour of members of the organization and selects optimally designed coaching sessions.	K2_ZARZ_U14
In terms of social competences		

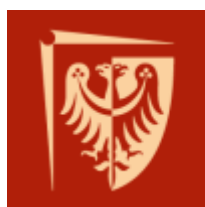
PEU_K01	Is capable of independently and critically evaluating the scope and level of their professional knowledge and skills, both in the field of organisation and management sciences as well as in the interdisciplinary aspect. Is prepared to independently seek areas of knowledge to supplement and skills to improve. Shows initiative in inspiring and organising the process of learning of other people.	K2_ZARZ_K01
PEU_K02	Is open to cooperate and work in group and team forms of work organisation (assuming different roles in them). Shows initiative in independently organising and managing the work of teams.	K2_ZARZ_K03

Program content ensuring learning outcomes

The subject familiarizes students with the origins, types and applications of coaching, including selected coaching models. During the subject, student will have the opportunity to practice coaching microsessions to improve their competence in the area of social skills such as direct communication, selecting and posing questions that are optimal for the selected problem situation, giving feedback. These skills are fundamental in coaching. During the subject, students will work both individually and in groups, gaining knowledge and experience in selecting the most optimal solutions during difficult managerial situations.

Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Self-study of class topics	15
Preparation of a project	5
Student workload	Hours 50



Information Systems for Human Resource Management

Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality Human Resource Management	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Obligatory in specialty
Study level second degree 4 semesters	Block Specialty subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 3	Activities, hours, ECTS and examination • Lecture: 30 h, 2 ECTS, Graded credit; including sub-activities: ◦ Synchronous lecture: 26 • Project: 30 h, 2 ECTS, Graded credit; including sub-activities: ◦ Synchronous project activities: 14
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Explains HRM systems definition and basic functions	K2_ZARZ_W13
In terms of skills		
PEU_U01	Makes a critical analysis in the selection of data and statistical methods for the analysis of measurement indicators used in human resource management.	K2_ZARZ_U04
PEU_U02	Analyzes and visualize complex data using modern IT tools and is able to draw correct conclusions based on the available data.	K2_ZARZ_U02

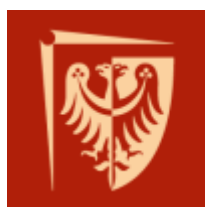
PEU_U03	Develops elements of the organization's computerization strategy, evaluates, selects and prepares for implementation integrated management information systems. Is able to use advanced information systems supporting management in the organization and in its functional areas related to the studied specialization	K2_ZARZ_U12
In terms of social competences		
PEU_K01	Searches for information and analyzing data understand the importance of business requirements in the design and implementation of human resource information systems. Demonstrates readiness for independent, flexible search and critical selection of methods and tools for solving problems that arise in the workplace.	K2_ZARZ_K04

Program content ensuring learning outcomes

The subject focuses on the use of information systems in human resource management. Students will learn the criteria for choosing an HR system for a specific organization, taking into account its needs, structure and business goals. During the classes, they will get acquainted with examples of IT solutions supporting HR processes and analyze their functional scope in the area of employee registration and service, recruitment, development, periodic evaluations or reporting. Students will also develop the ability to create simple IT tools or effectively use existing applications and systems to collect, organize and analyze HR data, which will allow them to support personnel decision-making in the company.

Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Project	30
Preparation for classes	5
Preparation of a report/summary/presentation/paper	20
Preparation for an exam/credit	5
Self-study of class topics	10
Student workload	Hours 100



Foreign Language 2.1

Educational subject description sheet

Basic information

Field of study lektoraty Speciality - Organizational unit Wrocław University of Science and Technology Study level second degree Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Elective Block Foreign languages
Semesters Semester 1, Semester 2, Semester 3	Activities, hours, ECTS and examination • Classes: 30 h, 2 ECTS, Graded credit

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of skills		
PEU_U01	Student has knowledge, skills and competences consistent with the requirements specified for the minimum B2 level according to the Common European Framework of Reference for Languages; knows, understands and uses linguistic means (grammatical, lexical and stylistic) from academic, specialist and technical languages used in the field of study and in the academic and professional environment; communicates in an intercultural and professional environment; understands and has the ability to analyze foreign-language specialist texts; improves their skills in the area of specialized and academic languages.	SJO_S2_U01

Program content ensuring learning outcomes

B2 plus English, French, Spanish, GermanC1 plus English languageGeneral educational content

Formation and deepening of communicative competence in academic and professional settings.
 Interaction appropriate to the appropriate level of linguistic competence, such as the student's own profile for academic and professional purposes. Deepening creative, receptive and interactive competence in a team.
 Language in communication in specialized and professional fields in the modern world. Verbal and non-verbal communication - functioning freely in an intercultural environment, conducting discourse, polemics, analysis of specialized texts.

