Zał. Nr 1 do ZW 16/2020

PROGRAM OF STUDIES

FACULTY: **MANAGEMENT**
MAIN FIELD OF STUDY: **MANAGEMENT**
BRANCH OF SCIENCE: **SOCIAL SCIENCES**
DISCIPLINES: **D1 MANAGEMENT AND QUALITY SCIENCES (major discipline)**

EDUCATION LEVEL: second-level studies
FORM OF STUDIES: full-time studies
PROFILE: general academic
LANGUAGE OF STUDY:
POLISH: specialization Zachowania i Decyzje Menedżerskie, Zarządzanie procesami biznesowymi, Zarządzanie zmianą
ENGLISH: specialization Human Resource Management

Content:

1. Assumed learning outcomes – attachment no. 1 to the program of studies
2. Program of studies description – attachment no.2 to the program of studies
3. Plan of studies – attachment no. 3 to the program of studies

Resolution no. … of the Senate of Wroclaw University of Science and Technology

In effect since 2023/2024

*delete as applicable

Zał. Nr 2 do ZW 16/2020

ASSUMED LEARNING OUTCOMES

FACULTY: MANAGEMENT

MAIN FIELD OF STUDY: MANAGEMENT

EDUCATION LEVEL: second-level studies

PROFILE: general academic

Location of the main-field-of study:

Branch of science: Social Sciences

Discipline / disciplines (for several disciplines, please indicate the major discipline)

Management and Quality Sciences

Explanation of the markings:
P6U – universal first degree characteristics corresponding to education at the first-level studies - 6 PRK level *
P7U – universal first degree characteristics corresponding to education at the second-level studies - 7 PRK level *

P6S – second degree characteristics corresponding to education at the first-level studies - 6 PRK level *
P7S – second degree characteristics corresponding to education at the second-level studies - 7 PRK level *

W - category "knowledge"
U - category "skills"
K - category "social competences"
K (*faculty symbol*) _W1, K (*faculty symbol*) _W2, K (*faculty symbol*) _W3, … - main-field-of study learning outcomes related to the category "knowledge"
K (*faculty symbol*) _U1, K (*faculty symbol*) _U2, K (*faculty symbol*) _U3, … - main-field-of study learning outcomes related to the category "skills"
K (*faculty symbol*) _K1, K (*faculty symbol*) _K2, K (*faculty symbol*) _K3, … - main-field-of study learning outcomes related to the category "social competences"
S (*faculty symbol*) _W.., S (*faculty symbol*) _W.., S (*faculty symbol*) _W.., … - specialization learning outcomes related to the category "knowledge"
S (*faculty symbol*) _U.., S (*faculty symbol*) _U.., S (*faculty symbol*) _U.., … - specialization learning outcomes related to the category "skills"
S (*faculty symbol*) _K.., S (*faculty symbol*) _K.., S (*faculty symbol*) _K.., … - specialization learning outcomes related to the category "social competences"
… _inż. – learning outcomes related to the engineer competences

* delete as applicable

Main field of study learning outcomes	**Description of learning outcomes for the main-field-of study MANAGEMENT** After completion of studies, the graduate:	Reference to PRK characteristics		
		Universal first degree characteristics (U)	Second degree characteristics typical for qualifications obtained in higher education (S)	
			Characteristics for qualifications on ~~6~~ / 7* levels of PRK	Characteristics for qualifications on 6 and 7 levels of PRK, enabling acquiring engineering competences
KNOWLEDGE (W)				
K2_ZARZ_W01	Possesses comprehensive knowledge of management and quality sciences, including their position within the scientific system and their connections to other social, economic, and technical disciplines. Demonstrates in-depth understanding of organizational and management theory, as well as modern concepts of organizational management. Is well-versed in current development trends within the field of management and quality sciences.	P7U_W	P7S_WG P7S_WK	
K2_ZARZ_W02	Possesses comprehensive expertise in economics, encompassing economic policy as a component of financial regulation at both national and international levels, as well as economic and integration groups. Demonstrates a deep understanding of the principles, types, trends, and economic and legal implications of the evolution of markets, market structures, institutions, and financial and integration entities.	P7U_W	P7S_WG P7S_WK	
K2_ZARZ_W03	Understands the strategic context of the organization's operations and can explain how global factors (e.g., legal, economic) influence its competitiveness and operational efficiency. Possesses in-depth knowledge of the organization's strategy, including the stages and methodologies of strategic management.	P7U_W	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.	P7U_W	P7S_WG P7S_WK	

K2_ZARZ_W05	Understands the ethical, humanistic, and social conditions of functioning of modern organizations. Understands and analyzes the fundamental dilemmas of contemporary civilization.	P7U_W	P7S_WG P7S_WK	
K2_ZARZ_W06	Understands strategic importance of knowledge management in an organisation. Identifies determinants, processes and instruments of knowledge management in an organisation. Knows and understands the rules of intellectual property protection (industrial and copyright protection).	P7U_W	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.	P7U_W	P7S_WG P7S_WK	
K2_ZARZ_W08	Knows advanced methods of measurement and evaluation of achievements of an organization as a whole. Explains basics and meaning of restructuring processes: stabilising, development and repair in an organisation.	P7U_W	P7S_WG P7S_WK	
K2_ZARZ_W09	Has deepened and extended substantive knowledge regarding management in selected functional areas of an organization and comprehensive knowledge with regard to management methods, techniques and tools used solving managerial problems.	P7U_W	P7S_WG P7S_WK	
K2_ZARZ_W10	Has deepened knowledge of leadership, decision-making, motivating, group mechanisms and social impact realised in an organisation. Understands the results of negative individual and social phenomena in an organisation, and indicates the ways of counteracting them.	P7U_W	P7S_WG P7S_WK	
K2_ZARZ_W11	Possesses in-depth knowledge of entrepreneurship, including its underlying conditions. Identifies factors that enhance the effectiveness of both individual and team entrepreneurial activities. Knows the rules of creating and developing various forms of entrepreneurship.	P7U_W	P7S_WG P7S_WK	
K2_ZARZ_W12	Knows the principles of construction of econometric and simulation models. Specialised knowledge concerning quantitative modeling and forecasting of states and processes in an organisation.	P7U_W	P7S_WG P7S_WK	
K2_ZARZ_W13	Possesses in-depth knowledge of the organization's information system, including its objectives, operational mechanisms, and the features of integrated management information systems.	P7U_W	P7S_WG	
K2_ZARZ_W14	Knows basic rules of physics, explains the impact of material work environment on the encumbrance of an employee.	P7U_W	P7S_WG	

SKILLS (U)				
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.	P7U_U	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.	P7U_U	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.	P7U_U	P7S_UW	
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.	P7U_U	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	P7U_U	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.	P7U_U	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.	P7U_U	P7S_UW	
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.	P7U_U	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.	P7U_U	P7S_UW	
K2_ZARZ_U10	Applies operational testing methods as a tool supporting advanced decision-making analyses.	P7U_U	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.	P7U_U	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.	P7U_U	P7S_UW	
K2_ZARZ_U13	Has developed 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.	P7U_U	P7S_UW	
K2_ZARZ_U14	Can communicate in a foreign language at the B2+ level of the Common European Framework of Reference for Languages (CEFR) and effectively use specialized terminology.	P7U_U	P7S_UW P7S_UU	
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.	P7U_U	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.	P7U_U	P7S_UW P7S_UK P7S_UO P7S_UU	
K2_ZARZ_U17	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.	P7U_U	P7S_UW P7S_UK P7S_UO P7S_UU	

SOCIAL COMPETENCES (K)				
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.	P7U_K	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.	P7U_K	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.	P7U_K	P7S_KK P7S_KR	
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.	P7U_K	P7S_KK P7S_KO P7S_KR	
K2_ZARZ_K05	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.	P7U_K	P7S_KO P7S_KR	
K2_ZARZ_K06	Presents courage in conveying and defending their views. Prepared to persuade and negotiate in order to achieve common goals.	P7U_K	P7S_KK P7S_KO	
K2_ZARZ_K07	Is 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.	P7U_K	P7S_KK P7S_KO	

*delete as applicable

SPECJALNOŚĆ/SPECIALTY:

ZARZĄDZANIE PROCESAMI BIZNESOWYMI

Zał. nr 3 do ZW 16/2020
Attachment no. 2. to the Program of Studies

DESCRIPTION OF THE PROGRAM OF STUDIES

Main field of study MANAGEMENT **Profile *general academic***

Level of studies *second* **Form of studies *full-time***

1. General description

1.1 Number of semesters: ***4***	*1.2 Total number of ECTS points necessary to complete studies at a given level:*120
1.3 Total number of hours: ***1410***	*1.4 Prerequisites (particularly for second-level studies):* Graduate at least of first-level studies According to the resolution No. 151/11/2020-2024 of PWr Senate from 17 June 2021 and resolution No. 26/22/2020-2024 of PWr Senate from 19 May 2022
1.5 Upon completion of studies graduate obtains *professional degree of: Master of Science (**magister**)* *2nd level qualifications*	*1.6. Graduate profile* The graduate has 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. The graduate is characterised by the ability to think abstractly and critically, that is enabling her/his to identify, describe, analyse and interpret complex problems of an organisation and its environment. He/she is 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. The graduate is prepared to work in teams in the roles of: entrepreneur, manager, specialist-analyst and consultant, and has 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. The graduate has extended knowledge and skills in process management of an organization and methods of analyzing its environment. He/she can identify, analyze and design key business processes (e.g. manufacturing products and providing services, shaping customer relations, logistics, financial management and R&D). He/she has the ability to manage them and evaluate their effectiveness. He/she defines their legal, economic, financial, organizational, technological, social and environmental (ecological) conditions. He/she is able to implement advanced organizational and instrumental solutions for process controlling. He/she knows and uses the methods, techniques and tools of process management, in particular identifying, modeling and optimizing business processes. He/she is able to analyze the functional and information requirements of process users. The graduate uses advanced qualitative and quantitative methods, e.g. heuristic (morphological analysis, Delphi method, brainstorming, cross-influence method, survey method, scenario method) and methods supporting the acquisition, visualization and analysis of business data, data mining, discrete optimization, network flows, simulations, financial and strategic analyses. He/she is prepared to implement projects in the form of a project and knows the most important methodologies of project management. He/she also has knowledge of the factors determining changes in the organization and knows the methodology of change management in the organization. The graduate has qualifications that allow him/her to initiate and implement a process approach to managing an organization. He/she can successfully perform managerial, analytical and expert functions in business process management, in particular process owner (of a selected specialty), business process analyst and designer, business process modeling and optimization specialist and process management advisor. The acquired knowledge and skills will prepare him/her to run own business on domestic and international markets.
1.7 Possibility of continuing studies: eligibility to apply for admission to a doctoral school, non-degree postgraduate programmes	*1.8* 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

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

	• 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. According to the principle adopted at Wrocław University of Science and Technology, studies in the field of Management have a general academic profile. The program satisfies all the conditions stipulated in current legislation and is also in accordance with the Polish Qualifications Framework in the field of social science. 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.

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

2. Detailed description

2.1 Total number of learning outcomes in the program of study: W (knowledge) =14, U (skills) = 17, K (competences) = 7, W + U + K = 38

2.2 For the main field of study assigned to more than one discipline - the number of learning outcomes assigned to the discipline:

D1 (major) MANAGEMENT AND QUALITY SCIENCES (this number must be greater than half the total number of learning outcomes)
D2 .....
D3 .....
D4 .....

2.3 For the main field of study assigned to more than one discipline - percentage share of the number of ECTS points for each discipline:

D1 .....% ECTS points
D2 .....% ECTS points
D3 .....% ECTS points
D4 .....% ECTS points

2.4a. For the general academic profile of the main field of study – the number of ECTS points assigned to the classes related to the University's academic activity in the discipline or disciplines to which the main field of study is assigned – DN (must be greater than 50% of the total number of ECTS points from 1.2) 117

2.4b. For the practical profile of the main field of study - the number of ECTS points assigned to the classes shaping practical skills (must be greater than 50% of the total number of ECTS points from 1.2)

2.5 Concise analysis of compliance of the assumed learning outcomes with the needs of the labor market

The assumed learning outcomes for the second-cycle studies correspond to the following requirements set for employees by employers on the labor market:

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

- Employees' understanding of the strategic perspective of the company's operation, in particular the assessment and shaping of its competitiveness and value (employers - medium and large enterprises)
- Independence of employees, but also the ability to fulfill various roles in the team in terms of diagnosing, proposing solutions and implementing them in the functional areas of the enterprise - adequately to the completed specialization (employers - medium and large enterprises)
-Inspiring and selecting as well as implementing modern management methods and techniques as well as selected IT tools
- Ability to learn and share knowledge with others, as well as creativity and openness to innovation.

The education program in the field of Management at second-cycle studies and many years of experience of the teaching staff create conditions for graduates to achieve the assumed learning outcomes and meet the above-mentioned requirements formulated by employers.

2.6. The total number of ECTS points that a student must obtain in classes requiring direct participation of academic teachers or other persons conducting classes and students (enter the sum of ECTS points for courses / groups of courses marked with the BU[1] code) 63,0 ECTS. The maximum number of ECTS carried out remotely with the consent of the Dean of the Faculty is 75%.

2.7. Total number of ECTS points, which student has to obtain from basic sciences classes

Number of ECTS points for obligatory subjects	11
Number of ECTS points for optional subjects	0
Total number of ECTS points	11

2.8. Total number of ECTS points, which student has to obtain from practical classes, including project and laboratory classes (enter total number of ECTS points for courses/group of courses denoted with code P)

Number of ECTS points for obligatory subjects	19
Number of ECTS points for optional subjects	65
Total number of ECTS points	84

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

2.9. Minimum number of ECTS points, which student has to obtain doing education blocks offered as part of University-wide classes or other main field of study (enter number of ECTS points for courses/groups of courses denoted with code O)

3 ECTS points

2.10. Total number of ECTS points, which student may obtain doing optional blocks (min. 30% of total number of ECTS points)

87 ECTS points

3. Description of the process leading to learning outcomes acquisition:

The process leading to the achievement of the assumed learning outcomes includes active participation in classes organized at the university in a traditional and remote form: lectures, exercises, laboratories, projects and seminars, as well as independent studies allowing for consolidation, supplementation and extension of knowledge. The curriculum implemented in the field of study creates conditions and forces students to systematically contact various organizations throughout the teaching process. If necessary, the student may take advantage of individual consultations.

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4. List of education blocks:

4.1. List of obligatory blocks:

4.1.1 List of general education blocks

4.1.1.1 *Liberal-managerial subjects* block *(min. ..... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.1.1.2 *Foreign languages* block *(min. ..... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.1.1.3 *Sporting classes* block *(0 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.1.1.4 *Information technologies* block *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

Altogether for general education blocks

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					

4.1.2 List of basic sciences blocks

4.1.2.1 *Mathematics* block

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0171W	Operations Research	2					K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U10 K2_ZARZ_K04	30	75	3	3	1,2	T/Z	Z		DN		PD
2	W08ZZZ-SM0171L	Operations Research			2				30	50	2	2	1,2	T/Z	Z		DN	P	PD

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

3	W08ZZZ-SM0169G	Module of quantitative methods in management (GK)	2		2			K2_ZARZ_W09 K2_ZARZ_W12 K2_ZARZ_U04 K2_ZARZ_U11 K2_ZARZ_K04	60	100	4	4	2,4	T/Z	Z		DN	P (3)	PD
		Total	4		4				120	225	9	9	4,8						

4.1.2.2 *Physics* block

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University -wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0134W	Work environment physics II	1					K2_ZARZ_W14 K2_ZARZ_K02	15	30	1	1	0.5	T/Z	Z		DN		PD
		Total	1						15	30	1	1	0.5						

4.1.2.3 *Chemistry* block

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University -wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

Altogether for basic sciences blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
5	0	4	0	0	135	255	10	10	5.3

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.1.3 List of the main field of study blocks

4.1.3.1 *Obligatory main field of study* blocks

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning entific activitie	Practical[6]	Type[7]
1	W08ZZZ-SM0167G	Controlling (GK)	2			1		K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U08 K2_ZARZ_K03 K2_ZARZ_K04	45	75	3	3	1.8	T /Z	Z		DN	P(1)	K
2	W08ZZZ-SM0137W	Dilemmas of modern civilization	1					K2_ZARZ_W05 K2_ZARZ_W07 K2_ZARZ_K02	15	25	1	1	0.6	T/Z	Z		DN		K
2	W08ZZZ-SM0128G	Simulation and Data Visualisation (GK)	1		2			K2_ZARZ_W09 K2_ZARZ_W12 K2_ZARZ_U03 K2_ZARZ_U11 K2_ZARZ_U12 K2_ZARZ_U13 K2_ZARZ_K04 K2_ZARZ_K05	45	75	3	3	1.8	T /Z	Z		DN	P(2)	K
3	W08ZZZ-SM0168G	Measuring organization efficiency (GK)	1	2		1		K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U08 K2_ZARZ_K04	60	100	4	4	2,4	T /Z	E		DN	P(3)	K
4	W08ZZZ-SM0170W	Strategic management of the organization	4					K2_ZARZ_W01 K2_ZARZ_W03 K2_ZARZ_W05 K2_ZARZ_W07 K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U06 K2_ZARZ_U09 K2_ZARZ_K01 K2_ZARZ_K04	30	75	3	3	1,2	T /Z	Z		DN	P	K
5	W08ZZZ-SM0170P	Strategic management of the organization				2			30	75	3	3	1,2	T /Z	Z		DN	P(3)	K
6	W08ZZZ-SM0170S	Strategic management of the organization					2		45	75	3	3	1,8	T /Z	Z		DN	P(3)	K
7	W08ZZZ-SM0129G	Integrated Management Information Systems (GK)	1		1			K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_W13 K2_ZARZ_U03 K2_ZARZ_U12 K2_ZARZ_K04	30	50	2	2	1,2	T /Z	Z		DN	P(1)	K
		Total	10	2	3	4	2		315	575	23	23	12,6						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Altogether (for main field of study blocks):

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
10	2	3	4	2	315	575	23	23	12,6

4.2 List of optional blocks

4.2.1 List of general education blocks

4.2.1.1 Liberal-managerial subjects blocks *(min. ..... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.2.1.2 ***Foreign languages*** **block** *(min. 3 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	SJO-SM0001	Foreign Language B2+		1				K2_ZARZ_U03 K2_ZARZ_U14	15	30	1		0.5	T/Z	Z	O		P	KO
	SJO-SM0002	Foreign Language A1 or A2		3				K2_ZARZ_U03 K2_ZARZ_U14	45	60	2		1.5	T/Z	Z	O		P	KO
		Total		4					60	90	3		2						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.1.3 Sporting classes block *(0. ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.2.1.4 *Information technologies* block *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

Altogether for general education blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
	4				60	90	3		2

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.2 List of basic sciences blocks

4.2.2.1 ***Mathematics*** **block** *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.2.2.2 ***Physics*** **block** *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.2.2.3 ***Chemistry*** **block** *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Altogether for blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					

4.2.3 List of main field blocks

4.2.3.1 Diploma block *(min. 1 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1.	W08ZZZ-SM0125S	Diploma seminar I					1	K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K06	15	25	1	1	0,6	T/Z	Z		DN	P	S
2	W08ZZZ-SM0159S	Diploma seminar II					1	K2_ZARZ_W09 K2_ZARZ_W11 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06	15	25	1	1	0,6	T/Z	Z		DN	P	S
		Total					2		15	50	2	2	1,2						

Altogether for blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
				2	30	50	2	2	1,2

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.4 List of specialization blocks

4.2.4.1 *Specialization subjects (e.g. whole specialization)* blocks *(min. 74 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning entific activitie	Practical[6]	Type[7]
1	W08ZZZ-SM0126G	Improving the quality of business processes (GK)	2	2		1		K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U05 K2_ZARZ_U08 K2_ZARZ_K01 K2_ZARZ_K06	75	125	5	5	3,0	T/Z	Z		DN	P(3)	S
2	W08ZZZ-SM0127G	Business Intelligence (GK)	2			1		K2_ZARZ_W09 K2_ZARZ_W12 K2_ZARZ_U04 K2_ZARZ_U08 K2_ZARZ_U11 K2_ZARZ_K01	45	75	3	3	1,8	T/Z	Z		DN	P(1)	S
3	W08ZZZ-SM0166G	Process design methodology and tools (GK)	2		1	2		K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_K01 K2_ZARZ_K03 K2_ZARZ_K04	75	175	7	7	3,0	T/Z	E		DN	P(4)	S
4	W08ZZZ-SM0122G	Modeling of business processes in the organization (GK)	2		2			K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U12 K2_ZARZ_K04 K2_ZARZ_K05	60	125	5	5	2,4	T/Z	E		DN	P(2)	S
5	W08ZZZ-SM0133G	Business module (GK)	2			2		K2_ZARZ_W09 K2_ZARZ_W11 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U17 K2_ZARZ_K04	60	100	4	4	2,4	T/Z	Z		DN	P(2)	S
6	W08ZZZ-SM0135G	Evaluation of the process efficiency and effectiveness (GK)	1	1		1		K2_ZARZ_W07 K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U08 K2_ZARZ_K03 K2_ZARZ_K04	45	125	5	5	1,8	T/Z	Z		DN	P(4)	S
7	W08ZZZ-SM0132D	Master Degree Thesis (1)				2		K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K06 K2_ZARZ_K07	30	175	7	7	3,5	T/Z	Z		DN	P	S
8	W08ZZZ-SM0136D	Master Degree Thesis (2)				2		K2_ZARZ_W01 K2_ZARZ_W09 K2_ZARZ_U02	30	425	17	17	8,5	T/Z	Z		DN	P	S

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

								K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K06 K2_ZARZ_K07										
9	W08ZZZ-SM0123G	Innovation processes (GK)	1			2		K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_W11 K2_ZARZ_U04 K2_ZARZ_U07 K2_ZARZ_K04	45	75	3	3	1,8	T/Z	Z		DN	P(2)	S
10	W08ZZZ-SM0130G	Management of Logistics processes (GK)	2		1		1	K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U08 K2_ZARZ_K02 K2_ZARZ_K03	60	100	4	4	2,4	T/Z	E		DN	P(2)	S
11	W08ZZZ-SM0124G	Change and project management (GK)	2		2	1		K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U07 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06 K2_ZARZ_K07	75	125	5	5	3,0	T/Z	Z		DN	P(3)	S
12	W08ZZZ-SM0131S	Research workshop					1	K2_ZARZ_W02 K2_ZARZ_W09 K2_ZARZ_U13 K2_ZARZ_K04	15	50	2	2	0,6	T/Z	Z		DN	P	S
Total			16	3	6	14	2		615	1675	67	67	34,2					46	

4.2.4.2 Psychological Block *(min. 5 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM2ZPBZZBPS	**Psychological Block**	**1**			**2**	**2**	K2_ZARZ_W04 K2_ZARZ_W10 K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K02 K2_ZARZ_K03 K2_ZARZ_K05 K2_ZARZ_K06 K2_ZARZ_K07	**75**	**125**	**5**	**5**	**3,0**	**T/Z**	**Z**		**DN**	**P(4)**	**S**
1	W08ZZZ-SM0154GK	Work and organizational psychology (GK)	1			2	2		75	125	5	5	3,0	T/Z	Z		DN	P(4)	S
2	W08ZZZ-SM0155GK	Leadership psychology (GK)	1			2	2		75	125	5	5	3,0	T/Z	Z		DN	P(4)	S
3	W08ZZZ-SM0156GK	Social psychology in management (GK)	1			2	2		75	125	5	5	3,0	T/Z	Z		DN	P(4)	S
		Total	1	0	0	2	2		75	125	5	5	3,0						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.4.3 Social block *(min. 2 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses cl	Way[3] of crediting lab	Course/group of courses			
			lec	cl	lab	pr	se m		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concernin g scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM2ZPBZZBSP	**Social block**	**1**	**2**				K2_ZARZ_W04 K2_ZARZ_W05 K2_ZARZ_W09 K2_ZARZ_W10 K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K02 K2_ZARZ_K03 K2_ZARZ_K05 K2_ZARZ_K06 K2_ZARZ_K07	**45**	**50**	**2**	**2**	**1,8**	**T/Z**	**Z**		**DN**	**P(1)**	**S**
1	W08ZZZ-SM0164G	Inclusive leadership	1	2					45	50	2	2	1,8	T/Z	Z		DN	P(1)	S
2	W08ZZZ-SM0165G	Challenges os modern leadership	1	2					45	50	2	2	1,8	T/Z	Z		DN	P(1)	S
		Razem	1	2	0	0	0		45	150	2	2	1,8						

4.2.4.4 Economic–legal Block *(min. 4 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/grou p of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM3ZPBZZBEP	**Economic-legal Block**	**2**	**2**			**1**	K2_ZARZ_W02 K2_ZARZ_W03 K2_ZARZ_W04 K2_ZARZ_W06 K2_ZARZ_W11 K2_ZARZ_U01 K2_ZARZ_U05 K2_ZARZ_K01 K2_ZARZ_K05 K2_ZARZ_K07	**75**	**100**	**4**	**4**	**3,0**	**T/Z**	**Z**		**DN**	**P(2)**	**S**
1	W08ZZZ-SM0153GK	Information Economics	2	2	0	0	1		75	100	4	4	3,0	T/Z	Z		DN	P(2)	S
2	W08ZZZ-SM0152GK	Legal and economic aspects of business	2	2	0	0	1		75	100	4	4	3,0	T/Z	Z		DN	P(2)	S
3	W08ZZZ-SM0158G	Business regulatory support	2	2	0	0	1		75	100	4	4	3,0	T/Z	Z		DN	P(2)	S
		Total	2	2	0	0	1		75	100	4	4	3,0						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.4.5 CSR Block *(min. 2 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM4ZZCSR	**CSR Block**					**2**	K2_ZARZ_W01 K2_ZARZ_W04 K2_ZARZ_W05 K2_ZARZ_U05 K2_ZARZ_U09 K2_ZARZ_K01 K2_ZARZ_K02 K2_ZARZ_K07	**30**	**50**	**2**	**2**	**1,2**	**T/Z**	**Z**		**DN**	**P**	**S**
1	W08ZZZ-SM0148S	Corporate Social Responsibility					2		30	50	2	2	1,2	T/Z	Z		DN	P	S
2	W08ZZZ-SM0150S	Diversity and Inclusion					2		30	50	2	2	1,2	T/Z	Z		DN	P	S
3	W08ZZZ-SM0151S	Business strategies in a circular economy					2		30	50	2	2	1,2	T/Z	Z		DN	P	S
		Total					2		30	50	2	2	1,2						

4.2.4.6 Ethics Block *(min. 2 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM4ZPBZZBET	**Block Ethics**					**2**	K2_ZARZ_W02 K2_ZARZ_W05 K2_ZARZ_U02 K2_ZARZ_U05 K2_ZARZ_K02 K2_ZARZ_K07	**30**	**50**	**2**	**2**	**1,2**	**T/Z**	**Z**		**DN**	**P**	**S**
1	W08ZZZ-SM0149S	Ethics in business					2		30	50	2	2	1,2	T/Z	Z		DN	P	S
2	W08ZZZ-SM0160S	Ethics of a new technologies					2		30	50	2	2	1,2	T/Z	Z		DN	P	S
		Razem					2		30	50	2	2	1.2						

Altogether for specialization blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
20	7	6	16	9	870	2150	82	82	44.4

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.3 Training block - concerning principles of training crediting – attachment no. …

Opinion of the Advisory Faculty Council concerning the rules of crediting training block

Name of training			
Number of ECTS points	**Number of ECTS points for BU[1] classes**	**Training crediting mode**	**Code**
Training duration	**Training objective**		

4.4 „Diploma dissertation" block (*if it is foreseen at first level studies)*

Type of diploma dissertation	**Master of Science**	
Number of diploma dissertation semesters	**Number of ECTS points**	**Code**
	1	**W08ZZZ-SM0125S Diploma seminar I**
	1	**W08ZZZ-SM0159S Diploma seminar II**
	6	**W08ZZZ-SM0132D Master Degree Thesis (1)**
3	**18**	**W08ZZZ-SM0136D Master Degree Thesis (2)**
Character of diploma dissertation		
It must have the hallmarks of a scientific work , the aim of the diploma dissertation is to be exploratory. Requires the use of appropriate research methods (including literature studies) to solve the problem posed.		
Number of BU[1]	**13,2**	
Number ECTS points	**26**	

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

5. Ways of verifying assumed learning outcomes

Type of classes	Ways of verifying assumed learning outcomes
lecture	Examination or test - multiple choice questions with single or multiple answers open questions
class	Test (multiple choice and/or open questions) written reports in the form of presentations - literature and case studies, diagnostic and/or project reports - empirical research in real organizations, presenting the opinions of representatives of such organizations spoken presentations using modern presentation technology
laboratory	Technical report or test
project	Written report documenting the diagnosis and solution of a problem, spoken presentation of the project with questions.
seminar	Choice and formulation of a problem/theme activeness in discussions, written report in an academic style, essay, “mini”-monograph. Spoken presentations using modern presentation technology
work placement	Written report on the work practice given by the student's placement supervisor, confirmation of the completion and nature of the work placement by the employer
diploma thesis	Written report satisfying the current regulations for diploma theses, assessed by the supervisor and a reviewer using an appropriate form.
diploma examination	Spoken presentation of the results of the diploma thesis, answers to questions given by the examination committee, spoken answers to randomly chosen questions from the set appearing in the program of studies.

6. Range of diploma examination

1. The essence, concepts and organizational and instrumental solutions of controlling.
2. Methods of cost calculation and types of cost accounting.
3. Enterprise valuation methods
4. Budgeting – essence, methods, procedure, scope and types of budgets.
5. Statistical modelling.
6. Descriptive statistics and their application in data analysis.
7. Strategy of the organization – process, approaches, methods and tools.
8. The process of formulating a functional (e.g. marketing) strategy.
9. Concepts of management – ways of running an institution to implement the strategy.

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

10. Functional strategy – the company approach to planning and implementing its main activities in the functional area.
11. The leadership in an organization.
12. Applications of mathematical models in management (e.g. linear programming, network models, regression models).
13. Iterative data mining process.
14. Discrete event simulation.
15. The process of implementing an integrated IT system in an organization – model, training, risks.
16. Directions of economies and markets evolution.
17. Instruments of macroeconomic and regulatory policy.
18. International economic groups and forms of running a business.
19. Work environment factors and work organization and efficiency.
20. Methodological basis of business process management.
21. Diagrams in business process artefact modelling (e.g. ERD, Class diagrams).
22. The innovative process: typologies of innovations, stages of the innovative process.
23. The trend of organizational development - assumptions, features, methods used, advantages and disadvantages.
24. Intervention methods for overcoming resistance to change and conditions for their use.
25. Sustainable project management.
26. Methods of assessing and improving the quality of business processes, e.g. methods: used to assess customer satisfaction with the implementation of service processes, supporting the assessment of the spatial arrangement of workstations in the process.
27. Types of charts visualizing data, the context of their use and applications.
28. Assumptions and methods of machine learning.
29. Supplier – recipient relations in the supply chain.
30. Creating e-business (entrepreneurship on the Internet).
31. Types of software used in e-commerce.
32. Methods of measuring and evaluating the organization's achievements.
33. Responsibility accounting and process accounting: the idea and scope of applications of Activity Based Costing.

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

7. Requirements concerning deadlines for crediting courses/groups of courses for all courses in particular blocks

No.	*Course / group of courses code*	*Name of course / group of courses*	*Crediting by deadline of... (number of semester)*
1	W08ZZZ-SM0166G	1. Process design methodology and tools	1
2	W08ZZZ-SM0170W	2. Strategic management of the organization	1
3	W08ZZZ-SM0122G	1. Modeling of business processes in the organization	2
4	W08ZZZ-SM0130G	1. Management of Logistics processes	3

8. Plan of studies (attachment no. ……)

Approved by faculty student government legislative body:

....
Date name and surname, signature of student representative

....
Date Dean’s signature

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Zał. nr 4 do ZW 16/2020
Attachment no. 2 to Program of Studies

PLAN OF STUDIES

FACULTY: MANAGEMENT

MAIN FIELD OF STUDY: MANAGEMANT

EDUCATION LEVEL: second-level studies

FORM OF STUDIES: full-time studies

PROFILE: general academic

SPECIALIZATION: Business process management

LANGUAGE OF STUDY: POLISH

In effect since 2023/2024

Plan of studies structure (optionally)

1) in ECTS point layout

	I	II	III	IV
29				
28				
27		Business module 100 4		
26	Foreign Language B+ 30 1			
25	Dilemmas of modern civilization 25 1	Social Block 50 2	Business Intelligence 75 3	
24				
23				
22	Process design methodology and tools 175 7	Modeling of business processes in the organization 125 5	Management of Logistics processes 150 4	
21				
20				
19	Controlling 45 3			
18		Innovation processes 75 3	Improving the quality of business processes 125 4	
17				
16				
15	Measuring organization efficiency 100 4			
14		Change and project management 125 5		Dipoma seminar II 25 1
13			Economic- legal block 100 4	
12				Ethics block 50 2
11	Module of quantitative methods in			CSR block 50 2
10	100 4			
9				Evaluation of the process efficiency and effectiveness 125 5
8		Psychological block 125 5	Simulation and Data Visualisation 75 3	
7				
6	Strategic management of the organization 250 10			Foreign language A1 lub A2 60 2
5			Integrated Management Information Systems 50 2	
4		Operations Research 125 5		
3			Master Degree Thesis (1) 175 7	Work environment physics II 30 1
2				Master Degree Thesis (2) 425 17
1		Dipoma seminar I 25 1	Research workshop 50 2	
	30 ECTS	30 ECTS	30 ECTS	30 ECTS

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[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

2) in hourly layout

29		Business module 20020		
28				
27				
26	Foreign Language B+ 01000			
25	Dilemmas of modern civilization 10000	Social Block 12000	Business Intelligence 20010	
24	Process design methodology and tools 20120E			
23				
22		Modeling of business processes in the organization 20200E	Management of Logistics processes 20101E	
21				
20				
19	Controlling 20010			
18		Innovation processes 10020	Improving the quality of business processes 22010	
17				
16	Measuring organization efficiency 12010			
15		Change and project management 20210		
14				Dipoma seminar II 00001
13			Economic- legal block 22001	Ethics block 00002
12	Module of quantitative methods in 20200			
11				CSR block 00002
10		Psychological block 10022		
9				Evaluation of the process efficiency and effectiveness 11010
8	Strategic management of the organization 40022E		Simulation and Data Visualisation 10200	
7				
6				Foreign language A1 lub A2 03000
5		Operations Research 20200	Integrated Management Information Systems 10100	
4				
3			Master Degree Thesis (1) 00020	Work environment physics II 10000
2				Master Degree Thesis (2) 00020
1		Dipoma seminar I 00001	Research workshop 00001	
	I	II	III	IV
	26h/week	29h/week	25h/week	14h/week

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

1. Set of obligatory and optional courses and groups of courses in semestral arrangement

Semester 1

Obligatory courses / groups of courses Number of ECTS points 22

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0167G	Controlling (GK)	2			1		K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U08 K2_ZARZ_K03 K2_ZARZ_K04	45	75	3	3	1,8	T/Z	Z		DN	P(1)	K
2	W08 ZZZ-SM0137W	Dilemmas of modern civilization	1					K2_ZARZ_W05 K2_ZARZ_W07 K2_ZARZ_K02	15	25	1	1	0,6	T/Z	Z		DN		K
3	W08ZZZ-SM0168G	Measuring organization efficiency (GK)	1	2		1		K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U08 K2_ZARZ_K04	60	100	4	4	2,4	T/Z	Z		DN	P(3)	K
4	W08ZZZ-SM0169G	Module of quantitative methods in management (GK)	2		2			K2_ZARZ_W09 K2_ZARZ_W12 K2_ZARZ_U04 K2_ZARZ_U11 K2_ZARZ_K04	60	100	4	4	2,4	T/Z	Z		DN	P(2)	PD
5	W08ZZZ-SM0170W	Strategic management of the organization	4					K2_ZARZ_W01 K2_ZARZ_W03 K2_ZARZ_W05	60	100	4	4	2,4	T/Z	E		DN		K
6	W08ZZZ-SM0170P	Strategic management of the organization				2		K2_ZARZ_W07 K2_ZARZ_W08 K2_ZARZ_W09	30	75	3	3	1,2	T/Z	Z		DN	P	K
7	W08ZZZ-SM0170S	Strategic management of the organization					2	K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U06 K2_ZARZ_U09 K2_ZARZ_K01 K2_ZARZ_K04	30	75	3	3	1,2	T/Z	Z		DN	P	K
		Total	10	2	2	4	2		300	550	22	22	22	12					

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Optional courses / groups of courses (minimum 90 hours in semester, 7 ECTS points)

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	SJO-SM0001	Foreign Language B2+		1				K2_ZARZ_U03 K2_ZARZ_U14	15	30	1		0.5	T/Z	Z	O		P	KO
2	W08ZZZ-SM0166G	Process design methodology and tools (GK)	2		1	2		K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_K01 K2_ZARZ_K03 K2_ZARZ_K04	75	175	7	7	3	T/Z	E		DN	P(4)	S
	Total		2	1	1	2			90	205	8	7	3.5						

Altogether in semester

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
12	3	3	6	2	390	755	30	29	15.5

Semester 2

Obligatory courses / groups of courses Number of ECTS points 5

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0171W	Operations Research	2					K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U10 K2_ZARZ_K04	30	75	3	3	1,2	T/Z	Z		DN		PD
2	W08ZZZ-SM0171L	Operations Research			2				30	50	2	2	1,2	T/Z	Z		DN	P	PD
Total			2	0	2	0	0		60	125	5	5	2. 4						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Optional courses / groups of courses (minimum 375 hours in semester, 25 ECTS points)