Calculation of ECTS points

Activity form	Activity hours
Classes	30
Preparaton for classes	30
Student workload	Hours 60



MSc Thesis I Educational subject description sheet

Basic information

Field of study Management Speciality Human Resource Management Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory elective Block Specialty subjects Subject related to scientific research Yes
Semester Semester 3	Activities, hours, ECTS and examination • Project: 30 h, 6 ECTS, Graded credit; including sub-activities: ◦ Synchronous project activities: 30

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Characterizes and explains substantive issues related to management in the selected area connected to their chosen specialization. Characterizes, selects, classifies, and compares methods, techniques, and tools used to solve scientific and managerial problems within the scope of the chosen topic of their master's thesis.	K2_ZARZ_W09
In terms of skills		
PEU_U01	Searches for, selects, analyzes, interprets, and critiques Polish and foreign-language texts in the field of management, including professional literature, business, and organizational documentation, to identify and solve a scientific and/or managerial problem in their master's thesis.	K2_ZARZ_U03

PEU_U02	Selects, justifies, and applies research methods, techniques, and tools for identifying, analyzing, and solving scientific problems in the field of management and quality sciences and/or advanced managerial and substantive problems within an organization related to the topic of their thesis. They are capable of critically assessing the applicability of methods and techniques. Modifies and correctly combines known methods or develops new research methods and tools to conduct an in-depth analysis of the defined problem in their thesis.	K2_ZARZ_U04
PEU_U03	Formulates research problems, objectives, and hypotheses and plans the research process to prepare a master's thesis in the discipline of management and quality sciences. They select appropriate research and analytical methods and tools for their research process and critically evaluate their usefulness and potential limitations.	K2_ZARZ_U13
In terms of social competences		
PEU_K01	Is open and capable of independently and critically assessing the scope and level of their knowledge and research and professional skills, both in the field of management and quality sciences and in an interdisciplinary context. Demonstrates the ability and initiative to independently seek knowledge and improve their skills in methods and tools for solving scientific and managerial problems. They are capable of collaborating with other entities, including experts (e.g., entrepreneurs, thesis advisors), to obtain information and support when facing challenges related to the problem addressed in their thesis.	K2_ZARZ_K01
PEU_K02	Defends their views in a communicative and professional manner, adhering to good academic practices and ethical principles.	K2_ZARZ_K06
PEU_K03	Respects and acts in a professional and ethical manner at every stage of preparing their master's thesis. They identify and formulate ethical dilemmas related to their own and others' work.	K2_ZARZ_K07

Program content ensuring learning outcomes

The subject curriculum covers the principles of scientific writing methodology and the application of best practices in creating academic texts. Emphasis is placed on the ability to precisely formulate research problems and objectives while selecting research methods appropriate to the chosen topic. The educational process involves deepening knowledge within the selected specialization and improving proficiency in acquiring and critically utilizing scientific and technical information. A key element is the design of the research process, which includes problem diagnosis and the adaptation or independent development of research tools. The subject content also includes the preparation of the theoretical part of the thesis based on the subject literature and the planning of empirical research. All topics are set within the context of contemporary scientific problems in the discipline of management and quality sciences.

Calculation of ECTS points

Activity form	Activity hours
Conducting literature research	50
Preparation of a project	40
Preparation of the thesis	30
Project	30

Student workload	Hours 150
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Seminar II

Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality Human Resource Management	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Obligatory elective
Study level second degree 4 semesters	Block Specialty subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 3	Activities, hours, ECTS and examination • Seminar: 15 h, 1 ECTS, Graded credit
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of skills		
PEU_U01	Critically evaluate the usefulness of methods and techniques in solving research problems.	K2_ZARZ_U04
PEU_U02	Interprets and formulates conclusions from the Polish and foreign texts concerning management.	K2_ZARZ_U03
PEU_U03	Formulates and demonstrates own opinions on texts about management and quality studies.	K2_ZARZ_U15
PEU_U04	In a communicative way, argues, presents and leads a discussion, justifying his ideas and solutions in a factual way, and indicates potential directions for further work concerning his own research.	K2_ZARZ_U16
In terms of social competences		

PEU_K01	Is responsible for the individual realization of the research. Is open to suggestions to expanding knowledge and skills, formulates questions aimed at solving a defined problem and verify his views with experts.	K2_ZARZ_K01
PEU_K02	Defends own views in a communicative and professional way, comply with good academic practices and ethical principles.	K2_ZARZ_K06

Program content ensuring learning outcomes

The classes support students in the detailed preparation of their master's thesis, including the preparation of a work plan, the rules of using scientific literature, and the correct citation and creation of bibliographies. Requirements for technical editing of the text, issues of copyright and academic reliability, as well as ways of presenting the results of the work during the diploma exam are also discussed.