No	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			Universi-itywide[4]	Concerning scientific activities[5]	Practical [6]	Type[7]
1	ZZZ-SM2ZPBZZBPS	**Psychological Block** (GK)	1			2	2	K2_ZARZ_W04 K2_ZARZ_W10 K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K02 K2_ZARZ_K03 K2_ZARZ_K05 K2_ZARZ_K06 K2_ZARZ_K07	75	125	5	5	3	T/Z	Z		DN	P(4)	S
2	ZZZ-SM2ZPBZZBSP	Social Block (GK)	1	2				K2_ZARZ_W04 K2_ZARZ_W05 K2_ZARZ_W09 K2_ZARZ_W10 K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K02 K2_ZARZ_K03 K2_ZARZ_K05 K2_ZARZ_K06 K2_ZARZ_K07	45	50	2	2	1,8	T/Z	Z		DN	P(1)	S
3	W08ZZZ-SM0133G	Business module (GK)	2			2		K2_ZARZ_W09 K2_ZARZ_W11 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U17 K2_ZARZ_K04	60	100	4	4	2,4	T/Z	Z		DN	P(2)	S
4	W08ZZZ-SM0125S	Diploma seminar					1	K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K06	60	125	5	5	2,4	T/Z	Z		DN	P	S
5	W08ZZZ-SM0122G	Modeling of business processes in the organization (GK)	2		2			K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U12 K2_ZARZ_K04 K2_ZARZ_K05	45	75	3	3	1.8	T/Z	E		DN	P(2)	S
6	W08ZZZ-SM0123G	Innovation processes (GK)	1			2		K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_W11 K2_ZARZ_U04 K2_ZARZ_U07 K2_ZARZ_K04	75	125	5	5	3	T/Z	Z		DN	P(2)	S
7	W08ZZZ-SM0124G	Change and project management (GK)	2		2	1		K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U07 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06 K2_ZARZ_K07	75	125	5	5	3	T/Z	Z		DN	P(3)	S
		Total	9	2	4	7	3		375	625	25	25	15	15					

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Altogether in semester

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
11	2	6	7	3	435	750	30	30	17.4

Semester 3

Obligatory courses / groups of courses Number of ECTS points 5

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0128G	Simulation and Data Visualisation (GK)	1		2			K2_ZARZ_W09 K2_ZARZ_W12 K2_ZARZ_U03 K2_ZARZ_U11 K2_ZARZ_U12 K2_ZARZ_U13 K2_ZARZ_K04 K2_ZARZ_K05	45	75	3	3	1,8	T/Z	Z		DN	P(2)	K
2	W08ZZZ-SM0129G	Integrated Management Information Systems (GK)	1		1			K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_W13 K2_ZARZ_U03 K2_ZARZ_U12 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	Z		DN	P(1)	K
		Total	2	0	3	0	0		75	125	5	5	3						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Optional courses / groups of courses (minimum 300 hours in semester, 23 ECTS points)

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/ group of courses code			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	ZZZ-SM3ZPBZZBEP	**Economic-legal block**	2	2			1	K2_ZARZ_W02 K2_ZARZ_W03 K2_ZARZ_W04 K2_ZARZ_W06 K2_ZARZ_W11 K2_ZARZ_U01 K2_ZARZ_U05 K2_ZARZ_K01 K2_ZARZ_K05 K2_ZARZ_K07	75	100	4	4	3	T/Z	Z		DN	P(2)	S
2	W08ZZZ-SM0132D	Master Degree Thesis (1)				2		K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K06 K2_ZARZ_K07	30	175	7	7	3,5	T/Z	Z		DN	P	S
3	W08ZZZ-SM0126G	Improving the quality of business processes (GK)	2	2		1		K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U05 K2_ZARZ_U08 K2_ZARZ_K01 K2_ZARZ_K06	75	125	5	5	3	T/Z	Z		DN	P(3)	S
4	W08ZZZ-SM0127G	Business Intelligence (GK)	2			1		K2_ZARZ_W09 K2_ZARZ_W12 K2_ZARZ_U04 K2_ZARZ_U08 K2_ZARZ_U11 K2_ZARZ_K01	45	75	3	3	1,8	T/Z	Z		DN	P(1)	S
5	W08ZZZ-SM0130G	Management of Logistics processes (GK)	2		1		1	K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U08 K2_ZARZ_K02 K2_ZARZ_K03	60	100	4	4	2,4	T/Z	E		DN	P(2)	S
6	W08ZZZ-SM0131S	Research workshop					1	K2_ZARZ_W02 K2_ZARZ_W09 K2_ZARZ_U13 K2_ZARZ_K04	15	50	2	2	0,6	T/Z	Z		DN	P	S
		Total	8	4	1	4	3		300	625	25	25	14,3						

Altogether in semester

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
10	4	4	4	3	375	750	30	30	17,3

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Semester 4

Obligatory courses / groups of courses Number of ECTS points 1

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0134W	Work environment physics II	1					K2_ZARZ_W14 K2_ZARZ_K02	15	30	1	0	0.5	T/Z	Z		DN		PD
		Total	1	0	0	0	0		15	30	1	0	0.5						

Optional courses / groups of courses (minimum 195 hours in semester, 29 ECTS points)

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0136D	Master Degree Thesis (2)				2		K2_ZARZ_W01 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K06 K2_ZARZ_K07	30	425	17	17	8,5	T/Z	Z		DN	P	S
2	ZZZ-SM4ZPBZZBET	Ethics block					2	K2_ZARZ_W02 K2_ZARZ_W05 K2_ZARZ_U02 K2_ZARZ_U05 K2_ZARZ_K02 K2_ZARZ_K07	30	50	2	2	1.2	T/Z	Z		DN	P	S
3	ZZZ-SM4ZZCSR	CSR block					2	K2_ZARZ_W01 K2_ZARZ_W04 K2_ZARZ_W05 K2_ZARZ_U05 K2_ZARZ_U09 K2_ZARZ_K01 K2_ZARZ_K02 K2_ZARZ_K07	30	50	2	2	1.2	T/Z	Z		DN	P	S
4	SJO-SM0002	Foreign language A1 or A2		3				K2_ZARZ_U03 K2_ZARZ_U14	45	60	2		1.5	T/Z	Z	O		P	KO
5	W08ZZZ-SM0159S	Diploma seminar II					1	K2_ZARZ_W09 K2_ZARZ_W11 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06	15	25	1	1	0,6	T/Z	Z		DN	P	S
6	W08ZZZ-SM0135G	Evaluation of the process efficiency and effectiveness (GK)	1	1		1		K2_ZARZ_W07 K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U04	45	125	5	5	1,8	T/Z	Z		DN	P(4)	S

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
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[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

								K2_ZARZ_U08 K2_ZARZ_K03 K2_ZARZ_K04											
		Total	1	4	0	3	5		195	735	29	27	14.8						

Altogether in semester

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
2	4	0	3	5	210	760	30	27	15.3

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

2. Set of examinations in semestral arrangement

Course / group of courses code	Names of courses / groups of courses ending with examination	Semester
W08ZZZ-SM0166G W08ZZZ-SM0170W	1. Process design methodology and tools 2. Strategic management of the organization	1 1
W08ZZZ-SM0122G	1. Modeling of business processes in the organization	2
W08ZZZ-SM0130G	1. Management of logistics processes	3

3. Numbers of allowable deficit of ECTS points after particular semesters

Semester	Allowable deficit of ECTS points after semester
1	10
2	16
3	11
4	0

Opinion of student government legislative body

....

Date Name and surname, signature of student representative

....

Date Dean’s signature

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

SPECJALNOŚĆ/SPECIALTY:

ZARZĄDZANIE ZMIANĄ

DESCRIPTION OF THE PROGRAM OF STUDIES

Main field of study: Management **Profile: general academic**

Level of studies: second level **Form of studies: full - time studies**

1. General description

*1.1 Number of semesters:**4***	*1.2 Total number of ECTS points necessary to complete studies at a given level:**120***
*1.3 Total number of hours:**1410***	*1.4 Prerequisites (particularly for second-level studies):* Graduate at least of first-level studies (Eng) According to the resolution No. 151/11/2020-2024 of PWr Senate from 17 June 2021 and resolution No. 26/22/2020-2024 of PWr Senate from 19 May 2022
*1.5 Upon completion of studies graduate obtains professional degree of: Master of Science (**magister**) 2nd level qualifications*	*1.6 Graduate profile, employability:* The graduate has 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. The graduate is characterised by the ability to think abstractly and critically, that is enabling her/his to identify, describe, analyse and interpret complex problems of an organisation and its environment. He/she is 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. The graduate is prepared to work in teams in the roles of: entrepreneur, manager, specialist-analyst and consultant, and has 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. The graduate has extended knowledge, skills and competences enabling him/her to initiate, lead and consolidate the effects of changes in organizations and their environment. He/she understands the

	phenomenon of the inevitability and complexity of changes, their conditions, causes and consequences for both the organization and its environment. The graduate's qualifications allow him/her to act as a change leader – a manager who can diagnose problems, initiate and design their solutions, using the skills necessary to conduct strategic activities and project management. Thanks to the use of an innovative didactic tool in the form of *challenge based learning* in the education process, the graduate acquires teamwork skills and skills related to: identifying challenges accompanying changes, ways of overcoming resistance to changes and ensuring their durability, communicating changes, shaping organizational culture and relations with stakeholders, analysis of the effectiveness of changes. Graduate has qualifications that allow him/her to initiate, lead and manage change processes in organizations. He/she can successfully perform managerial, analytical and expert functions or a change management consultant. The acquired knowledge and skills will prepare him/her to run own business on domestic and international markets.
1.7 Possibility of continuing studies: eligibility to apply for admission to a doctoral school, non-degree postgraduate programmes	*1.8 Indicate connection with 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. According to the principle adopted at Wrocław University of Science and Technology, studies in the field of Management have a general academic profile. The program satisfies all the conditions stipulated in current legislation and is also in accordance with the Polish Qualifications Framework in the field of social science. 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

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[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

	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.

2. Detailed description

2.1 Total number of learning outcomes in the program of study: W (knowledge) =14, U (skills) = 17, K (competences) = 7, W + U + K = 38

2.2 For the main field of study assigned to more than one discipline - the number of learning outcomes assigned to the discipline:

D1 (major) MANAGEMENT AND QUALITY SCIENCES (this number must be greater than half the total number of learning outcomes)
D2 .....
D3 .....
D4 .....

2.3 For the main field of study assigned to more than one discipline - percentage share of the number of ECTS points for each discipline:

D1 .....% ECTS points
D2 .....% ECTS points
D3 .....% ECTS points
D4 .....% ECTS points

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[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

2.4a. For the general academic profile of the main field of study – the number of ECTS points assigned to the classes related to the University's academic activity in the discipline or disciplines to which the main field of study is assigned – DN (must be greater than 50% of the total number of ECTS points from 1.2) 117 points ECTS

2.4b. For the practical profile of the main field of study - the number of ECTS points assigned to the classes shaping practical skills (must be greater than 50% of the total number of ECTS points from 1.2)

2.5 Concise analysis of compliance of the assumed learning outcomes with the needs of the labor market

The assumed learning outcomes for the second-cycle studies correspond to the following requirements set for employees by employers on the labor market:

- Employees' understanding of the strategic perspective of the company's operation, in particular the assessment and shaping of its competitiveness and value (employers - medium and large enterprises)
- Independence of employees, but also the ability to fulfill various roles in the team in terms of diagnosing, proposing solutions and implementing them in the functional areas of the enterprise - adequately to the completed specialization (employers - medium and large enterprises)
-Inspiring and selecting as well as implementing modern management methods and techniques as well as selected IT tools
- Ability to learn and share knowledge with others, as well as creativity and openness to innovation.

The education program in the field of Management at second-cycle studies and many years of experience of the teaching staff create conditions for graduates to achieve the assumed learning outcomes and meet the above-mentioned requirements formulated by employers.

2.6. The total number of ECTS points that a student must obtain in classes requiring direct participation of academic teachers or other persons conducting classes and students (enter the sum of ECTS points for courses / groups of courses marked with the BU[1] code) **65,8** ECTS. The maximum number of ECTS carried out remotely with the consent of the Dean of the Faculty is 75%.

2.7. Total number of ECTS points, which student has to obtain from basic sciences classes

Number of ECTS points for obligatory subjects	11
Number of ECTS points for optional subjects	0
Total number of ECTS points	11

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

2.8. Total number of ECTS points, which student has to obtain from practical classes, including project and laboratory classes (enter total number of ECTS points for courses/group of courses denoted with code P)

Number of ECTS points for obligatory subjects	17
Number of ECTS points for optional subjects	67
Total number of ECTS points	84

2.9. Minimum number of ECTS points, which student has to obtain doing education blocks offered as part of University-wide classes or other main field of study (enter number of ECTS points for courses/groups of courses denoted with code O)
3 ECTS points

2.10. Total number of ECTS points, which student may obtain doing optional blocks (min. 30% of total number of ECTS points)
87 ECTS points

3. Description of the process leading to learning outcomes acquisition:

The assumed learning outcomes of the second-cycle studies correspond to the following requirements for employees by employers on the labour market:

- Understanding of the strategic perspective of the business by employees but especially understanding the assessment and shaping of its competitiveness and value (employers - medium and large enterprises)
- Self-performance of employees, but also the ability to fulfil various roles within a team in terms of diagnosing, proposing solutions and implementing them in the functional areas of the company - appropriate to the specialisation completed (employers - medium-sized and large companies)
- Ability to learn and share knowledge with others and to be creative and open to innovation.

The education programme of the second-cycle study level and the many years of experience of the teaching staff create the conditions for graduates to achieve the expected learning outcomes and meet the above mentioned requirements formulated by employers.

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4. List of education blocks:

4.1. List of obligatory blocks:

4.1.1 List of general education blocks

4.1.1.1 *Liberal-managerial subjects* block *(min. ..... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University -wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.1.1.2 *Foreign languages* block *(min. ..... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University -wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.1.1.3 *Sporting classes* block *(0 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University -wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.1.1.4 *Information technologies* block *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

Altogether for general education blocks

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					

4.1.2 List of basic sciences blocks

4.1.2.1 *Mathematics* block

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0171W	Operations Research	2					K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U10 K2_ZARZ_K04	30	75	3	3	1,2	T /Z	Z		DN		PD
2	W08ZZZ-SM0171L	Operations Research			2				30	50	2	2	1,2	T /Z	Z		DN	P	PD
3	W08ZZZ-SM0169G	Module of quantitative methods in management (GK)	2		2			K2_ZARZ_W09 K2_ZARZ_W12 K2_ZARZ_U04 K2_ZARZ_U11 K2_ZARZ_K04	60	100	4	4	2,4	T /Z	Z		DN	P(2)	PD
		Total	4	0	4	0	0		120	225	9	9	4,8						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.1.2.2 *Physics* block

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0134W	Work environment physics II	1					K2_ZARZ_W14 K2_ZARZ_K02	15	30	1	1	0.5	T /Z	Z		DN		PD
		Total	1	0	0	0			15	30	1	1	0.5						

4.1.2.3 *Chemistry* block

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

Altogether for basic sciences blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
5	0	4	0	0	135	255	10	10	5,3

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.1.3 List of the main field of study blocks

4.1.3.1 *Obligatory main field of study* blocks

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0167G	Controlling (GK)	2			1		K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U08 K2_ZARZ_K03 K2_ZARZ_K04	45	75	3	3	1,8	T /Z	Z		DN	P(1)	K
2	W08ZZZ-SM0137W	Dilemmas of modern civilization	1					K2_ZARZ_W05 K2_ZARZ_W07 K2_ZARZ_K02	15	25	1	1	0,6	T/Z	Z		DN		K
3	W08ZZZ-SM0168G	Measuring organization efficiency (GK)	1	2		1		K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U08 K2_ZARZ_K04	60	100	4	4	2,4	T /Z	Z		DN	P(3)	K
4	W08ZZZ-SM0170W	Strategic management of the organization	4					K2_ZARZ_W01 K2_ZARZ_W03 K2_ZARZ_W05 K2_ZARZ_W07 K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U06 K2_ZARZ_U09 K2_ZARZ_K01 K2_ZARZ_K04	60	100	4	4	2,4	T /Z	E		DN		K
5	W08ZZZ-SM0170P	Strategic management of the organization				2			30	75	3	3	1,2	T /Z	Z		DN	P	K
6	W08ZZZ-SM0170S	Strategic management of the organization					2		30	75	3	3	1,2	T /Z	Z		DN	P	K
7	W08ZZZ-SM0128G	Simulation and Data Visualisation (GK)	1		2			K2_ZARZ_W09 K2_ZARZ_W12 K2_ZARZ_U03 K2_ZARZ_U11 K2_ZARZ_U12 K2_ZARZ_U13 K2_ZARZ_K04 K2_ZARZ_K05	45	75	3	3	1,8	T /Z	Z		DN	P(2)	K
8	W08ZZZ-SM0129G	Integrated Management Information Systems (GK)	1		1			K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_W13 K2_ZARZ_U03 K2_ZARZ_U12 K2_ZARZ_K04	30	50	2	2	1,2	T /Z	Z		DN	P(1)	K
		Total	10	2	3	4	2		315	575	23	23	12,6						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Altogether (for main field of study blocks):

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
10	2	3	4	2	315	575	23	23	12,6

4.2 List of optional blocks

4.2.1 List of general education blocks

4.2.1.1 Liberal-managerial subjects blocks *(min. ..... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.2.1.2 ***Foreign languages*** **block** *(min. 3 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	SJO-SM0001	Foreign LanguageI (B2+)		1				K2_ZARZ_U03 K2_ZARZ_U14	15	30	1		0.5	T/Z	Z	O		P	KO
2	SJO-SM0002	Foreign Language II (A1 or A2)		3				K2_ZARZ_U03 K2_ZARZ_U14	45	60	2		1.5	T/Z	Z	O		P	KO
		Total	0	4	0	0	0		60	90	3		2.0						

4.2.1.3 Sporting classes block *(0. ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.1.4 *Information technologies* block *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

Altogether for general education blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
0	4	0	0	0	60	90	3	0	2.0

4.2.2 List of basic sciences blocks

4.2.2.1 *Mathematics* block *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.2.2.2 *Physics* block *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.2.2.3 *Chemistry* block *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Altogether for general education blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					

4.2.3 List of blocks

4.2.3.1 Diploma block *(min. 1 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0125S	Diploma seminar I					1	K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K06	15	25	1	1	0,6	T/Z	Z		DN	P	S
2	W08ZZZ-SM0159S	Diploma seminar II					1	K2_ZARZ_W09 K2_ZARZ_W11 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06	15	25	1	1	0,6				DN	P	S
		Total	0	0	0	0	2			30	50	2	2	1,2					

Altogether for blocks:

Total number of hours					Total number of ZZUhours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
0	0	0	0	2	30	50	2	2	1,2

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.4 List of specialization blocks

4.2.4.1 *Specialization subjects (e.g. whole specialization)* blocks *(min. 70 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientifi activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0132D	Master Degree Thesis (1)				2		K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K06 K2_ZARZ_K07	30	175	7	7	3,5	T/Z	Z		DN	P	S
2	W08ZZZ-SM0136D	Master Degree Thesis (2)				2		K2_ZARZ_W01 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K06 K2_ZARZ_K07	30	425	17	17	8,5	T/Z	Z		DN	P	S
3	W08ZZZ-SM0138W	Change management concepts	2					K2_ZARZ_W01 K2_ZARZ_W07 K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_K02 K2_ZARZ_K04 K2_ZARZ_K05	30	50	2	2	1,2	T/Z	Z		DN		S
4	W08ZZZ-SM0140G	Change Laboratory I (GK)	1			1		K2_ZARZ_W05 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U07 K2_ZARZ_U17 K2_ZARZ_K02 K2_ZARZ_K03 K2_ZARZ_K04 K2_ZARZ_K05 K2_ZARZ_K06	30	100	4	4	1,2	T/Z	Z		DN	P(2)	S
5	W08ZZZ-SM0143G	Change Laboratory II (GK)				2	1	K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U07 K2_ZARZ_U08 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_U17 K2_ZARZ_K02 K2_ZARZ_K04 K2_ZARZ_K05	45	75	3	3	1,8	T/Z	Z		DN	P	S
6	W08ZZZ-SM0146G	Change Laboratory III (GK)				2	1	K2_ZARZ_U03 K2_ZARZ_U14	45	75	3	3	1,8	T/Z	Z		DN	P	S
7	W08ZZZ-SM0157G	Modern marketing	1			1		K2_ZARZ_W01 K2_ZARZ_W07	30	50	2	2	1,2	T/Z	Z		DN	P(1)	S

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

								K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U06 K2_ZARZ_U16 K2_ZARZ_K03										
8	W08ZZZ-SM0141G	Change management methods and tools (GK)	2			1	1	K2_ZARZ_W01 K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U07 K2_ZARZ_K02 K2_ZARZ_K04	60	125	7	7	2,4	T/Z	E		DN	P(2)	S
9	W08ZZZ-SM0145P	Analytical module				6		K2_ZARZ_W01 K2_ZARZ_W03 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U07 K2_ZARZ_U08 K2_ZARZ_U09 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K02 K2_ZARZ_K04 K2_ZARZ_K05	90	150	6	6	3,6	T/Z	Z		DN	P	S
10	W08ZZZ-SM0144G	Measuring and perpetuating the effects of changes (GK)	1			1		K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U07 K2_ZARZ_U08 K2_ZARZ_K04	30	75	3	3	1,2	T/Z	E		DN	P(1)	S
11	W08ZZZ-SM0131S	Research workshop					1	K2_ZARZ_W02 K2_ZARZ_W09 K2_ZARZ_U13 K2_ZARZ_K04	15	50	2	2	0,6	T/Z	Z		DN	P	S
12	W08ZZZ-SM0142G	Advanced project management (GK)	1			2	2	K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U17 K2_ZARZ_K03 K2_ZARZ_K04 K2_ZARZ_K05	75	150	6	6	3,0	T/Z	Z		DN	P(4)	S
13	W08ZZZ-SM0147G	Business Continuity Management (GK)	1			2		K2_ZARZ_W01 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K04 K2_ZARZ_K05	45	75	3	3	1,8	T/Z	Z		DN	P(2)	S
14	W08ZZZ-SM0139G	Managing knowledge and intellectual property (GK)	2	2				K2_ZARZ_W06 K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_K04 K2_ZARZ_K07	30	50	2	2	1,2	T/Z	Z		DN	P(2)	S
		Total	11	3	0	21	6		615	1675	69	69	34,2						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.4.2 Psychological Block *(min. 5 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM2ZPBZZBPS	**Psychological Block**	**1**			**2**	**2**	K2_ZARZ_W04 K2_ZARZ_W10 K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K02 K2_ZARZ_K03 K2_ZARZ_K05 K2_ZARZ_K06 K2_ZARZ_K07	**75**	**125**	**5**	**5**	**3,0**	**T/Z**	**Z**		**DN**	**P(4)**	**S**
1	W08ZZZ-SM0154GK	Work and organizational psychology (GK)	1			2	2		75	125	5	5	3,0	T/Z	Z		DN	P(4)	S
2	W08ZZZ-SM0155GK	Leadership psychology (GK)	1			2	2		75	125	5	5	3,0	T/Z	Z		DN	P(4)	S
3	W08ZZZ-SM0156GK	Social psychology in management (GK)	1			2	2		75	125	5	5	3,0	T/Z	Z		DN	P(4)	S
		Total	1	0	0	2	2		75	125	5	5	3,0						

4.2.4.3 Social block *(min. 2 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	lec		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM2ZPBZZBSP	**Social block**	**1**	**2**				K2_ZARZ_W04 K2_ZARZ_W05 K2_ZARZ_W09 K2_ZARZ_W10 K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K02 K2_ZARZ_K03 K2_ZARZ_K05 K2_ZARZ_K06 K2_ZARZ_K07	**45**	**50**	**2**	**2**	**1,8**	**T/Z**	**Z**		**DN**	**P(1)**	**S**
1	W08ZZZ-SM0164G	Inclusive leadership	1	2					45	50	2	2	1,8	T/Z	Z		DN	P(1)	S
2	W08ZZZ-SM0165G	Challenges of modern leadership	1	2					45	50	2	2	1,8	T/Z	Z		DN	P(1)	S
		Razem	1	2	0	0	0		45	150	2	2	1,8						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.4.4 Economic–legal Block *(min. 4 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM3ZPBZZBEP	**Economic-legal Block**	**2**	**2**			**1**	K2_ZARZ_W02 K2_ZARZ_W03 K2_ZARZ_W04 K2_ZARZ_W06 K2_ZARZ_W11 K2_ZARZ_U01 K2_ZARZ_U05 K2_ZARZ_K01 K2_ZARZ_K05 K2_ZARZ_K07	**75**	**100**	**4**	**4**	**3,0**	**T/Z**	**Z**		**DN**	**P(2)**	**S**
1	W08ZZZ-SM0153GK	Information Economics	2	2	0	0	1		75	100	4	4	3,0	T/Z	Z		DN	P(2)	S
2	W08ZZZ-SM0152GK	Legal and economic aspects of business	2	2	0	0	1		75	100	4	4	3,0	T/Z	Z		DN	P(2)	S
3	W08ZZZ-SM0158G	Business regulatory support	2	2	0	0	1		75	100	4	4	3,0	T/Z	Z		DN	P(2)	S
		Total	2	2	0	0	1		75	100	4	4	3,0						

4.2.4.5 CSR Block *(min. 2 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM4ZZMZPBCSR	**CSR Block**					**2**	K2_ZARZ_W01 K2_ZARZ_W04 K2_ZARZ_W05 K2_ZARZ_U05 K2_ZARZ_U09 K2_ZARZ_K01 K2_ZARZ_K02 K2_ZARZ_K07	**30**	**50**	**2**	**2**	**1,2**	**T/Z**	**Z**		**DN**	**P**	**S**
1	W08ZZZ-SM0148S	Corporate Social Responsibility					2		30	50	2	2	1,2	T/Z	Z		DN	P	S
2	W08ZZZ-SM0150S	Diversity and Inclusion					2		30	50	2	2	1,2	T/Z	Z		DN	P	S
3	W08ZZZ-SM0151S	Business strategies in a circular economy					2		30	50	2	2	1,2	T/Z	Z		DN	P	S
		Total					2		30	30	50	2	2	1,2					

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.4.6 Ethics Block *(min. 2 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University -wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM4ZPBZZBET	**Block Ethics**					**2**	K2_ZARZ_W02 K2_ZARZ_W05 K2_ZARZ_U02 K2_ZARZ_U05 K2_ZARZ_K02 K2_ZARZ_K07	**30**	**50**	**2**	**2**	**1,2**	**T/Z**	**Z**		**DN**	**P**	**S**
1	W08ZZZ-SM0149S	Ethics in business					2		30	50	2	2	1,2	T/Z	Z		DN	P	S
2	W08ZZZ-SM0160S	Ethics of a new technologies					2		30	50	2	2	1,2	T/Z	Z		DN	P	S
		Razem					2		30	50	2	2	1.2						

Altogether for specialization blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
15	7	0	22	13	870	2150	84	84	44,4

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.3 Training block - concerning principles of training crediting – attachment no. …

Opinion of the Advisory Faculty Council concerning the rules of crediting training block

Name of training			
Number of ECTS points	**Number of ECTS points for BU[1] classes**	**Training crediting mode**	**Code**
Training duration	**Training objective**		

4.4 „Diploma dissertation" block (*if it is foreseen at first level studies)*

Type of diploma dissertation	**Master of Science**	
Number of diploma dissertation semesters	**Number of ECTS points**	**Code**
3	**1** **1** **6** **18**	**W08ZZZ-SM0125S Diploma seminar I** **W08ZZZ-SM0159S Diploma seminar II** **W08ZZZ-SM0132D Master Degree Thesis (1)** **W08ZZZ-SM0136D Master Degree Thesis (2)**
Character of diploma dissertation		
It must have the hallmarks of a scientific work , the aim of the diploma dissertation is to be exploratory. Requires the use of appropriate research methods (including literature studies) to solve the problem posed.		
Number of BU[1] ECTS points	**13,2**	
Number of DN5 ECTS points	**26**	

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

5. Ways of verifying assumed learning outcomes

Type of classes	Ways of verifying assumed learning outcomes
lecture	Examination or test - multiple choice questions with single or multiple answers open questions
class	Test (multiple choice and/or open questions) written reports in the form of presentations - literature and case studies, diagnostic and/or project reports - empirical research in real organizations, presenting the opinions of representatives of such organizations spoken presentations using modern presentation technology
laboratory	Technical report or test
project	Written report documenting the diagnosis and solution of a problem, spoken presentation of the project with questions.
seminar	Choice and formulation of a problem/theme activeness in discussions, written report in an academic style, essay, “mini”-monograph. Spoken presentations using modern presentation technology
work placement	Written report on the work practice given by the student's placement supervisor, confirmation of the completion and nature of the work placement by the employer
diploma thesis	Written report satisfying the current regulations for diploma theses, assessed by the supervisor and a reviewer using an appropriate form.
diploma examination	Spoken presentation of the results of the diploma thesis, answers to questions given by the examination committee, spoken answers to randomly chosen questions from the set appearing in the program of studies.

6. Range of diploma examination

1. The essence, concepts and organizational and instrumental solutions of controlling.
2. Methods of cost calculation and types of cost accounting.
3. Enterprise valuation methods
4. Budgeting – essence, methods, procedure, scope and types of budgets.
5. Statistical modeling.
6. Descriptive statistics and their application in data analysis.
7. Strategy of the organization – process, approaches, methods and tools.
8. The process of formulating a functional (e.g. marketing) strategy.
9. Concepts of management – ways of running an institution to implement the strategy.
10. Functional strategy – the company approaches to planning and implementing its main activities in the functional area.
11. The leadership in an organization.
12. Applications of mathematical models in management (e.g. linear programming, network models, regression models).

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[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

13. Iterative data mining process.
14. Discrete event simulation.
15. The process of implementing an integrated IT system in an organization – model, training, risks.
16. Directions of economies and markets evolution.
17. Instruments of macroeconomic and regulatory policy.
18. International economic groups and forms of running a business.
19. Work environment factors and work organization and its efficiency.
20. Social dilemmas in the context of the information and communication revolution and other areas of globalization.
21. Change management in contemporary organizations.
22. Knowledge management models.
23. Objectives and functions of intellectual property management.
24. Change management models.
25. Change management methods and tools.
26. Project life cycle.
27. Project success and its measurement.
28. Project team – structure, composition, tasks.
29. Methods of measuring and evaluating the efficiency of organizational change.
30. Organizational solutions for the evaluation and consolidation of changes in the organization.
31. Business continuity management - scope, stages, tools, legal regulations.
32. Socially responsible organisation.
33. Cultural error and its impact on the functioning of an international organisation.
34. Methods of measuring the efficiency of organization.
35. Stakeholders' analysis and management process.

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

7. Requirements concerning deadlines for crediting courses/groups of courses for all courses in particular blocks

No.	*Course / group of courses code*	*Name of course / group of courses*	*Crediting by deadline of... (number of semester)*
1	W08ZZZ-SM0140G	Change Laboratory I	2
2	W08ZZZ-SM0143G	Change Laboratory II	3
3	W08ZZZ-SM0146G	Change Laboratory III	4

8. Plan of studies (attachment no. ……)

Approved by faculty student government legislative body:

....
Date name and surname, signature of student representative

....
Date Dean’s signature

*delete as appropriate

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Zał. nr 4 do ZW 16/2020
Attachment no. 2 to Program of Studies

PLAN OF STUDIES

FACULTY: **MANAGEMENT**

MAIN FIELD OF STUDY: MANAGEMENT

EDUCATION LEVEL: second-level studies

FORM OF STUDIES: full-time studies

PROFILE: general academic

SPECIALIZATION: CHANGE MANAGEMENT

LANGUAGE OF STUDY: POLISH

In effect since 2023/2024

*delete as applicable

Plan of studies structure (optionally)

1) in ECTS point layout

	I	II	III	IV
28	Dilemmas of modern civilization 25 1			
27	Modern marketing 50 2	Foreign Language A1 or A2 60 2		
26				
25	Change management concepts 50 2	Change Laboratory I 100 4	Change Laboratory II 75 3	
24				
22	Managing knowledge and intellectual property 100 4	Social Block 50 2		
21			Measuring and perpetuating the effects of changes 75 3	
20				
19	Controlling 45 3	Change management methods and tools 125 5	Analytical module 150 6	
18				
17				
16				
15	Measuring organization efficiency 100 4	Advanced project management 150 6		Foreign Language B2+ 30 1
14				Diploma seminar I 25 1
13			Economic-legal Block 100 4	Ethics Block 50 2
12	Module of quantitative methods in management 100 4			
11				Change Laboratory III 75 3
10				
9		Psychological Block 125 5		
8	Strategic management of the organization 250 10		Simulation and Data Visualisation 75 3	Business Continuity Management 75 3
7				
6				
5		Operations Research 125 5	Integrated Management Information Systems 50 2	CSR Block 50 2
4				
3			Master Degree Thesis (1) 175 7	Work environment physics II 30 1
2				Master Degree Thesis (2) 425 17
1		Diploma seminar I 25 1	Research workshop 50 2	
	30 ECTS	30 ECTS	30 ECTS	30 ECTS

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[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

2) in hourly layout

	I	II	III	IV
28	Dilemmas of modern civilization 1OOOO			
27	Modern marketing 1OO1O	Foreign Language A1 or A2 O3OOO		
26				
25	Change management concepts 2OOOO			
24		Change Laboratory I 1OO1O	Change Laboratory II OOO21	
23	Managing knowledge and intellectual property 22OOOE			
22		Social Block 12O00		
21			Measuring and perpetuating the effects of changes 1OO1OE	
20				
19	Controlling 2OO1O	Change management methods and tools 2OO11E	Analytical module OOO6O	
18				
17				
16	Measuring organization efficiency 12O1O			
15		Advanced project management 1OO22		Foreign Language B2+ O1OOO
14				Diploma seminar I OOOO1
13			Economic-legal Block 22OO1	Ethics Block OOOO2
12	Module of quantitative methods in management 2O2OO			
11				Change Laboratory III OOO21
10		Psychological Block 1OO22		
9				
8	Strategic management of the organization 4OO22E		Simulation and Data Visualisation 1O2OO	Business Continuity Management 1OO20
7				
6				
5		Operations Research 2O2OO	Integrated Management Information Systems 1O1OO	CSR Block OOOO2
4				
3			Master Degree Thesis (1) OOO20	Work environment physics II 1OOOO
2				Master Degree Thesis (2) OOO20
1		Diploma seminar I OOOO1	Research workshop OOOO1	
	28h/tydz	27h/tydz	24h/tydz	15h/tydz

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

1. Set of obligatory and optional courses and groups of courses in semestral arrangement

Semester 1

Obligatory courses / groups of courses Number of ECTS points 23

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning entific activiti	Practical[6]	Type[7]
1	W08ZZZ-SM0167G	Controlling (GK)	2			1		K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U08 K2_ZARZ_K03 K2_ZARZ_K04	45	75	3	3	1,8	T/Z	Z		DN	P(1)	K
2	W08ZZZ-SM0169G	Module of quantitative methods in management (GK)	2		2			K2_ZARZ_W09 K2_ZARZ_W12 K2_ZARZ_U04 K2_ZARZ_U11 K2_ZARZ_K04	60	100	4	4	2,4	T/Z	Z		DN	P(2)	PD
3	W08ZZZ-SM0137W	Dilemmas of modern civilization	1					K2_ZARZ_W05 K2_ZARZ_W07 K2_ZARZ_K02	15	25	1	1	0,6	T/Z	Z		DN		S
4	W08ZZZ-SM0170W	Strategic management of the organization	4					K2_ZARZ_W01 K2_ZARZ_W03 K2_ZARZ_W05 K2_ZARZ_W07 K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U06 K2_ZARZ_U09 K2_ZARZ_K01 K2_ZARZ_K04	60	100	4	4	2,4	T/Z	E		DN		K
5	W08ZZZ-SM0170P	Strategic management of the organization				2			30	75	3	3	1,2	T/Z	Z		DN	P	K
6	W08ZZZ-SM0170S	Strategic management of the organization					2		30	75	3	3	1,2	T/Z	Z		DN	P	K
7	W08ZZZ-SM0168G	Measuring organization efficiency (GK)	1	2		1		K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U08 K2_ZARZ_K04	60	100	4	4	2,4	T/Z	Z		DN	P(3)	K
		Total	10	2	2	4	2		300	550	22	22	12						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Optional courses / groups of courses (minimum …… hours in semester, 7 ECTS points)

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0157G	Modern marketing (GK)	1			1		K2_ZARZ_W01 K2_ZARZ_W07 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U06 K2_ZARZ_U16 K2_ZARZ_K03	30	50	2	2	1,2	T/Z	Z		DN	P(1)	S
2	W08ZZZ-SM0138W	Change management concepts	2					K2_ZARZ_W01 K2_ZARZ_W07 K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_K02 K2_ZARZ_K04 K2_ZARZ_K05	30	50	2	2	1,2	T/Z	Z		DN		S
3	W08ZZZ-SM0139G	Managing knowledge and intellectual property (GK)	2	2				K2_ZARZ_W06 K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_K04 K2_ZARZ_K07	60	100	4	4	2,4	T/Z	E		DN	P(2)	S
		Total	5	2	0	1	0		120	200	8	8	4,8	5					

Altogether in semester

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
15	4	2	5	2	420	725	30	30	16,8

Semester 2

Obligatory courses / groups of courses Number of ECTS points 5

No	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Weekly number of hours	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0171W	Operations Research	2					K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U10 K2_ZARZ_K04	30	75	3	3	1,2	T/Z	Z		DN		PD
2	W08ZZZ-SM0171L	Operations Research			2				30	50	2	2	1,2	T/Z	Z		DN	P	PD
		Total	2	0	2	0	0		60	125	5	5	2.4						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Optional courses / groups of courses (minimum …… hours in semester, 25 ECTS points)

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	em		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	ZZZ-SM2ZPBZZMBPS	Psychological Block (GK)	1			2	2	K2_ZARZ_W04 K2_ZARZ_W10 K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K02 K2_ZARZ_K03 K2_ZARZ_K05 K2_ZARZ_K06 K2_ZARZ_K07	75	125	5	5	3	T/Z	Z		DN	P(4)	S
2	ZZZ-SM2ZPBZZMBSP	Social Block (GK)	1	2				K2_ZARZ_W04 K2_ZARZ_W05 K2_ZARZ_W09 K2_ZARZ_W10 K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K02 K2_ZARZ_K03 K2_ZARZ_K05 K2_ZARZ_K06 K2_ZARZ_K07	45	50	2	2	1,8	T/Z	Z		DN	P(1)	S
3	SJO-SM0002	Foreign Language A1 or A2		3				K2_ZARZ_U03 K2_ZARZ_U14	45	60	2		1,5	T/Z	Z	O		P	KO
4	W08ZZZ-SM0140G	Change Laboratory I (GK)	1			1		K2_ZARZ_W05 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U07 K2_ZARZ_U17 K2_ZARZ_K02 K2_ZARZ_K03 K2_ZARZ_K04 K2_ZARZ_K05 K2_ZARZ_K06	30	100	4	4	1,2	T/Z	Z		DN	P(2)	S
5	W08ZZZ-SM0141G	Change management methods and tools (GK)	2			1	1	K2_ZARZ_W01 K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U07 K2_ZARZ_K02 K2_ZARZ_K04	60	125	5	5	2,4	T/Z	E		DN	P(2)	S
6	W08ZZZ-SM0125S	Diploma seminar I					1	K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K06	15	25	1	1	0,6	T/Z	Z		DN	P	S
7	W08ZZZ-SM0142G	Advanced project management (GK)	1			2	2	K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U17 K2_ZARZ_K03 K2_ZARZ_K04 K2_ZARZ_K05	75	150	6	6	3	T/Z	Z		DN	P(4)	S
		Total	6	5	0	6	6		345	640	25	23	13,5						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Altogether in semester