Calculation of ECTS points

Activity form	Activity hours
Seminar	15
Preparation for classes	5
Preparation of a report/summary/presentation/paper	5
Student workload	Hours 25



Diversity Management

Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality Human Resource Management	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Elective
Study level second degree 4 semesters	Block Specialty subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 3	Activities, hours, ECTS and examination • Seminar: 30 h, 2 ECTS, Graded credit
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of skills		
PEU_U01	Searches for, analyzes, and interprets Polish and foreign-language sources of information, including professional literature and business documentation, to assess their quality and relevance for solving complex issues related to diversity management. Develops creative interpretations and presents findings in the strategic context of the organization.	K2_ZARZ_U03
PEU_U02	Selects, justifies, and applies appropriate methods and advanced information and communication techniques to identify, analyze, and solve problems related to diversity management. Verifies the applicability of selected tools and innovatively modifies them to optimize organizational processes.	K2_ZARZ_U04

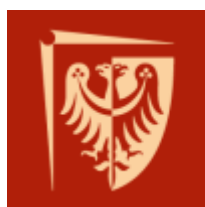
PEU_U03	Applies specialized normative systems and develops appropriate norms and standards (legal, professional, moral, and ethical) in managing diversity. Evaluates their relevance and implements them into organizational activities, considering the specific needs and values of the team.	K2_ZARZ_U05
PEU_U04	Formulates solutions to complex issues related to diversity management in the organization. Justifies the selection of solutions, plans their implementation, and monitors the alignment of actions with established priorities, considering internal and external organizational conditions.	K2_ZARZ_U06
PEU_U05	Collaborates with a team, taking on various roles in group work settings. Organizes and leads the team's work, monitors task execution, and adapts actions to meet the diverse needs and perspectives of team members	K2_ZARZ_U14
In terms of social competences		
PEU_K01	Identifies areas requiring self-improvement and critically evaluates the level of their knowledge and skills in diversity management. Is capable of taking on challenges related to self-directed learning, demonstrates initiative in seeking expert opinions, and respects the necessity of continuous professional development.	K2_ZARZ_K01
PEU_K02	Demonstrates readiness to identify issues related to diversity in the workplace, takes on challenges to solve them, and anticipates the consequences of their decisions. Respects ethical principles, acts in accordance with them, and supports initiatives addressing evolving social needs.	K2_ZARZ_K04

Program content ensuring learning outcomes

The subject covers the issues of diversity in organizations, taking into account individual perspectives and experiences related to diversity and its primary and secondary dimensions. Students analyze the role of stereotypes, prejudices and privileges in the functioning of organizations. The classes also discuss the applications of diversity management in the ethical and legal context, as well as in the areas of communication, media and marketing activities.

Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparation of a report/summary/presentation/paper	20
Student workload	Hours 50



Developing Cultural Competences

Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality Human Resource Management	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Elective
Study level second degree 4 semesters	Block Specialty subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 3	Activities, hours, ECTS and examination • Seminar: 30 h, 2 ECTS, Graded credit
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of skills		
PEU_U01	Effectively communicates in diverse cultural contexts, adapting language and style to ensure clarity and understanding.	K2_ZARZ_U03
PEU_U02	Leads and moderates discussion to solve complex problems, using a variety of techniques and tools in a critical way.	K2_ZARZ_U04
PEU_U03	Identifies, analyzes, and solves problems effectively, taking into account diverse norms and standards.	K2_ZARZ_U05
PEU_U04	Collaborates in group and team forms of organization.	K2_ZARZ_U14
PEU_U05	Formulates solutions to identified problems, justifying their selection, significance and predicting their consequences.	K2_ZARZ_U06
In terms of social competences		
PEU_K01	Respects and adheres to established rules and principles in various contexts.	K2_ZARZ_K04

PEU_K02	Critically evaluates information, arguments, and situations to make informed and balanced decisions.	K2_ZARZ_K01
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Program content ensuring learning outcomes

The subject introduces cultural competences: understanding the concept and importance of cultural competence in a globalised world. It brings closer cultural awareness and self-reflection, identification of one's own cultural biases and their impact on interactions. Participants will acquire conflict resolution skills in multicultural environments, learn strategies for managing and resolving conflicts in diverse teams. Case studies and practical applications will be analysed – analyses of real-life examples and participation in simulations to apply the knowledge gained.

Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Conducting empirical studies	7
Conducting literature research	7
Preparation of a project	6
Student workload	Hours 50



Compensation and Rewarding

Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality Human Resource Management	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Obligatory in specialty
Study level second degree 4 semesters	Block Specialty subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 4	Activities, hours, ECTS and examination • Project: 30 h, 2 ECTS, Graded credit; including sub-activities: ◦ Synchronous project activities: 14
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Identifies the complexity of issues related to compensation and rewarding within an organization and their impact on various processes and managerial functions. They characterize the relationships between job positions and compensation needs, define criteria for job evaluation and compensation systems, and compare different rewarding strategies and systems. Formulates proposals for effective compensation systems, justifies their relevance in the context of organizational goals, and presents variants of pay rise systems, considering their practical application.	K2_ZARZ_W07

PEU_W02	Presents advanced knowledge of management methods and tools used in designing and implementing compensation and rewarding systems. Defines the principles of developing rewarding strategies in the context of organizational goals, distinguish various methods for job evaluation, selects appropriate techniques for analyzing and designing compensation systems, and justifies the application of chosen solutions to managerial problems. Presents comprehensive proposals for rewarding systems, considering their practical implementation and effectiveness.	K2_ZARZ_W09
In terms of skills		
PEU_U01	Selects and justifies the use of methods and techniques, including advanced information and communication tools, in designing compensation and rewarding systems to analyze and address complex managerial challenges within an organization. They apply appropriate techniques to develop rewarding strategies and critically evaluate their suitability in the context of organizational goals. Additionally, adapts existing or develops new tools in an innovative manner to create effective and modern solutions in the area of rewarding.	K2_ZARZ_U04
PEU_U02	Develops solutions to complex problems related to designing compensation and rewarding systems within an organization. Justifies the selection of proposed strategies and tools, chooses the most appropriate solutions, and verifies their effectiveness while considering organizational priorities and internal and external conditions.	K2_ZARZ_U06
PEU_U03	Designs complex changes within the organization related to compensation and rewarding systems, anticipates the multifaceted social and organizational impacts of their implementation, and initiates and plans the process of introducing these changes, considering the interests of various stakeholder groups.	K2_ZARZ_U07
PEU_U04	Collaborates and works in group and team-based forms of work organization, taking on various roles within the team. They independently organize the team's work, lead it, and ensure effective management of the process related to designing compensation and rewarding systems.	K2_ZARZ_U14
In terms of social competences		
PEU_K01	Demonstrates readiness to identify, critically analyze, and solve problems related to compensation and rewarding in the workplace. They anticipate the consequences of decisions in the context of changing social and organizational needs, thinking and acting entrepreneurially while considering the long-term goals of the organization.	K2_ZARZ_K04

Program content ensuring learning outcomes

This subject focuses on the design and implementation of effective compensation and rewarding systems within organizational contexts. It explores the principles of team organization, job analysis, and evaluation to identify the unique compensation needs of different roles. Students will develop an initial compensation strategy and design comprehensive systems, presenting their proposals for practical implementation. The subject also covers rewarding strategies, including the creation and critical comparison of two distinct rewarding systems, alongside pay rise mechanisms tailored to organizational goals. The final stage involves presenting a detailed report, synthesizing all aspects of the compensation and rewarding frameworks.

Calculation of ECTS points

Activity form	Activity hours
Project	30
Preparation of a report/summary/presentation/paper	20
Student workload	Hours 50



Employer Branding Educational subject description sheet

Basic information

Field of study Management Speciality - Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory Block Major-specific subjects Subject related to scientific research Yes
Semester Semester 4	Activities, hours, ECTS and examination • Classes: 30 h, 2 ECTS, Graded credit

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of skills		
PEU_U01	Analyzes the current situation of the employer's brand.	K2_ZARZ_U03
PEU_U02	Uses methods and tools to diagnose the employer's brand.	K2_ZARZ_U04
PEU_U03	Evaluates and modifies designed employer brand management activities. Designs and implements activities related to the creation of internal and external employer branding.	K2_ZARZ_U06
PEU_U04	Cooperates with other team members and demonstrates readiness to lead.	K2_ZARZ_U14
In terms of social competences		
PEU_K01	Demonstrates initiative, creativity, concreteness and a model approach in formulating, communicating and defending his/her own solutions and opinions.	K2_ZARZ_K06

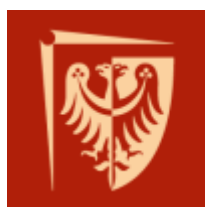
PEU_K02	Is able to take responsibility in the field of enterprise management, not only in the substantive but also ethical dimension.	K2_ZARZ_K07
PEU_K03	Is able to identify and solve employer branding problems of organizations, analyze their impact on the social environment and the labor market, and make entrepreneurial communication decisions.	K2_ZARZ_K04

Program content ensuring learning outcomes

The subject concerns building, diagnosing and developing the employer's brand in practice. Students will learn about the methods and tools used in creating employer branding. Approaches to assessing the effectiveness of implemented activities and drawing conclusions for the needs of further improvement of the employer's brand.