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
8	5	2	6	6	405	760	30	28	15,9

Semester 3

Obligatory courses / groups of courses Number of ECTS points 5

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0128G	Simulation and Data Visualisation (GK)	1		2			K2_ZARZ_W09 K2_ZARZ_W12 K2_ZARZ_U03 K2_ZARZ_U11 K2_ZARZ_U12 K2_ZARZ_U13 K2_ZARZ_K04 K2_ZARZ_K05	45	75	3	3	1,8	T/Z	Z		DN	P(2)	S
2	W08ZZZ-SM0129G	Integrated Management Information Systems (GK)	1		1			K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_W13 K2_ZARZ_U03 K2_ZARZ_U12 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	Z		DN	P(1)	S
		Total	2	0	3	0	0		75	125	5	5	3						

Optional courses / groups of courses (minimum …… hours in semester, 25 ECTS points)

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	ZZZ-SM3ZPBZZMBEP	Economic-legal Block (GK)	2	2			1	K2_ZARZ_W02 K2_ZARZ_W03 K2_ZARZ_W04 K2_ZARZ_W06 K2_ZARZ_W11 K2_ZARZ_U01 K2_ZARZ_U05 K2_ZARZ_K01 K2_ZARZ_K05 K2_ZARZ_K07	75	100	4	4	3	T/Z	Z		DN	P(2)	S
2	W08ZZZ-SM0143G	Change Laboratory II (GK)				2	1	K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U07	45	75	3	3	1,8	T/Z	Z		DN	P	S

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

								K2_ZARZ_U08 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_U17 K2_ZARZ_K02 K2_ZARZ_K04 K2_ZARZ_K05										
3	W08ZZZ-SM0145P	Analytical module (GK)				6		K2_ZARZ_W01 K2_ZARZ_W03 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U07 K2_ZARZ_U08 K2_ZARZ_U09 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K02 K2_ZARZ_K04 K2_ZARZ_K05	90	150	6	6	3,6	T/Z	Z		DN	P	S
4	W08ZZZ-SM0144G	Measuring and perpetuating the effects of changes (GK)	1			1		K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U07 K2_ZARZ_U08 K2_ZARZ_K04	30	75	3	3	1,2	T/Z	E		DN	P(1)	S
5	W08ZZZ-SM0132D	Master Degree Thesis (1)				2		K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K06 K2_ZARZ_K07	30	175	7	7	3,5	T/Z	Z		DN	P	S
6	W08ZZZ-SM0131S	Research workshop					1	K2_ZARZ_W02 K2_ZARZ_W09 K2_ZARZ_U13 K2_ZARZ_K04	15	50	2	2	0.6	T/Z	Z		DN	P	S
		Total	3	2	0	11	3		285	325	25	25	13,7						

Altogether in semester

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
5	2	3	11	3	360	750	30	30	16,7

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Semester 4

Obligatory courses / groups of courses Number of ECTS points 1

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
3	W08ZZZ-SM0134W	Work environment physics II	1					K2_ZARZ_W14 K2_ZARZ_K02	15	30	1	1	0.5	T/Z	Z		DN		PD
		Total	1	0	0	0	0		15	30	1	1	0.5	T/Z	Z				

Optional courses / groups of courses (minimum …… hours in semester, 29 ECTS points)

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	ZZZ-SM4ZPBZZMCSR	CSR Block					2	K2_ZARZ_W01 K2_ZARZ_W04 K2_ZARZ_W05 K2_ZARZ_U05 K2_ZARZ_U09 K2_ZARZ_K01 K2_ZARZ_K02 K2_ZARZ_K07	30	50	2	2	1,2	T/Z	Z		DN	P	S
2	ZZZ-SM2ZPBZZMBET	Ethics Block					2	K2_ZARZ_W02 K2_ZARZ_W05 K2_ZARZ_U02 K2_ZARZ_U05 K2_ZARZ_K02 K2_ZARZ_K07	30	50	2	2	1,2	T/Z	Z		DN	P	
3	SJO-SM0001	Foreign Language B2+		1				K2_ZARZ_U03 K2_ZARZ_U14	15	30	1		0,5	T/Z	Z	O		P	KO
4	W08ZZZ-SM0146G	Change Laboratory III (GK)				2	1	K2_ZARZ_U03 K2_ZARZ_U14	45	75	3	3	1,8	T/Z	Z		DN	P	S
5	W08ZZZ-SM0136D	Master Degree Thesis (2)				2		K2_ZARZ_W01 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K06 K2_ZARZ_K07	30	425	17	17	8,5	T/Z	Z		DN	P	S
6	W08ZZZ-SM0159S	Diploma seminar II					1	K2_ZARZ_W09 K2_ZARZ_W11 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06	15	25	1	1	0,6	T/Z	Z		DN	P	S

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

7	W08ZZZ-SM0147G	Business Continuity Management (GK)	1			2		K2_ZARZ_W01 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K04 K2_ZARZ_K05	45	75	3	3	1,8	T/Z	Z		DN	P(2)	S
		Total	1	1	0	6	6		210	430	29	28	13,7						

Altogether in semester

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
2	1	0	6	6	225	760	30	29	16,1

2. Set of examinations in semestral arrangement

Course / group of courses code	Names of courses / groups of courses ending with examination	Semester
W08ZZZ-SM0139G W08ZZZ-SM0170W	1. Managing knowledge and intellectual property 2. Strategic management of the organization	1 1
W08ZZZ-SM0141G	1. Change management methods and tools	2
W08ZZZ-SM0144G	1. Measuring and perpetuating the effects of changes	3

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

3. Numbers of allowable deficit of ECTS points after particular semesters

Semester	Allowable deficit of ECTS points after semester
1	10
2	17
3	11
4	0

Opinion of student government legislative body

.....	.....
Date	Name and surname, signature of student representative
.....	.....
Date	Dean’s signature

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

SPECJALNOŚĆ/SPECIALTY:

ZACHOWANIA I DECYZJE MENEDŻERSKIE

Zał. nr 3 do ZW 16/2020
Attachment no. 2. to the Program of Studies

DESCRIPTION OF THE PROGRAM OF STUDIES

Main field of study Management **Profile general academic**

Level of studies second-level studies **Form of studies full-time studies**

1. General description

*1.1 Number of semesters:***3**	*1.2 Total number of ECTS points necessary to complete studies at a given level:****90***
*1.3 Total number of hours:***1050**	*1.4 Prerequisites (particularly for second-level studies):* **Graduate at least of first-level studies (Eng)** **According to the resolution No. 151/11/2020-2024 of PWr Senate from 17 June 2021 and resolution No. 26/22/2020-2024 of PWr Senate from 19 May 2022**
1.5 Upon completion of studies graduate obtains *professional degree of: Master of Science (**magister**)* *2nd level qualifications*	1.6 Graduate profile, employability: 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. The graduate has qualifications in the effective identification of economic and legal conditions for the functioning of the company on the market. He/she has extensive knowledge of the company's operations in the context of production, service and quality management. He/she can apply, appropriate to the needs, methods and tools for research and assessment of the state and dynamics of processes in economies and enterprises. Understands the need to manage risk in a corporation. He/she is a specialist in the field of skillful research on the causes and dynamics of phenomena occurring in an enterprise and its environment. The graduate is able to recognize, analyze and draw conclusions regarding management and substantive problems in the enterprise from a managerial position. He/she has the competence to be a leader and a leader who is able to ensure effective communication, negotiation and quick resolution of conflicts in the organization. The graduate has competences related to the implementation of management processes in enterprises and successfully combines them with engineering knowledge. He/she can effectively identify the economic and legal conditions of the company's operation on the market. He/she has in-depth knowledge of the operation of enterprises in the field of production, service and quality management. The graduate knows how to use appropriate methods as well as diagnostic and analytical tools in organizational processes. Understands the need to solve problems, taking into account substantive and managerial aspects. He/she has the competence to be a leader and a leader who is able to ensure effective communication, negotiation and

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[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

	quick resolution of conflicts.
1.7 Possibility of continuing studies: eligibility to apply for admission to a doctoral school, non-degree postgraduate programmes	*1.8 Indicate connection with 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. According to the principle adopted at Wrocław University of Science and Technology, studies in the field of Management have a general academic profile. The program satisfies all the conditions stipulated in current legislation and is also in accordance with the Polish Qualifications Framework in the field of social science. 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

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[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

	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.

2. Detailed description

2.1 Total number of learning outcomes in the program of study:

W (knowledge) =14, U (skills) = 17, K (competences) = 7, W + U + K = 38

2.2 For the main field of study assigned to more than one discipline - the number of learning outcomes assigned to the discipline:

D1 (major) ..... (this number must be greater than half the total number of learning outcomes)
D2 .....
D3 .....
D4 .....

2.3 For the main field of study assigned to more than one discipline - percentage share of the number of ECTS points for each discipline:

D1 .....% ECTS points
D2 .....% ECTS points
D3 .....% ECTS points
D4 .....% ECTS points

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

2.4a. For the general academic profile of the main field of study – the number of ECTS points assigned to the classes related to the University's academic activity in the discipline or disciplines to which the main field of study is assigned – DN (must be greater than 50% of the total number of ECTS points from 1.2) 87 ECTS

2.4b. For the practical profile of the main field of study - the number of ECTS points assigned to the classes shaping practical skills (must be greater than 50% of the total number of ECTS points from 1.2)

2.5 Concise analysis of compliance of the assumed learning outcomes with the needs of the labor market

The assumed learning outcomes for the second-cycle studies correspond to the following requirements set for employees by employers on the labor market:

– Employees' understanding of the strategic perspective of the company's operation, in particular the assessment and shaping of its competitiveness and value (employers - medium and large enterprises)

– Independence of employees, but also the ability to fulfill various roles in the team in terms of diagnosing, proposing solutions and implementing them in the functional areas of the enterprise - adequately to the completed specialization (employers - medium and large enterprises)

– Inspiring and selecting as well as implementing modern management methods and techniques as well as selected IT tools

– Ability to learn and share knowledge with others, as well as creativity and openness to innovation.

The education program in the field of Management at second-cycle studies and many years of experience of the teaching staff create conditions for graduates to achieve the assumed learning outcomes and meet the above-mentioned requirements formulated by employers.

2.6. The total number of ECTS points that a student must obtain in classes requiring direct participation of academic teachers or other persons conducting classes and students (enter the sum of ECTS points for courses / groups of courses marked with the BU[1] code) **50,7**…. ECTS. The maximum number of ECTS carried out remotely with the consent of the Dean of the Faculty is 75%.

2.7. Total number of ECTS points, which student has to obtain from basic sciences classes

Number of ECTS points for obligatory subjects	**15**
Number of ECTS points for optional subjects	**0**
Total number of ECTS points	**15**

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

2.8. Total number of ECTS points, which student has to obtain from practical classes, including project and laboratory classes (enter total number of ECTS points for courses/group of courses denoted with code P)

Number of ECTS points for obligatory subjects	**17**
Number of ECTS points for optional subjects	**36**
Total number of ECTS points	**53**

2.9. Minimum number of ECTS points, which student has to obtain doing education blocks offered as part of University-wide classes or other main field of study (enter number of ECTS points for courses/groups of courses denoted with code O)

…3…. ECTS points

2.10. Total number of ECTS points, which student may obtain doing optional blocks (min. 30% of total number of ECTS points)

…50. ECTS points

3. Description of the process leading to learning outcomes acquisition:

The process leading to achievement of the assumed learning outcomes for the main field of studies includes active participation in the classes organized at the university: 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.

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4. List of education blocks:

4.1. List of obligatory blocks:

4.1.1 List of general education blocks

4.1.1.1 *Liberal-managerial subjects* block *(min. ..... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1.	W08ZZZ-SM0163W	Philosophy towards the fundamental challengers of modern civilization	1					K2_ZARZ_W04 K2_ZARZ_W08 K2_ZARZ_U06 K2_ZARZ_K07	15	25	1		0,6				DN		KO
		Razem	**1**						**15**	**25**	**1**		**0,6**						

4.1.1.2 *Foreign languages* block *(min. ..... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.1.1.3 *Sporting classes* block *(0 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.1.1.4 *Information technologies* block *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

Altogether for general education blocks

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					

4.1.2 List of basic sciences blocks

4.1.2.1 *Mathematics* block

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0001W	Operations Research	2					K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U10 K2_ZARZ_K03 K2_ZARZ_K04	30	100	4	4	1,2	T/Z	E		DN		PD
2	W08ZZZ-SM0001L	Operations Research			2				30	75	3	3	1,2	T/Z	Z		DN	P	PD
3	W08ZZZ-SM0116W	Mathematical Statistics and Econometrics	2					K2_ZARZ_W09 K2_ZARZ_W12 K2_ZARZ_U04 K2_ZARZ_U11 K2_ZARZ_K04	30	75	3	3	1,2	T/Z	Z		DN		PD
4	W08ZZZ-SM0116L	Mathematical Statistics and Econometrics			2				30	50	2	2	1,2	T/Z	Z		DN	P	PD
		Total	**4**	**0**	**4**	**0**	**0**		**120**	**300**	**12**	**12**	**4,8**						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.1.2.2 *Physics* block

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University -wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM00119W	Work Environment Physics (2)	1					K2_ZARZ_W09 K2_ZARZ_W10 K2_ZARZ_W14 K2_ZARZ_U06 K2_ZARZ_U12 K2_ZARZ_U17 K2_ZARZ_K05	15	30	1	1	0.5	T/Z	Z		DN		PD
		Total	**1**	**0**	**0**	**0**	**0**		**15**	**30**	**1**	**1**	**0.5**						

4.1.2.3 *Chemistry* block

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University -wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

Altogether for basic sciences blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
5	**0**	**4**	**0**	**0**	**135**	**330**	**13**	**13**	**5,3**

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.1.3 List of the main field of study blocks

4.1.3.1 *Obligatory main field of study* blocks

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0002W	Managerial Economics	2					K2_ZARZ_W02 K2_ZARZ_W03 K2_ZARZ_W05 K2_ZARZ_U01 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	Z		DN		K
2	W08ZZZ-SM0002C	Managerial Economics		2					30	50	2	2	1,2	T/Z	Z		DN	P	K
3	W08ZZZ-SM0003W	Fundamentals of Management and Marketing	2					K2_ZARZ_W01 K2_ZARZ_W07 K2_ZARZ_W10 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U06 K2_ZARZ_U14 K2_ZARZ_U16 K2_ZARZ_K01	30	100	4	4	1,2	T/Z	E		DN		K
4	W08ZZZ-SM0003C	Fundamentals of Management and Marketing		2					30	50	2	2	1,2	T/Z	Z		DN	P	K
5	W08ZZZ-SM0003P	Fundamentals of Management and Marketing				1			15	25	1	1	0,6	T/Z	Z		DN	P	K
6	W08ZZZ-SM0161G	Economic law GK	2	2				K2_ZARZ_W04 K2_ZARZ_W11 K2_ZARZ_U05 K2_ZARZ_K01	60	75	3	3	2,4	T/Z	Z		DN	P(2)	K
7	W08ZZZ-SM0162G	Managerial psychology GK	2				2	K2_ZARZ_W06 K2_ZARZ_W07 K2_ZARZ_K04 K2_ZARZ_K06 K2_ZARZ_K07	60	75	3	3	2,4	T/Z	Z		DN	P(2)	K
8	W08ZZZ-SM0117W	Simulation and forecasting	1					K2_ZARZ_W02 K2_ZARZ_W12 K2_ZARZ_U01 K2_ZARZ_U11 K2_ZARZ_K06	15	50	2	2	0,6	T/Z	Z		DN		K
9	W08ZZZ-SM0117L	Simulation and forecasting			1				15	25	1	1	0,6	T/Z	Z		DN	P	K
10	W08ZZZ-SM0021W	Strategic Management	2					K2_ZARZ_W03 K2_ZARZ_W07 K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U08 K2_ZARZ_U09 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	E		DN		K
11	W08ZZZ-SM0021P	Strategic Management				1			15	25	1	1	0,6	T/Z	Z		DN	P	K
12	W08ZZZ-SM0120W	Integrated Management Information Systems	2					K2_ZARZ_W07 K2_ZARZ_W13 K2_ZARZ_U12 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	Z		DN		K
13	W08ZZZ-SM0120L	Integrated Management Information Systems			1				15	25	1	1	0,6	T/Z	Z		DN	P	K
		Total	**13**	**4**	**2**	**1**	**2**		**375**	**650**	**26**	**26**	**15**						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Altogether (for main field of study blocks):

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
13	**4**	**2**	**1**	**2**	**375**	**650**	**26**	**26**	**15**

4.2 List of optional blocks

4.2.1 List of general education blocks

4.2.1.1 Liberal-managerial subjects blocks *(min. ..... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University -wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.2.1.2 ***Foreign languages*** **block** *(min. ..3..... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University -wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	SJO-SM0001	Foreign Language I (B2+)		1				K2_ZARZ_U03 K2_ZARZ_U14	15	30	1		0.5	T/Z	Z	O		P	KO
2	SJO-SM0002	Foreign Language II (A1 or A2)		3				K2_ZARZ_U03 K2_ZARZ_U14	45	60	2		1.5	T/Z	Z	O		P	KO
		Total	**0**	**4**	**0**	**0**	**0**		60	**90**	**3**		**2.0**						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.1.3 Sporting classes block *(0. ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.2.1.4 *Information technologies* block *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

Altogether for general education blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
0	**4**	**0**	**0**	**0**	**60**	**90**	**3**	**0**	**2.0**

4.2.2 List of basic sciences blocks

4.2.2.1 *Mathematics* block *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.2.2 ***Physics*** **block** *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.2.2.3 ***Chemistry*** **block** *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

Altogether for basic sciences blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					

4.2.3 List of blocks

4.2.3.1 Seminar block *(min. 2 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0006S	Seminar I					1	K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K06	15	25	1	1	0,6	T/Z	Z		DN	P	S

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

2	W08ZZZ-SM0016S	Seminar II					1	K2_ZARZ_W09 K2_ZARZ_W11 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06	15	25	1	1	0,6	T/Z	Z		DN	P	S
	Total		**0**	**0**	**0**	**0**	**2**		**30**	**50**	**2**	**2**	**1.2**						

Altogether for blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
0	**0**	**0**	**0**	**2**	**30**	**50**	**2**	**2**	**1.2**

4.2.4 List of specialization blocks

4.2.4.1 *Specialization subjects (e.g. whole specialization)* blocks *(min. 40 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0009P	MSc Thesis I				2		K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06	30	175	7	7	3.5	T/Z	Z		DN	P	S
2	W08ZZZ-SM0121D	MSc Thesis II				2		K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06 K2_ZARZ_K07	30	300	12	12	6	T/Z	Z		DN	P	S
3	W08ZZZ-SM0010W	Entrepreneurship and Innovation	1					K2_ZARZ_W11 K2_ZARZ_U03 K2_ZARZ_U07 K2_ZARZ_K04	15	25	1	1	0,6	T/Z	Z		DN		S
4	W08ZZZ-SM0010S	Entrepreneurship and Innovation					1		15	25	1	1	0,6	T/Z	Z		DN	P	S

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

5	W08ZZZ-SM0011W	Accounting and finances for managers	2					K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U08 K2_ZARZ_K04	30	75	3	3	1,2	T/Z	E		DN		S
6	W08ZZZ-SM0011C	Accounting and finances for managers		2					30	50	2	2	1,2	T/Z	Z		DN	P	S
7	W08ZZZ-SM0017L	Management Training			2			K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_K03 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	Z		DN	P	S
8	W08ZZZ-SM0018W	Managerial Behavior and Decisions	1					K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_K04 K2_ZARZ_K07	15	25	1	1	0,6	T/Z	Z		DN		S
9	W08ZZZ-SM0018S	Managerial Behavior and Decisions					1		15	25	1	1	0,6	T/Z	Z		DN	P	S
10	W08ZZZ-SM0019W	Quality management	1					K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U07 K2_ZARZ_U17 K2_ZARZ_K03 K2_ZARZ_K04 K2_ZARZ_K06	15	25	1	1	0,6	T/Z	Z		DN		S
11	W08ZZZ-SM0019P	Quality management				1			15	25	1	1	0,6	T/Z	Z		DN	P	S
12	W08ZZZ-SM0118W	Logistics Management in Enterprise	2					K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U12 K2_ZARZ_K03 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	E		DN		S
13	W08ZZZ-SM0118L	Logistics Management in Enterprise			1				15	25	1	1	0,6	T/Z	Z		DN	P	S
14	W08ZZZ-SM0013W	Personnel management	2					K2_ZARZ_W09 K2_ZARZ_W10 K2_ZARZ_U07 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K03 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	Z		DN		S
15	W08ZZZ-SM0013P	Personnel management				1			15	25	1	1	0,6	T/Z	Z		DN	P	S
16	W08ZZZ-SM0020W	Project Management	2					K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	E		DN		S
17	W08ZZZ-SM0020C	Project Management		1					15	25	1	1	0,6	T/Z	Z		DN	P	S
		Total	**11**	**3**	**3**	**6**	**2**		**375**	**1025**	**41**	**41**	**21,1**						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.4.2 *Block "External Business Condition" (e.g. diploma profile)* **block** *(min. 2 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM2ZDM01UZDG	**Block "External Business Condition"**	**1**	**1**	**0**	**0**	**0**	K2_ZARZ_W02 K2_ZARZ_W03 K2_ZARZ_W11 K2_ZARZ_U01 K2_ZARZ_K01 K2_ZARZ_K04	**30**	**50**	**2**	**2**	**1,2**	**T/Z**	**Z**		**DN**		**S**
1	W08ZZZ-SM0023W	Circumstances of making a business	1						15	25	1	1	0,6	T/Z	Z		DN		S
2	W08ZZZ-SM0023C	Circumstances of making a business		1					15	25	1	1	0,6	T/Z	Z		DN	P	S
3	W08ZZZ-SM0024W	International Business Environment	1						15	25	1	1	0,6	T/Z	Z		DN		S
4	W08ZZZ-SM0024C	International Business Environment		1					15	25	1	1	0,6	T/Z	Z		DN	P	S
5	W08ZZZ-SM0025W	Theory and practice of economic regulations	1						15	25	1	1	0,6	T/Z	Z		DN		S
6	W08ZZZ-SM0025C	Theory and practice of economic regulations		1					15	25	1	1	0,6	T/Z	Z		DN	P	S
		Total	**1**	**1**					**30**	**50**	**2**	**2**	**1.2**						

4.2.4.3 *Block "Financial planning, analysis and decisions" …. (np. profil dyplomowania) (min. ..2.. pkt ECTS):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM3ZDM01PADF	**Blok "Financial planning, analysis and decisions"**	**1**	**0**	**1** **0**	**0** **1**	**0**	K2_ZARZ_W07 K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U08 K2_ZARZ_K01 K2_ZARZ_K02 K2_ZARZ_K04	**30**	**50**	**2**	**2**	**1.2**	**T/Z**	**Z**		**DN**		**S**
1	W08ZZZ-SM0026W	Financial analysis of business decisions	1						15	25	1	1	0,6	T/Z	Z		DN		S
2	W08ZZZ-SM0026L	Financial analysis of business decisions			1				15	25	1	1	0,6	T/Z	Z		DN	P	S
3	W08ZZZ-SM0027W	Controlling	1						15	25	1	1	0,6	T/Z	Z		DN		S
4	W08ZZZ-SM0027P	Controlling				1			15	25	1	1	0,6	T/Z	Z		DN	P	S

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

5	W08ZZZ-SM0028W	Value Based Management	1						15	25	1	1	0,6	T/Z	Z		DN		S
6	W08ZZZ-SM0028P	Value Based Management				1			15	25	1	1	0,6	T/Z	Z		DN	P	S
		Total	**1**		**1** **0**	**0** **1**			**30**	**50**	**2**	**2**	**1,2**						

Altogether for specialization blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
13	**4**	**3** **4**	**7** **6**	**2**	**435**	**1125**	**45**	**45**	**24,5**

4.3 Training block - concerning principles of training crediting – attachment no. …

Opinion of the Advisory Faculty Council concerning the rules of crediting training block

Name of training			
Number of ECTS points	**Number of ECTS points for BU[1] classes**	**Training crediting mode**	**Code**

Training duration	**Training objective**

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.4 „Diploma dissertation" block (*if it is foreseen at first level studies)*

Type of diploma dissertation	magister	
Number of diploma dissertation semesters	**Number of ECTS points**	**Code**
3	**1** **1** **7** **12**	**W08ZZZ-SM0006S Seminar I** **W08ZZZ-SM0016S Seminar II** **W08ZZZ-SM0009P MSc Thesis I** **W08ZZZ-SM0121D MSc Thesis II**
Character of diploma dissertation		
Literature survey, project, computer program, etc.		
Number of BU[1] ECTS points	**10,7**	
Number of ECTS DN[5]	**21**	

5. Ways of verifying assumed learning outcomes

Type of classes	**Ways of verifying assumed learning outcomes**
lecture	e.g. examination, progress/final test
class	e.g. progress/final test
laboratory	e.g. pretest, report from laboratory
project	e.g. project defence
seminar	e.g. participation in discussion, topic presentation, essay
diploma dissertation	prepared diploma dissertation

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

6. Range of diploma examination

1. Aims and tools of the fiscal and monetary policy.
2. Market structures and their impact on the business conditions.
3. Strategic analysis methods of the organization's environment and the organization's potential.
4. The essence of strategic management. Schools of thought and trends in strategic management.
5. Institutional and financial instruments supporting the competitiveness and innovation of enterprises.
6. Organizational growth and development model.
7. Features of an intelligent organization.
8. Knowledge management in an organization - goals, functions, models and instruments - examples.
9. Institutional and non-institutional forms of intellectual property protection.
10. Methods and application of cost calculation.
11. Value of the enterprise - methods of calculation.
12. The Balanced Scorecard as a method of monitoring the achievement of strategic goals.
13. Roles and tasks of the budgeting process in the enterprise.
14. Management by objectives - idea, stages, and conditions.
15. Psychological contract as a determinant of organizational culture.
16. The subject and scope of unfair commercial practices.
17. The essence of leadership in an organization. Leadership concepts and styles.
18. Conflict management the concept of conflict, sources and types of conflicts in the organization, methods of solving interpersonal and intergroup conflicts.
19. The influence of motivation on human behaviour in the context of achieving the goals of the group and organization.
20. Instruments of intra-organizational entrepreneurship.
21. Psychological aspects of resistance to changes and ways of overcoming them.
22. Factors favoring and blocking the processes of creative thinking. Creative problem solving techniques.
23. Methods of operational research - purpose and scope of applications in management - examples.
24. The importance of the level of significance in testing statistical hypotheses.
25. Components of time series. Forecasting methods based on time series.
26. Simulation methods. The course of the simulation process. Objectives of simulation studies - examples of applications.
27. Typical strategies of management informatization on the example of an industrial enterprise.
28. Basic measures of comparing economies and their usefulness for making decisions at the enterprise level.
29. Premises and types of economic and social regulations in economies

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

30. Types of organizations - their goals.
31. Forms of legal, organizational and ownership of enterprises.
32. Micro- and macro environment of the enterprise, types of relations with the environment and their impact on the functioning of the enterprise.
33. Objectives and functions of management.
34. Model of the organization, the nature of its elements, relations between the elements.
35. The life cycle of an organization versus individual and group behaviour as well as organizational attitudes.
36. Organizational structure - conditions and directions of evolution.
37. Functional and process orientation in organization management.
38. The essence of logistics, its pillars and levels of integration of logistics processes.
39. Goals and strategies of production management in a market economy.
40. Total Quality Management (TQM) and the quality management system based on ISO 9000 - basic differences.
41. Objectives and stages of the DMAIC (Define - Measure - Analyze - Improve - Control) methodology used in the Six Sigma.
42. Assets and capital of the enterprise - balance sheet Income and costs - financial result Cash Flow.
43. Investing capital - material and cash investments. Methods of assessing the effectiveness of investments.
44. Financial analysis analysis of liquidity, profitability, capital structure.
45. Mature organization - methods of building consistency and consolidating organizational behaviors aimed at limiting the risk of failure of the organization.
46. Goals, stages and tools of marketing management.
47. The concept of marketing, its place in the enterprise, basic principles of marketing.
48. Algorithmic and heuristic processes in decision making: comparison of both types, examples of heuristics.
49. Inter-organizational behaviors: sources, mechanisms and effects of shaping and choosing behaviors in the strategic dimension.
50. Project initiation phase - goals, principles, related activities, documents.
51. Project management structures - goals, principles, advantages and disadvantages of use.
52. Task structure of the personnel function and instruments for its implementation.
53. Principles of building and functioning of teams in the organization and factors influencing their efficiency.

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[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

7. Requirements concerning deadlines for crediting courses/groups of courses for all courses in particular blocks

No.	*Course / group of courses code*	*Name of course / group of courses*	*Crediting by deadline of... (number of semester)*

8. Plan of studies (attachment no. 3 to the program of studies)

Approved by faculty student government legislative body:

....
Date name and surname, signature of student representative

....
Date Dean's signature

*delete as appropriate

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Zał. nr 4 do ZW 16/2020
Attachment no. 2 to Program of Studies

PLAN OF STUDIES

FACULTY Faculty of Management

MAIN FIELD OF STUDY: Management

EDUCATION LEVEL second-level studies

FORM OF STUDIES: full-time studies

PROFILE: general academic

SPECIALIZATION Zachowania i decyzje menedżerskie (ZDM)

LANGUAGE OF STUDY: Polish

In effect since 2023/2024

*delete as applicable

Plan of studies structure (optionally)

1) in ECTS point layout

26			
25	Management Psychology 75 3		
24		Semininar II 25 1	
23		Philosophy towards the fundamental challengers of modern civilization 25 1	
22		Foreign Language I I B2+ 30 1	
21	Operations Research 175 7	Foreign Language II A1 lub A2 60 2	
20			Integrated Management Information Systems 75 3
19			
18	Mathematical Statistics and Econometrics 125 5	Simulation and forecasting 75 3	
17			Strategic Management 75 3
16		Accounting and finances for managers 125 5	
15			
14	Economic law 75 3		Block "Financial planning, analysis and decisions" 50 2
13			
12			Managerial Behavior and Decisions 50 2
11		Block "External Business Condition" 50 2	
1O			
9	Fundamentals of Management and Marketing 175 7	Personnel management 75 3	Project Management 75 3
8			
7		Entrepreneurship and Innovation 50 2	Quality management 50 2
6			
5	Managerial Economics 100 4	Logistics Management in Enterprise 75 3	Management Training 50 2
4			
3			MSc Thesis II 300 12
2		MSc Thesis I 175 7	
1	Seminarium dyplomowe I 25 1		Work Environment Physics (2) 30 1
	I (30 ECTS)	II (30 ECTS)	III (30 ECTS)

2) in hourly layout

26	Management Psychology 20002		
25		Semininar II 00001	
24			
23		Philosophy towards the fundamental challengers of modern civilization 10000	
22	Operations Research 20200E	Foreign Language I B2+ 01000	
21		Foreign Language II A1 lub A2 03000	
20			Integrated Management Information Systems 20100
19			
18	Mathematical Statistics and Econometrics 20200	Simulation and forecasting 10100	
17			Strategic Management 20010
16		Accounting and finances for managers 22000	
15			
14	Economic law 22000		Block "Financial planning, analysis and decisions" 10100/10010
13			
12		Block "External Business Condition" 11000	Managerial Behavior and Decisions 10001
11			
1O	Fundamentals of Management and Marketing 22010E	Personnel management 20010	Project Management 21000E
9			
8			
7		Entrepreneurship and Innovation 10001	Quality management 10010
6			
5	Managerial Economics 22000	Logistics Management in Enterprise 20100E	Management Training 00200
4			
3			MSc Thesis II 00020
2		MSc Thesis I 00020	
1	Seminar I 00001		Work Environment Physics (2) 10000
	I	II	III
	26h/tydz	24h/tydz	20h/tydz

1. Set of obligatory and optional courses and groups of courses in semestral arrangement

Semester 1

Obligatory courses / groups of courses Number of ECTS points 29

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0001W	Operations Research	2					K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U10 K2_ZARZ_K03 K2_ZARZ_K04	30	100	4	4	1,2	T/Z	E		DN		PD
2	W08ZZZ-SM0001L	Operations Research			2				30	75	3	3	1,2	T/Z	Z		DN	P	PD
3	W08ZZZ-SM0002W	Managerial Economics	2					K2_ZARZ_W02 K2_ZARZ_W03 K2_ZARZ_W05 K2_ZARZ_U01 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	Z		DN		K
4	W08ZZZ-SM0002C	Managerial Economics		2					30	50	2	2	1,2	T/Z	Z		DN	P	K
5	W08ZZZ-SM0003W	Fundamentals of Management and Marketing	2					K2_ZARZ_W01 K2_ZARZ_W07 K2_ZARZ_W10 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U06 K2_ZARZ_U14 K2_ZARZ_U16 K2_ZARZ_K01	30	100	4	4	1,2	T/Z	E		DN		K
6	W08ZZZ-SM0003C	Fundamentals of Management and Marketing		2					30	50	2	2	1,2	T/Z	Z		DN	P	K
7	W08ZZZ-SM0003P	Fundamentals of Management and Marketing				1			15	25	1	1	0,6	T/Z	Z		DN	P	K
8	W08ZZZ-SM0161G	Economic law GK	2	2				K2_ZARZ_W04 K2_ZARZ_W11 K2_ZARZ_U05 K2_ZARZ_K01	60	75	3	3	2,4	T/Z	Z		DN	P(2)	K
9	W08ZZZ-SM0162G	Management Psychology GK	2				2	K2_ZARZ_W06 K2_ZARZ_W07 K2_ZARZ_K04 K2_ZARZ_K06 K2_ZARZ_K07	30	30	1	1	1.4	T/Z	Z		DN	P(2)	K
12	W08ZZZ-SM0116W	Mathematical Statistics and Econometrics	2					K2_ZARZ_W09 K2_ZARZ_W12 K2_ZARZ_U04 K2_ZARZ_U11 K2_ZARZ_K04	30	75	3	3	1,2	T/Z	Z		DN		PD
13	W08ZZZ-SM0116L	Mathematical Statistics and Econometrics			2				30	50	2	2	1,2	T/Z	Z		DN	P	PD
		Total	**12**	**6**	**4**	**0**	**3**		**375**	**725**	**29**	**29**	**15**						

Optional courses / groups of courses (minimum …15… hours in semester, …1…. ECTS points)

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0006S	Seminar I					1	K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K06	15	30	1	1	0,6	T/Z	Z		DN	P	S
		Total	0	0	0	0	1		**15**	**30**	**1**	**1**	**0.6**						

Altogether in semester

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
12	**6**	**4**	**0**	**4**	**390**	**750**	**30**	**30**	**15,6**

Semester 2

Obligatory courses / groups of courses Number of ECTS points …3…..

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0117W	Simulation and forecasting	1					K2_ZARZ_W02 K2_ZARZ_W12 K2_ZARZ_U01 K2_ZARZ_U11 K2_ZARZ_K06	15	50	2	2	0,6	T/Z	Z		DN		K
2	W08ZZZ-SM0117L	Simulation and forecasting			1				15	25	1	1	0,6	T/Z	Z		DN	P	K
		Total	**1**	**0**	**1**	**0**	**0**		**30**	**120**	**4**	**4**	**1,4**						

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[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Optional courses / groups of courses (minimum …330… hours in semester, …27…. ECTS points)

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	SJO-SM0001	Foreign Language B2+		1				K2_ZARZ_U03 K2_ZARZ_U14	15	30	1		0.5	T/Z	Z	O		P	KO
2	SJO-SM0002	Foreign Language II A1 or A2		3				K2_ZARZ_U03 K2_ZARZ_U14	45	60	2		1.5	T/Z	Z	O		P	KO
3	W08ZZZ-SM0163W	Philosophy towards the fundamental challengers of modern civilization	1					K2_ZARZ_W04 K2_ZARZ_W08 K2_ZARZ_U06 K2_ZARZ_K07	15	25	1		0,6	T/Z	Z		DN		KO
4	W08ZZZ-SM0016S	Seminar II					1	K2_ZARZ_W09 K2_ZARZ_W11 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06	15	25	1	1	0,6	T/Z	Z		DN	P	S
5	W08ZZZ-SM0009P	MSc Thesis I				2		K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06	30	175	7	7	3,5	T/Z	Z		DN	P	S
5	W08ZZZ-SM0010W	Entrepreneurship and Innovation	1					K2_ZARZ_W11 K2_ZARZ_U03 K2_ZARZ_U07 K2_ZARZ_K04	15	25	1	1	0,6	T/Z	Z		DN		S
6	W08ZZZ-SM0010S	Entrepreneurship and Innovation					1		15	25	1	1	0,6	T/Z	Z		DN	P	S
7	W08ZZZ-SM0011W	Accounting and finances for managers	2					K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U08 K2_ZARZ_K04	30	75	3	3	1,2	T/Z	E		DN		S
9	W08ZZZ-SM0011C	Accounting and finances for managers		2					30	50	2	2	1,2	T/Z	Z		DN	P	S
9	W08ZZZ-SM0118W	Logistics Management in Enterprise	2					K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U12 K2_ZARZ_K03 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	E		DN		S
10	W08ZZZ-SM0118L	Logistics Management in Enterprise			1				15	25	1	1	0,6	T/Z	Z		DN	P	S
11	W08ZZZ-SM0013W	Personnel management	2					K2_ZARZ_W09 K2_ZARZ_W10 K2_ZARZ_U07 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K03 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	Z		DN		S
12	W08ZZZ-SM0013P	Personnel management				1			15	25	1	1	0,6	T/Z	Z		DN	P	S

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[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
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13	ZZZ-SM2ZDM01UZDG	**Block "External Business Condition"**	1	1				K2_ZARZ_W02 K2_ZARZ_W03 K2_ZARZ_W11 K2_ZARZ_U01 K2_ZARZ_K01 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	Z		DN	p	S
	W08ZZZ-SM0023W	Circumstances of making a business	1						15	25	1	1	0,6	T/Z	Z		DN		S
	W08ZZZ-SM0023C	Circumstances of making a business		1					15	25	1	1	0,6	T/Z	Z		DN	P	S
	W08ZZZ-SM0024W	International Business Environment	1						15	25	1	1	0,6	T/Z	Z		DN		S
	W08ZZZ-SM0024C	International Business Environment		1					15	25	1	1	0,6	T/Z	Z		DN	P	S
	W08ZZZ-SM0025W	Theory and practice of economic regulations	1						15	25	1	1	0,6	T/Z	Z		DN		S
	W08ZZZ-SM0025C	Theory and practice of economic regulations		1					15	25	1	1	0,6	T/Z	Z		DN	P	S
		Total	**9**	**7**	**1**	**3**	**2**		**330**	**690**	**27**	**23**	**15,1**						

Altogether in semester

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
10	**7**	**2**	**3**	**2**	**360**	**765**	**30**	**26**	**16,3**

Semester 3

Obligatory courses / groups of courses Number of ECTS points …7…..

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0021W	Strategic Management	2					K2_ZARZ_W03 K2_ZARZ_W07 K2_ZARZ_W08 K2_ZARZ_W09	30	50	2	2	1,2	T/Z	E		DN		K

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[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

2	W08ZZZ-SM0021P	Strategic Management				1		K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U08 K2_ZARZ_U09 K2_ZARZ_K04	15	25	1	1	0,6	T/Z	Z		DN	P	K
3	W08ZZZ-SM0120W	Integrated Management Information Systems	2					K2_ZARZ_W07 K2_ZARZ_W13 K2_ZARZ_U12 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	Z		DN		K
4	W08ZZZ-SM0120L	Integrated Management Information Systems			1				15	25	1	1	0,6	T/Z	Z		DN	P	K
5	W08ZZZ-SM0119W	Work Environment Physics II	1					K2_ZARZ_W09 K2_ZARZ_W10 K2_ZARZ_W14 K2_ZARZ_U06 K2_ZARZ_U12 K2_ZARZ_U17 K2_ZARZ_K05	15	30	1	1	0,5	T/Z	Z				PD
		Total	**5**	**0**	**1**	**1**	**0**		**105**	**180**	**7**	**7**	**4,1**						

Optional courses / groups of courses (minimum …195. hours in semester, …23…. ECTS points)

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM0121D	MSc Thesis II				2		K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06 K2_ZARZ_K07	30	300	12	12	6.0	T/Z	Z		DN	P	S
2	W08ZZZ-SM0017L	Management Training			2			K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_K03 K2_ZARZ_K04	30	50	2	2	1.2	T/Z	Z		DN	P	S
3	W08ZZZ-SM0018W	Managerial Behavior and Decisions	1					K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_K04 K2_ZARZ_K07	15	25	1	1	0.6	T/Z	Z				S
4	W08ZZZ-SM0018S	Managerial Behavior and Decisions					1		15	25	1	1	0.6	T/Z	Z		DN	P	S
5	W08ZZZ-SM0019W	Quality management	1					K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U07 K2_ZARZ_U17 K2_ZARZ_K03 K2_ZARZ_K04 K2_ZARZ_K06	15	25	1	1	0.6	T/Z	Z				S
6	W08ZZZ-SM0019P	Quality management				1			15	25	1	1	0.6	T/Z	Z		DN	P	S
7	W08ZZZ-SM0020W	Project Management	2					K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_K04	30	50	2	2	1.2	T/Z	E				S
8	W08ZZZ-SM0020C	Project Management		1					15	25	1	1	0.6	T/Z	Z		DN	P	S

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[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

9	ZZZ-SM3ZDM01PADF	**Block "Planning, analysis and financial decisions "**	2		 1	1 		K2_ZARZ_W07 K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U08 K2_ZARZ_K01 K2_ZARZ_K02 K2_ZARZ_K04	30	50	2	2	1.2	T/Z	Z		DN	P	S
	W08ZZZ-SM0026W	Financial analysis of business decisions	1						15	25	1	1	0..6	T/Z	Z		DN		S
	W08ZZZ-SM0026L	Financial analysis of business decisions			1				15	25	1	1	0.6	T/Z	Z		DN	P	S
	W08ZZZ-SM0027W	Controlling	1						15	25	1	1	0.6	T/Z	Z		DN		S
	W08ZZZ-SM0027P	Controlling				1			15	25	1	1	0.6	T/Z	Z		DN	P	S
	W08ZZZ-SM0028W	Value Based Management	1						15	25	1	1	0.6	T/Z	Z		DN		S
	W08ZZZ-SM0028P	Value Based Management				1			15	25	1	1	0.6	T/Z	Z		DN	P	S
		Total	**5**	**1**	**2** **3**	**4** **3**	**1**		**195**	**575**	**23**	**23**	**12,6**						

Altogether in semester

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
10	**1**	**3** **4**	**5** **4**	**1**	**300**	**755**	**30**	**30**	**16,7**

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
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[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

2. Set of examinations in semestral arrangement

Course / group of courses code	Names of courses / groups of courses ending with examination	Semester
W08ZZZ-SM0001W	**Operations Research**	**1**
W08ZZZ-SM0003W	**Fundamentals of Management and Marketing**	**1**
W08ZZZ-SM0118W	**Logistics Management in Enterprise**	**2**
W08ZZZ-SM0011W	**Accounting and finances for managers**	**2**
W08ZZZ-SM0020W	**Project Management**	**3**
W08ZZZ-SM0021W	**Strategic Management**	**3**

3. Numbers of allowable deficit of ECTS points after particular semesters

Semester	Allowable deficit of ECTS points after semester
1	**8**
2	**7**
3	**0**

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Opinion of student government legislative body

.....	.....
Date	Name and surname, signature of student representative

.....	.....
Date	Dean’s signature

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
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[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
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SPECJALNOŚĆ/SPECIALTY:

HUMAN RESOURCE MANAGEMENT

Zał. nr 3 do ZW 16/2020

Attachment no. 2. to the Program of Studies

DESCRIPTION OF THE PROGRAM OF STUDIES

Main field of study: Management **Profile: general academic**

Level of studies: second-level studies **Form of studies: full-time studies**

1. General description

1.1 Number of semesters:4	*1.2 Total number of ECTS points necessary to complete studies at a given level:120*
1.3 Total number of hours: 1380	*1.4 Prerequisites (particularly for second-level studies):* **First-cycle studies completed** **According to the resolution No. 151/11/2020-2024 of PWr Senate from 17 June 2021 and resolution No. 26/22/2020-2024 of PWr Senate from 19 May 2022**
1.5 Upon completion of studies graduate obtains *professional degree of: Master of Science (**magister**) 2nd level qualifications*	*1.6 Graduate profile, employability:* 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

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	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).
1.7 Possibility of continuing studies: eligibility to apply for admission to a doctoral school, non-degree postgraduate programmes.	*1.8 Indicate connection with 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. According to the principle adopted at Wrocław University of Science and Technology, studies in the field of Management have a general academic profile. The program satisfies all the conditions stipulated in current legislation and is also in accordance with the Polish Qualifications Framework in the field of social science. Our programs in Management has have a unique character. In accordance with the University's strategy, which emphasizes the need to respond to the

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	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.

2. Detailed description

2.1 Total number of learning outcomes in the program of study:

W (knowledge) =14, U (skills) = 17, K (competences) = 7, W + U + K = 38

2.2 For the main field of study assigned to more than one discipline - the number of learning outcomes assigned to the discipline:

D1 (major) Management and quality sciences
D2 .....
D3 .....
D4 .....

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2.3 For the main field of study assigned to more than one discipline - percentage share of the number of ECTS points for each discipline:

D1 100 % ECTS points
D2 .....% ECTS points
D3 .....% ECTS points
D4 .....% ECTS points

2.4a. For the general academic profile of the main field of study – the number of ECTS points assigned to the classes related to the University's academic activity in the discipline or disciplines to which the main field of study is assigned – DN: 117 ECTS points (must be greater than 50% of the total number of ECTS points from 1.2)

2.4b. For the practical profile of the main field of study - the number of ECTS points assigned to the classes shaping practical skills: …. ECTS points (must be greater than 50% of the total number of ECTS points from 1.2)

2.5 Concise analysis of compliance of the assumed learning outcomes with the needs of the labor market

The expected educational results of the study correspond to the following requirements set for employees by employers onthe 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**.**

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[4]University-wide course /group of courses – enter O
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2.6. The total number of ECTS points that a student must obtain in classes requiring direct participation of academic teachers or other persons conducting classes and students (enter the sum of ECTS points for courses / groups of courses marked with the BU[1] code) ...**83.9** ECTS. The maximum number of ECTS carried out remotely with the consent of the Dean of the Faculty is 75%.

2.7. Total number of ECTS points, which student has to obtain from basic sciences classes

Number of ECTS points for obligatory subjects	**8**
Number of ECTS points for optional subjects	**0**
Total number of ECTS points	**8**

2.8. Total number of ECTS points, which student has to obtain from practical classes, including project and laboratory classes (enter total number of ECTS points for courses/group of courses denoted with code P)

Number of ECTS points for obligatory subjects	**21**
Number of ECTS points for optional subjects	**69**
Total number of ECTS points	**90**

2.9. Minimum number of ECTS points, which student has to obtain doing education blocks offered as part of University-wide classes or other main field of study (enter number of ECTS points for courses/groups of courses denoted with code O)

…**3**…. ECTS points

2.10. Total number of ECTS points, which student may obtain doing optional blocks (min. 30% of total number of ECTS points)

…**79**…. ECTS points

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3. Description of the process leading to learning outcomes acquisition:

The process leading to achievement of the assumed learning outcomes includes active participation in the classes organized at the university: 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.

4. List of education blocks:

4.1. List of obligatory blocks:

4.1.1 List of general education blocks

4.1.1.1 *Liberal-managerial subjects* block *(min. 2 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM8001W	Basis of Social Science	2					K2_ZARZ_W04 K2_ZARZ_W09 K2_ZARZ_W10 K2_ZARZ_W11	30	50	2	2	1.2	T/Z	Z		DN		KO
2	W08ZZZ-SM8040W	Philosophy and the fundamental challenges of contemporary civilization	1					K2_ZARZ_W06 K2_ZARZ_W09 K2_ZARZ_U05 K2_ZARZ_K06 K2_ZARZ_K07	15	25	1	1	0.6	T/Z	Z		DN		KO
		Total	3	0	0	0	0		45	75	3	3	1.8						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
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4.1.1.2 ***Foreign languages*** **block** *(min. ..... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University -wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.1.1.3 ***Sporting classes*** **block** *(0 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University -wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.1.1.4 ***Information technologies*** **block** *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University -wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
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Altogether for general education blocks

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
3	0	0	0	0	45	75	3	3	1.8

4.1.2 List of basic sciences blocks

4.1.2.1 *Mathematics* block

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM8007W	Risk analysis in the Realization of Organizational Projects	2					K2_ZARZ_W09 K2_ZARZ_W11 K2_ZARZ_W12 K2_ZARZ_U11 K2_ZARZ_K04	30	75	3	3	1.2	T/Z	E		DN		PD
2	W08ZZZ-SM8007C	Risk analysis in the Realization of Organizational Projects		1					15	25	1	1	0.6	T/Z	Z		DN	P	PD
3	W08ZZZ-SM8007L	Risk analysis in the Realization of Organizational Projects			2				30	75	3	3	1.2	T/Z	Z		DN	P	PD
		Total	2	1	2	0	0		75	175	7	7	3.0						

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[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
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4.1.2.2 *Physics* block

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM8016P	Work Environment Physics II				1		K2_ZARZ_W14 K2_ZARZ_U03 K2_ZARZ_K05	15	50	2	2	0.6	T/Z	Z		DN	P	PD
		Total	0	0	0	1	0		15	50	2	2	0.6						

4.1.2.3 *Chemistry* block

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

Altogether for basic sciences blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
2	1	2	1	0	90	225	9	9	3.6

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
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[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
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4.1.3 List of the main field of study blocks

4.1.3.1 *Obligatory main field of study* blocks

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM8006W	Human Resource Management	2					K2_ZARZ_W01 K2_ZARZ_W04 K2_ZARZ_W06 K2_ZARZ_W09	30	75	3	3	1.2	T/Z	E		DN		K
2	W08ZZZ-SM8021W	Managerial Accounting	1					K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U08 K2_ZARZ_K04	15	50	2	2	0.6	T/Z	E		DN		K
3	W08ZZZ-SM8021C	Managerial Accounting		1					15	50	2	2	0.6	T/Z	Z		DN	P	K
4	W08ZZZ-SM8021L	Managerial Accounting			1				15	25	1	1	0.6	T/Z	Z		DN	P	K
5	W08ZZZ-SM8012W	Knowledge Economy	2					K2_ZARZ_W02 K2_ZARZ_W03 K2_ZARZ_W04 K2_ZARZ_W05 K2_ZARZ_W06 K2_ZARZ_U01	30	75	3	3	1.2	T/Z	E		DN		K
6	W08ZZZ-SM8012C	Knowledge Economy		2					30	50	2	2	1.2	T/Z	Z		DN	P	K
7	W08ZZZ-SM8027S	Modern Trends in Human Resource Management					2	K2_ZARZ_W01 K2_ZARZ_U03 K2_ZARZ_K01 K2_ZARZ_K04	30	50	2	2	1.2	T/Z	Z		DN	P	K
8	W08ZZZ-SM8002W	Contemporary Management	2					K2_ZARZ_W01 K2_ZARZ_W03 K2_ZARZ_W06 K2_ZARZ_W07 K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U08 K2_ZARZ_U09 K2_ZARZ_K04	30	50	2	2	1.2	T/Z	Z		DN		K
9	W08ZZZ-SM8002S	Contemporary Management					2		30	75	3	3	1.2	T/Z	Z		DN	P	K
10	W08ZZZ-SM8020W	Leadership in the Organization	2					K2_ZARZ_W09 K2_ZARZ_W10 K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K06	30	50	2	2	1.2	T/Z	E		DN		K
11	W08ZZZ-SM8020C	Leadership in the organization		2					30	50	2	2	1.2	T/Z	Z		DN	P	K
12	W08ZZZ-SM8026C	Employer Branding		2				K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U05 K2_ZARZ_U06 K2_ZARZ_K04 K2_ZARZ_K06	30	50	2	2	1.2	T/Z	Z		DN	P	K
13	W08ZZZ-SM8029W	Performance Management in Human Resource Management	2					K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U07 K2_ZARZ_U08 K2_ZARZ_K04	30	50	2	2	1.2	T/Z	E		DN		K
14	W08ZZZ-SM8029C	Performance Management in Human Resource Management		1					15	25	1	1	0.6	T/Z	Z		DN	P	K
		Total	11	8	1	0	4		360	725	29	29	14,4						

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[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Altogether (for main field of study blocks):

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
11	8	1	0	4	360	725	29	29	14.4

4.2 List of optional blocks

4.2.1 List of general education blocks

4.2.1.1 Liberal-managerial subjects blocks *(min. 2 ECTS points):*

No	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM4HRM02BM	**W08-HRM-ST-IIM/Block *Management***	**2**				**1**		**45**	**50**	**2**	**2**	**1.8**	T/Z	**Z**		**DN**		**K**
1	W08ZZZ-SM8038G	Corporate Social Responsibility (GK)	2				1	K2_ZARZ_W04	45	50	2	2	1.8	T/Z	Z		DN	P(1)	K
2	W08ZZZ-SM8039G	Business ethics (GK)	2				1	K2_ZARZ_W04	45	50	2	2	1.8	T/Z	Z		DN	P(1)	K
		Total	2	0	0	0	1		45	50	2	2	1.8						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.1.2 *Foreign languages* **block** *(min. 3 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	SJO-SM0003	Foreign Language I (B2+)		3				K2_ZARZ_U03, K2_ZARZ_U14	45	60	2	0	1.5	T	Z	O		P	KO
2	SJO-SM0004	Foreign Language II (A1 or A2)		1				K2_ZARZ_U03, K2_ZARZ_U14	15	30	1	0	0.5	T	Z	O		P	KO
		Total	0	4	0	0	0		60	90	3	0	2.0						

4.2.1.3 **Sporting classes block** *(0. ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.2.1.4 *Information technologies* **block** *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Altogether for general education blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
2	4	0	0	1	105	140	5	2	3.8

4.2.2 List of basic sciences blocks

4.2.2.1 ***Mathematics*** **block** *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

4.2.2.2 ***Physics*** **block** *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.2.3 *Chemistry* block *(min. .... ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

Altogether for general education blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					

4.2.3 List of blocks

4.2.3.1 "Diploma seminar" block *(min. 4 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM8015S	Seminar I					1	K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K06	15	50	2	2	0.6	T/Z	Z		DN	P	S
2	W08ZZZ-SM8023S	Seminar II					1	K2_ZARZ_W09 K2_ZARZ_W11 K2_ZARZ_U02	15	50	2	2	0.6	T/Z	Z		DN	P	S

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

								K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06										
		Total	0	0	0	0	2		30	100	4	4	1.2						

Altogether for blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
0	0	0	0	2	30	100	4	4	1.2

4.2.4 List of specialization blocks

4.2.4.1 *Specialization subjects (e.g. whole specialization)* blocks *(min. 42 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM8008W	Talent Acquisition & Recruitment Management	1					K2_ZARZ_W05 K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K02 K2_ZARZ_K04 K2_ZARZ_K05 K2_ZARZ_K06	15	50	2	2	0.6	T/Z	Z		DN		S
2	W08ZZZ-SM8008P	Talent Acquisition & Recruitment Management				2			30	50	2	2	1.2	T/Z	Z		DN	P	S
3	W08ZZZ-SM8009P	Competences Management				2		K2_ZARZ_U03 K2_ZARZ_U04	30	50	2	2	1.2	T/Z	Z		DN	P	S

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

								K2_ZARZ_U06 K2_ZARZ_U07 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K03 K2_ZARZ_K04 K2_ZARZ_K05 K2_ZARZ_K06											
4	W08ZZZ-SM8010C	Employee Performance Appraisal		2				K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U07 K2_ZARZ_U16 K2_ZARZ_U17 K2_ZARZ_K04 K2_ZARZ_K06 K2_ZARZ_K07	30	50	2	2	1.2	T/Z	Z		DN	P	S
5	W08ZZZ-SM8011G	Employee Potential Assessment (GK)	2	2				K2_ZARZ_U04 K2_ZARZ_U17 K2_ZARZ_K04 K2_ZARZ_K06 K2_ZARZ_K07	60	75	3	3	2.4	T/Z	Z		DN	P(2)	S
6	W08ZZZ-SM8024G	Training and Development (GK)				2	2	K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K04	60	75	3	3	2.4	T/Z	Z		DN	P(2)	S
7	W08ZZZ-SM8017S	Coaching					2	K2_ZARZ_U06 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K03 K2_ZARZ_K05	30	50	2	2	1.2	T/Z	Z		DN	P	S
8	W08ZZZ-SM8004W	Employee Motivation and Engagement	2					K2_ZARZ_W05 K2_ZARZ_W09 K2_ZARZ_W10	30	50	2	2	1.2	T/Z	Z		DN		S
9	W08ZZZ-SM8004P	Employee Motivation and Engagement				1		K2_ZARZ_U04 K2_ZARZ_U17 K2_ZARZ_K04	15	25	1	1	0.6	T/Z	Z		DN	P	S
10	W08ZZZ-SM8005W	Human Resource Analytics	2					K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U10 K2_ZARZ_K04	30	50	2	2	1.2	T/Z	Z		DN		S
11	W08ZZZ-SM8005L	Human Resource Analytics			2				30	50	2	2	1.2	T/Z	Z		DN	P	S
12	W08ZZZ-SM8013W	Research methods in Human Resource Management	2					K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U11 K2_ZARZ_U13 K2_ZARZ_U16 K2_ZARZ_K04	30	75	3	3	1.2	T/Z	E		DN		S
13	W08ZZZ-SM8013C	Research methods in Human Resource Management		1					15	50	2	2	0.6	T/Z	Z		DN	P	S
14	W08ZZZ-SM8013L	Research methods in Human Resource Management			1				15	50	2	2	0.6	T/Z	Z		DN	P	S
15	W08ZZZ-SM8018P	Compensation and Rewarding				2		K2_ZARZ_U04 K2_ZARZ_U07 K2_ZARZ_U17 K2_ZARZ_K04 K2_ZARZ_K06	30	50	2	2	1.2	T/Z	Z		DN	P	S
16	W08ZZZ-SM8025P	Analytical Workshop				2		K2_ZARZ_W09 K2_ZARZ_W12 K2_ZARZ_U11 K2_ZARZ_K04	30	50	2	2	1.2	T/Z	Z		DN	P	S

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

17	W08ZZZ-SM8003S	Creative Group Work					2	K2_ZARZ_U04 K2_ZARZ_U17 K2_ZARZ_K04 K2_ZARZ_K07	30	50	2	2	1.2	T/Z	Z		DN	P	S
18	W08ZZZ-SM8014S	Resolving Group Conflicts					2	K2_ZARZ_W10 K2_ZARZ_U05 K2_ZARZ_U06 K2_ZARZ_K04	30	50	2	2	1.2	T/Z	Z		DN	P	S
19	W08ZZZ-SM8019W	Information Systems for Human Resource Management	2					K2_ZARZ_W09 K2_ZARZ_W13 K2_ZARZ_U12 K2_ZARZ_K03	30	50	2	2	1.2	T/Z	Z		DN		S
20	W08ZZZ-SM8019P	Information Systems for Human Resource Management				2			30	50	2	2	1.2	T/Z	Z		DN	P	S
		Total	11	5	3	13	8		600	1050	42	42	24						

4.2.4.2 *Diploma profile* block *(min. 21 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM8022P	MSc Thesis I				2		K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06	30	125	5	5	2.5	T/Z	Z		DN	P	S
2	W08ZZZ-SM8028D	MSc Thesis II				2		K2_ZARZ_W01 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U13 K2_ZARZ_U14 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06 K2_ZARZ_K07	30	400	16	16	8	T/Z	Z		DN	P	S
		Total	0	0	0	4	0		60	525	21	21	10.5						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.4.3 *Social competences I* block *(min. 2 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM2HRM01SC1	**W08-HRM-ST-IIM/Block *Social Competences I***					**2**		**30**	**50**	**2**	**2**	**1.2**	T/Z	**Z**		**DN**	**P**	**S**
1	W08ZZZ-SM8031S	Development of Personal Potential					2	K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K03 K2_ZARZ_K05 K2_ZARZ_K06 K2_ZARZ_K07	30	50	2	2	1.2	T/Z	Z		DN	P	S
2	W08ZZZ-SM8030S	Communication in Social Media					2	K2_ZARZ_U03 K2_ZARZ_U05 K2_ZARZ_U14 K2_ZARZ_U16 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K03 K2_ZARZ_K05 K2_ZARZ_K06 K2_ZARZ_K07	30	50	2	2	1.2	T/Z	Z		DN	P	S
		Total	0	0	0	0	2		30	50	2	2	1.2						

4.2.4.4 *Social competences II* block *(min. 2 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM4HRM01SC2	**W08-HRM-ST-IIM/Block *Social Competences II***					**2**		**30**	**50**	**2**	**2**	**1.2**	T/Z	**Z**		**DN**	**P**	**S**
1	W08ZZZ-SM8036S	Personal Branding					2	K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06	30	50	2	2	1.2	T/Z	Z		DN	P	S
2	W08ZZZ-SM8037S	Public Speaking					2	K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06	30	50	2	2	1.2	T/Z	Z		DN	P	S
		Total	0	0	0	0	2		30	50	2	2	1.2						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.2.4.5 *Human Resources Management* block *(min. 3 ECTS points):*

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM3HRM01HRM	**W08-HRM-ST-IIM/Block Human Resource Management**					**2**		**30**	**75**	**3**	**3**	**1.2**	T/Z	**Z**		**DN**	**P**	**S**
1	W08ZZZ-SM8033S	Diversity Management					2	K2_ZARZ_U03 K2_ZARZ_U05 K2_ZARZ_K02 K2_ZARZ_K04	30	75	3	3	1.2	T/Z	Z		DN	P	S
2	W08ZZZ-SM8032S	Developing Cultural Competences					2	K2_ZARZ_U04 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K03 K2_ZARZ_K07	30	75	3	3	1.2	T/Z	Z		DN	P	S
		Total	0	0	0	0	2		30	75	3	3	1.2						

Altogether for specialization blocks:

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
11	5	3	17	14	750	1750	70	70	36,9

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

4.3 Training block - concerning principles of training crediting – attachment no. …

Opinion of the Advisory Faculty Council concerning the rules of crediting training block

Name of training			
Number of ECTS points	**Number of ECTS points for BU[1] classes**	**Training crediting mode**	**Code**

Training duration	**Training objective**

4.4 „Diploma dissertation" block (*if it is foreseen at first level studies)*

Type of diploma dissertation	Licencjat / inżynier / magister / magister inżynier*	
Number of diploma dissertation semesters	**Number of ECTS points**	**Code**
3	**2** **2** **5** **16**	**W08ZZZ-SM8015S Seminar I** **W08ZZZ-SM8023S Seminar II** **W08ZZZ-SM8022P MSc Thesis I** **W08ZZZ-SM8028D MSc Thesis II**
Character of diploma dissertation		
Literature survey, project, computer program, etc.		
Number of BU[1] ECTS points	11,7	

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
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5. Ways of verifying assumed learning outcomes

Type of classes	Ways of verifying assumed learning outcomes
lecture	e.g. examination, progress/final test
class	e.g. progress/final test
laboratory	e.g. pretest, report from laboratory
project	e.g. project defence
seminar	e.g. participation in discussion, topic presentation, essay
diploma dissertation	prepared diploma dissertation

6. Range of diploma examination

1. Explain and support with examples the evolution of the management concepts.
2. What is the importance of the fourth industrial revolution? What are the key impacts?
3. Cost accounting in financial planning.
4. Explain who the stakeholders are in the concept of CSR.
5. Discuss the process of job analysis and job descriptions- methodology and stages.
6. Discuss the steps, methods and tools used for people resourcing (recruitment and selection).
7. Make a comparative analysis of personnel philosophies and the resulting HR policy models in relation to recruitment, professional development, remuneration and employee periodic assessment.
8. Discuss the task structure and content of the HR management process.
9. Discuss selected three trends in HRM - the concept and application in the organization (virtualization of HRM, audit and controlling, candidate, employee experience and wellbeing, evidence based approach).
10. Discuss the framework and strategies for International HRM.
11. Discuss the process of integrating HRM strategies with general organizational strategies based on the company's strategy.
12. Describe the principles and methods of creating competency profiles.
13. Describe standard methods of competency assessment.

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

14. List and discuss the basic principles of shaping the periodic employee evaluation system.
15. Make a comparative analysis of the concepts and methods of employee evaluation consistent with the human capital approach.
16. Discuss the essence of the assessment center technique and the assessment tools used.
17. Discuss selected three methods to evaluate employee potential within development center method.
18. Characterize organizational strategies and tools of culture management.
19. Discuss two methods of evaluating a training program.
20. Discuss different types of training programs.
21. Compare one-way and two-way contract of coaching. Discuss the assignment and the coaching process itself.
22. Discuss the coaching style of management. Discuss the coaching methods used in the manager's work.
23. Discuss the concepts of motivation and engagement at work.
24. Discuss the types of remuneration systems according to the type of variable part and the principles of designing bonus systems in the practice of enterprises.
25. What is the innovation of the remuneration system? Provide innovative ways of rewarding the employees.
26. Discuss the methods and techniques as well as analytical tools used in the area of employer branding.
27. Discuss the essence and basic areas of internal and external employer branding.
28. List and characterize key performance indicators (HR KPIs) for selected 3 HR areas: recruitment, development, administration and HR service, onboarding processes, rewarding and motivating, performance appraisal, turnover.
29. List and discuss the principles of creating an effective message.
30. Describe how the credibility of the message sender should be built. Give examples from different types of organizations.
31. Characterize the personality and social determinants of creativity.
32. Discuss factors supporting and blocking processes creativity in the group. List techniques for creative problem solving.
33. Give an example and discuss the strategy of a successful company in the creative industries.
34. Define the concept of conflict, list the sources and types of conflicts in the organization and methods of solving them.
35. Describe the intra- and intergroup consequences of the conflict.
36. Characterize the essence of leadership in the organization.
37. List and discuss selected leadership concepts and styles.
38. Compare the transactional and transformational styles in leadership. In which situations does one or the other have an advantage?
39. List the origin of power in modern organizations.
40. List and describe the most important factors affecting the effectiveness of teams.

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[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
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41. Characterize the concept of a personal brand and discuss examples of tools for building it.
42. Describe social influence phenomena. Discuss types and rules of it.
43. Explain the mechanism of social categorization on the example of the stereotypes associated with the jobs.
44. Define the phenomenon of self-presentation. List its categories and describe one.
45. List and describe the individual, organizational and social functions of human work.
46. Explain the personality of people influence their organizational and professional behavior.
47. Decision Analytics and Modelling.
48. Characterize predictive analytics based on Machine Learning.
49. Applications of quantitative data analysis methods in risk analysis for team projects. Examples of application.
50. Describe analysis of dependence for qualitative and quantitative variables and applications in risk analysis.
51. Give examples of applications linear optimization in risk analysis.
52. Describe the general concept of the econometric forecasting model.
53. HRM metrics - measurement methodology.
54. Characterize statistical analysis methods to verify the HRM metrics.
55. Characterize tools and techniques related to integrated management systems.
56. Characterize information systems to support human resource management decision making.

7. Requirements concerning deadlines for crediting courses/groups of courses for all courses in particular blocks

No.	*Course / group of courses code*	*Name of course / group of courses*	*Crediting by deadline of... (number of semester)*
	W08ZZZ-SM8006W	*Human Resource Management*	*1*
	W08ZZZ-SM8007W *W08ZZZ-SM8007C* *W08ZZZ-SM8007L*	*Risk Analysis in the realization of organizational projects*	*1*
	W08ZZZ-SM8012W *W08ZZZ-SM8012C*	*Knowledge Economy*	*2*

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[2]Traditional – enter T, remote – enter Z
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[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
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	W08ZZZ-SM8013W *W08ZZZ-SM8013C* *W08ZZZ-SM8013L*	*Research Methods in Human Resource Management*	*2*
	W08ZZZ-SM8021W *W08ZZZ-SM8021C* *W08ZZZ-SM8021L*	*Managerial Accounting*	*3*
	W08ZZZ-SM8020W *W08ZZZ-SM8020C*	*Leadership in the Organization*	*3*
	W08ZZZ-SM8029W *W08ZZZ-SM8029C*	*Performance Management in Human Resource Management*	*4*

8. Plan of studies (attachment no. 3)

Approved by faculty student government legislative body:

....
Date name and surname, signature of student representative

....
Date Dean’s signature

*delete as appropriate

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
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Zał. nr 4 do ZW 16/2020
Attachment no. 3 to Program of Studies

PLAN OF STUDIES

FACULTY: Faculty of Management

MAIN FIELD OF STUDY: Management

EDUCATION LEVEL: second-level studies

FORM OF STUDIES: full-time studies

PROFILE: general academic MS

SPECIALIZATION: Human Resource Management

LANGUAGE OF STUDY: English

In effect since 2023/2024

Plan of studies structure (optionally)

1) in ECTS point layout *(space for scheme of plan)*

	I	II	III	IV
26		Knowledge Economy 125 5		
25	Employee Motivation and Engagement 75 3			
24			Compensation and Rewarding 50 2	
23				
22	Creative Group Work 50 2	Social Competences I block 50 2	Managerial Accounting 125 5	
21				
20	Talent Acquisition & Recruitment Management 100 4	Resolving Group Conflicts 50 2		
19				
18		Competences Management 50 3	Leadership in the Organization 100 4	
17	Human Resource Management 75 3			Modern Trends in Human Resource Management 50 2
16		Employee Performance Appraisal 50 2		
15	Basis of Social Science 50 2			Analytical Workshop 50 2
14			Training and Development 75 3	Employer Branding 50 2
13		Employee Potential Assessment 75 3		
12	Contemporary Management 125 5			Social Competences II block 50 2
11			Coaching 50 2	
10		Research Methods in Human Resource Management 175 7		Management block 50 2
9			Human Resource Management block 75 3	
8	Human Resource Analytics 100 4			
7				
6		Work Environment Physics II 50 2	Information Systems for Human Resource Management 100 4	Performance Management in Human Resource Management 75 3
5		Philosophy towards the fundamental challenges of modern civilization 25 1		
4	Risk Analysis in the Realization of Organizational Projects 175 7	Seminar I 50 2		
3			MSc Thesis I 125 5	MSc Thesis II 400 16
2		Foreign Language I A1 A2 60 2		
1			Seminar II 50 2	Foreign Language II (B2+) 30 1
	CNPS 750 ECTS 30	CNPS 760 ECTS 30	CNPS 750 ECTS 30	CNPS 755 ECTS 30

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[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

2) in hourly layout *(space for scheme of plan)*

	I	II	III	IV
26		Knowledge Economy 22000E		
25	Employee Motivation and Engagement 20010			
24			Compensation and Rewarding 00020	
23				
22	Creative Group Work 00002	Social Competences I block 00002	Managerial Accounting 11100E	
21				
20	Talent Acquisition & Recruitment Management 10020	Resolving Group Conflicts 00002		
19			Leadership in the Organization 22000E	
18		Competences Management 00020		
17	Human Resource Management 20000E			Modern Trends in Human Resource Management 00002
16		Employee Performance Appraisal 02000		
15	Basis of Social Science 20000		Training and Development 00022	Analytical Workshop 00020
14		Employee Potential Assessment 22000		Employer Branding 02000
13	Contemporary Management 20002			
12				Social Competences II block 00002
11			Coaching 00002	
10		Research Methods in Human Resource Management 21100E		Management block 20001
9	Human Resource Analytics 20200		Human Resource Management block 00002	
8				
7			Information Systems for Human Resource Management 20020	Performance Management in Human Resource Management 21000E
6		Work Environment Physics II 00010		
5	Risk Analysis in the Realization of Organizational Projects 21200E	Philosophy towards the fundamental challenges of modern civilization 10000		
4		Seminar I 00001		
3		Foreign Language I A1 A2 03000	MSc Thesis I 00020	MSc Thesis I 400 16
2				
1			Seminar II 00001	Foreign Language II (B2+)
	25h/week	26h/week	24h/week	17h/week

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

1. Set of obligatory and optional courses and groups of courses in semestral arrangement

Semester 1

Obligatory courses / groups of courses Number of ECTS points 30

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM8004W	Employee Motivation and Engagement	2					K2_ZARZ_W05 K2_ZARZ_W09 K2_ZARZ_W10 K2_ZARZ_U04 K2_ZARZ_U17 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	Z		DN		S
2	W08ZZZ-SM8004P	Employee Motivation and Engagement				1			15	25	1	1	0,6	T/Z	Z		DN	P	S
3	W08ZZZ-SM8003S	Creative Group Work					2	K2_ZARZ_U04 K2_ZARZ_U17 K2_ZARZ_K04 K2_ZARZ_K07	30	60	2	2	1,4	T/Z	Z		DN	P	S
4	W08ZZZ-SM8008W	Talent Acquisition & Recruitment Management	1					K2_ZARZ_W05 K2_ZARZ_W07 K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K02 K2_ZARZ_K04 K2_ZARZ_K05	15	50	2	2	0,6	T/Z	Z		DN		S
5	W08ZZZ-SM8008P	Talent Acquisition & Recruitment Management				2			30	50	2	2	1,2	T/Z	Z		DN	P	S
6	W08ZZZ-SM8006W	Human Resource Management	2					K2_ZARZ_W01 K2_ZARZ_W04 K2_ZARZ_W06 K2_ZARZ_W09	30	75	3	3	1,2	T/Z	E		DN		K
7	W08ZZZ-SM8001W	Basis of Social Science	2					K2_ZARZ_W04 K2_ZARZ_W09 K2_ZARZ_W10 K2_ZARZ_W11	30	50	2	2	1,2	T/Z	Z		DN		K
8	W08ZZZ-SM8002W	Contemporary Management	2					K2_ZARZ_W01 K2_ZARZ_W03 K2_ZARZ_W06 K2_ZARZ_W07 K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U08 K2_ZARZ_U09 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	Z		DN		K
9	W08ZZZ-SM8002S	Contemporary Management					2		30	75	3	3	1,2	T/Z	Z		DN	P	K
10	W08ZZZ-SM8005W	Human Resource Analytics	2					K2_ZARZ_W09 K2_ZARZ_U04 K2_ZARZ_U10 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	Z		DN		S
11	W08ZZZ-SM8005L	Human Resource Analytics			2				30	75	3	3	1,2	T/Z	Z		DN	P	S

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[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

12	W08ZZZ-SM8007W	Risk analysis in the Realization of Organizational Projects	2					K2_ZARZ_W09 K2_ZARZ_W11 K2_ZARZ_W12 K2_ZARZ_U11 K2_ZARZ_K04	30	75	3	3	1,2	T/Z	E		DN		PD
13	W08ZZZ-SM8007C	Risk analysis in the Realization of Organizational Projects		1					15	25	1	1	0,6	T/Z	Z		DN	P	PD
14	W08ZZZ-SM8007L	Risk analysis in the Realization of Organizational Projects			2				30	90	3	3	2,1	T/Z	Z		DN	P	PD
		Total	13	1	4	3	4		375	750	30	30	15						

Optional courses / groups of courses (minimum …… hours in semester, ……. ECTS points)

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
		Total																	

Altogether in semester

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
13	1	4	3	4	375	750	30	30	15

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
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Semester 2

Obligatory courses / groups of courses Number of ECTS points 26

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM8012W	Knowledge Economy	2					K2_ZARZ_W02 K2_ZARZ_W03 K2_ZARZ_W04 K2_ZARZ_W05 K2_ZARZ_W06 K2_ZARZ_U01	30	75	3	3	1,2	T/Z	E		DN		K
2	W08ZZZ-SM8012C	Knowledge Economy		2					30	50	2	2	1,2	T/Z	Z		DN	P	K
3	W08ZZZ-SM8014S	Resolving Group Conflicts					2	K2_ZARZ_W10 K2_ZARZ_U05 K2_ZARZ_U06 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	Z		DN	P	S
4	W08ZZZ-SM8009P	Competences Management				2		K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U07 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K03 K2_ZARZ_K04 K2_ZARZ_K05 K2_ZARZ_K06	30	50	2	3	1,2	T/Z	Z		DN	P	S
5	W08ZZZ-SM8010C	Employee Performance Appraisal		2				K2_ZARZ_U02 K2_ZARZ_U04 K2_ZARZ_U07 K2_ZARZ_U16 K2_ZARZ_U17 K2_ZARZ_K04 K2_ZARZ_K06 K2_ZARZ_K07	30	50	2	2	1,2	T/Z	Z		DN	P	S
6	W08ZZZ-SM8011G	Employee Potential Assessment GK	2	2				K2_ZARZ_U04 K2_ZARZ_U17 K2_ZARZ_K04 K2_ZARZ_K06 K2_ZARZ_K07	60	75	3	3	2,4	T/Z	Z		DN	P(2)	S
7	W08ZZZ-SM8013W	Research methods in Human Resource Management	2					K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U11 K2_ZARZ_U13 K2_ZARZ_U16 K2_ZARZ_K04	30	75	3	3	1,2	T/Z	E		DN		S
8	W08ZZZ-SM8013C	Research methods in Human Resource Management		1					15	50	2	2	0,6	T/Z	Z		DN	P	S
9	W08ZZZ-SM8013L	Research methods in Human Resource Management			1				15	50	2	2	0,6	T/Z	Z		DN	P	S
10	W08ZZZ-SM8016P	Work Environment Physics II				1		K2_ZARZ_W14 K2_ZARZ_U03 K2_ZARZ_K05	15	50	2	2	0,6	T/Z	Z		DN	P	PD