Calculation of ECTS points

Activity form	Activity hours
Classes	30
Preparation for an exam/credit	10
Preparation of a report/summary/presentation/paper	10
Student workload	Hours 50



Analytical Workshop Educational subject description sheet

Basic information

Field of study Management Speciality Human Resource Management Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory in specialty Block Specialty subjects Subject related to scientific research Yes
Semester Semester 4	Activities, hours, ECTS and examination • Project: 30 h, 2 ECTS, Graded credit; including sub-activities: ◦ Synchronous project activities: 14

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of skills		
PEU_U01	Plans and executes the research activities with the use of different analytical approaches	K2_ZARZ_U04
PEU_U02	Uses qualitative methods to gather problem relevant data and information	K2_ZARZ_U13
PEU_U03	Analyses and reports research findings	K2_ZARZ_U15
PEU_U04	Selects proper analytical methods to the research problem.	K2_ZARZ_U03

Program content ensuring learning outcomes

The subject familiarizes students with various approaches to knowledge and data analysis (with particular emphasis on the difference between qualitative and quantitative methods), and to acquire the ability to qualitatively analyze data through observation, interviews, document and artifact analysis, and other ethnographic methods, along with the ability to prepare

relevant reports (including field research).

Calculation of ECTS points

Activity form	Activity hours
Project	30
Conducting empirical studies	15
Preparation for classes	5
Student workload	Hours 50



Performance Management in Human Resource Management

Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality -	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Obligatory
Study level second degree 4 semesters	Block Major-specific subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 4	Activities, hours, ECTS and examination - Lecture: 30 h, 2 ECTS, Graded credit; including sub-activities: - Synchronous lecture: 26 - Classes: 15 h, 1 ECTS, Graded credit
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Identifies methods for measuring performance and evaluating employee achievements and understands their importance for the organization.	K2_ZARZ_W08
PEU_W02	Selects tools and techniques used for measuring performance and implementing performance management systems in the organization.	K2_ZARZ_W09
In terms of skills		
PEU_U01	Constructs and calculates performance evaluation indicators.	K2_ZARZ_U04
PEU_U02	Formulates solutions to complex problems related to the evaluation of performance.	K2_ZARZ_U06
In terms of social competences		

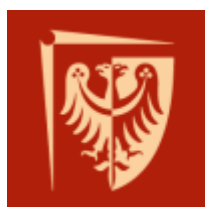
PEU_K01	Is oriented towards critically evaluating the impact of the performance management system on employees and the broader social environment of the organization.	K2_ZARZ_K02
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Program content ensuring learning outcomes

Students will gain the ability to design and implement performance management systems in an organization - from the stage of planning goals and evaluation criteria, to the selection of tools and monitoring progress. They will learn the principles of connecting employee goals with team goals and company strategy, as well as using feedback to support development and motivation. Students will also learn to design, calculate and interpret key performance indicators (KPIs) in the area of HR in order to accurately measure and analyze the results of activities and formulate conclusions to improve human resource management processes.

Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Classes	15
Preparation for an exam/credit	10
Preparation for classes	10
Self-study of class topics	10
Student workload	Hours 75



MSc Thesis II

Educational subject description sheet

Basic information

Field of study Management Speciality Human Resource Management Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Obligatory elective Block Specialty subjects Subject related to scientific research Yes
Semester Semester 4	Activities, hours, ECTS and examination • Project: 30 h, 14 ECTS, Graded credit; including sub-activities: ◦ Synchronous project activities: 30

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Characterizes and explains in depth substantive management issues within the scope related to the field of study, taking into account contemporary development trends in the discipline of management and quality sciences.	K2_ZARZ_W01
PEU_W02	Identifies and classifies scientific research methods characteristic of the social sciences, primarily within the disciplines of management and quality sciences, economics and finance, legal sciences, and psychology, as well as the field of natural sciences, indicating their relationships and potential for adaptation to research within the discipline of management and quality sciences.	K2_ZARZ_W01
PEU_W03	Characterizes, selects, classifies, and compares methods, techniques, and tools used to solve scientific and managerial problems within the scope of the chosen Master's thesis topic.	K2_ZARZ_W09