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[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
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11	W08ZZZ-SM8015S	Seminar I					1	K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K06	15	50	2	2	0,6	T/Z	Z		DN	P	S
12	W08ZZZ-SM8040W	Philosophy towards the fundamental challenges of modern civilization	1					K2_ZARZ_W06 K2_ZARZ_W09 K2_ZARZ_U05 K2_ZARZ_K06 K2_ZARZ_K07	15	25	1		0,6	T/Z	Z		DN		KO
		Total	7	7	1	3	3		315	650	26	25	12,6						

Optional courses / groups of courses (minimum 60 hours in semester, 4 ECTS points)

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	SJO-SM0003	Foreign Language II (A1 or A2)		3				K2_ZARZ_U03, K2_ZARZ_U14	45	60	2	0	1,5	T	Z	O		P	KO
	ZZZ-SM2HRM01SC1	**W08-HRM-ST-IIM/Block *Social Competences I***					**2**	K2_ZARZ_U03 K2_ZARZ_U05 K2_ZARZ_U16 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K03 K2_ZARZ_K05 K2_ZARZ_K06 K2_ZARZ_K07	**30**	**50**	**2**	**2**	**1,2**	T/Z	**Z**		**DN**	**P**	**S**
2	W08ZZZ-SM8031S	Development of Personal Potential					2		30	50	2	2	1,2	T/Z	Z		DN	P	S
3	W08ZZZ-SM8030S	Communication in Social Media					2		30	50	2	2	1,2	T/Z	Z		DN	P	S
		Total	0	3	0	0	2		75	120	4	2	2.7						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Altogether in semester

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
7	10	1	3	5	390	760	30	27	15,3

Semester 3

Obligatory courses / groups of courses Number of ECTS points 27

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM8018P	Compensation and Rewarding				2		K2_ZARZ_U04 K2_ZARZ_U07 K2_ZARZ_U17 K2_ZARZ_K04 K2_ZARZ_K06	30	50	2	2	1,2	T/Z	Z		DN	P	S
2	W08ZZZ-SM8021W	Managerial Accounting	1					K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U08 K2_ZARZ_K04	15	50	2	2	0,6	T/Z	E		DN		K
3	W08ZZZ-SM8021C	Managerial Accounting		1					15	50	2	2	0,6	T/Z	Z		DN	P	K
4	W08ZZZ-SM8021L	Managerial Accounting			1				15	25	1	1	0,6	T/Z	Z		DN	P	K
5	W08ZZZ-SM8020W	Leadership in the Organization	2					K2_ZARZ_W09 K2_ZARZ_W10 K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K06	30	50	2	2	1,2	T/Z	E		DN		K
6	W08ZZZ-SM8020C	Leadership in the organization		2					30	50	2	2	1,2	T/Z	Z		DN	P	K
7	W08ZZZ-SM8024G	Training and Development GK				2	2	K2_ZARZ_W09 K2_ZARZ_U03 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K04	60	75	3	3	2,4	T/Z	Z		DN	P(2)	S
8	W08ZZZ-SM8017S	Coaching					2	K2_ZARZ_U06 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K03 K2_ZARZ_K05	30	50	2	2	1,2	T/Z	Z		DN	P	S
9	W08ZZZ-SM8019W	Information Systems for Human Resource Management	2					K2_ZARZ_W09 K2_ZARZ_W13 K2_ZARZ_U12 K2_ZARZ_K03	30	50	2	2	1,2	T/Z	Z		DN		S
10	W08ZZZ-SM8019P	Information Systems for Human Resource Management				2			30	50	2	2	1,2	T/Z	Z		DN	P	S

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

11	W08ZZZ-SM8022P	MSc Thesis I				2		K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U15 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06	30	125	5	5	2,5	T/Z	Z		DN	P	S
12	W08ZZZ-SM8023S	Seminar II					1	K2_ZARZ_W09 K2_ZARZ_W11 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U13 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06	15	50	2	2	0,6	T/Z	Z		DN	P	S
		Total	5	3	1	8	5		330	675	27	27	14,5						

Optional courses / groups of courses (minimum 30 hours in semester, 3 ECTS points)

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
	ZZZ-SM3HRM01HRM	**W08-HRM-ST-IIM/Block *Human Resource Management***					**2**	K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K02 K2_ZARZ_K03 K2_ZARZ_K04 K2_ZARZ_K07	**30**	**75**	**3**	**3**	**1,2**	**T/Z**	**Z**		**DN**	**P**	**S**
1	W08ZZZ-SM8033S	Diversity Management					2		30	75	3	3	1,2	T/Z	Z		DN	P	S
2	W08ZZZ-SM8032S	Developing Cultural Competences					2		30	75	3	3	1,2	T/Z	Z		DN	P	S
		Total	0	0	0	0	2		30	75	3	3	1,2						

Altogether in semester

Total number of hours					Total number of ZZUhours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
5	3	1	8	7	360	750	30	30	15,7

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Semester 4

Obligatory courses / groups of courses Number of ECTS points 25

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	W08ZZZ-SM8025P	Analytical Workshop				2		K2_ZARZ_W09 K2_ZARZ_W12 K2_ZARZ_U11 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	Z		DN	P	S
2	W08ZZZ-SM8026C	Employer Branding		2				K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U05 K2_ZARZ_U06 K2_ZARZ_K04 K2_ZARZ_K06	30	50	2	2	1,2	T/Z	Z		DN	P	K
3	W08ZZZ-SM8029W	Performance Management in Human Resource Management	2					K2_ZARZ_W08 K2_ZARZ_W09 K2_ZARZ_U02	30	50	2	2	1,2	T/Z	E		DN		K
4	W08ZZZ-SM8029C	Performance Management in Human Resource Management		1				K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U07 K2_ZARZ_U08 K2_ZARZ_K04	15	25	1	1	0,6	T/Z	Z		DN	P	K
5	W08ZZZ-SM8027S	Modern Trends in Human Resource Management					2	K2_ZARZ_W01 K2_ZARZ_U03 K2_ZARZ_K01 K2_ZARZ_K04	30	50	2	2	1,2	T/Z	Z		DN	P	K
6	W08ZZZ-SM8028D	MSc Thesis II				2		K2_ZARZ_W01 K2_ZARZ_W09 K2_ZARZ_U02 K2_ZARZ_U03 K2_ZARZ_U04 K2_ZARZ_U06 K2_ZARZ_U13 K2_ZARZ_U14 K2_ZARZ_U16 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06 K2_ZARZ_K07	30	400	16	16	8	T/Z	Z		DN	P	S
		Total	2	3	0	4	2		165	625	25	25	13,4						

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Optional courses / groups of courses (minimum 90 hours in semester, 5 ECTS points)

No.	Course/ group of courses code	Name of course/group of courses (denote group of courses with symbol **GK**)	Weekly number of hours					Learning effect symbol	Number of hours		Number of ECTS points			Form[2] of course/group of courses	Way[3] of crediting	Course/group of courses			
			lec	cl	lab	pr	sem		ZZU	CNPS	Total	DN[5] classes	BU[1] classes			University-wide[4]	Concerning scientific activities[5]	Practical[6]	Type[7]
1	SJO-SM0004	Foreign Language I (B2+)		1				K2_ZARZ_U03, K2_ZARZ_U14	15	30	1	0	0,5	T	Z	O		P	KO
	ZZZ-SM4HRM01SC2	**W08-HRM-ST-IIM/Block *Social Competences II***					**2**	K2_ZARZ_U05 K2_ZARZ_U17 K2_ZARZ_K01 K2_ZARZ_K04 K2_ZARZ_K06	**30**	**50**	**2**	**2**	**1,2**	T/Z	**Z**		**DN**	**P**	**S**
2	W08ZZZ-SM8036S	Personal Branding					2		30	50	2	2	1,2	T/Z	Z		DN	P	S
3	W08ZZZ-SM8037S	Public Speaking					2		30	50	2	2	1,2	T/Z	Z		DN	P	S
	ZZZ-SM4HRM02BM	**W08-HRM-ST-IIM/Block *Management***	**2**				**1**	K2_ZARZ_W04	**45**	**50**	**2**	**2**	**1,8**	T/Z	**Z**		**DN**		**K**
4	W08ZZZ-SM8038G	Corporate Social Responsibility GK	2				1		45	50	2	2	1,8	T/Z	Z		DN		K
5	W08ZZZ-SM8039G	Business ethics GK	2				1		45	50	2	2	1,8	T/Z	Z		DN		K
		Total	2	1	0	0	3		90	130	5	4	3,5						

Altogether in semester

Total number of hours					Total number of ZZU hours	Total number of CNPS hours	Total number of ECTS points	Total number of ECTS points for DN classes[5]	Number of ECTS points for BU classes[1]
lec	cl	lab	pr	sem					
4	4	0	4	5	255	755	30	29	16,9

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

2. Set of examinations in semestral arrangement

Course / group of courses code	Names of courses / groups of courses ending with examination	Semester
W08ZZZ-SM8006W W08ZZZ-SM8007W	1. Human Resource Management 2. Risk Analysis in the Realization of Organizational Projects	1
W08ZZZ-SM8012W W08ZZZ-SM8013W	1. Knowledge Economy 2. Research Methods in Human Resource Management	2
W08ZZZ-SM8021W W08ZZZ-SM8020W	1. Managerial Accounting 2. Leadership in the Organization	3
W08ZZZ-SM8029W	1. Performance Management in Human Resource Management	4

3. Numbers of allowable deficit of ECTS points after particular semesters

Semester	Allowable deficit of ECTS points after semester
1	**11**
2	**16**
3	**9**
4	**0**

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

Opinion of student government legislative body

.....	.....
Date	Name and surname, signature of student representative
.....	.....
Date	Dean’s signature

[1]BU – number of ECTS points assigned to hours of classes requiring direct participation of academic teachers and other persons conducting classes
[2]Traditional – enter T, remote – enter Z
[3]Exam – enter E, crediting – enter Z. For the group of courses – after the letter E or Z - enter in brackets the final course form (lec, cl, lab, pr, sem)
[4]University-wide course /group of courses – enter O
[5]DN - number of ECTS points assigned to the classes related to the University's academic activity in the discipline/disciplines to which the main field of study is assigned
[6]Practical course / group of courses – enter P. For the group of courses – in brackets enter the number of ECTS points assigned to practical courses
[7]KO – general education courses, PD – basic sciences courses, K – main field of study courses, S – specialization courses

SPECJALNOŚĆ/SPECIALTY:

ZARZĄDZANIE PROCESAMI BIZNESOWYMI

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Badania Operacyjne
Name of subject in English: Operations Research
Main field of study (if applicable): Management
Specialization (if applicable): Change management/ Business process management
Profile: academic
Level and form of studies: 2nd level, uniform magister studies, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0121
Group of courses NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30		30		
Number of hours of total student workload (CNPS)	75		50		
Form of crediting	crediting with grade		crediting with grade		
For group of courses mark (X) final course					
Number of ECTS points	3		2		
including number of ECTS points for practical classes (P)					
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2		1,2		

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basics of mathematical analysis and algebra
2. Elementary probability theory
3. Basics of logic

SUBJECT OBJECTIVES

C1. Showing students the most important models used in operations research.
C2. Acquisition by students of the ability to construct mathematical models for practical problems.
C3. Teaching students to use mathematical modeling languages.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 – has extensive knowledge of models used in operations research.
PEU_W02 – knows the basic techniques of mathematical modeling to support decision making in organizations.

relating to skills:
PEU_U01 – can build and solve mathematical models for practical problems and interpret the obtained solutions
PEU_U02 – can apply advanced methods of operations research to support decision making in organizations.

relating to social competences:
PEU_K01 – is ready for critical evaluation and analysis of solutions obtained using mathematical models

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Organizational issues. Introduction to operations research	2
Lec 2	Linear programming problem – formulation and applications	2
Lec 3	The simplex algorithm and sensitivity analysis in linear programming	2
Lec 4	Integer programming problem – formulation and solution methods	2
Lec 5	Applications of integer programming to production planning and logistics	2
Lec 6	Minimum cost flow problem	2
Lec 7	Project scheduling	2
Lec 8	Multicriteria programming problem	2
Lec 9	Goal programming	2
Lec 10	Zero-sum games	2
Lec 11	Non zero-sum games	2
Lec 12	Decision making under risk – utility theory	2
Lec 13	Decision trees and decision networks	2
Lec 14	Revision before the test	2
Lec 15	Written test	2
	Total hours	**30**
Laboratory		**Number of hours**
Lab 1	Organizational issues. Introduction to mathematical modeling languages	2
Lab 2-3	Applications of linear programming to solve practical problems	4
Lab 4	Applications of sensitivity analysis in linear programming	2
Lab 5	Applications of integer programming to solve loading, packing and localization problems	2
Lab 6	Applications of integer programming to solve scheduling problems	2
Lab 7	Applications of integer programming to solve production planning problems	2
Lab 8-9	Applications of network models to solve scheduling and route planning problems	4
Lab 10-11	Applications of multicriteria programming for solving practical problems	4
Lab 12	Applications of zero-sum games	2
Lab 13-14	Applications of decision trees and decision networks	4
Lab 15	Written test	2
	Total hours	**30**

TEACHING TOOLS USED
N1. Presentation N2. Lists of tasks N3. Computer software (mathematical modeling languages)

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02	Written test (lecture)
F2	PEU_U01 PEU_U02	Written test (laboratory)
F3	PEU_U01 PEU_U02 PEU_K01	Activity in class, preparation for classes
P=F1 (lecture) P=0.8F2+0.2F3 (laboratory)		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] H. E. Taha. Operations Research. An Introduction. Pearson 2017
[2] F. S. Hiller, G. J. Lieberman. Introduction to Operations Research. McGraw-Hill 2001
[3] J. K. Sharma. Operations Research. Theory and Applications. Trinity Press 2017

SECONDARY LITERATURE:

[1] H. P. Williams. Model Building in Mathematical Programming. Wiley 1990.
[2] R. K. Ahuja, T. L. Magnanti, J. B. Orlin. Network Flows: Theory, Algorithms and Applications. Prentice Hall, Inc. 1993
[3] W. L. Winston. Operations Research: Applications and Algorithms. PWS-KENT Publishing Company 1987
[4] H. W. Wagner. Badania Operacyjne. PWE 1980

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Adam Kasperski (adam.kasperski@pwr.edu.pl)

FACULTY OF MANAGEMENT

SUBJECT CARD

Name in Polish: Controlling
Name in English: Controlling
Main field of study (if applicable): Management
Specialization (if applicable): Change Management, Business process management
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0117G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30			15	
Number of hours of total student workload (CNPS)	50			25	
Form of crediting	Crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	3				
including number of ECTS points for practical (P) classes				1	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,8				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Knowledge about the fundamentals of organization and management and the fundamentals of accountancy.

SUBJECT OBJECTIVES

C1 To provide the students with the knowledge about the essence of controlling. To provide the students with the knowledge about the functional and organizational solutions of controlling. To provide the students with the knowledge about the essence of basic tools of controlling as well as the scope of their use.
C2 Shaping and developing the ability of evaluation the achievements of the organization in conjunction of the implementation of controlling.
C3 Shaping and developing the ability of evaluation and improvement of existing or designing new functional, organizational and instrumental solutions of controlling in chosen organization.
C4 Shaping the competences of planning, initiating and implementing the changes in the organization.
C5 Shaping the competences of cooperation in team forms of works and taking the responsibility for this work.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has a knowledge abort the essence of controlling. Understands the importance of restructuring processes related to the implementation of controlling in the organization. Knows the components and functions of controlling. Has a knowledge about the controlling concepts.
PEU_W02 Knows the organizational solutions of controlling, including the solutions relating to the controllers and responsibility centers . Knows the factors influencing the formation of organizational solutions of controlling.
PEU_W03 Has knowledge about the tools of controlling, including the controlling profit and loss account, budgeting, information and reporting system, methods of measurement and evaluation of organization performance.

relating to skills:

PEU_U01 Can evaluate the organization performance relating to the implementation of controlling.

PEU_U02 Can evaluate and improve the existing or design the new solutions of controlling relating to the concept of controlling, controllers (including them responsibilities, rights and liabilities) and responsibility centers.

PEU_U03 Can evaluate and improve the existing or design the new solutions of controlling relating to the chosen tools of controlling.

relating to social competences:

PEU_K01 Is prepared to initiate changes in the organization, as well as to participate in their planning and implementing in the organization.

PEU_K02 Is prepared to cooperate and work in team forms of works. Can accurately identify their own priorities and work in partnership with others.

PEU_K03 Is aware of the responsibility for own work. Is ready to comply with the priorities set by others and take responsibility for own work or as a team performed the task.

PROGRAMME CONTENT		
Form of classes - lecture		**Number of hours**
Lec 1	Introduction, overview of the lecture.	1
Lec 1	Origin, the essence and the features of controlling. Concepts of controlling.	1
Lec 2	Controlling and other management concepts and methods. Coexistence of controlling with other management concepts and methods.	2
Lec 3	Requirements for controlling implementation and functioning. Factors influencing the shape of solutions of controlling.	2
Lec 4	The aims, components and functions of controlling.	2
Lec 5	Organization of controlling. Defining the controlling responsibility centers.	2
Lec 6	Profit and loss account in controlling – designing.	2
Lec 7	Budgeting in controlling - designing.	2
Lec 8	Information and reporting system in controlling - designing. The role of IT in controlling.	2
Lec 9	Model of controlling effectiveness.	2
Lec 10	Motivation in controlling.	2
Lec 11	Strategic, operational, functional and partnership controlling.	2
Lec 12	Marketing controlling, quality controlling.	2
Lec 13	Personnel controlling and knowledge controlling.	2
Lec 14	Controlling developement trends.	2
Lec 15	Summary. Colloquium.	2
	Total hours	30

Form of classes - project		**Number of hours**
Proj 1	Explanation of the topic of the project, discussion of the project evaluation conditions. Creation of the project teams. Distribution of the survey questionnaires and discussion on it. Detailed explanation of the task 1: the method of the general characteristics of the organization, including the method of presentation of basic information about the organization, its organizational structure, human potential, and identification of its environment.	2
Proj 2	Detailed explanation of the task 2: in the diagnosis of existing solutions of controlling in analyzed organization (for two situations: a) when controlling is implemented in the organization, and b) if controlling solutions are not implemented in the organization). Declaration of the chosen object. Consultation of the task 1: work in project teams - consulting the substantive issues, evaluation of student progress.	2

Proj 3	Detailed explanation of the task 3: formation (b) or improvement (a) organizational solutions of controlling for the chosen organization (including solutions relating to the controlling concept, its organization and responsibility centers). The consultation of the task 2: work in project teams - consulting the substantive issues, the assessment of students progress.	2
Proj 4	Detailed explanation of the task 4: designing (b) or improvement (a) instrumental solutions of controlling for the chosen organization (including solutions relating to Profit and loss account in controlling, budgeting, information and reporting system in controlling and methods of measurement and evaluation of organization performance). The consultation of the task 3: work in project teams - consulting the substantive issues, the assessment of students progress.	2
Proj 5	Explanation of the presentation of the project. The consultation of the task 4: work in project teams - consulting the substantive issues, the assessment of students progress.	2
Proj 6-7	Presentations of the projects, evaluation of presentations, discussion with students. Overview of written reports with the findings of the diagnosis and the proposals for design.	4
Proj 7	Summary of project. Final assessment.	1
	Total hours	**15**

TEACHING TOOLS USED
N1. Traditional lecture with multimedia presentations; N2. Consultations; N3. Multimedia presentations prepared by students; N4. Discussion of selected issues; N5. Self-study –final assesment preparation; N6. A written report - an analysis of the case study.

EVALUATION OF SUBJECT EDUCATIONAL EFFECTS ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Educational effect number	Way of evaluating educational effect achievement
F1	PEU_W01, PEU_W02 PEU_W03	Colloquium.
F2	PEU_U01, PEU_U02 PEU_U03, PEU_K01 PEU_K02, PEU_K03	F21. Project of controlling solutions (written report). F22. Multimedia presentations relating to controlling solutions prepared by students. F23. Activity on the project. Participation in the discussion. F2=0,6*F21+0,2*F22+0,2*F23
P=0,35*F1+0,65*F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

1. Vollmuth H. J., Controlling. Planowanie, kontrola, kierowanie, Agencja Wydawnicza „Placet", Warszawa 2000.
2. Goliszewski J., Controlling. Koncepcja, zastosowania, wdrożenie, Oficyna Wolters Kluwer business, Warszawa 2015.
3. Kuc B.R., Kontroling dla menedżerów, wyd. Helion, Gliwice 2011.
4. Bieńkowska A., Kształtowanie rozwiązań i wzorce controllingu w organizacji, Oficyna Wydawnicza PWr, Wrocław 2015.

SECONDARY LITERATURE:

1. Leszczyński Z., Wnuk-Pel T, Controlling w praktyce, ODDK, Warszawa 2010.
2. Nesterak, J., Controlling zarządczy, Wolters Kluwer Polska SA., Warszawa, 2015.
3. Sierpińska M., Niedbała B. Controlling operacyjny w przedsiębiorstwie, PWN, Warszawa 2003.

4. Nowosielski S. Centra kosztów i centra zysku w przedsiębiorstwie, Wydawnictwo Akademii Ekonomicznej im. Oskara Langego we Wrocławiu, Wrocław 2001.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish Doskonalenie jakości procesów biznesowych
Name of subject in English Improving the quality of business processes
Main field of study (if applicable): Management
Specialization (if applicable): Business process management
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0126G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	30		15	
Number of hours of total student workload (CNPS)	50	50		25	
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	5				
including number of ECTS points for practical classes (P)		2		1	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	3,0				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Knowledge of the fundamentals of quality management and the basic of business processes management.

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SUBJECT OBJECTIVES

C1 To acquire extended knowledge of process quality improvement tools in various types of organisations.
C2 To acquire practical skills for applying selected methods and techniques to evaluate and improve business processes of production and service organisations.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 The student knows advanced methods and techniques supporting the improvement of business processes in any organization.
relating to skills:
PEU_U01 The student is able to independently identify and assess the opportunities to apply process quality improvement methods and techniques in a hypothetical and real organisation.
PEU_U02 The student is able to correctly apply methods of process quality improvement in various types of organisations
relating to social competences:
PEU_K01 The student can cooperate in a team.
PEU_K02 The student has an ethical attitude.
PEU_K03 The student is responsible for the timely completion of given tasks.

PROGRAMME CONTENT

Lecture		Number of hours
Lec 1	Introduction to the lecture. Basic terms (process, improvement, method, technique).	2
Lec 2	Rules of a process defining for the purpose of its improvement.	2
Lec 3	Concepts of process improvement. The Kano model and method.	2
Lec 4	Business process management maturity assessment models and their application to a business process improvement.	2
Lec 5	Review of business process mapping methods for the purpose of process improvement.	2
Lec 6	Review of risk analysis methods for hazards foults) in a business process and their application to process improvement.	2
Lec 7	Selected techniques to support quality analysis and improvement. Force field analysis method.	2
Lec 8	Matrix techniques in process improvement. QFD method (Quality Function Deployment method).	2
Lec 9	Applications of QFD in service processes.	2
Lec 10	Methods for assessing the quality of service processes, e.g. SERVQUAL method, CSI.	2
Lec 11	Methods for assessing the quality of service processes: CIT, Mystery shopping and others.	2
Lec 12	Methods for analysing and improving a process workstation layout.	2
Lec 13	Methods for analysing and improving a process workstation layout- continued.	2
Lec 14	Process-based concepts of organisational development. Summary of the lecture.	2
Lec 15	Passing test.	2
	Total hours	30

Classes		Number of hours
Cl 1	Discussion of course credit rules and organisation of project groups. Exercises in defining process quality.	2
Cl 2	Determining the quality characteristics of processes. Defining the organisation's processes.	
Cl 3	Application of SIPOC and the Turtle diagram to describe the existing state of a business process.	2
Cl 4	Application of the Kano method to determine the qualitative characteristics of a business process	2
Cl 5	Representation and analysis of the process using the carding technique. Application of the HAZOP method to risk assessment of the process.	2
Cl 6	Mapping and analysing the process using the Blueprinting technique. Application of the PFMEA method in service process improvement.	2
Cl 7	Application of the force field analysis method to process quality improvement.	
Cl 8	Passing test -part1	2
Cl 9	Application of the matrix technique to improve hypothetical business processes. Application of the QFD method for process improvement.	2
Cl 10	Application of the CSI method to assess and improve the quality of service processes.	2
Cl 11	Application of the Walk Through Audit (WTA) method to improve service processes.	2
Cl 12	Application of methods for analysis and optimisation of workstation layout in manufacturing and/or service processes.	2
Cl 13	Application of methods for analysis and optimisation of workstation layout in manufacturing and/or service processes -cont.	2
Cl 14	Developing a process-based concept for organisational development - case study.	2
Cl15	Passing test - part2	2
	Total hours	30

Project		Number of hours
Proj 1	Instructional classes. Discussing the scope of the project.	1
Proj 2	Consulting the research results: general description of the investigated company.	2
Proj 3	Consulting the research results: description of process management system.	2
Proj 4	Consulting the research results: analysis and evaluation of business process management system.	2
Proj 5	Consulting the research results: analysis of a selected process.	2
Proj 6	Consulting the research results: identification of activities for the process improvement.	2
Proj 7	Consulting the research results: proposed improvement solutions for the process.	2
Proj 8	Presentations of projects. Credit for the project.	2
	Total hours	15

TEACHING TOOLS USED

N1. (lecture) Multimedia presentation using a slide projector.
N2. (lecture) Own work - independent literature studies and preparation for a credit test.
N3. (classes) Problem solving.
N4. (project) Research conducted in a real organisation.
N5. (project) Consulting the results of project work.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEK_W01, PEK_K02, PEK_K03	Written test.
F2	PEK_U01, PEK_K02, PEK_K03	Written test of tasks.
F3	PEK_U01, PEK_K01, PEK_K02, PEK_K03	Evaluation of solving tasks during exercises.
F4	PEK_U02, PEK_K01, PEK_K02, PEK_K03	Evaluation of the project.

P1 (lecture)= F1
P2 (classes)= 40%*F2+60%*F3
P3 (project)= F4
P= 20%*P1+40%*P2+40%*P3
Passing the course (group) requires passing each form (lecture, exercise, project).
The passing grade for each form of the course is determined by obtaining at least 50% of the points possible.

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Hartung M.F., *Lean - Six Sigma: quality & process management for managers & professionals.* Norderstedt: Books on Demand, 2014.

[2] Lunau S., Meran R., *Six sigma+lean toolset: mindset for successful implementation of improvement projects*, Springer, Heidelberg 2013.

[3] Łuczak J., Matuszak-Flejszman A., *Metody i techniki zarządzania jakością: kompendium wiedzy.* Quality Progress®, Poznań 2007.

SECONDARY LITERATURE:

[1]. Auksztol J., Chomuszko M., *Modelowanie organizacji procesowej*, Wydawnictwo PWN, Warszawa 2021.

[2]. Dobrowolska A., *Podejście procesowe w organizacjach zarządzanych przez jakość*, Poltext, Warszawa 2017.

[3]. Fertsch M. (red), Grzybowska K. (red), Stachowiak A. (red*), Logistyka i zarządzanie produkcją: narzędzia, techniki, metody, modele, systemy*, Politechnika Poznańska. Instytut Inżynierii Zarządzania, Poznań 2008.

[4]. Hamrol A., *Strategie i praktyki sprawnego działania: lean, six sigma i inne*, Wydawnictwo Naukowe PWN, Warszawa 2015.

[5]. Kalinowski T.B., *Dojrzałość procesowa a wyniki organizacji*, Wydawnictwo Politechniki Łódzkiej, Łódź, 2018.

[6]. Komorowski J., Moczydłowska J., *Innowacyjne metody i techniki zarządzania w przedsiębiorstwie*, Wyższa Szkoła Finansów i Zarządzania, Białystok 2009.

[7]. Łazicki A. (red.), *Systemy zarządzania przedsiębiorstwem: techniki Lean Management i Kaizen.* Wiedza i Praktyka, Warszawa 2011.

[8]. Stabryła A., *Zarządzanie procesowe. Problemy metodologiczne*, Wydawnictwo C.H.Beck, 2022.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Dylematy współczesnej cywilizacji
Name of subject in English: Dilemmas of modern civilization
Main field of study (if applicable): Management
Specialization (if applicable): Change management
Level and form of studies: 2nd level, uniform magister studies, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0137W
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15				
Number of hours of total student workload (CNPS)	25				
Form of crediting	crediting with grade				
For group of courses mark (X) final course					
Number of ECTS points	1				
including number of ECTS points for practical classes (P)					
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,6				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No prerequisites.

SUBJECT OBJECTIVES

C 1. To analyse the fundamental challenges of civilization.
C 2. To help students to improve their skills of critical and independent thinking.
C 3. To present of the conditions of managerial activity and the problem of social responsibility of science, technology and business.

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:

PUE_W01 Understands the complexity and comprehensiveness of substantive and management problems in an organisation. Interprets interdependencies beyond individual functions, processes and the organisation. Has an extended knowledge of the organisation's information system.
PUE_W02 Knows and understands the fundamental dilemmas of modern civilization

Relating to social competences:

PUE_K01 Understands the impact of his/her professional work on the improvement of the social environment. Initiates actions to improve the welfare of society.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Introduction (course aims, programme, requirements).	1
Lec 2	Modern civilisation and its basic forms	2
Lec 3	Philosophical and ethical dilemmas	2
Lec 4	Scientific, technological and environmental dilemmas	2
Lec 5	Social and political dilemmas	2
Lec 6	Economic dilemmas	2
Lec 7	Dilemmas in the management of organisations	2
Lec 8	Summary. Course credit.	2
	Total hours	15

TEACHING TOOLS USED
N1. Conversational lecture supported by audiovisual materials. N2. Individual work of students. N3. Group work of students. N4. Discussion. N5. Selected excerpts from documentary films.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01; PEU_W02	Colloquium, presentation during classes or written work.
F2	PEU_K01	Discussion in class.
P = (F1 + F2)/2		

PRIMARY AND SECONDARY LITERATURE

LITERATURA PODSTAWOWA:

[1] Golka M., *Cywilizacja współczesna i globalne problemy*, Warszawa 2012;
[2] Raworth K., *Ekonomia obwarzanka. Siedem sposobów myślenia o ekonomii XXI wieku*, Warszawa 2021;
[3] Zuboff S., *Wiek kapitalizmu inwigilacji*, Warszawa 2020.

LITERATURA UZUPEŁNIAJĄCA:

[1] Bińczyk E., *Epoka człowieka. Retoryka i marazm antropocenu*, Warszawa 2018,

[2] Buksiński T., *Współczesne filozofie polityki*, Poznań 2007;

[3] Ortega y Gasset J., *Bunt mas*, Warszawa 2016;

[4] Robbins R., *Globalne problem a kultura kapitalizmu*, Warszawa 2013;
[5] Smil V., Liczby nie kłamią. 71 rzeczy, które trzeba wiedzieć o świecie, Kraków, 2022;
[6] *Studia na nauką i technologią. Wybór tekstów*, A. Dera, E. Bińczyk (red.), Toruń 2014;

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Ekonomika informacji
Name of subject in English: Information Economics
Main field of study (if applicable): Management
Specialization (if applicable): Business Process Management, Change Management
Profile: academic
Level and form of studies2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0153GK
Group of courses YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	30			15
Number of hours of total student workload (CNPS)	60	30			30
Form of crediting	crediting with grade*				
For group of courses mark (X) final course	X				
Number of ECTS points	4				
including number of ECTS points for practical classes (P)		1			1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	3,5				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge of economics
2. Basic information knowledge

SUBJECT OBJECTIVES

C1 To learn about the rationale and direction of the evolution of economies towards a new economy characterised by informationism, globalisation and networking) and the economic effects and new regulatory challenges, including legislations

C2 Familiarisation with the specifics of information goods and the economic and legal implications of the emergence and development of new markets in the context of managerial decisions.

C3 To familiarize students with the information process in an organization understood as a semiotic, economic, and technical-organizational process.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
Student:
PEU_W01 – possess knowledge about current economic theories (e.g. regulation theory, information economics) and their place in the system of sciences.
PEU_W02 – has extended knowledge related to economic policy, emergence and changes in selected markets (e.g. labour market, information goods) as well as their effects (chances and threats).
PEU_W03 – is familiar with the various forms of entrepreneurship in the information economy and with methods of decision-making under uncertainty, including methods of determining the value of information.

PEU_W04 – knows and understands the principles of industrial property protection.
PEU_W05 – knows the importance and role of knowledge and information management in an organisation
PEU_W06 – has the knowledge to correctly identify conditions and instruments related to information management

relating to skills:
Student
PEU_U01 - can select sources of information and use them to solve complex management and substantive problems in the organization. He can identify the effects of introduced national and international economic and legal regulations in the field of information economics.
PEU_U02 – able to use specialist normative systems linked to the information goods. Able to select, adapt, justify and follow appropriate norms and standards (legal, professional, moral and ethical) in specific activities in an organization under the conditions of the so-called new economy.

relating to social competences:
Student
PEU_K01 - demonstrates readiness to identify, critically analyze, and solve problems arising in the workplace. He can anticipate the consequences of his decisions.
PEU_K02 - is prepared to behave in a professional and ethical manner; recognizes and formulates ethical dilemmas related to their own and others' work; seeks appropriate solutions and opportunities to correct irregularities in their attitudes and behaviors in the workplace.
PEU_K03 - is awarded of the need of independent, critical evaluation of the scope and of the level of his/her knowledge in the interdisciplinary aspect. Is prepared to search for fields of knowledge to supplement and skills to improve unassisted.

PROGRAMME CONTENT

Lecture		**Number of hours**
Lec 1	Introduction - organizational activities	1
Lec 2	Conceptualization of the concept of the information economy and information theory.	2
Lec 3	Information as an economic resource, public good, production factor, product, product, service, commodity, consumer good, and infrastructure of the economy	3
Lec 4	The process of transforming industrial societies into an information society	2
Lec 5	Information society - the economics of the information economy	2
Lec 6	Information economics as an element of information management in the knowledge and information society	3
Lec 7	The concept of order and information market. Information Sector	2
Lec 8	Infonomics - determining the value of information. Information perception	2
Lec 9	Economics of imperfect information - decision making and the operation of market participants in conditions of imperfect information. Evolution of markets.	4
Lec 10	Models of the imperfect information economy and regulation theory. The model of regulatory state.	4
Lec 11	Information economy in global economic life – integration processes	2
Lec 12	Information economy in internal communication in the era of social media	2
Lec 13	Credit	2
	Total hours	330

Classes		**Number of hours**
Cl 1	Introduction - organizational activities	1
Cl 2	Challenges, problems and scope of institutional regulation in the information market	4

Cl 3	Participants of the information market. The value and price of information	2
Cl 4	The value and price of information. Methods for estimating the value of information	3
Cl 5	Information economy and the labour market	4
Cl 6	Information security and the industrial property protection	4
Cl 7	The role of the managerial staff in information management	2
Cl 8	Methods of decision-making under conditions of uncertainty and information asymmetry.	2
Cl 9	Application of methods and measures developed by information economics to assess the economic situation of economic entities	4
Cl 10	Application of elements of information economics in information management	4
	Total hours	**30**

Seminar		**Number of hours**
Sem 1	Introduction - organizational activities	1
Sem 2-3	Connotations of the term information economy - taxonomization of research fields	4
Sem 4-5	Imperfect information in the process of making economic decisions. Organization in the information market	4
Sem 6-7	Economic concepts of the information society, an economy based on knowledge and information	4
Sem 8	Forms of entrepreneurship in the information economy	2
	Total hours	15

TEACHING TOOLS USED

N1. Lectures with the multimedia presentation
N2. Questions for students during lectures
N3. Case studies presented during lectures
N4. Discussion on selected issues
N5. Case studies (performed individually or together with other students)
N6. Own work: preparation for individual classes and the final exam

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 – W06 PEU_U01 – U03	Test (during classes)
F2	PEU_W01 PEU_W02 PEU_U01 – U3 PEU_K01 – K3	Preparation of case studies on the seminar class
F3	PEU_W01 – W06 PEU_U01 – U3 PEU_K01 – K03	Discussion and problem solving on the seminars
F4	PEU_W01 – W06 PEU_U01 – U3 PEU_K01 – K03	Discussion & problem solving on the classes
F5	PEU_W01 – W6 PEU_U01 – U3	Final colloquium

P1 (wykład) = F5
P2 (ćwiczenia) =0,5* F1 + 0,5* F4
P3 (seminarium) = 0,6*F2+0,4*F3
P=(P1+P2+P3)/3
on the assumption that each Pi is passed i={1, 2, 3}

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Deszczyński P., Ekonomia informacji w globalnym życiu gospodarczym, Wydawnictwo Poznańskiego Towarzystwa Przyjaciół Nauk, Poznań 2020
[2] Oleński J., Elementy ekonomiki informacji, Wyd. Wydzia³ Nauk Ekonomicznych Uniwersytetu Warszawskiego, Warszawa 2000.
[3] Kisielnicki J., Sroka H., Systemy informacyjne biznesu — metody projektowania i wdrażania systemów, Agencja Wydawnicza Placet, Warszawa 1999.
[4] Forlicz S., Niedoskonała wiedza podmiotów rynkowych, Wydawnictwo Naukowe PWN, Warszawa 2001.