In terms of skills		
PEU_U01	Searches for, selects, analyzes, interprets, and critiques Polish and foreign-language texts in the field of management, including professional literature, business, and organizational documentation, to identify and solve a scientific and/or managerial problem in their master's thesis.	K2_ZARZ_U03
PEU_U02	Formulates solutions to complex managerial and substantive problems within an organization. Justifies, identifies, and verifies solutions in accordance with set priorities, considering both internal and external circumstances.	K2_ZARZ_U06
PEU_U03	Formulates research problems, objectives, and hypotheses and plans the research process to prepare a master's thesis in the discipline of management and quality sciences. She/He selects appropriate research and analytical methods and tools for their research process and critically evaluate their usefulness and potential limitations. The individual correctly applies methods and tools for analyzing, verifying, and interpreting the obtained results in order to solve the research problem defined in the master's thesis. They formulate conclusions at both the general scientific and practical levels, relating to the subject and object of the research. They are able to identify further directions for in-depth studies.	K2_ZARZ_U13
PEU_U04	Prepares a work in the form of a master's thesis, either in Polish or a foreign language, in accordance with the guidelines set by the faculty. Correctly describes specific issues within the field of management and quality sciences.	K2_ZARZ_U15
In terms of social competences		
PEU_K01	Defends own views in a communicative and professional manner, adhering to good academic practices and ethical principles.	K2_ZARZ_K06
PEU_K02	Respects and acts in a professional and ethical manner at every stage of preparing their master's thesis. Identifies and formulates ethical dilemmas related to their own and others' work.	K2_ZARZ_K07

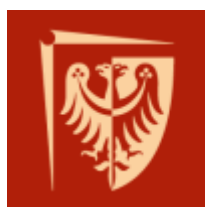
Program content ensuring learning outcomes

Continuation of the Master's thesis preparation process, with particular emphasis on the finalization of the diploma dissertation. Advanced methods of acquiring, selecting, and critically utilizing scientific and technical information, as well as subject literature. Refining research problems and objectives within the discipline of management and quality sciences. Designing and implementing the research process, including the selection, adaptation, or construction of original research tools. Collection of empirical data and its advanced analysis and interpretation using adequate research tools. Critical evaluation of the obtained results, their confrontation with the current state of knowledge and the findings of other researchers. Formulation of practical and cognitive conclusions, and identifying further directions for scientific exploration in the studied area.

Calculation of ECTS points

Activity form	Activity hours
Project	30
Conducting literature research	80
Conducting empirical studies	80

Preparation of a project	40
Preparation of the thesis	100
Preparation of a report/summary/presentation/paper	20
Student workload	Hours 350



Modern Trends in Human Resource Management

Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality -	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Obligatory
Study level second degree 4 semesters	Block Major-specific subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 4	Activities, hours, ECTS and examination • Seminar: 30 h, 2 ECTS, Graded credit
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Describes the place of management and quality sciences in the system of sciences, characterises their relations with other social, economic and technical sciences. Describes theories of organisation and management, and explains contemporary concepts of organisational management. Explains contemporary development trends in the field of management and quality sciences and selects them in a practical context.	K2_ZARZ_W01
PEU_W02	Characterizes and explains information systems used in human resource management. Understands the goals and mechanisms of integrated information systems for managing human resources, as well as their characteristics and role in modern human resources management, including processes such as recruitment, development, performance evaluation, and employee motivation.	K2_ZARZ_W13
In terms of skills		

PEU_U01	Selects Polish and foreign language sources of information (e.g., professional literature, business and organizational documentation), uses them to solve complex managerial problems in human resource management. They evaluate the quality of information, conduct critical analysis, synthesis, and creative interpretation of the gathered materials, and present them clearly and substantively, using the obtained data to develop innovative solutions in the context of modern trends in human resource management.	K2_ZARZ_U03
PEU_U02	Selects, justifies, and applies appropriate methods and techniques (including advanced information and communication technologies) to identify, analyze, and solve complex managerial and substantive problems in human resource management. They critically assess the relevance of selected methods and techniques in the context of the organization's specifics, and adapt existing or develop new methods and tools in an innovative way, tailoring them to the changing conditions and needs of the organization.	K2_ZARZ_U04
PEU_U03	Conducts strategic analysis of the organization and its environment in the context of human resource management. They formulate alternative strategies at the organizational and operational levels, analyze, critically evaluate, and select appropriate strategy options. Selects and assesses instruments of strategic control, ensuring their alignment with organizational goals and the specifics of human resources management.	K2_ZARZ_U09
PEU_U04	Collaborates and works in group and team-based forms of work organization, taking on different roles depending on the team's needs. They independently organize the team's work, lead it, and ensure the effective completion of tasks, particularly in the area of modern trends in human resource management.	K2_ZARZ_U14
In terms of social competences		
PEU_K01	Is capable of the necessity for independent and critical assessment of the scope and level of their knowledge and skills in the field of human resource management, considering its interdisciplinary nature. Shows initiative to independently expand their knowledge, develop their competencies, and seek expert opinions when encountering difficulties in solving problems on their own.	K2_ZARZ_K01