SECONDARY LITERATURE:

[1]Oleński J.: Ekonomika informacji. Metody. PWE Warszawa 2003
[2] Stiglitz J.E. (2007), Globalizacja, Wydawnictwo Naukowe PWN, Warszawa
[3] Goliński M., Społeczeństwo informacyjne - często (nie)zadawane pytania, „E-mentor" 2005, nr 2(9).
[4] Dziuba T.D.: Metody ekonomiki sektora informacyjnego. Difin Warszawa 2007

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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Dr hab. inż. Małgorzata Rutkowska, prof. uczelni
Dr hab. inż. Edyta Ropuszyńska-Surma, prof. uczelni
Dr Krzysztof Zymonik, prof. uczelni

FACULTY MANAGMENT

SUBJECT CARD

Name of subject in Polish: Etyka w biznesie
Name of subject in English: Ethics in business
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change Management
Profile: academic
Level and form of studies: 2nd level, uniform magister studies, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0149S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Text interpretation skills
2. Basic abilities in analysis and synthesis

SUBJECT OBJECTIVES

C1 Analyze the meaning and role of ethics in modern business
C2 Resolve the problems of social responsibility to the environment
C3 To identify and analyze situations in which ethical problems may arise
C4 To sensitize students to ethical problems

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Characterizes, explains and interprets moral and ethical norms and standards appropriate to the functional areas of organizations related to the studied specialty.
PEU_W02 Knows and understands the basic dilemmas of modern civilization.
PEU_W03 Has knowledge of organisational and management theory, in particular concerning the concept of CSR.
relating to skills:
PEU_U01 Is able to use specialized normative systems related to the studied specialty. Can select, adapt, justify and apply appropriate moral and ethical norms and standards in specific activities in the organization.
PEU_U02 Is able to undertake a strategic analysis of the organisation and its environment and, in response, conduct an assessment in the context of ethical considerations.

relating to social competences:

PEU_K01: Is aware of the need for independent critical evaluation of the scope and level of his/her professional knowledge and skills both in the field of organization and management sciences and in the interdisciplinary dimension. Is prepared to independently search for areas of knowledge to complete and skills to improve. Is able to inspire and organize the learning process of others.

PEU_K02 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to his/her own and others' work; seeks appropriate solutions and opportunities to correct inadequacies in his/her attitudes and behavior in the workplace.

PEU_K03 Understands the impact of professional work on the improvement of the social environment. Initiates actions to improve the welfare of society

PROGRAMME CONTENT

Seminar		**Number of hours**
Semin 1	Introduction to the issues of business ethics	2
Semin 2	Fundamentals of business ethics	4
Semin 3	History of ethics and business ethics	2
Semin 4	Social responsibility of business	2
Semin 5	Ecoethics	2
Semin 6	Ethics in marketing and advertising	2
Semin 7	Ethics in public relations	2
Semin 8	Ethics in selected business activities	2
Sem9	Business ethics in a global perspective	2
Semin 10	Economic crises as a source of changes in moral values	2
Semin 11	Ethical trade	2
Semin 12	Ethics in science: ethics and morality in scientific research	2
Semin13	Ethics in science: research integrity	2
Semin 14	Summary and credit	2
	Total hours	30

TEACHING TOOLS USED

N1. The conversational lecture supported by audiovisual materials
N2. Individual work of students
N3. Group work
N4. Case study
N5. Presentation

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01; PEU_W02; PEU_W03; PEU_U01, PEU_U02; PEU_K01; PEU_K02; PEU_K03	Presentation
F2	PEU_W01; PEU_W02; PEU_W03; PEU_U01, PEU_U02; PEU_K01; PEU_K02; PEU_K03	Activity during the classes
P=F1(80%)+F2(20%)		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] B. Klimczak, Etyka gospodarcza, Wrocław 1996.
[2] M. J. Sandel, Sprawiedliwość, Warszawa 2013.
[3] P. M. Minus, Etyka w biznesie, Warszawa 1995.

SECONDARY LITERATURE:

[1] G. D. Chrissides, J. H. Kaler, Wprowadzenie do etyki biznesu, Warszawa 1999.
[2] A. Chaufen, Kradzież a rozwój gospodarczy, Warszawa 2006.
[3] C. Porębski, Czy etyka się opłaca, Kraków 1997.
[4] A. McIntyre, Krótka historia etyki, Warszawa 2012.
[5] Podstawy marketingu, pod red. J. Altkorna, Kraków 2004.
[6] M. Bąk, P. Kulawczuk, A. Szcześniak, Strategia polskiego biznesu wobec korupcji, Warszawa 2001.
[7] R. Morawski, Etyczne aspekty działalności badawczej w naukach empirycznych, Warszawa 2011.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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Zał. nr 1a do ZW 35/2022

FACULTY MANAGMENT

SUBJECT CARD

Name of subject in Polish Etyka nowych technologii
Name of subject in English Ethics of new technologies
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change Management
Profile: academic
Level and form of studies: 2nd level, uniform magister studies, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0160S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No prerequisites required.

SUBJECT OBJECTIVES

C1 Student is capable of taking part in a debate on ethical aspects of new technologies.
C2 Student is capable of cooperating in an interdisciplinary team identifying ethical aspects in technology assessment.
C3 Student is aware of the importance of ethical rules related to technology development and competent to initiate activities on behalf of the public interest.
C4 Student is aware of non-technical aspects of engineering and of social responsibility of an engineer.

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:
PEU_W02: Knows and understands the fundamental dilemmas of modern civilization.
Relating do skills:
PEU_U01: Is able to participate in debates – present and critically assess different opinions and positions and discuss them.
Relating to social competences:
PEU_K01: Is ready to critically evaluate the content perceived.

PROGRAMME CONTENT

Seminar		Number of hours
Se 1	Introduction	2
Se 2	Morality, ethics, law. General ethics and applied ethics	2
Se 3	Ethical theories and types of justification of moral judgements. Disagreement in knowledge and in attitudes (1)	2
Se 4	Ethical theories and types of justification of moral judgements. Disagreement in knowledge and in attitudes ()2	2
Se 5	Ethical dilemma: structure and types. Ethical dilemma pattern as analysis tool	2
Se 6	Phases and stages of technology assessment. Participatory technology assessment (1)	2
Se 7	Phases and stages of technology assessment. Participatory technology assessment (2)	2
Se 8	Preferences of technology users and formulation of ethical guidelines and regulative procedures	2
Se 9	Risks and benefits of technology use from the ethical perspective	2
Se 10	Selected cases of technology use analysis (1)	2
Se 11	Selected cases of technology use analysis (2)	2
Se 12	Obligations towards society: responsible research and innovation (RRI), professional ethics (01	2
Se 13	Obligations towards society: responsible research and innovation (RRI), professional ethics (2)	2
Se 14	Presentations	2
Se 15	Summary	2
	Total hours	30

TEACHING TOOLS USED

N1. Multimedial presentation.
N2. Group work.
N3. Student individual work.
N4. Case analysis.
N5. Brainstorming.
N6. Scenario workshop.
N7. Thematic discussion.
N8. Panel discussion.
N9. Scenario games.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01, PEU_U01, PEU_K01	Presentation or report (case analysis)
F2	PEU_U01, PEU_K01	Participation in discussion and class activities.

P P=(F1+F2)/2

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Bińczyk E., *Technonauka w społeczeństwie ryzyka,* Wyd. Naukowe UMK 2012.
[2] Chyrowicz B., *O sytuacjach bez wyjścia w etyce,* Wyd. Znak, Kraków 2008.
[3] Gwiazdowicz M., Stankiewicz P. *Technology Assessment. Problematyka oceny technologii* „Studia BAS" 2015, 3(43).
[4] Małek M. Mazurek E., Serafin K., *Etyka i technika. Etyczne, społeczne i edukacyjne aspekty działalności inżynierskiej,* Wrocław 2014.
[5] Michalski K., *Technology Assessment – nowe wyzwania dla filozofii nauki i ogólnej metodologii nauk,* Oficyna Wydawnicza Politechniki Rzeszowskiej 2019.

SECONDARY LITERATURE:

[1] Budinger T.F., Budinger M. D., *Ethics of Emerging Technologies: Scientific Facts and Moral Challenges,* Hoboken, New Jersey 2006.

[2] Doorn Neelke and others (eds.), *Early engagement and New Technologies: Opening Up the Laboratory,* Springer 2013.

[3] Grunwald A., *Technology Assessment in Practice and Theory*, Routledge 2019.

[4] van den Hoven J., Doorn N., and others (eds.), *Responsible Innovations. Innovative Solutions for Global Issues,* Springer 2014.

[5] Małek-Orłowska M., *Niemoralność finansowania robota? O negatywnej rekomendacji AOTM dla robota Da Vinci* „Prawo i Medycyna" 2016, 1 (62/18), s. 68-80.

[6] Małek-Orłowska M., *Technologie human enhancement: zakres zastosowania i metody oceny,* (red. E.Bińczyk i in.) *Horyzonty konstruktywizmu: inspiracje, perspektywy, przyszłość,* Wyd. UMK 2015.

[7] Stankiewicz P. *Od przekonywania do współdecydowania: zarządzanie konfliktami wokół ryzyka i technologii* „ Studia Socjologiczne" 2011, 4 (203).

[8] Stankiewicz P., *Zbudujemy wam elektrownię (atomową!). Praktyka oceny technologii przy rozwoju energetyki jądrowej w Polsce* „Studia Socjologiczne" 2014, 1 (212), s. 77-107.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Monika Małek monika.malek@pwr.edu.pl,
Mateusz Kotowski mateusz.kotowski@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Fizyka środowiska pracy II
Name of subject in English: Work environment physics II
Main field of study (if applicable): Managment
Specialization (if applicable): Change management/Business process management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0134W
Group of courses NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15				
Number of hours of total student workload (CNPS)	30				
Form of crediting	Crediting with grade				
For group of courses mark (X) final course					
Number of ECTS points	1				
including number of ECTS points for practical classes (P)					
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,5				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Completed the "Physics" course or an equivalent at the 1st level of education

SUBJECT OBJECTIVES

Acquire specialized knowledge of the physical factors of the work environment affecting the worker, necessary for the processes of production organization and human resource management.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01student understands the difference between the objective and subjective approach to the problems of measuring and assessing the impact of the physical environment on the employee.

PEU_W02 student has the knowledge that allows the correct selection of methods and tools for the implementation of a comprehensive assessment of working conditions at a given workstation

relating to social competences:

PEU_K01 student understands the impact of the application of ergonomic principles on the comfort of the social and physical work environment in the organization

PROGRAMME CONTENT

	Lecture	**Number of hours**
Lec 1	Introduction. The physical work environment as a component of the human-machine-environment system. Overview of factors affecting humans in the work process. Ergonomic approach in the design and evaluation of the work environment.	2
Lec 2	Layout relationships between man and the workplace. Location of signaling and control devices. Application of Fitts' law in the design of the human-machine interface.	2

Lec 3	Microclimate. Thermodynamics of the human body. Thermoregulatory mechanisms of physical and biochemical nature. Methods of assessing microclimate.	2
Lec 4	Lighting. Structure of the optical pathway of the eye. Signal processing by the neuronal system. Characteristics of perception of brightness, color and geometric patterns. Requirements for providing adequate conditions for visual work. Application of color models in the design of the visual environment.	2
Lec 5	Noise. The structure of the auditory organ and its influence on hearing ability. Perception of pitch and loudness of sound as examples of phenomena subject to Weber-Fechner and Stevens' laws.	2
Lec 6	Methodology for studying the impact of the physical work environment on humans. Psychophysical approach in measuring subjective perception of physically measurable stimuli. Use of selected methods of workload assessment, questionnaire and AHP approaches in research and measurement of subjective factors.	2
Lec 7	Universal and inclusive design as an approach to organizing the work environment. Accessibility of the work environment.	2
Lec 8	Final test	1
	Total hours	15

TEACHING TOOLS USED
N1. Traditional lecture using slides and multimedia materials; N2. Materials made available on eportal N3. Activation tools, e.g. padlet

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01; PEU_W02 PEU_K01	Written final test
P=F1		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] European standards in the ergonomic field

[2] Górska, E. Ergonomia: projektowanie, diagnoza, eksperymenty, Oficyna Wydawnicza Politechniki Warszawskiej, 2015.

SECONDARY LITERATURE:

[3] Guastello S.G., Human factors engineering and ergonomics: a systems approach. Lawrence Erlbaum Associates, 2006.

[4] Lehto M., Steven J. L., Introduction to Human Factors and Ergonomics for Engineers, Boca Raton, 2013.

[5] Nowak E., Atlas antropometryczny populacji polskiej - dane do projektowania. The Anthropometric Atlas of Polish Population - Data for Design, IWP Warszawa, 2001

[6] Proctor R.W., Van Zandt T., Human factors in simple and complex systems. Second edition, CRC Press, 2008.

[7] Salvendy, Gavriel (red), Handbook of Human Factors and Ergonomics, John Wiley & Sons, 2006; electronic access

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Katarzyna Jach, katarzyna.jach@pwr.edu.pl

DEPARTMENT OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish Inkluzywne przywództwo
Name of subject in English Inclusive leadership
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0164GK
Group of courses YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15	30			
Number of hours of total student workload (CNPS)	25	25			
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	2				
including number of ECTS points for practical classes (P)		1			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,8				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge of socio-demographic processes, organizational behavior and human resource management

SUBJECT OBJECTIVES

C1 To acquire knowledge of diversity, equal opportunity and inclusion.
C2 To acquire the ability to identify the characteristics of an inclusive leader
C3 To acquire knowledge about the impact of inclusion on various aspects of the organization and employees
C4 To sensitize students to the importance of inclusion and the need to counteract discrimination and exclusion arising from legal and ethical norms and possible business benefits.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has in-depth knowledge of leadership, decision-making, motivation, group mechanisms and social influence realized in the organization. Indicates the principles of counteracting negative individual and social phenomena in the organization, in particular those related to exclusion and discrimination of employees.

PEU_W02 Knows and understands the basic dilemmas of modern civilization, especially in the context of exclusion and discrimination of certain social groups.

relating to skills:

PEU_U01 Is able to use specialized normative systems related to the studied specialty. He/she is able to select, adapt, justify and apply appropriate norms and standards (legal,

professional, moral and ethical) in specific activities in the organization) especially in relation to inclusion and counteracting exclusion and discrimination of employees.

PEU_U02 Is able to interact and work in group and team forms of work organization (assuming various roles in them). Demonstrates readiness to independently organize and direct the work of teams.

relating to social competences:

PEU_K01 Understands the impact of professional work on the improvement of the social environment. Initiates actions to improve the welfare of society especially in the context of employee inclusion

PEU_K02 Is able to appropriately determine priorities in his/her own work and in cooperation with others in relation to various organizational roles.

PEU_K03 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to his/her own and others' work; seeks appropriate solutions and opportunities to correct inadequacies in his/her attitudes and behaviors in the workplace, especially those related to employee exclusion and discrimination

PEU_K04 Demonstrates courage in communicating and defending his own views. Is prepared to persuade and negotiate for the sake of achieving common goals.

PROGRAMME CONTENT

Lecture		**Number of hours**
Lec 1	Presentation of the purpose of the class, its course and evaluation criteria. What is diversity and why do we need inclusion – introduction.	1
Lec 2	New approaches to leadership. Leadership in the age of complexity. Selected leadership styles. Inclusive leadership model	2
Lec 3	Inclusive leadership model. The inclusive leader continuum	2
Lec 4	Individual and cultural determinants of leadership	2
Lec 5	Career and Life strategies: what individuals can do? Managing across gender. Managing work as part of life.	1
Lec 6	The leadership pipeline – what companies and organizations can do?	1
Lec 7	Building inclusive cultures and inclusive teams - the role of top leadership.	4
Lec 8	Final test	2
	Total hours	15

Project		**Number of hours**
Cl 1	Presentation of the purpose of the classes and assessment criteria. Establishment of project teams. Intorduction into diversity and inclusion	2
Cl 2	Overview of first tasks for the classes - “Inclusive leadership profile”. Discussion of the structure of the written report. Distribution and discussion of the tasks guidelines	2
Cl 3	Work in teams – consultation on how to conduct the task	2
Cl 4	Work in teams - consultation on the development of the “Inclusive leadership profile”	2
Cl 5-6	Presentation 1 – presentation of the results of the conducted research and the developed “Inclusive leadership profile”	4
Cl 7	Distribution of the assignment for analysing the influence of an inclusive leader in a diverse team.	2

Cl 8	Work in teams – consultation on the analysis of the influence of an inclusive leader in a diverse team	2
Proj 9-10	Presentation 2 – presentation of the results of the conducted analysis of the influence of inclusive leadership in a diverse team	4
Cl 11	Distribution of the assignment for creating a leadership development plan	2
Cl 12	Work in teams – consultation of the development of the personal leadership development plan.	2
Cl 13-14	Presentation 3 – Personal Leadership Development Plan	4
Cl 15	Summary of classes. Discussion of conclusions from the evaluation of written reports.	2
	Total hours	30

TEACHING TOOLS USED

N1. Presentation of knowledge in the form of direct transmission (lecture) - audiovisual media.
N2. Lecture, lecture materials available in electronic form.
N3. Work in diagnostic teams - consultations with the teacher
N4. Problem discussion.
N5. Student's own work - independent studies and preparation for a final test.
N6. Written report.
N7. Student presentation using media for multimedia presentations

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02	Written test
F2	PEU_W01 PEU_W02 PEU_U01 PEU_U02	Assessment of student presentations
F3	PEU_U02 PEU_K02 PEU_K03	Assessment of student involvement
F4	PEU_W01 PEU_W02 PEU_U01 PEU_U02	Assessment of the written report
F5	PEU_K01 PEU_K02 PEU_K03 PEU_K04	Evaluation and peer to peer feedback
lecture = F1 classes= 40%F4+40%F2+10%F3+10%F5 P=(F1+(40%F4+40%F2+10%F3+10%F5)/2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Leoński W., Pluta A., Wieczorek-Szymańska A., Zarządzanie różnorodnością w organizacji. Wyd. CeDeWu, Warszawa 2020.
[2] The six signature traits of inclusive leadership Thriving in a diverse new world, Deloitte, 2016

SECONDARY LITERATURE:

[1] Blanchard K., Przywództwo wyższego stopnia, PWN, 2021
[2] Warwas I. (red.) Oblicza zarządzania różnorodnością w Polsce, Wyd. Nieoczywiste, 2019.
[3] Wziątek-Staśko, A. Diversity Management. Narzędzie skutecznego motywowania pracowników. Difin, Warszawa 2012.Gross-Gołacka E., Zarządzanie różnorodnością. W kierunku zróżnicowanych zasobów ludzkich w organizacji, Difin, Warszawa 2018
[4] Jeruszka U., Wolan-Nowakowska M., Zarządzanie różnorodnością w organizacji. Aspekty psychopedagogiczne. Difin, Warszawa 2020.
[5] Przytuła S. (red.), Zarządzanie różnorodnością pracowników. Perspektywa globalnej mobilności i migracji, PWN, Warszawa 2019
[6] Brown, J., How to Be an Inclusive Leader, Second Edition: Your Role in Creating Cultures of Belonging Where Everyone Can Thrive, Berrett-Koehler Publishers, 2022
[7] Ferdman B., Prime, J, Riggio, R., (ed.) Inclusive Leadership: Transforming Diverse Lives, Workplaces, and Societies, Routledge, 2020

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Jolanta Maj, jolanta.maj@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Inteligencja Biznesowa
Name of subject in English: Business Intelligence
Main field of study (if applicable): Management
Specialization (if applicable): Business process management
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0127G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30			15	
Number of hours of total student workload (CNPS)	50			25	
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	3				
including number of ECTS points for practical classes (P)				1	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,8				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Foundations of math and probability theory

SUBJECT OBJECTIVES

C1 Acquiring knowledge about core data analysis techniques and statistical reasoning
C2 Learning visualisation techniques basics
C3 Getting to know basics of the machine learning in the data analysis and modelling

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 – Has knowledge about data modelling visualisation and presentation
PEU_W02 – Knows basic data analysis methods, descriptive statistics, correlation and regression
PEU_W03 – Knows basics of machine learning, advantages and pitfalls of the selected methods. Also knows when to use given method and how to interpret results

relating to skills:
PEU_U01 – His knowledge allows him for selection of proper method for the problem at hand
PEU_U02 – Can select methods of presentation and methods to analyze company data, and also conduct reasoning from data to conclusions

relating to social competences:
PEU_K01 – Knows limitations of his own knowledge and methodolody, moreover can indicate areas for future selfdevelopment

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Requirements, regulations and grading scheme regarding subject.	2
Lec 2	Types of data and methods of visualisation	2
Lec 3	Approximation of a random variable distribution – kernel density, histogram	2
Lec 4	Descriptive statistics towards better understanding and comparison of the data	2
Lec 5	Types of random variables	2
Lec 6	Modelling of relation between variables: descriptive analytics (correlation), visualization (scatterplot), regression	2
Lec 7	Statistical tests	2
Lec 8	Timeseries analysis	2
Lec 9	Design, color, daltonism	2
Lec 10	Advanced visualisation techniques	2
Lec 11	Machine learning – classification	2
Lec 12	Random forest	2
Lec 13	Machine learning – forecasting	2
Lec 14	Neural networks	2
Lec 15	Summary and grading	2
Lec 8	Summary and grading	2
	Total hours	**30**

Project		**Number of hours**
	Introduction into the projects and grading scheme	1
Proj 1	Data analysis and visualisation – introduction	3
Proj 1	Data analysis and visualisation – development	3
Proj 1	Data analysis and visualisation – grading	1
Proj 2	Machine learning – introduction	3
Proj 2	Machine learning – development	3
Proj 2	Machine learning – grading	1
	Total hours	15

TEACHING TOOLS USED
Lectures N1. Multimedia presentations Project N2. Interactive data analysis software

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01, PEU_W02, PEU_W03	Grading 2-5.5
F2	PEU_U01, PEU_U01, PEU_K01	Grading of project 1, scale: 2-5.5
F3	PEU_U01, PEU_U01, PEU_K01	Grading of project 2, scale: 2-5.5
P = (F1+F2+F3)/3 grade in % format scaled later to 2-5.5		

PRIMARY LITERATURE:

[1] Peck, Olsen, Devore, *Introduction to statistics and data analysis*, Thomson Brooks/Cole
[2] Cole Nussbaumer Knaflic, Storytelling danych. Poradnik wizualizacji danych
[3] Cole Nussbaumer Knaflic, Storytelling with Data: A Data Visualization Guide for Business

SECONDARY LITERATURE:

[1] Alexander Jung, Machine Learning: The Basics

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish Metodyka i instrumenty projektowania procesów
Name of subject in English Process design methodology and tools
Main field of study (if applicable): Management
Specialization (if applicable): Business process management
Profile: academic*
Level and form of studies: 2nd level, full-time *
Kind of subject: obligatory*
Subject code W08ZZZ-SM0116G
Group of courses YES*

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30		15	30	
Number of hours of total student workload (CNPS)	75		25	50	
Form of crediting	Examination*				
For group of courses mark (X) final course	X				
Number of ECTS points	6				
including number of ECTS points for practical classes (P)			1	2	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2		0,6	1,2	

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No requirements

SUBJECT OBJECTIVES

To ensure fundamental knowledge (including application aspects) about:
C1. process management.
C2. classical and modern methods and techniques used in knowledge acquisition, identification, analysis and design of business processes.
To ensure fundamental skills to:
C3. identification, analysis, evaluation and improvement of business processes, using dedicated for this purpose methods, tools and techniques (including IT solutions).

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:
PEU_W01 has specialized knowledge about business processes, with particular emphasis on terminology and classification issues.
PEU_W02 knows the premises, assumptions, essence and methodologies of the process approach.
PEU_W03 knows classical and contemporary methods and techniques used in business process management, in particular the acquisition of knowledge about them and their identification, analysis and design.
Relating to skills:
PEU_U01 is able to identify and perform analysis and evaluation of business processes, using dedicated methods, tools and techniques (including IT).

PEU_U02 is able to improve existing processes and design new business processes, using methods, tools and techniques (including IT) dedicated to this purpose.

Relating to social competences:

PEU_K01 demonstrates readiness to identify, critically analyze and resolve problems arising in the course of assigned tasks and to verify own knowledge.

PEU_K02 demonstrates readiness to independently set priorities in own and team work and to select methods and tools to solve assigned tasks.

PEU_K03 is prepared to initiate changes in the organization and participate in their planning and implementation. Is able to anticipate the multidirectional effects of the introduced changes.

PROGRAMME CONTENT

	Lecture	**Number of hours**
Lec1-2	Business process as a management object. Methodological fundamentals of business process management	**4**
Lec3-4	Business process modelling: objectives, assumptions and conditions of business process modelling. The process of business processes modelling. Different approaches to modelling.	**4**
Lec5-6	Classical and contemporary methods of recording and designing business processes.	**4**
Lec7	Principles of processes improvement	**2**
Lec8	Implementation and controlling of business processes	**2**
Lec9	Project management: business processes improvement	**2**
Lec10-11	Forms of process organization. Factors affecting process organization. Determinants of business process management.	**4**
Lec12	Process approach in selected management concepts.	**2**
Lec13	Information requirements in business process modeling. Forming factors and methods of their identification.	**2**
Lec14	Documents, workflow. Information flows in business processes.	**2**
Lec15	Information system (IS) - support of business processes in informational (data structures) and functional (data processing) dimensions. Information processes.	**2**
	Total hours	**30**

	Project	**Number of hours**
Pr 1	Introduction to the project and the rules of passing the subject	**2**
Pr 2-3	The organization analysis from process approach perspective	**4**
Pr 4	Identification of business processes in a given enterprise	**2**
Pr5	Determining roles and responsibilities in the selected process.	**2**
Pr6-7	Primary process mapping using selected methods and techniques	**4**
Pr8	Primary process analysing using selected methods and techniques	**2**
Pr9-10	New process designing using selected methods and techniques	**4**
Pr 11	Designing process meters.	**2**
Pr 12-13	Conditions of process management: structural, informational, social and technological, partial assessment.	**4**
Pr 14-15	Presentation of developed solutions. Summary of the project.	**4**

	Total hours	**30**
Laboratory		**Number of hours**
Lab 1-2	Introduction to the classes and discussion of the rules of passing the course. Familiarization with the program dedicated to the registration, analysis and optimization of the business process.	3
Lab 3-4	Implementing primary business process into dedicated computer program.	4
Lab 5	Primary business process analysing using dedicated computer program.	2
Lab 6-7	Primary business process improving using dedicated computer program.	4
Lab 8	Discussion ove r the report of primary business process improving, partial assessment.	2
	Total hours	15

TEACHING TOOLS USED

N1. Traditional lecture with multimedia presentations
N2. Questions to students during lecture
N3. Case studies presented during lecture
N4. Discussion of selected issues
N5. Analysis and evaluation of real organization's assigned characteristics
N6. Self-study: classes preparation and final assessment preparation
N7. Presentations prepared by students
N8. Report on process improvement (prepared in dedicated IT tool)

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01, PEU_U02, PEU_K01, PEU_K02, PEU_K03	Problem solving on the example of selected organization and presentation of selected solutions
F2	PEU_U01, PEU_U02, PEU_K01, PEU_K02, PEU_K03	Project and presentation of the developed solutions
F3	PEU_W01, PEU_W02, PEU_W03	Exam
P1 project and laboratory = F1+F2 P2 lecture = 0,4P1+0,6F3. It is necessary to obtain a positive grade in each form of the activities carried out in the subject.		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Bitkowska A.: Zarzadzanie procesami w przedsiębiorstwie: aspekty teoretyczno-praktyczne, Difin, Warszawa 2011.
[2] Czekaj J. [red.]: Zarzadzanie procesami biznesowymi: aspekt metodyczny, Wydawnictwo Uniwersytetu Ekonomicznego, Kraków 2009.
[3] Piotrowski M.: Procesy biznesowe w praktyce. Projektowanie, testowanie i optymalizacja. Helion, 2013.

SECONDARY LITERATURE:

[1] Bitkowska A.: Zarzadzanie procesami biznesowymi w przedsiębiorstwie, Vizja Press & IT, Warszawa 2016.
[2] Kuchta D., Klaus-Rosińska A.: Podejście procesowe - teoria i praktyka, Oficyna Wydawnicza Politechniki Wrocławskiej, Wrocław 2011.
[3] Skrzypek E., Hofman M.: Zarzadzanie procesami w przedsiębiorstwie: identyfikowanie, pomiar, usprawnianie, Oficyna a Wolters Kluwer business, Warszawa 2010.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Joanna Zimmer, joanna.zimmer@pwr.edu.pl

Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT / DEPARTMENT OF OPERATIONS RESEARCH

SUBJECT CARD

Name of subject in Polish Modelowanie procesów biznesowych w organizacji
Name of subiect in English Modeling of business processes in the organization
Main field of study (if applicable): Management
Specialization (if applicable): Business process management (BPM)
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0122G
Group of courses : YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30		30		
Number of hours of total student workload (CNPS)	75		50		
Form of crediting	Examination				
For group of courses mark (X) final course	X				
Number of ECTS points	5				
including number of ECTS points for practical (P) classes			2		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	2,4				

*delete as applicable

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Knows concepts and application of the information technology in management. Knows worldwide used office software tools and their application in management.
2. Knows a construction of simple software tools aimed to solve management problems.
3. Capable to implement simple software tools aimed to solve management problems.

SUBJECT OBJECTIVES

C1. To get knowledge about problems, methods and tools of the analysis and modeling of organizational business processes running in main organization activity areas as well as identification of information requirements from the process perspective.
C2. Mastery of the ability to analyse an organisation's business processes in its core business areas and to build models of these processes, with a view to their use in the thesis.
C3. To acquire social competences specific for the activity in the analysis of business processes running in in main organization activity areas and in the modeling the processes.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01– Knows the chosen organizational information systems analysis methods and methods of exploring knowledge needed for business process modeling.

PEU_W02– Knows the chosen methods, notations and tools of organizational business process and information system modeling.

relating to skills:

PEU_U01– Capable to use and apply methods and notations of organizational business process and information system modeling.

PEU_U02– Be able to build business process and information system models using a selected notation and software tool, to the extent that they can be created in a thesis.

relating to social competences:

PEU_K01–Capable unaided to develop her/his knowledge and skills, to collaborate and to work in groups, ready to identify, analyze and solve problems in the area of organizational business process modeling..

PEU_K02–Capable professionally to find and chose problem solving methods, to take the responsibility for them, pass over, convince and defend own views connecting with the organizational business process modeling.

PROGRAMME CONTENT

	Lectures	**Number of hours**
Lec 1	Discussion of the taught content and the rules for passing the course. Introduction to business identification, analysis and modelling.	2
Lec 2	Organisation, business processes, information system, organisational knowledge and information requirements. Knowledge acquisition for business process identification.	2
Lec 3	Introduction to business process modelling methodologies. Notations and tools.	2
Lec 4	Analysis and modelling of business motivations. Detailed definition of objectives, problems, critical (success) factors and key performance factors and the interrelationship between them.	2
Lec 5	Modelling of context, process areas, process hierarchy, process flow and subject domain.	2
Lec 6	Discussion of the elements of object-oriented and structured business process modelling methodologies useful in writing a master's thesis	2
Lec 7	Introduction to the commercial business modelling case: selected models for use cases, business process flows and the subject area of commercial business	4
Lec 8	Introduction to the telecom business modelling case: selected use case models, business process flows and the telecom business subject domain.	4
Lec 9	Introduction to the business case modelling of management information systems implementations: selected use case models, business process flows and the subject domain of the business of management information systems implementations.	4
Lec 10	Business process modeling platforms and their improvement opportunities.	2
Lec 11	Written exam.	2
	Total hours	30

	Laboratory	**Number of hours**
Lab 1	Introduction to the organization business process analysis and modeling (BPAM) – sample business motivation models. Introducing a sample business motivation modeling tool. Organization of student teams. Election of project leaders.	2

Lab 2	Introduction to the BPAM – sample business process course models. Introducing to the sample business process modeling tool. Discussion of the potential modeling problem cases.	2
Lab 3	Introduction to the BPAM – sample subject domain business models. Introducing to the sample business process information requirements (extend) modeling tool. Declaration of the team modeling problem cases.	2
Lab 4	Identification of an organization being the subject of the processes modeled and its information system. Exploring, storing, initial processing, grouping, aggregating and setting together of information needed for modeling. Preparation of the project task declaration according to the given by the teacher form and elaboration of the problem solution plan.	2
Lab 5	Preparation of the business motivation model (goals, problems, critical factors and key performance indicators), business context model and its process areas – by means of the chosen software tool.	2
Lab 6	Documenting elaborated process models using project document form – partial evaluation (BMM model).	2
Lab 7	Preparation of a process hierarchy and use case models for the chosen fragments of the hierarchy. Modeling of the process course for the chosen business processes by means of the chosen software tool.	3
Lab 8	Documenting elaborated process models using project document form – partial evaluation (BPM model).	2
Lab 9	Presentation of the decision problem and its solution. Evaluation by the instructor - part 1.	3
Lab 10	Preparation of the subject domain model (ERD, class diagram) for business processes modeled by means of the chosen software tool.	3
Lab 11	Documenting elaborated models (ERD, class) using project document form – partial evaluation (ERD model)	2
Lab 12	Integration of the project documentation.	2
Lab 13	Presentation of the decision problem and its solution during the plenary session. Evaluation by the teacher – part 2.	2
Lab 14	Final evaluation, discussion and classification of essential problems identified during classes.	2
	Total hours	30

TEACHING TOOLS USED

N1 - presentation using multimedia technology,
N2 - laboratory manual,
N3 - project documentation template,
N4 - group discussion during class,
N5 - teaching materials published on the ePortal,
N6 - analysis report
N7 - written exam

EVALUATION OF SUBJECT EDUCATIONAL EFFECTS ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Educational effect number	Way of evaluating educational effect achievement
F1	PEU_W01, PEU_W02	written exam; pF1 = 24
F2	PEU_U01, PEU_U02, PEU_K01, PEU_K02	Evaluation of a project fragment (part 1); pF2 = 15
F3	PEU_U01, PEU_U02, PEU_K01, PEU_K02	Evaluation of a project fragment (part 2); pF2 = 15
F4	PEU_U01, PEU_U02, PEU_K01, PEU_K02	Presence and activity (laboratory); pF4 = 3
F5	PEU_K02	Attendance and activity (lecture); pF4 = 3

P = 0,40 * F1 + 0,25 * F2 + 0,25 * F3 +0,05 * F4 + 0,05 * F5
Precondition: F1 * F2 * F3 * F4 * F5 > 0 and F1 > 0,5 * pF1 and F2 + F3 > 0,5 * (pF2 + pF3)

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Barker R., *CASE*Method - Modelowanie związków encji*, , PWN, Warszawa 1996.
[2] Bitkowska A., Zarządzanie procesami biznesowymi w przedsiębiorstwie, VIZJA Press&IT, Warszawa, 2009
[3] Drejewicz S., *Zrozumieć BPMN. Modelowanie procesów biznesowych* Onepress, 2022
[4] Wrycza S., *Informatyka ekonomiczna. Podręcznik akademicki*, PWE, Warszawa 2010.

SECONDARY LITERATURE:

[1] Dąbrowski W., Stasiak A., Wolski M., *Modelowanie systemów informatycznych w języku UML 2.1 w praktyce*, PWN, MIKOM, Warszawa 2007.
[2] Osterwalder A., Pigneur Y. (2012) Tworzenie modeli biznesowych. Podręcznik wizjonera. PWN, Helion Gliwice, 2012.
[3] Wrycza S., *Analiza i projektowanie systemów informatycznych zarządzania. Metodyki, techniki, narzędzia*. PWN, Warszawa 1999
.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Leopold Szczurowski, leopold.szczurowski@pwr.wroc.pl
Maria Galant - Pater, maria.galant-pater@pwr.wroc.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Moduł biznesowy
Name of subject in English: Business module
Main field of study: Management
Specialization: Business process management
Profile: academic
Level and form of studies: 2nd level, full-time studies
Kind of subject: obligatory
Subject code: W08ZZZ-SM0133G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30			30	
Number of hours of total student workload (CNPS)	50			50	
Form of crediting	crediting with grade				
For group of courses mark final course with (X)	X				
Number of ECTS points	4				
including number of ECTS points for practical (P) classes				2	
including number of ECTS points for direct teacher-student contact (BK) classes	2,4				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge of business management, marketing and corporate finance.
2. Basic knowledge of the Internet and websites

SUBJECT OBJECTIVES

Comment: in further text the term „small business" is used to describe business undertakings conducted in micro or small enterprises.

C1: Providing students with knowledge about the processes of creating a small enterprise (with particular emphasis on sole proprietorship).
C2: Preparing students to use electronic business solutions in organizations (basics of technical, economic and legal infrastructure).
C3: Providing students with knowledge about the process of developing a multi-variant business plan for a small business.

SUBJECT LEARNING OUTCOMES

relating to knowledge:

PEU_W01 – has structured knowledge in the field of electronic business (knows the basics of technical, economic and legal infrastructure; knows the possibilities of e-business, potential benefits,

threats and ways to minimize them, as well as the current state and development trends in Poland and in the world).

PEU_W02 – has extensive knowledge of entrepreneurship: knows the internal and external conditions for the functioning of small and micro-enterprises in the market economy, has in-depth knowledge of the process of setting up a small business, in particular a sole proprietorship.

relating to skills:

PEU_U01 – is able to plan starting and running a business using appropriate solutions related to e-business. Can identify and then minimize the problems and risks associated with the use of particular technologies.

PEU_U02 – can draw up a business plan and meet the formal requirements necessary to register an enterprise of a natural person (prepare appropriate documentation, choose the form of taxation and the method of accounting).

PEU_U03 – is able to interact and cooperate in team forms of work organization.

relating to social competences:

PEU_K01 – can think and act in the entrepreneurial way.

PROGRAM CONTENT		
Lectures		**Number of hours**
Lec 1	Organizational classes – discussion of the subject, expected learning outcomes and the rules of passing. The development of the Internet.	2
Lec 2	Basic concepts, e-business models.	2
Lec 3	E-commerce on the B2B and B2C market.	2
Lec 4	E-business logistics.	2
Lec 5	Legal aspects in e-business. E-government (for business).	2
Lec 6	Technologies. Marketplaces.	2
Lec 7	E-business security.	2
Lec 8	Selected aspects of starting a small enterprise (strategic decisions at the stage of setting up a business, business idea, company name).	2
Lec 9	Selected aspects of starting a small enterprise (choice of organizational and legal form – advantages and limitations of the solutions used).	2
Lec 10	Selected aspects of starting a small enterprise (registration obligations, PKD, choice of taxation form)	2
Lec 11	Selected aspects of starting a small enterprise (choice of financing sources)	2
Lec 12	Selected aspects of starting a small enterprise (forms of employment)	2
Lec 13	Selected aspects of starting a small enterprise (profitability analysis).	2
Lec 14	Written test.	2
Lec 15	Retake	2
	Total hours	30

Project		**Number of hours**
Proj 1	Organizational classes – discussion of the subject and the rules of passing. Creation of project teams. Discussion of how to implement individual parts of the business plan.	2
Proj 2	**Declaration of the essence of business: niche and uniqueness**. Presentation of selected fragments of the business plan (student presentations), analysis and discussion: product/service characteristics (including name –branding, trademark protection, etc.). Method of acquisition (suppliers, own product).	2

Proj 3	Presentation of selected fragments of the business plan (student presentations), analysis and discussion: product/service characteristics – target market analysis (customer segmentation, sales forecast), competitors.	2
Proj 4	Presentation of selected fragments of the business plan (student presentations), analysis and discussion: product/service characteristics – price and pricing strategies, methods of payment.	2
Proj 5	Presentation of selected fragments of the business plan (student presentations), analysis and discussion: product/service characteristics – storage and logistics (all types).	2
Proj 6	Presentation of selected fragments of the business plan (student presentations), analysis and discussion: product/service characteristics – promotion and marketing on the Internet, communication with the customers, social media, etc.	2
Proj 7	Presentation of selected fragments of the business plan (student presentations), analysis and discussion: a platform choice (technology, supplier, price, hosting, problems, etc.).	2
Proj 8	Presentation of selected fragments of the business plan (student presentations), analysis and discussion: service delivery process (technology), initial and target size of the organization, size of staff, needed qualifications, type of contracts, salaries, etc.	2
Proj 9	Presentation of selected fragments of the business plan (student presentations), analysis and discussion: SWOT analysis, organization strategy.	2
Proj 10	Presentation of selected fragments of the business plan (student presentations), analysis and discussion: investment plan and sources of e-business financing.	2
Proj 11-12	Presentation of selected fragments of the business plan (student presentations), analysis and discussion: financial analysis and selection of the form of taxation,	4
Proj 13	Presentation of selected fragments of the business plan (student presentations), analysis and discussion: risk analysis	2
Proj 14	Preparation of documentation necessary to register the planned business venture, analysis of the registration process (mandatory element: documents required for registration of business activity of natural persons or other selected organizational and legal form).	2
Proj 15	Presentations of reports documenting the entire project of a small business on the Internet – discussion and evaluation of the presentation.	2
	Total hours	30

TEACHING TOOLS USED
N1. Presentation of knowledge in the form of direct transmission (lecture) – audiovisual means (slides, computer projector). N2. Discussion. N3. Student's unassisted work N4. Final report – presentation of a small e-business N5. Presentation of final reports by students – audiovisual means. N6. Planning tool – MS Excel.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Learning outcomes number	Way of evaluating learning outcomes achievement
F1	PEU_W01, PEU_W02	Written test

F2	PEU_U01 – PEU U03	Activity during the – participation in the discussion
F3	PEU_U01 – PEU U03	Presentation – defense of the project
F4	PEU_W01, PEU_W02 PEU_U01, PEU_U02	Written report
P = 0,2*F1+0,1 *F2+0,2*F3+0,5*F4 Assessment according to the point scale		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Chaffey D., Digital business i e-commerce management: strategia, realizacja, praktyka, PWN, Warszawa 2016.
[2] Dutko M. (red.), Biblia e-biznesu 3.0, OnePress, Gliwice 2021.
[3] Markowski W., ABC small business'u, Wyd. MARCUS s.c., Łódź 2018.

SECONDARY LITERATURE:

[1] Kyciak W., Jak założyć skuteczny i dochodowy sklep internetowy. Wydanie II, Helion, Gliwice 2012.
[2] Młodzikowska D., Lunden B., Jednoosobowa firma. Jak założyć i samodzielnie prowadzić jednoosobową działalność gospodarczą, Wyd. BL Info Polska Sp. z o.o., Gdańsk 2012.
[3] Reports (information society, e-commerce in Poland, etc.)

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

dr inż. Ewa Prałat (ewa.pralat@pwr.edu.pl) , dr inż. Anna Zabłocka-Kluczka (anna.zablocka-kluczka@pwr.edu.pl)

FACULTY of Management

SUBJECT CARD

Name of subject in Polish: Ocena skuteczności efektywności procesów
Name of subject in English: Evaluation of the process efficiency and effectiveness
Main field of study (if applicable): Management
Specialization (if applicable): Business Process Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0135G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15	15		15	
Number of hours of total student workload (CNPS)	25	50		50	
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	5				
including number of ECTS points for practical classes (P)		2		2	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,8				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Knowledge of the basics of enterprise organization and management as well as the methodology and instruments of process design.

SUBJECT OBJECTIVES

C1: Providing students with knowledge about the goals and methods of organization's performance and processes evaluation. To familiarize students with the methods and metrics for assessing and measuring the effectiveness and efficiency of processes and organization.
C2: Providing students with knowledge about the financial aspects of process realization and ways of effective enterprise resources management in the context of the process approach. Improving the ability to apply financial instruments (activity-based costing, budgeting and cost variance analysis) for effective management of the company's resources in the context of a process approach.
C3: Developing practical skills that allow students for designing the system of process controlling allowing to assess the effectiveness and efficiency of any process and/or organization.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Knows the objectives, methods and levels of the organization performance and processes evaluation. Characterizes the methods and measures of effectiveness and efficiency of processes in the context of different types of processes.

PEU_W02 Explains the concept and scope of activity based costing applications. Understands and explains the financial aspects of the process implementation. Knows the ways and means to increase the efficiency of processes.

relating to skills:

PEU_U01 Designs the systems of evaluation the business processes and their outcomes (i.e., system of measures allowing to assess the effectiveness and efficiency of the process) and develops a plan of implementation solutions that allows their implementation in the organization. Is able to apply advanced organizational and instrumental solutions of process controlling.

PEU_U02 Can use the activity based costs method to analyze and interpret the efficiency of business processes, choose the appropriate measures of assessment processes in accordance with the type of process.

relating to social competences:

PEU_K01 Is prepared to initiate changes in the creation of systems for assessing the organization's achievements, participate in their planning and implementation.

PROGRAMME CONTENT

	Lecture	**Number of hours**
Lec 1	Introduction, overview of the lecture (agenda). Process approach to the organization - the level of organization, the level of the process. Typology of processes.	1
Lec 2	Assessment of the organization performance - the aims, methods and levels of evaluation, the evaluators. The criteria and types of organization's performance evaluation - rating organization as a whole and the evaluation of selected processes.	2
Lec 3	Evaluation of the effectiveness of the process (process goals). Efficiency as a constitutive feature of the process. Systems of cost and efficiency management. The relationship between efficiency and strategy.	2
Lec 4	Measuring the effectiveness and designing the system of the effectiveness management. Instruments and methods for forming the effectiveness of processes. Measures of the processes effectiveness (financial and non-financial).	2
Lec 5	The process controlling: the essence, the instruments and the conditions of the implementation the process controlling.	2
Lec 6	Financial aspects of the process implementation - responsibility accounting and accounting of processes. The idea and the scope of application activity based costing (Activity Based Costing).	2
Lec 7	Improving the efficiency of the process – business process improvement.	2
Lec 8	Final test (Colloquium)	2
	Total hours	15

	Classes	**Number of hours**
Cl 1	Introduction – overview of the classes (agenda) and the pass criteria. Task assignment (case study) and explanation of how to prepare them.	1
Cl 2	Activity based costing (ABC) and Time driven activity based costing (TD ABC)	2
Cl 3	Activity based budgeting (ABM)	2

Cl 4	Activity based cost variance analysis	2
Cl 5	Case studies - selection of evaluation measures of selected basic processes	2
Cl 6	Case studies - selection of evaluation measures of selected auxiliary processes	2
Cl 7	Case studies - selection of evaluation measures of selected regulatory processes	2
Cl 8	Final test (Colloquium)	2
	Total hours	15

Project		**Number of hours**
Proj 1	Introduction – overview of the project (agenda) and the pass criteria. A detailed discussion of the tasks that make up the working draft documents in the form of a written report. Creation of project teams. GOAL of a project work: Shaping the system of process controlling for chosen processes in the organization.	11
Proj 2	Declaration of the designing object: the organization and the process that will be studied. Consultation and realization of task 1: general characteristics of the organization, the presentation of the main phases and stages of the examined process against the background of processes architecture in the studied organization, the definition of process customers and their needs.	2
Proj 3	Consultation and realization of task 2: Mapping the chosen process - constructing the process map, determining the critical factors of the process. Identifying the purposes of the process and its major sub-processes. Modeling and improvement of the process. Discussion on the presentation of the work of chosen students.	2
Proj 4	Consultation and realization of task 3: Designing the system of metrics - the construction of the measurement system evaluating the effectiveness and efficiency of the selected process (looking from the perspective of the process). Work in project teams - consulting substantive issues, evaluation of student progress.	2
Proj 5	Consultation and realization of task 4: Designing the methods of process measurement and evaluation: designing a system for monitoring processes (reporting on the implementation of the process). Work in project teams (consulting substantive issues, evaluation of student progress.)	2
Proj 6	Consultation and realization of the task 5: Shaping the organizational structure of the process management: sharing of responsibility for achieving the goals of the process (pointing managers and implementers of the process and assign them responsibilities and powers). Creating the procedure for implementation of the proposed solutions - work in project teams (consulting substantive issues, evaluation of student progress.)	2
Proj 7	Discussion on the presentation of the project. Collection of design work (in a written record).	2
Proj 8	Presentations of the projects, evaluation of presentations, discussion with students. Overview of written reports with the findings of the diagnosis and the proposals for design. Summary of project. Final assessment.	2
	Total hours	15

TEACHING TOOLS USED
N1: Presentation of knowledge in the form of direct communication (lecture) - audio-visual media (slides, computer projector).
N2: Lecture materials and classrooms (synthesis) available in a paper form.
N3: Discussion.
N4: A written report – an analysis of the case study (the project of process controlling system for the selected process in the organization).
N5: Presentation of the final report by the students – using audio-visual media (slides, computer projector)
N6: Student's own work.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01, PEU_W02	Final test
F2	PEU_W02, PEU_U02, PEU_K01	F21: Activity on the project. Participation in the discussion F22: Written test F23: Case study presentation F2=0,2*F21+0,4*F22+0,4*F23
F3	PEU_W01, PEU_U01, PEU_K01	F31: Activity on the project. Participation in the discussion F32: Written report F33: Multimedia presentations relating to solutions prepared by students F3=0,2*F31+0,6*F32+0,2*F33
P=0,2*F1+0,4*F2+0,4*F3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Bitkowska A. (2013), Zarzadzanie procesowe we współczesnych organizacjach, Difin, Warszawa.
[2] Dumas M. i inn. (2022), Business Process Management. Istota zarządzania procesami biznesowymi, Wydawnictwo Naukowe PWN, Warszawa.
[3] Kaplan R., Cooper R. (2022), Zarządzanie kosztami i efektywnością, Oficyna Ekonomiczna, Kraków 2002
[4] Parmenter, D. (2010), Kluczowe wskaźniki efektywności (KPI). Gliwice: Helion.
[5] Rummler G.A., Brache A.P. (2000), Podnoszenie efektywności organizacji. Państwowe Wydawnictwo Ekonomiczne, Warszawa.

SECONDARY LITERATURE:

[1] Bitkowska A.: Zarzadzanie procesami biznesowymi w przedsiębiorstwie, Vizja Press & IT, Warszawa 2009.
[2] Skrzypek E., Hofman M.: Zarzadzanie procesami w przedsiebiorstwie: identyfikowanie, pomiar, usprawnianie, Oficyna a Wolters Kluwer business, Warszawa 2010.
[3] Sobańska I. (red.), Rachunek kosztów. Podejście operacyjne i strategiczne, Wydawnictwo C.H. Beck, Warszawa 2009.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Moduł metod ilościowych w zarządzaniu
Name of subject in English: Module of quantitative methods in management
Main field of study (if applicable): Management
Specialization (if applicable): Business Process Management, Change Management
Profile: academic
Level and form of studies: 2nd level, uniform magister studies, full-time
Kind of subject: obligatory
Subject code W08ZZZ-SM0119G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30		30		
Number of hours of total student workload (CNPS)	50		50		
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	4				
including number of ECTS points for practical classes (P)			2		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	2.4				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Ability to program in the R environment.
2. Knowledge of the basics of mathematical analysis and algebra.
3. Basic knowledge of descriptive statistics.

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SUBJECT OBJECTIVES

C1: Acquisition of knowledge in the field of methods of mathematical statistics and construction of econometric models and forecasting.
C2: Mastering the skills of statistical inference and building econometric models and forecasting based on statistical data.
C3: Mastering the ability to use statistical software in statistical analysis, econometric modeling and forecasting.
C4: Acquiring knowledge of the methods and techniques of mathematical statistics used in construction of econometric models.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 He has knowledge of mathematical statistics methods used in the process of building econometric models.

PEU_W02 Has extensive knowledge of econometric methods and techniques used in management.

PEU_W03 Knows the principles of building econometric models. He has specialist knowledge in the field of econometric modeling and forecasting states and processes in the organization.

PUE_W04 Knows advanced methods, techniques and econometric tools for solving managerial problems.

relating to skills:
PEU_U01 He is able to apply methods of mathematical statistics in solving decision problems in management processes with the use of dedicated IT tools.

PEU_U02 Is able to build and use econometric models in solving complex management problems.

PEU_U03 Has the ability to use advanced econometric methods to describe and forecast the processes and results of the organization's activities.

relating to social competences:
PEU_K01 The student is able to professionally seek and choose methods for solving decision problems and take responsibility for them. The student is able to convey and defend their own views related to the selection of methods of mathematical statistics and IT tools in decision-making.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec1	Organizational matters. Discrete and continuous random variable. Selected distributions of a random variable. Elements of descriptive statistics.	2
Lec2	Normal distribution. The central limit theorem and its consequences.	2
Lec3	Confidence intervals. Interval estimation.	2
Lec4	Hypothesis testing - selected parametric tests.	2
Lec5	Hypothesis testing - selected non-parametric tests.	2
Lec6	Independence of random variables, correlation, autocorrelation.	2
Lec7,8	Simple linear regression.	4
Lec9	Simple logistic regression.	1
Lec10	Time series, autocorrelation, stationarity	1
Lec11	Transformations and decomposition of time series, seasonal indicators.	2
Lec12	White noise, random walk, correlogram, moving average models, autoregression models, model identification.	2
Lec13	Models ARMA, ARIMA and seasonal SARIMA	2
Lec14	Parameter estimation and model verification	2
Lec15	Information criteria and model errors	2
Lec16	Time series forecasting methods	2
	Total hours	30

Laboratory		Number of hours
La1, 2	Organizational matters. Variable specification - data management and data shaping. Elements of descriptive statistics. Working with dedicated R, SPSS software.	4
La3	Discrete and continuous random variable analysis. Selected distributions of a random variable. Dedicated software: R	2
La4	Confidence intervals. Dedicated software: R	2
La5	Testing parametric and non-parametric hypotheses. Dedicated software: R, SPSS.	2
La6	Correlation, simple linear regression. Dedicated software: R, SPSS.	2
La7	Test.	2
La9	Simple logistic regression.	2
La10	Time series, autocorrelation, stationarity	2
La11	Transformations and decomposition of time series, seasonal indicators.	2
La12	White noise, random walk, correlogram, moving average models, autoregression models, model identification.	2
La13	Models ARMA, ARIMA and seasonal SARIMA	2
La14	Parameter estimation, model verification, information criteria and model errors.	2
La15	Time series forecasting methods	2
La16	Test	2
	Total hours	30

TEACHING TOOLS USED
N1. Multimedia presentation. N2. Dedicated software: R, SPSS. N3. Problems and tasks to be solved by yourself. N4. Computer data analysis. N5. Pass test.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1 (Lec1 - Lec8, La1 - La8)	PEU_W01 PEU_U01 PEU_K01	Test = Theoretical part + Practical part= 20p.(Lecture)+20p.(Laboratory)=40p. max.
F2 (Lec9 - Lec16, La9 - La16)	PEU_W02 PEU_W03 PEU_W04 PEU_U02 PEU_U03 PEU_U04 PEU_K01	Test = Theoretical part + Practical part= 20p.(Lecture)+20p.(Laboratory)=40p.max.
F3 (Lec1 - Lec8, La1 - La8)	PEU_W01 PEU_U01 PEU_K01	Activity(Laboratory)=5p. max. Activity(Lecture)=5p. max.
F4 (Lec9 - Lec16, La9 - La16)	PEU_W02 PEU_W03 PEU_W04 PEU_U02 PEU_U03 PEU_U04 PEU_K01	Activity(Laboratory)=5p. max. Activity(Lecture)=5p. max.

P(Lab)=F1+F2+F3+F4=20p.+20p+5p.+5p.=50p. max.,
P(Lec)=F1+F2+F3+F4=20p.+20p.+5p.+5p.=50p. max.

Scoring:

20-24=3.0 (dst) 25-29=3.5 (dst+) 30-34=4.0 (db) 35-39=4.5 (db+) 40-44=5.0 (bdb) 45-50=5.5 (cel).

P=0.5 x P(Lab)+0.5 x P(Lec) provided positive marks from P(Lab) and P(Lec)

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Amir D. Aczel: *Statystyka w zarządzaniu*, PWN, Warszawa 2006.
[2] Zumel N., Mount J., *Język R i analiza danych w praktyce*, Helion, Gliwice 2020
[3] Gładysz B., Mercik J., *Modelowanie ekonometryczne. Studium przypadku*. Oficyna Wydawnicza Politechniki Wrocławskiej 2007.
[4] Suchwałko A, Zagdański A, *Analiza i prognozowanie szeregów czasowych*, PWN, Warszawa 2021.

SECONDARY LITERATURE:

[1] Arbitrary statistics texbook.
[2] Arbitrary R programming manual.
[3] Arbitrary SPSS statistical software manual.
[4] Cieślak M., (ed.) *Prognozowanie gospodarcze. Metody i zastosowania*, Wydawnictwo Naukowe PWN, Warszawa 2002.
[5] Brockwell P.J, Davis R.A, *Introduction to Time Series and forecasting*. Springer New York 1996.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGMENT

SUBJECT CARD

Name of subject in Polish: Pomiar efektywności organizacji
ame of subject in English: Measuring organization efficiency
Main field of study (if applicable): Management
Specialization (if applicable): Change Management, Business process management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0118G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15	30		15	
Number of hours of total student workload (CNPS)	25	50		25	
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	4				
including number of ECTS points for practical classes (P)		2		1	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	2,4				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Knowledge of the basics of accounting
2. Knowledge of corporate finance and financial management

SUBJECT OBJECTIVES

C1. Gain knowledge of value as a strategic criterion for evaluating the effectiveness of business ventures.
C2. Gaining the ability to analyse planning, forecasting, optimizing and calculating costs and results for the needs of managing the organization.
C3. Familiarizing the student with the methods of evaluating infrastructural projects (non-profit) on the basis of project finance

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has a structured knowledge of value as a basic criterion for evaluating the efficiency of business ventures. Knows methods and tools for measuring and monitoring value creation processes. Has knowledge of criteria and tools for measuring the efficiency of infrastructure ventures (non-profit).
PEU_W02 Has an expanded knowledge of the essence of management accounting and methods and techniques of: cost accounting, budgeting, and value estimation and monitoring. Knows the directions and trends in performance measurement and cost accounting.
PEU_W03 Has an in-depth and expanded knowledge of measuring the efficiency of business and infrastructure ventures (non-profit). Has an in-depth knowledge of the role of cost accounting in business decision-making.

relating to skills:

PEU_U01 Knows the difference between accounting and economic information and use them to solve complex problems in the area of management accounting and estimating the value of organizations. Can evaluate the usefulness in management of financial information created according to different models and principles.

PEU_U02 Has the ability to design systems for evaluating the effectiveness of business and infrastructure projects. Has the ability to design systems for monitoring the value creation processes of an organization. Has the ability to design cost accounting systems.

PEU_U03 Can use advanced methods, techniques and tools to measure the efficiency of business and infrastructure projects (non-profit). Can account for costs and create managerial accounts.

relating to social competences:

PEU_K01 Is aware of the importance of strategic performance measurement and management accounting methods and tools in the management of organizations. Knows the directions and trends in performance measurement and cost accounting.

PEU_K02 Is ready to collect, process and present financial and non-financial information about the organization and its environment. Is able to diagnose the state of the organization from the point of view of financial processes and effects, and to indicate the desired directions of change.

PEU_K03 Is ready to critically evaluate the applied methods and tools of performance measurement and cost accounting and pricing policy. Is able to predict the financial consequences of decisions made.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Organizational classes. Introduction to the issue of value as a measure of the effectiveness of companies	1
Lec 2	Types of values, value standard, goals and objectives of value measurement	2
Lec 3	Methods of estimating value by property methods	2
Lec 4	Value estimation models with economic methods	2
Lec 5	Value-based performance measures. Monitoring of value creation processes (EVA, CFROI, SVA).	2
Lec 6	Investing in the capital market. Introduction to portfolio theory	2
Lec 7	Characteristics and evaluation of infrastructure projects (non-profit) on a Project Finance framework	2
Lec 8	Credit risk in Project Finance projects	1
Lec 8	Test	1
	Total hours	15

Classes		**Number of hours**
Cl 1	Organizational classes. Discussion of the theoretical foundations introducing the practical measurement of efficiency and its dimensions. Scope of management accounting. Concept, classification, grouping and cost accounting procedures.	2
Cl 2	Cost calculation methods.	2
Cl 3	Cost accounting models in management accounting - concepts of cost accounting models and criteria for their classification, cost accounting models vs. material and time scope, varieties of cost accounting, control and decision accounts and their types.	2
Cl 4	Full-cost accounting and Variable cost accounting.	2
Cl 5	Normal, postulated and real cost accounting. Activity based costing.	2
Cl 6	Other cost accounting models: product life cycle costing, continuous improvement costing, quality costing.	2
Cl 7	Target costing.	2

Cl 8	Pricing decisions and short-term decision-making accounts - price drivers, pricing methods, boundary setting, choice of assortment structure and production technology.	2
Cl 9	Business justification of organizational changes from the perspective of sustainable development of the organization – rules, procedures and documentation for planning, managing, spending and controlling costs.	2
Cl 10	Estimating the effects of organizational changes	2
Cl 11	Estimation of expenditures of organizational changes	2
Cl 12	Opportunity cost of risk valuation	
Cl 13	Creating a budget - budgeting methods	2
Cl 14	Budget variance analysis	2
Cl 15	Test	2
	Total hours	30

Project		**Number of hours**
Lab 1	Introduction - discussion of project requirements	1
Lab 2	Analysis of the financial situation and identification of the business model	2
Lab 3	Analysis of investment prospects and plans	2
Lab 4	Creating a financial forecast	2
Lab 5	Selection of valuation model and estimation of free cash flows	2
Lab 6	Estimating the cost of capital	2
Lab 7	Estimating the value of a business	2
Lab 8	Presentation and discussion of results	2
	Total hours	15

TEACHING TOOLS USED
N1. Lecture with multimedia presentation and discussion. N2. Calculus exercises - solving tasks with discussion. N3. Own work - work on the project, preparation for exercises and a credit test.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01, PEU_W03 PEU_K01, PEU_K02 PEU_K03	Written lecture credit test
F2	PEU_W02, PEU_U02 PEU_U03, PEU_K01 PEU_K02, PEU_K03	Evaluation of the test and the degree of engagement in class.
F3	PEU_U01, PEU_U02 PEU_U03, PEU_K01 PEU_K02, PEU_K03	Project evaluation
P (course group) = 0.2*F1+0.4*F2+0.4*F3 F1 (lecture) = written test F2 (exercise) = 0.2 semester assignment + 0.8 test F3 (project) = 0.8 project + 0.2 project defense		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Copeland T., Koller T., Murrin J., Wycena mierzenie i kształtowanie wartości firm, WIG-PRESS, Warszawa 1997.
[2] Dudycz T., Zarządzanie wartością przedsiębiorstwa, PWE, Warszawa 2005.
[3] Rachunkowość zarządcza w przedsiębiorstwie (wyd. II), E. Nowak, CeDeWu, 2018
[4] Budżetowanie jako narzędzie rachunkowości zarządczej. E. Duda-Piechaczek, Gliwice: Helion, 2007.
[5] Parkitna A., Determinanty efektywności małego przedsiębiorstwa Wrocław: Oficyna Wydawnicza Politechniki Wrocławskiej, 2020.

SECONDARY LITERATURE:

[1] S. Z. Benninga, O. H. Sarig, Finanse przedsiębiorstwa: Metody wyceny, WIG-PRESS, Warszawa 2000
[2] Rachunkowość zarządcza, Zadania i testy, A. Szychta, J. Dobroszek, P. Kabalski, Wydawnictwo Uniwersytetu Łódzkiego, 2016
[3] Spalek, S. (2021). Zarządzanie projektami w przedsiębiorstwie. Perspektywa czwartej rewolucji przemysłowej., Polskie Wydawnictwo Ekonomiczne, Warszawa, 2021,
[4] Project Management Institute,A Guide to the Project Management Body of Knowledge, Management Training @ Development Center Sp.z o.o., Warszawa, 2017.
[5] Budżetowanie w przedsiębiorstwie, aspekty rachunkowe, finansowe i zarządcze. M. Dylewski, B. Filipiak, P. Szczypa, CeDeWu Wydawnictwa Fachowe, 2010.
[6] Budżetowanie w przedsiębiorstwie, E. Nowak, B. Nita. Warszawa, Oficyna Wolters Kluwer Business, 2010.
[7] Yescombe E., Project finance, Oficyna Ekonomiczna, Kraków 2007

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY MANAGEMENT

SUBJECT CARD

Name of subject in Polish Procesy innowacyjne
Name of subject in English Innovation processes
Main field of study (if applicable): Management
Specialization (if applicable): Business process management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0123G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			30	
Number of hours of total student workload (CNPS)	25			50	
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	3				
including number of ECTS points for practical classes (P)				2	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,8				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Knowledge of the basics of enterprise organization and management as well as the methodology and instruments of process design.

SUBJECT OBJECTIVES

To provide basic knowledge (with application aspects) about:
C1. the importance of innovation processes in selected types of organizations and the relationship between innovation processes and other processes in organizations
C2. the course of innovation processes in selected types of organizations
C3. key issues of R&D process management
Provide basic skills to:
C4. analyze, evaluate and design innovation processes in selected types of organizations
C5. identify and analyze typical innovation process management problems

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:
PEU_W01 Understands the importance of the innovation process in an organization
PEU_W02 Has knowledge of the course of innovation processes in an organization and their determinants
PEU_W03 Understands the relationship between innovation processes and other processes

Relating to skills:
PEU_U01 designs, analyzes, evaluates innovation processes in selected types of organizations
PEU_U02 identifies and analyzes basic issues related to the management of innovation processes
PEU_U03 analyzes and evaluates the relationship between R&D processes and other organizational processes

Relating to social competence:
PEU_K01 Is ready to identify, critically analyze and resolve problems concerning the course of innovation processes. He is able to predict the consequences of decisions.
PEU_K02 Is prepared to take responsibility for the tasks assigned to him/her within the framework of designated organizational roles. Demonstrates responsibility for his/her own preparation for work, decisions made and actions carried out and their consequences

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Organizational Information. Introduction from the topic of innovation process management	1
Lec 2	Innovation and innovativeness	2
Lec 3	Building an innovative enterprise	2
Lec 4	Developing an innovation strategy	2
Lec 5	The innovation process	2
Lec 6	Receiving the benefits of innovation	2
Lec 7	Summary and test	2
	Total hours	15

Project		**Number of hours**
Proj 1	An introduction to project classes.	2
Proj 2	Characteristics of the selected organization	2
Proj 3	Analysis and proposal of methods to stimulate creativity	2
Proj 4	Determinants of decisions on the creation of a new product and its features	2
Proj 5	Stakeholder needs survey - preparation of research tools	2
Proj 6-7	Analysis and presentation of collected data	4
Proj 8-9	Presentation of solutions adopted in the selected organization - process map	4
Proj 10	Measurement and control of process flow	2
Proj 11-12	Analysis of process improvement proposals in a selected organization	4
Proj 13-14	Presentations of solutions developed in groups	4
Proj 15	Summary of activities and conclusion	2
	Total hours	30

TEACHING TOOLS USED
N1. Lecture using multimedia presentation N2. Questions asked to the audience in the lecture N3. Discussion on selected problems N4. Self-analysis and evaluation of the given aspects of the actual organization N5. Own work - independent collection of data on the selected organization: preparation for project activities and preparation for the colloquium N6. Preparation of the report

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01-03	Test on the lecture
F2	PEU_W01-03 PEU_U01-03 PEU_K03	Evaluation of student reports and presentations (during class)
P = 0,5 * F1 + 0,5*F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Bessant, J., & Tidd, J. (2013). Zarządzanie innowacjami. Integracja zmian technologicznych, rynkowych i organizacyjnych. Warsaw., Wydawnictwo JAK

[2] Bitkowska A., (2013) Zarządzanie procesami w przedsiębiorstwie: aspekty teoretyczno-praktyczne, Difin, Warszawa.

[3] Dumas M. i inn. (2022), Business Process Management. Istota zarządzania procesami biznesowymi, Wydawnictwo Naukowe PWN, Warszawa.

SECONDARY LITERATURE:

[1] Kwiecień, K., & Wawrowski, B. (2019), Innowacyjność przedsiębiorstw jako fundament gospodarki obiegu zamkniętego The Innovativeness of Enterprises as a Foundation for Circular Economy.

[2] Trias De Bes F., Kotler P., 2013, Innowacyjność. Przepis na sukces. Model „od A do F", Dom Wydawniczy Rebis, Poznań

[3] Artykuły oraz raporty dotyczące innowacyjności (np. Eurostat)

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Praca dyplomowa I
Name of subject in English: Master Degree Thesis I
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0132D
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	
Number of hours of total student workload (CNPS)				175	
Form of crediting				crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				7	
including number of ECTS points for practical classes (P)				7	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				3,5	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

SUBJECT OBJECTIVES

C1 The aim is for the student to acquire the ability to write a research paper.
C2 To create conditions which enable the student to:

- to acquire knowledge of good practices for writing a research paper,
- to acquire the skills of formulating a research problem and planning research, as well as selecting research methods adequate to the subject under examination.
- to deepen their knowledge in accordance with the chosen specialisation.

C3 To create conditions for individual student consultations and support in writing the thesis

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:

PEU_W01 Has an in-depth and extended knowledge of the subject matter and management in the selected area related to the studied specialisation.

PEU_W02 Knows advanced methods, techniques and tools for solving managerial problems in the selected subject of the master's thesis.

Relating to skills:

PEU_U01 Be able to select, justify and apply methods and techniques to identify, analyse and solve complex management and substantive problems in an organisation. Be able to critically evaluate the usefulness of methods and techniques.

PEU_U02 Formulates simple hypotheses and research problems, selects adequate methods, techniques and research tools.

PEU_U03 Understands Polish and foreign texts in the field of management, is able to interpret them, draw conclusions, obtain necessary information, interpret and critically evaluate them, reads professional literature, business and organisational documentation with comprehension..

Relating to social competences:
PEU_K01 Is aware of the need for an independent, critical assessment of the scope and level of his/her professional knowledge and skills both in the organisational and management sciences and in the interdisciplinary dimension. Is prepared to independently search for areas of knowledge to complete and skills to improve. Is prepared to independently search for areas of knowledge of interest and gather information.
PEU_K02 Shows courage in communicating and defending one's own views
PEU_K03 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to own and others' work.

PROGRAMME CONTENT		
Project		**Number of hours**
Pr1-6	Literature study, the work related to theoretical part of thesis.	12
Pr7-10	Studies on the choice of research method	8
Pr11-15	The designe of research and/or design research tool.	10
	Total hours	**30**

TEACHING TOOLS USED
N1. Discussion.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02 PEU_K03	Development of Chapter I of the thesis
F2	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02 PEU_K03	Design of the research tool
F3	PEU_K01 PEU_K02 PEU_K03	Active and systematic work
P = 0,5*F1+0,4*F2+0,1*F3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Literature review that relates to the topic of the thesis

SECONDARY LITERATURE:

[2] Oliver, P. (2013) Writing your thesis. Sage.
[3] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press.
[4] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Praca dyplomowa II
Name of subject in English: Master Degree Thesis II
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0136D
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	
Number of hours of total student workload (CNPS)				425	
Form of crediting				crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				17	
including number of ECTS points for practical classes (P)				17	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				8,5	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

SUBJECT OBJECTIVES

C1 The aim is for the student to acquire the ability to write a research paper.
C2 To create conditions which enable the student to:

- to acquire knowledge of good practices for writing a research paper,
- to acquire the skills of formulating a research problem and planning research, as well as selecting research methods adequate to the subject under examination.
- to deepen their knowledge in accordance with the chosen specialisation.

C3 To create conditions for individual student consultations and support in writing the thesis

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:

PEU_W01 Has an in-depth and extended knowledge of the subject matter and management in the selected area related to the studied specialisation.

PEU_W02 Knows advanced methods, techniques and tools for solving managerial problems in the selected subject of the master's thesis.

Relating to skills:

PEU_U01 Able to select, justify and follow methods and techniques to identify, analyse and solve complex management and substantive problems in an organisation. Able to critically evaluate the usefulness of methods and techniques.

PEU_U02 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.

PEU_U03 Advanced research skills: formulates simple hypotheses and research problems, selects adequate research methods, techniques and tools, prepares, presents and interprets research findings, draws conclusions, indicates directions of further research with regard to management sciences.
PEU_U04 Able to prepare a well-documented study (e.g. a short scientific report showing the author's own scientific research findings) or present descriptions of detailed issues with regard to management sciences in Polish and a foreign language.

Relating to social competences:
PEU_K01 Shows courage in communicating and defending one's own views
PEU_K02 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to own and others' work.

PROGRAMME CONTENT		
Project		**Number of hours**
Pr1-12	The consultation related to: • Writing the thesis • Elaboration of the theoretical part • Research process • Elaboration of the research results	24
Pr13	Discussion about the firs version of the diploma thesis	2
Pr14	Consultation on recent amendments	2
Pr15	Presentation and discussion of the presentation prepared for the defence	2
	Total hours	**30**
TEACHING TOOLS USED		
N1. Discussion.		

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_U03 PEU_U04 PEU_K01 PEU_K02	Diploma dissertation
F2	PEU_K01 PEU_K02 PEU_K03	Active and systematic work
P = 0,8*F1+0,2*F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Literature review that relates to the topic of the thesis

SECONDARY LITERATURE:

[2] Oliver, P. (2013) Writing your thesis. Sage.
[3] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press.
[4] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

FACULTY of Management

SUBJECT CARD

Name of subject in Polish: Prawno-ekonomiczne aspekty biznesu
Name of subject in English: Legal and economic aspects of business
Main field of study (if applicable): Management
Specialization (if applicable): Business Process Management, Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0152GK
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	30			15
Number of hours of total student workload (CNPS)	60	30			30
Form of crediting	crediting with grade				
For group of courses mark (X) final course	x				
Number of ECTS points	4				
including number of ECTS points for practical classes (P)		1			1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	3,0				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Requirements - basic knowledge of law and economics

SUBJECT OBJECTIVES

C1 - The aim of the course is to educate students in basic competencies and skills as well as to analyze and evaluate mutual interactions between legal, economic, and financial factors affecting the management of an organization.

C2 - The subject of the lecture and the accompanying form will allow you to develop the necessary skills to perform management and advisory activities and make decisions in the field of support and development of processes taking place in the legal and economic environment.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 – Has extensive knowledge of economic sciences and their place in the system of sciences and relations to other social sciences.

PEU_W02 – Has extended knowledge in the field of normative solutions relating to the areas of organization related to the studied specialty

PEU_W03 – Knows economic and legal solutions regarding the creation of individual forms of organization, their merger, division, and transformation

PEU_W04 – Has extensive knowledge of economic and legal mechanisms of economic policy relating to the economy, regulatory mechanisms of markets as well as evolution of market structure.
PEU_W05 – Has knowledge of the impact of legal (including intellectual property protection) and economic conditions on organisational management processes

relating to skills:
PEU_U01 - He is able to identify and analyze the potential effects of introducing national and international economic and legal funds for individual organizations as well as integration groups.
PEU_U02 – He has skills in the use of regulations related to the studied specialty (concerning labor law, commercial law, tax law and selected regulations regarding environmental regulations), while selecting appropriate normative solutions related to the functioning of organizations and markets.

relating to social competences:
PEU_K01 – Is aware of the need for independent, critical assessment of the scope and level of their knowledge and in the interdisciplinary dimension. They are prepared to independently search for areas of knowledge to supplement and skills to improve.
PEU_K02 - Demonstrates readiness to identify, critically analyze and resolve issues arising in the workplace. He can make final decisions.
PEU_K03 - Is prepared to behave in a professional and ethical manner; recognizes and formulates ethical dilemmas related to their own and others' work; seeks appropriate solutions and opportunities to correct irregularities in their attitudes and behaviors in the workplace.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Organisational activities. General information about law and economy	2
Lec 2	Legal responsibility of managers	2
Lec 3	Constitutional regulation of the economy. Legal forms of operation of economic administration	2
Lec 4	Legal regulations of starting a business.	2
Lec 5	Legal forms of enterprises in the economy	2
Lec 6	Competition law.	2
Lec 7	General characteristics of contracts in domestic and foreign trade	2
Lec 8	Tax management in the organization	2
Lec 9	Public procurement system in Poland. Objectives and functions of public procurement	2
Lec 10	Labor market and promotion of employment	2
Lec 11	Review of forms of employment - the concept of flexicurity and atypical forms of employment	2
Lec 12	Insurance market (social, economic, manager's liability insurance)	2
Lec 13	Legal responsibility of managers	2
Lec 14	Business in conditions of sustainable development	2
Lec 15	Passing a written test	2
	Total hours	**330**

Classes		**Number of hours**
Cl 1	Organisational activities. Legal regulations of starting a business. Registration of business activity	2 (1+1)
Cl 2	Economic activity of foreign entrepreneurs part1	2

Cl 3	Economic activity of foreign entrepreneurs part 2	2
Cl 4	Economic activity of the State Treasury and local government units	2
Cl 5	Entities' ability to operate in economic turnover	2
Cl 6	Labor and social security law as a tool for the implementation of management, HR, HR and payroll, and settlement functions part 1	2
Cl 7	Labor and social security law as a tool for the implementation of management, HR, HR and payroll, and settlement functions part 2	2
Cl 8	Principles of applying tax law	2
Cl 9-10	Tax management in enterprises - practical aspects	3
Cl 11-12	Economic and legal aspects of public procurement organization	3
Cl 12	Knowledge and information as an intangible resource of an enterprise	2
Cl 13	Economic entrepreneurship	2
Cl 14	Economic and legal challenges of contemporary sustainable development	2
Cl 15	Colloquium/test	2
	Total hours	2
		30

Seminar		**Number of hours**
Semin 1	Introduction. Organisational activities.	1
Se 2-3	Tax settlement - case study	4
Se 4-5	Public procurement - bid preparation - case study	4
Se 6-8	Knowledge, Information, Intellectual Property - management processes - case study	6
	Total hours	15

TEACHING TOOLS USED
N1. Lectures with the multimedia presentation N2. Questions for students during lectures N3. Case studies presented during lectures N4. Discussion on selected issues N5. Case studies (performed individually or together with other students) N6. Own work: preparation for individual classes and the final exam

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05 PEU_U01 PEU_U02	Test (during classes)
F2	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_U01 PEU_U02 PEU_K01 PEU_K02	Case studies

	PEU_K03	
F3	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05 PEU_U01 PEU_U02 PEU_K01 PEU_K02 PEU_K03	Discussion & problem solving
F4	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05 PEU_U01 PEU_U02	Final colloquium
F5	PEU_U01 PEU_U02 PEU_K01 PEU_K02 PEU_K03	Active and systematic work
P = 0,2*F1+= 0,2*F2+0,2*F3+0,3*F4+0,1*F5		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

1. Piątkowski J. Szabłowska-Juckiewicz M. Jaskulska J. (2021) Indywidualne prawo pracy, Toruń, Wyd. Naukowe Uniwersytetu Mikołaja Kopernika
2. Olszewski, J. (2013). System pracy w warunkach globalnego społeczeństwa informacyjnego. Poznań: Wydawnictwo Uniwersytetu Ekonomicznego w Poznaniu
3. Gomułkowicz A., Mączyński D. (2022), podatki i prawo podatkowe, Wyd. Wolters-Kluwer, Warszawa
4. Cempura A., Kasolik A (2022), Metodyk sporządzania umów gospodarczych. Prawo handlowe. Zbiór przepisów, Wyd. Wolters-Kluwer, Warszawa
5. Price Perry Mark (2016), PMO w biznesie. Wskazówki, techniki, historie sukcesów. Wydawnictwo Naukowe PWN, Warszawa.