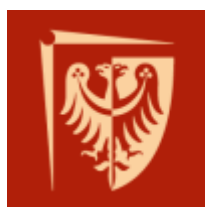
Program content ensuring learning outcomes

The subject introduces the basics of searching literature databases and the principles of critically analyzing scientific articles. Participants will learn how to select appropriate sources and engage in discussions about selected articles, focusing on modern trends in human resource management. The subject includes presentations on articles related to modern management information systems and the impact of crisis conditions and high environmental uncertainty on human resource management. At the end of the classes, there will be a summary of the topics discussed and a discussion on their practical application in organizations.

Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparation of a report/summary/presentation/paper	10
Conducting literature research	10

Student workload	Hours 50
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Personal Branding Educational subject description sheet

Basic information

Field of study Management Speciality Human Resource Management Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Elective Block Specialty subjects Subject related to scientific research Yes
Semester Semester 4	Activities, hours, ECTS and examination • Seminar: 30 h, 2 ECTS, Graded credit

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of skills		
PEU_U01	Analyzes data, situations, or problems systematically to draw meaningful conclusions and insights. Creates innovative ideas, solutions, or projects by applying knowledge, skills, and creativity.	K2_ZARZ_U05
PEU_U02	Interprets information, data, or messages accurately and provides meaningful explanations or conclusions.	K2_ZARZ_U16
In terms of social competences		
PEU_K01	Expresses opinions and judgments clearly, thoughtfully, and respectfully in various contexts. Identifies problems accurately and recognizes their root causes to address them effectively.	K2_ZARZ_K06

Program content ensuring learning outcomes

The subject content is designed to ensure the achievement of learning outcomes through a combination of theoretical

knowledge and practical applications. Key topics include:

1. Principles of personal branding and its importance in professional development.
2. Identifying and communicating unique personal values and strengths.
3. Strategies for building a professional online presence, including social media management.
4. Crafting impactful resumes, cover letters, and personal statements.
5. Networking techniques and developing a professional network.
6. Case studies and practical exercises to apply branding concepts in real-life scenarios.

Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Conducting empirical studies	5
Preparation of a report/summary/presentation/paper	6
Conducting literature research	5
Preparation for classes	4
Student workload	Hours 50



Public Speaking Educational subject description sheet

Basic information

Field of study Management Speciality Human Resource Management Organizational unit Faculty of Management Study level second degree 4 semesters Study form full-time studies Education profile general academic profile	Education cycle 2026/2027 Lecture languages English Mandatoriness Elective Block Specialty subjects Subject related to scientific research Yes
Semester Semester 4	Activities, hours, ECTS and examination • Seminar: 30 h, 2 ECTS, Graded credit

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of skills		
PEU_U01	Prepares and makes a presentation to both a small group of employees and a large audience at a conference or international event	K2_ZARZ_U05
PEU_U02	Selects the right presentation style for the presenter's purpose and audience. Provides convincing evidence to support the topics.	K2_ZARZ_U16
In terms of social competences		

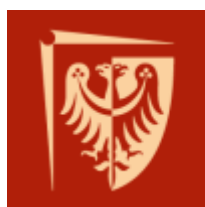
PEU_K01	Is oriented towards on constructing talks that are rational, coherent, easy to understand, and cover all the points you want to hit. Is focused on engaging contact with the audience, respecting their needs and expectations related to the presentation. He is open to looking at the problem from many perspectives, presenting the competence of transdisciplinarity. He shows courage in communicating and defending his own views. He is prepared to persuade and negotiate in the name of achieving his own goals. Identifies problems in teams aiming to obtain an adequate role for the teams' competences and resources in the work and groups of audience.	K2_ZARZ_K06
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Program content ensuring learning outcomes

The subject content allows students to gain knowledge and experience in preparing and delivering presentations on their chosen topic. Students will acquire the ability to convey substantive content in a consistent and attractive way for the audience, and to establish contact with and control the audience. Students will develop and consolidate of social competences, including competences to work in a group (playing different roles and adopting different perspectives), effective conversation and argumentation for one's own position.

Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparaton for classes	10
Preparation for an exam/credit	10
Student workload	Hours 50



Oxford Debate Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality Human Resource Management	Lecture languages English
Organizational unit Faculty of Management	Mandatoriness Elective
Study level second degree 4 semesters	Block Specialty subjects
Study form full-time studies	Subject related to scientific research Yes
Education profile general academic profile	

Semester Semester 4	Activities, hours, ECTS and examination • Seminar: 30 h, 2 ECTS, Graded credit
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Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of skills		
PEU_U01	Creates and argues opening and argumentative speeches. Develops and adapts motions to different contexts. Constructs and justifies opening and argumentative speeches. Challenges and critiques the opponent's arguments.	K2_ZARZ_U05
PEU_U02	Organizes and oversees the conduct of Oxford debates	K2_ZARZ_U16
In terms of social competences		
PEU_K01	Respects the principles and adheres to the rules of Oxford debates. Is open to diverse perspectives and opinions. Takes on challenges and defends their arguments ethically	K2_ZARZ_K06

Program content ensuring learning outcomes

The subject enables students to master the principles of Oxford-style debates while developing skills in argumentation,

critical thinking, and effective communication. Students will learn to construct logical statements, defend their positions, and collaborate efficiently in a team. The program includes both theoretical foundations and practical debate simulations, preparing participants for persuasive speaking in a business environment.

Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparation for classes	10
Self-study of class topics	10
Student workload	Hours 50



Corporate Social Responsibility Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality -	Group of classes Yes
Organizational unit Faculty of Management	Lecture languages English
Study level second degree 4 semesters	Mandatoriness Elective
Study form full-time studies	Block Major-specific subjects
Education profile general academic profile	Subject related to scientific research Yes

Semester Semester 4	Examination Graded credit	Number of ECTS points 3.0
	Activities and hours Lecture: 30, including sub-activities: • Synchronous lecture: 26 Seminar: 15	

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Explains issues and challenges related to corporate social responsibility, also in relations with various stakeholder groups.	K2_ZARZ_W04
PEU_W02	Understands the principles of responsible functioning of organizations in the socio-cultural context and is able to interpret contemporary civilizational challenges from the perspective of the organization's relations with clients.	K2_ZARZ_W05
In terms of skills		

PEU_U01	Identifies, analyses and evaluates CSR solutions typical of an enterprise's relationships with various stakeholder groups. Identifies and analyses typical problems related to the management of CSR issues.	K2_ZARZ_U05
In terms of social competences		
PEU_K01	Is able to behave taking into account ethical aspects; is oriented towards finding appropriate solutions and opportunities to correct irregularities in his/her attitudes and behaviors in the workplace.	K2_ZARZ_K07

Program content ensuring learning outcomes

During the classes students familiarize with aspects of corporate social responsibility, also in the context of problems and challenges of corporate social responsibility in relations with various stakeholder groups. The subject will cover issues necessary to make well-considered, socially responsible decisions in business practice.

Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Seminar	15
Preparation of a report/summary/presentation/paper	15
Preparation for an exam/credit	15
Student workload	Hours 75



Business Ethics

Educational subject description sheet

Basic information

Field of study Management	Education cycle 2026/2027
Speciality -	Group of classes Yes
Organizational unit Faculty of Management	Lecture languages English
Study level second degree 4 semesters	Mandatoriness Elective
Study form full-time studies	Block Major-specific subjects
Education profile general academic profile	Subject related to scientific research Yes

Semester Semester 4	Examination Graded credit	Number of ECTS points 3.0
	Activities and hours Lecture: 30, including sub-activities: • Synchronous lecture: 26 Seminar: 15	

Subject's learning outcomes

Subject's outcome	Content	Learning outcome
In terms of knowledge		
PEU_W01	Characterizes fundamental ethical theories.	K2_ZARZ_W04
PEU_W02	Explains the ethical issues and challenges that businesses face in their relationships with various stakeholder groups.	K2_ZARZ_W05
In terms of skills		
PEU_U01	Analyzes and evaluates managerial problems using fundamental ethical theories.	K2_ZARZ_U05
PEU_U02	Analyzes and evaluates ethical dilemmas typical of enterprise relationships with various stakeholder groups.	K2_ZARZ_U05

In terms of social competences		
PEU_K01	Is able to behave in a professional and ethical manner; solves ethical dilemmas related to his/her own and other people's work; is oriented towards finding appropriate solutions and possibilities of correcting irregularities in his/her attitudes and behaviors in the workplace.	K2_ZARZ_K07

Program content ensuring learning outcomes

During the classes students familiarize with ethical theories, as well as aspects of ethical challenges encountered by organizations in their relationships with various stakeholder groups. The issues raised during the subject are intended to serve to make informed decisions in the face of ethical complexity in business practice.

Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Seminar	15
Preparation of a report/summary/presentation/paper	15
Preparation for an exam/credit	15
Student workload	Hours 75