SECONDARY LITERATURE:

1. Barzycka-Banaszczyk, M. (2007). Prawo pracy. Warszawa: C.H. Beck
2. Nasierowski W. (2019), Techniczna sprawność działań proinnowacyjnych w Polsce z perspektywy Unii Europejskiej, „Gospodarka Narodowa", nr 4(300)
3. Prawo gospodarcze. Kompendium (2021) praca zbiorowa, Wyd. C.H. Beck, Warszawa
4. Wypych-Żywicka A. (2016), Leksykon prawa ubezpieczeń społecznych, Wyd. C.H. Beck
5. Zenderowski R., Koziński B. (2022), Różnice kulturowe w biznesie. Wydanie 4. CeDeWu sp. z o.o., Warszawa.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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Dr hab. inż. Małgorzata Rutkowska, prof. uczelni, malgorzata.rutkowska@pwr.edu.pl
Dr hab. inż. Edyta Ropuszyńska-Surma, prof. uczelni, edyta.ropuszynska-surma@pwr.edu.pl
Dr Krzysztof Zymonik, prof. uczelni, krzysztof.zymonik@pwr.edu.pl

DEPARTMENT OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Psychologia pracy i organizacji
Name of subject in English: Work and organizational psychology
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0154GK
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			30	30
Number of hours of total student workload (CNPS)	25			50	50
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	5				
including number of ECTS points for practical classes (P)				2	2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	3,0				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1 The ability to speak concisely orally and in writing.
2. Knowledge of basic communication and presentation techniques.
3. The ability to work in groups.

SUBJECT OBJECTIVES

C1. To gain knowledge of the psychology of leadership.
C2. To gain knowledge of methods of psychological diagnosis of leadership, development of leadership competence.
C3. To acquire the knowledge facilitating the development of the ability to cope with stress, motivate to work, maintain a balance between the requirements and the potential/possibilities related to performing various roles in the organization.skills of effective team intervention

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Characterizes and interprets organizational, moral and ethical norms related to social and organizational leadership roles
PEU_W02 Has in-depth knowledge of leadership, decision-making, motivation, group mechanisms and social influence realized in an organization. Identifies negative individual and social phenomena in the organization and knows methods to counteract them
relating to skills:
PEU_U01 Is able to select, adapt, justify, and apply appropriate norms and standards (moral and ethical) in specific activities independently, in teams, and in an organization
PEU_U02 Is able to work independently and in a team. Demonstrates readiness to independently organize and lead the work of teams

relating to social competences:
PEU_K01 Understands the impact of the leadership role in directing and improving team and organizational performance. Initiates actions to improve the well-being of colleagues.
PEU_K02 As a leader, is able to appropriately determine priorities in his/her own work and in cooperation with others.
PEU_K03 Is prepared to take responsibility for assigned tasks within assigned organizational roles. Demonstrates responsibility for his/her own preparation for work, decisions made actions, and their consequences
PEU_K04 Demonstrates courage in communicating and defending one's own views. Is prepared to persuade and negotiate for the sake of achieving common goals
PEU_K05 Is prepared to behave in a professional and ethical manner; seeks appropriate solutions and opportunities to correct inadequacies in his/her attitudes and behaviors in the workplace

PROGRAMME CONTENT

Lecture		**Number of hours**
Lec 1	Presentation of the rules for classes organization and the criteria for passing. The role of psychology in managing contemporary organizations.	1
Lec 2	Personal and temperamental predispositions and functioning at work. Fit of person to work and organization.	2
Lec 3	Psychological models of work efficiency (job demands and control model, job demands and resources model, resource conservation theory). The role of requirements, work resources and personal resources of the employee	2
Lec 4	Work motivation as a mental process. Types of motivation and their role in work efficiency. Psychological mechanisms of effective work motivation.	2
Lec 5	The role of creative thinking in the work and organization problem solving	2
Lec 6	Employee decision and risk making processes	2
Lec 7	Deviant and counterproductive work behavior - causes and consequences.	2
Lec 8	Summary and evaluation of knowledge	2
	Total hours	**15**

Project		**Number of hours**
Proj 1	Presentation of the rules for classes organization and the criteria for passing. Contemporary challenges of work and organization – a psychological perspective	2
Proj 2	Development of the goal and issues of the project (e.g. counter-productive behavior, dysfunctional behavior of the employee, sources of job satisfaction, motivation to work, psychological indicators of work performance, job requirements and resources, sources of stress, professional burnout, workaholism, deviant behavior, cyberdeviations in the organization, detachment from work, resource regeneration, work-life conflict/balance, remote work issues, coping with change, sources and inhibitors of well-being at work, etc.)	2
Proj 3	Analysis of the literature in the diagnosis of the problem	2
Proj 4	Development of the theoretical basis of the problem	2
Proj 5	Development of the problem and research hypotheses	2
Proj 6	Developing a methodology for researching/analyzing the problem	2
Proj 7	Research conducting /analysis of the problem	2
Proj 8	Project data processing and statistical analysis	2
Proj 9	Development of data analysis results	2
Proj 10	Interpretation of data analysis results from a psychological and organizational perspective	2
Proj 11	Formulation of conclusions from the project analysis	2
Proj 12	Providing practical implications for employees and the organization based on project results.	2
Proj 13	Development of a project report	2

Proj 14	Presentation and team evaluation of projects	2
Proj 15	Presentation and team evaluation of projects	2
	Total hours	**30**

Seminar		**Number of hours**
Semin 1	Organizational classes - presentation of the rules for organizing classes and the criteria for passing. The role of psychology in work management and modern organization	2
Semin 2	The role of personality traits in the performance of work. Differences between women and men in the performance of work.	2
Semin 3	Work characteristics and personal resources and functioning at work (the phenomenon of exhaustion, resistance, detachment, shaping and enriching work)	2
Semin 4	The role of emotions in the employee's functioning at work. Emotional intelligence. The phenomenon of emotional work	2
Semin 5	Mechanisms of work motivation as a mental process (commitment, attachment to work, to the organization).	2
Semin 6	Work motivating from a psychological perspective. Principles of applying reinforcement. Psychological aspects of financial and non-financial motivation	2
Semin 7	Cognitive abilities, thinking and intelligence at work	2
Semin 8	Creative thinking and problem solving at work – practical exercises	2
Semin 9	Psychological mechanisms of decision making at work. Sources of bounded rationality.	2
Semin 10	Psychological risk assessment mechanisms	2
Semin 11	Stress at work. Conflict of work and personal life. Methods of coping with stress at work	2
Semin 12	A system of values and attitudes towards work, organization and ongoing changes.	2
Semin 13	Deviant and counterproductive behavior in the organization - diagnosis and prevention	2
Semin 14	Dysfunctional behaviors at work (e.g. burnout, workaholism, addictions) - diagnosis, causes and prevention	2
Semin 15	Working time management. Summary and evaluation of the effects of students' work	2
	Total hours	**30**

TEACHING TOOLS USED
N1. Lecture supported by audiovisual materials N2. Individual tasks N3. Multimedia presentations N4. Moderated discussion N5. Team exercises and stasks N6. Case studies N7 Simulations N8. Media materials

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1 (lecture)	PEU_W01-W03	Credit test
F2 (seminar)	PEU_U01-U02 PEU_K01-K05	Tasks 1, task 2, task 3
F3 (project)	PEU_U01-U02 PEU_K01-K05	Interim and final reports on the project
P = (F1 + F2 + F3)/3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Rożnowski, B., Fortuna, P. (2020). *Psychologia biznesu.* Warszawa: Wydawnictwo Naukowe PWN.

[2] Zawadzka, A.M. red. (2022). *Psychologia zarządzania w organizacji*. Warszawa: Wydawnictwo Naukowe PWN.

[3] Ratajczak, Z. (2016). *Psychologia w biznesie*. *Nowe perspektywy.* Warszwa: Difin.

SECONDARY LITERATURE:

[1] Bajcar, B. (2019). Jasne i ciemne strony cech osobowości pracownika w organizacji. Przegląd wyników badań. *Zarządzanie Zasobami Ludzkimi, 1,* 73-83.

[2] Heszen, I. (2019). *Psychologia stresu*. *Korzystne i niekorzystne skutki stresu życiowego.* Wydawnictwo PWN.

[3] Lubrańska, A. (2017). *Psychologia pracy. Podstawowe pojęcia i zagadnienia. Wydanie 2 rozszerzone.* Warszawa: Wydawnictwo Difin.

[4] Konieczny, T. (2014). *Stres w organizacji.* Warszwa: Wydawnictwo Harmonia.

[5] Tyszka, T. (2016). *Decyzje. Perspektywa psychologiczna i ekonomiczna.* Warszawa: Wydawnictwo Scholar.

[6] Woźniak. J. (2015). *Współczesne systemy motywacyjne. Teoria i praktyka*. Warszwa: Wydawnictwo Naukowe PWN.

[7] Baka, M. (2017). *Zachowania kontrproduktywne w pracy.* Warszawa. Wydawnictwo Naukowe Scholar

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Subject supervisor: Beata Bajcar beata.bajcar@pwr.edu.pl

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Anna Borkowska anna.borkowska@pwr.edu.pl

Michał Kłosowski michal.klosowski@pwr.edu.pl

DEPARTMENT OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Psychologia przywództwa
Name of subject in English: Leadership psychology
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0155GK
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			30	30
Number of hours of total student workload (CNPS)	25			50	50
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	5				
including number of ECTS points for practical classes (P)				2	2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	3,0				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1 The ability to speak concisely orally and in writing.
2. The ability to work in groups.

SUBJECT OBJECTIVES

C1. To gain knowledge of the psychology of leadership.
C2. To gain knowledge of methods of psychological diagnosis of leadership, development of leadership competence.
C3. To acquire the skills of effective team intervention

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Characterizes and interprets organizational, moral and ethical norms related to social and organizational leadership roles
PEU_W02 Has in-depth knowledge of leadership, decision-making, motivation, group mechanisms and social influence realized in an organization. Identifies negative individual and social phenomena in the organization and knows methods to counteract them
relating to skills:
PEU_U01 Is able to select, adapt, justify, and apply appropriate norms and standards (moral and ethical) in specific activities independently, in teams, and in an organization
PEU_U02 Is able to work independently and in a team. Demonstrates readiness to independently organize and lead the work of teams
relating to social competences:
PEU_K01 Understands the impact of the leadership role in directing and improving team and organizational performance. Initiates actions to improve the well-being of colleagues.

PEU_K02 As a leader, is able to appropriately determine priorities in his/her own work and in cooperation with others
PEU_K03 Is prepared to take responsibility for assigned tasks within assigned organizational roles. Demonstrates responsibility for his/her own preparation for work, decisions made actions, and their consequences
PEU_K04 Demonstrates courage in communicating and defending one's own views. Is prepared to persuade and negotiate for the sake of achieving common goals (K2_ZARZ_K08).
PEU_K05 Is prepared to behave in a professional and ethical manner; seeks appropriate solutions and opportunities to correct inadequacies in his/her attitudes and behaviors in the workplace

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Psychological aspects of leadership. An introduction to the course. Presentation of the rules for classes organization and the criteria for passing.	1
Lec 2	Leadership styles. Psychological perspective.	2
Lec 3	Leadership styles and the challenges of modern organizations.	2
Lec 4	Psychological profile of a leader. The role of personality, intelligence, and thinking styles in leading people effectively.	2
Lec 5	The dark side of leadership – negative traits and destructive leadership behavior.	2
Lec 6	The psychology of power: manifestations, use, and context dependence	2
Lec 7	The role of a leader's psychological resources in dealing with difficult situations.	2
Lec 8	Psychological aspects of leadership in multicultural teams; Summary and evaluation of knowledge.	2
	Total hours	**15**
Project		**Number of hours**
Proj 1	Presentation of the rules for classes organization and the criteria for passing. Leadership in contemproary organizations	2
Proj 2	Development of the project's purpose and problem statement (empirical diagnosis of subjective and situational predictors, sources and consequences of leadership styles, e.g., determining the relationship between leadership and job satisfaction and motivation; testing the relationship between inclusiveness in leadership and team functioning; employees' sense of self-efficacy, mental health, employees' dysfunctional behavior, resource recovery, work-life conflict, remote work problems, coping with change).	2
Proj 3	Literature analysis of the research problem.	2
Proj 4	Compiling the theoretical basis of the research problem.	2
Proj 5	Developing a research problem and hypotheses.	2
Proj 6	Developing a methodology for the study/analysis of the problem.	2
Proj 7	Conducting research study.	2
Proj 8	Project data processing and analysis.	2
Proj 9	Conducting data analysis.	2
Proj 10	Interpreting the results from a psychological and organizational perspective.	2
Proj 11	Formulations of conclusions.	2
Proj 12	Providing practical implications for employees and the organization based on project results.	2
Proj 13	Preparing project report.	2
Proj 14	Presentation and team evaluation of projects.	2
Proj 15	Presentation and team evaluation of projects.	2
	Total hours	**30**

Seminar		Number of hours
Semin 1	Presentation of the rules for classes organization and the criteria for passing. Contemporary approaches to the psychology of leadership.	2
Semin 2	Leadership competencies - classification, importance, and functional mechanisms.	2
Semin 3	Leadership responsibility: norms, ethical standards, and values.	2
Semin 4	Psychology of risk taking, susceptibility to change, mental and behavioral flexibility.	2
Semin 5	Psychological characteristics of entrepreneurs and managers - similarities and differences.	2
Semin 6	Leadership of women and men - similarities and differences.	2
Semin 7	The role of a leader's cognitive, thinking, problem-solving, and intelligence abilities in effective leadership.	2
Semin 8	Mechanisms of self-awareness and emotional intelligence of the leader – their meaning and development.	2
Semin 9	Perception of employees' emotions and behavior in effective leadership.	2
Semin 10	The role of the leader in motivating, building commitment, and supporting the achievements of subordinates.	2
Semin 11	Methods of inspiring and supporting employees' creativity.	2
Semin 12	Extraordinary leaders.	2
Semin 13	Destructive leadership – diagnosis, prevention, and consequences for people and organizations.	2
Semin 14	Leadership and pathological phenomena in the organization (workaholism and burnout, etc.).	2
Semin 15	Summary and evaluation of the results of the students' work.	2
	Total hours	**30**

TEACHING TOOLS USED
N1. Lecture N2. Individual tasks N3. Multimedia presentations N4. Moderated discussion N5. Team exercises and simulations N6. Analysis and case studies

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1 (lecture)	PEU_W01-W03	Credit test
F2 (seminar)	PEU_U01-U02 PEU_K01-K05	Tasks 1, task 2, task 3
F3 (project)	PEU_U01-U02 PEU_K01-K05	Interim and final reports on the project
P = (F1 + F2 + F3)/3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Blanchard, K. (2021). *Przywództwo wyższego stopnia. Blanchard o przywództwie i tworzeniu efektywnych organizacji.* Wydawnictwo Naukowe PWN

[5] Rożnowski, B., Fortuna, P. (2020). *Psychologia biznesu*. Warszawa: Wydawnictwo Naukowe PWN

SECONDARY LITERATURE:

[1] Grzyb, T., Doliński, D., (2022). *Sto technik wpływu społecznego. Kiedy i dlaczego wywieranie wpływu na innych jest skuteczne.* Warszawa: Smak Słowa

[2] Harvard Business Review. Wybrane artykuły.

[3] Heszen, I., (2022). *Psychologia stresu. Korzystne i niekorzystne skutki stresu.* Wydawnictwo Naukowe PWN

[4] Kozioł-Nadolna, K. (2022). *Przywództwo a innowacyjność w organizacji.* Warszawa: Difin

[5] MIT Sloan Management Review Polska. Wybrane artykuły.

[6] Sinek, S., (2014). *Liderzy jedzą na końcu. Dlaczego niektóre zespoły potrafią świetnie współpracować, a inne nie*. Warszawa: Onepress

[7] Sęk, H., (2022). *Wypalenie zawodowe. Przyczyny i zapobieganie.* Wydawnictwo Naukowe PWN.

[8] Wiśniewska, M., (2021). *Anatomia przywództwa charyzmatycznego.* Warszawa: Wydawnictwa Uniwersytetu Warszawskiego

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DEPARTMENT OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Psychologia społeczna w zarządzaniu
Name of subject in English: Social psychology in management
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0156GK
Group of courses: YES

*delete as not necessary

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			30	30
Number of hours of total student workload (CNPS)	25			50	50
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	5				
including number of ECTS points for practical classes (P)				2	2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	3,0				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge of the theory and assumptions of management psychology.
2. Knowledge of the basic problems of modern organizations and their teams.

SUBJECT OBJECTIVES

C1. To gain knowledge about psychological models of teamwork, group dynamics and mechanisms determining their effectiveness.
C2: To acquisit the skills of diagnosing and solving problems of modern organizations in the area of creating, managing and motivating teams.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Characterizes and interprets organizational, moral and ethical norms related to social and organizational leadership roles.
PEU_W02 Has in-depth knowledge of leadership, decision-making, motivation, group mechanisms and social influence realized in an organization. Identifies negative individual and social phenomena in the organization and knows methods to counteract them.
PEU_W02 Knows and understands the basic dilemmas of contemporary organizations and societies .
relating to skills:
PEU_U01 Is able to select, adapt, justify, and apply appropriate norms and standards (moral and ethical) in specific activities independently, in teams, and in an organization
PEU_U02 Is able to work independently and in a team. Demonstrates readiness to independently organize and lead the work of teams.
relating to social competences:

PEU_K01 Understands the impact of the leadership role in directing and improving team and organizational performance. Initiates actions to improve the well-being of colleagues and society.
PEU_K02 As a leader, is able to appropriately determine priorities in his/her own work and in cooperation with others.
PEU_K03Demonstrates courage in communicating and defending one's own views. Is prepared to persuade and negotiate for the sake of achieving common goals.

PROGRAMME CONTENT

Lecture		**Number of hours**
Lec 1	Organizational classes - discussion of the rules for organizing classes and the rules for passing/verifying learning outcomes. Fundamentals of social psychology in contemporary management.	2
Lec 2	The role of perception and categorization of people and groups in relationships between people, including contemporary organizations and teams.	2
Lec 3	Stereotypes, prejudices, discrimination in groups and organizations.	2
Lec 4	Social orientations (competition, cooperation, etc.).	2
Lec 5	Social and psychological capital.	2
Lec 6	Power in the context of social psychology and management.	2
Lec 7	Mechanisms of social influence - in society, business and politics.	2
Lec 8	Summary and evaluation of knowledge.	1
	Total hours	**15**

Project		**Number of hours**
Proj 1	Presentation of the rules for classes organization and the criteria for passing. Contemporary social and team challenges in the organization.	2
Proj 2	Development of the project's purpose and problem statement (group roles, communication styles, dominant social orientations and forms of cooperation, forms of control, resources, competences, team efficiency and effectiveness, project teams, etc.).	2
Proj 3	Literature analysis of the research problem.	2
Proj 4	Compiling the theoretical basis of the research problem.	2
Proj 5	Developing a research problem and hypotheses.	2
Proj 6	Developing a methodology for the study/analysis of the problem.	2
Proj 7	Conducting research study.	2
Proj 8	Project data processing and analysis.	2
Proj 9	Conducting data analysis.	2
Proj 10	Interpreting the results from a psychological and organizational perspective.	2
Proj 11	Formulations of conclusions.	2
Proj 12	Providing practical implications for employees and the organization based on project results.	2
Proj 13	Preparing project report.	2
Proj 14	Presentation and team evaluation of projects.	2
Proj 15	Presentation and team evaluation of projects.	2
	Total hours	**30**

Seminar		**Number of hours**
Semin 1	Presentation of the rules for classes organization and the criteria for passing. What does a healthy and effective team and organization mean?	2
Semin 2	The role of competence in effective team work and team management.	2
Semin 3	Group identity - diagnosis, analysis, change.	2
Semin 4	Establishing and maintaining relationships.	2

Semin 5	Dealing with difficult relationships.	2
Semin 6	Basics of effective communication in teams.	2
Semin 7	Styles of communication and building relationships (assertiveness, submission, aggression).	2
Semin 8	Positive feedback, criticism and dealing with it.	2
Semin 9	The origin of interpersonal conflicts in the organization and the principles of their effective resolution.	2
Semin 10	Models of involvement of team members - trust, fairness and exchange in the team.	2
Semin 11	Differentiation of the role of the team leader - features, function, styles.	2
Semin 12	Leadership - its meaning, manifestations and styles.	2
Semin 13	Analysis and categorization of team behavior in group work.	2
Semin 14	Ways of group problem solving and tasks.	2
Semin 15	Summary and evaluation of the results of the students' work.	2
	Total hours	**30**

TEACHING TOOLS USED

N1. Lecture with the use of presentations and other multimedia tools
N2. Individual tasks
N3. Multimedia presentations
N4. Moderated discussion
N5. Team exercises and simulations
N6. Case studies
N7. Data analysis

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1 (lecture)	PEU_W01-W03	Credit test
F2 (seminar)	PEU_U01-U02 PEU_K01-K05	Tasks 1, task 2, task 3
F3 (project)	PEU_U01-U02 PEU_K01-K05	Interim and final reports on the project
P = (F1 + F2 + F3)/3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] [1] Wojciszke, B., (2019). *Psychologia Społeczna.* Warszawa: Scholar
[2] Rożnowski, B., Fortuna, P. (2020). *Psychologia Biznesu.* Warszawa: PWN
[3] Ratajczak, Z. (2016). *Psychologia w biznesie*. *Nowe perspektywy.* Warszwa: Difin

SECONDARY LITERATURE:

[1] Cialdini, R., (2022). *Wywieranie wpływu na ludzi.* Gdańsk: GWP
[2] Harvard Business Review, (2018). Przekonywanie i wywieranie wpływu. Inteligencja emocjonalna.
[3] Duhigg Ch. (2016). *Mądrzej, szybciej, lepiej.* Warszawa: PWN
[4] McKay, M., Davies, M., Fanning, P. (2021), *Sztuka skutecznego porozumiewania się.* Gdańsk: GWP

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY of Management

SUBJECT CARD

Name of subject in Polish: Regulacyjne wsparcie przedsiębiorstw
Name of subject in English: Business regulatory support
Main field of study (if applicable): Management
Specialization (if applicable): Business Process Management, Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0158G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	30			15
Number of hours of total student workload (CNPS)	60	30			30
Form of crediting	crediting with grade*				
For group of courses mark (X) final course	x				
Number of ECTS points	4				
including number of ECTS points for practical classes (P)		1			1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	3,5				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Requirements - basic knowledge of law and economics.

SUBJECT OBJECTIVES

C1 - Creating students in basic competencies and skills as well as to analyze and evaluate the applied socio-economic regulatory instruments conditioning the functioning of modern enterprises and the interactions between factors of a legal, economic and financial nature.

C2 – The development of the necessary skills to carry out management, advisory and decision-making activities in support of business development and investments that contribute to improved innovation in line with the concept of sustainable development.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 - Has extended knowledge of economic sciences and their place in the system of sciences and relations to other social sciences.

PEU_W02 Has extended knowledge of economic policy supporting the development of entrepreneurship and innovation in line with sustainable development.

PEU_W03 Knows the reasons, types and effects of the applied institutional and financial support in micro- and macroeconomic scale.

PEU_W04 – Knows the reasons, types and directions of evolution of selected market, market structures as well as economic and integration groupings.

PEU_W05 - Knows and understands the principles of protecting intellectual property and observing ethics in the context of seeking support for a planned project.

relating to skills:

PEU_U01 - Is able to identify and analyse the potential effects of introduced national and international economic and legal regulations on particular organisations, markets and integration groupings.

PEU_U02 Understands and is able to use theoretical knowledge of institutional and financial support instruments to identify an appropriate source of support for a given investment project.

PEU_U03 Is able to find and interpret information on the possibilities of obtaining institutional and financial support by an enterprise.

PEU_U4 Is able to prepare an application and selected documentation related to the acquired support of the organisation.

relating to social competences:

PEU_K01 - Is aware of the need for an independent, critical assessment of the scope and level of his/her knowledge and in the interdisciplinary dimension. Is prepared to independently search for areas of knowledge to complete and skills to improve.

PEU_K02 - Demonstrates readiness to identify, critically analyse and resolve problems arising in the workplace. Is able to anticipate the consequences of decisions made.

PEU_K03 - Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to his/her own and other people's work; seeks appropriate solutions and opportunities to correct irregularities in his/her attitudes and behaviour in the workplace.

PEU_K04 - PEK_K03 Is prepared to initiate changes in the enterprise in terms of possibilities of using additional support and planning and implementing these changes. Is able to think and act in an entrepreneurial manner and evaluate economic choices in terms of business calcus.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Organisational activities. Key concepts of state economic policy	2
Lec 2	Selected trends in contemporary economies: globalisation, regionalisation, digitalisation	2
Lec 3	Theories of regional development.	2
Lec 4	Networking of economies and society: premises, forms and effects	2
Lec 5	Structures of public administration and principles of its functioning in domestic and foreign economies. Selected international organisations	2
Lec 6	Macroekonomic instruments of economic policy	2
Lec 7	Theories of regulation	2
Lec 8	Internalisation of external costs	2
Lec 9	Social cost-benefit analysis	2
Lec 10	Science and technology development planning and the innovativeness of economies. Foresight research methodology	2
Lec 11	National and international systems and instruments of support for economic entities and regions.	2

Lec 12	Institutional support of enterprises in the country and the European Union: objectives, forms of support, planned effects. Key institutions.	2
Lec 13	Structural and organisational forms of enterprise support and entrepreneurship development - cooperation networks.	2
Lec 14	Public support, scope, principles, selected procedures.	2
Lec 15	Test	2
	Total hours	**30**

Classes		**Number of hours**
Cl 1	Organisational activities.	1
Cl 2	Legal form of enterprises and choice of form of support.	2
Cl 3	Eligibility criteria - exercises	2
Cl 4	Intervention logic - exercises	4
Cl 5	Financing procedures - exercises	4
Cl 6-7	Financial eligibility	4
Cl 8	Project documentation - workforce planning and applicable labour legislation	2
Cl 9	Promotional procedures and support - exercises	2
Cl 10-11	Economic and social efficiency - calculation methodology	4
Cl 12	Sustainability of indicators and implementation procedures as well as legal aspects of public procurement organization	2
Cl 13	Copyright and ethics in design documentation.	2
Cl 14	Own work on documentation and presentations	2
Cl 15	Workshop	3
	Total hours	
		30

Seminar		**Number of hours**
Se1	Introduction. Organisational activities.	1
Se2	Challenges of modern economies and regulatory change	2
Se3	Market failures versus regulation in different market structures and industries	2
Se4	Strategical documents - the instruments to support businesses and their development	4
Se5	Public funds - characteristics - case study	2
Se6	Characteristics of selected application documents: structure and elements Regulations in different market structures.	2
Se7	Impact assessment methods	2
	Total hours	15

TEACHING TOOLS USED
N1. Lectures with the multimedia presentation N2. Questions for students during lectures N3. Case studies presented during lectures N4. Discussion on selected issues N5. Case studies (performed individually or together with other students) N6. Own work: preparation for individual classes and the final exam

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05 PEU_U01 PEU_U02	Test (during classes)
F2	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_U01 PEU_U02 PEU_K01 PEU_K02 PEU_K03	Works during classes and presentation
F3	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05 PEU_U01 PEU_U02 PEU_K01 PEU_K02 PEU_K03	Discussion & problem solving
F4	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05 PEU_U01 PEU_U02	Presentation on seminar
F5	PEU_U01 PEU_U02 PEU_K01 PEU_K02 PEU_K03	Active and systematic work
P = 0,3*F1+ 0,3*F2+0,35*F3+0,25*F4+0,1*F5, przy założeniu, że student zalicza każdą z aktywności na minimalną wymaganą do zaicenia liczbę punktów.		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] *Acocella N., Zasady polityki* gospodarczej, Wyd. Naukowe PWN, Warszawa 2002.

[2] *Fundusze UE 2014-2020. Nowa perspektywa – nowe możliwości*, pr. zb. pod red. M. Gwizdy, M. Kosewskiej-Kwaśny, Sz., Żółcińskiego, Wyd. C.H. Beck Wydawnictwo Polska, Warszwa 2014.

[3] Korenik St., Zakrzewska-Półtorak A., *Teorie rozwoju regionalnego – ujęcie dynamiczne*, Wyd. UE we Wrocławiu, Wrocław 2011.

[4] Surdej A., Determinanty regulacji administracyjnoprawnych w oddziaływaniu państwa na gospodarkę, Wyd. Akademii Ekonomicznej w Krakowie, Kraków 2006.

SECONDARY LITERATURE:

[5] Jasiński A.H., *Innowacyjność w gospodarce Polski. Modele, bariery, instrumenty wsparcia,* Wyd. Naukowe Wydziału Zarządzania Uniwersytetu Warszawskiego, Warszawa 2014.
[6] Karwatowicz G., Sebzda-Załuska J., *Realizacja projektów infrastrukturalnych w ramach perspektywy UE 2014-2020,* Wyd. PRESSCOM, 2016.
[7] Kasprzak R., *Fundusze unijne. Szansa na rozwój małych i średnich przedsiębiorstw. Budżet na lata 2014-2020.* Wyd Helion, Gliwice 2016.
[8] Kosztowniak A., Sobol M, *Współczesna polityka gospodarcza*, CeDeWu, 2020.
[9] Lech M., Jak prawidłowo rozliczyć projekt realizowany w ramach Funduszy Europejskich 2014-2020, Wyd. Ośrodek Doradztwa i Doskonalenia Kard, 2016.
[10] Nowakowska A., *Regionalny wymiar procesów innowacji*, Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2011.
[11] *Ocena skutków regulacji – poradnik OSR, doświadczenia, perspektywy,* pod red. W. Szpringera, W. Rogowskiego, Wyd. C.H. Beck, Warszawa 2007.
[12] Aktualne: dokumenty strategiczne, akty prawne i podręczniki beneficjenta

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Różnorodność i inkluzja
Name of subject in English: Diversity and inclusion
Main field of study (if applicable): Management
Specialization (if applicable): Change management
Profile: academic
Level and form of studies: 2nd level, full time
Kind of subject: optional
Subject code: W08ZZZ-SM0150S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Basic knowledge of management, organizational behavior, human resource management.

SUBJECT OBJECTIVES

C1 To provide students with knowledge about the differences that occur between people and the impact of differences on the functioning of people in society, organizations and teams.
C2 To show students, using selected examples, how to build an inclusive workplace, inclusive teams, and an organizational culture open to diversity.
C3: To acquire the ability to identify and combat negative stereotypes, prejudices

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has in-depth knowledge of organization and management theory. Identifies different phases of organization development. Has an expanded knowledge of contemporary concepts of organizational management in particular in the area of diversity management and employee inclusion.
PEU_W02 Characterizes, explains and interprets norms and standards (legal, organizational, professional, moral and ethical) appropriate to the functional areas of organizations related to the studied specialty and especially those related to anti-discrimination and employee inclusion.
PEU_W03 Knows and understands the basic dilemmas of modern civilization and especially those arising from human differences

relating to skills:

PEU_U01 Is able to use specialized normative systems related to the studied specialty. He/she is able to select, adapt, justify and apply appropriate norms and standards (legal, professional, moral and ethical) in specific actions in the organization and especially those related to diversity and inclusion of employees.

PEU_U02 Can make a strategic analysis of the organization and its environment. Is able to formulate alternative strategies at the level of the organization and its domains of activity, analyzes, critically evaluates and selects the appropriate strategy option. Is able to select and evaluate instruments of strategic control and in particular in relation to diversity and inclusion management.

relating to social competences:

PEU_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 organizational and management sciences and in the interdisciplinary dimension, especially related to diversity management and employee inclusion. Is prepared to independently search for areas of knowledge to supplement and skills to improve. Is able to inspire and organize the learning process of others.

PEU_K02 Understands the impact of professional work on the improvement of the social environment. Initiates actions to improve the welfare of society and especially minority and/or discriminated groups.

PEU_K03 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to his/her own and others' work; seeks appropriate solutions and opportunities to correct inadequacies in his/her attitudes and behaviors in the workplace, especially with regard to issues related to employee discrimination, stereotypes and prejudices, and exclusion.

PROGRAMME CONTENT

	Seminar	**Number of hours**
Semin 1	Introduction to the class and the topic of diversity and inclusion. Discussion of the conditions for passing the course	2
Semin 2	Stereotypes and prejudices as a source of discrimination	2
Semin 3	Determinants of diversity management - why we should talk about diversity and build inclusive workplaces.	2
Semin 4	Diversity management and corporate social responsibility	2
Semin 5	Going beyond one's own comfort zone - awareness of differences that exist between people.	2
Semin 6	Managing multiculturalism. Typologies of cultures, cross-cultural differences	2
Semin 7	Basic dimensions of diversity - gender, gender identity. Good practices for managing diversity in these dimensions	2
Semin 8	Basic dimensions of diversity - LGBTQ. Good practices for managing diversity in these dimensions	2
Semin 9	Basic dimensions of diversity - age. Age management vs. intergenerational management. Good practices for managing diversity in these dimensions	2
Semin 10	Basic dimensions of diversity - disability, physical and mental challenges. Good practices for managing diversity in these dimensions.	2
Semin 11	Secondary dimensions of diversity - creed, religion, language, social class, physical appearance. Good practices for managing diversity in these dimensions.	2
Semin 12	Inclusive workplace. An organizational culture that supports diversity. Inclusive organizational climate. Good practices in this area.	2
Semin 13	Inclusive leadership. Competencies of a leader. The concept of Inclusive Leadership.	2
Semin 14	Creating effective real and virtual teams under conditions of diversity (goals, tasks, norms, division of roles).	2
Semin 15	Summary of classes and final evaluations	2
	Total hours	30

TEACHING TOOLS USED
N1.Presentations prepared by students - group work N2. Exercises prepared by students - group work N3. Questions to students during the seminar N4. Discussion of selected issues N5. Self-study: preparation for the seminar

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_W03	Evaluation of the presentation prepared by students
F2	PEU_U02 PEU_K01	Evaluation of exercises prepared by students
F3	PEU_U01 PEU_U02	Evaluation of engagement in class
F4	PEU_K02 PEU_K03	Evaluation and peer to peer feedback
P= F1*0.3+F2*0.3+F3*0.2+ F4*0.2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Przytuła S. (red.), Zarządzanie różnorodnością pracowników. Perspektywa globalnej mobilności i migracji, PWN, Warszawa 2019

[2] Gross-Gołacka E., Zarządzanie różnorodnością. W kierunku zróżnicowanych zasobów ludzkich w organizacji, Difin, Warszawa 2018.

SECONDARY LITERATURE:

[1] Jeruszka U., Wolan-Nowakowska M., Zarządzanie różnorodnością w organizacji. Aspekty psychopedagogiczne. Difin, Warszawa 2020.

[2] Leoński W., Pluta A., Wieczorek-Szymańska A., Zarządzanie różnorodnością w organizacji. Wyd. CeDeWu, Warszawa 2020.

[3] Warwas I. (red.) Oblicza zarządzania różnorodnością w Polsce, Wyd. Nieoczywiste, 2019.

[4] Wziątek-Staśko, A. Diversity Management. Narzędzie skutecznego motywowania pracowników. Difin, Warszawa 2012.

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Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Seminarium dyplomowe I
Name of subject in English: Diploma Seminar
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0125S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					15
Number of hours of total student workload (CNPS)					25
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					1
including number of ECTS points for practical classes (P)					1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					0,6

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

SUBJECT OBJECTIVES

C1 The aim of the seminar is to provide students with knowledge on the initial understanding the subject of the master thesis.

C2 Creation of conditions enabling the student to choose the topic of the diploma dissertation, formulate its purpose and structure and the research problem, as well as prepare and verify the document "Declaration of the completion of the diploma thesis".

SUBJECT EDUCATIONAL EFFECTS

Relating to skills:
PEU_U01 Knows and is able to apply methods and techniques to solve problems in organization's management.
PEU_U02 Is familiar with the content of the papers about management in the organization. Can choose relevant texts.
PEU_U03 Is able to participate in discussions in the field of science about organization and management - in Polish and in a foreign language.

Relating to social competences:
PEU_K01 Is prepared to independently search for interesting areas of knowledge and gather information.
PEU_K02 Can prepare arguments for persuasion and negotiation in the name of achieving common goals.

PROGRAMME CONTENT		
Seminar		**Number of hours**
Se1-2	Introduction to a master's thesis (requirements, literature on how to develop thesis, the diploma examination procedure).	4
Se3	Discussion about the topics of master theses and indication of possible supervisors of these works.	2
Se4	Discussion about the document "Declaration of the completion of the diploma thesis" and the method of its transmission to competent organizational units.	2
Se5	Guidelines for the evaluation of the thesis (review) and diploma examination. Guidelines for developing presentations.	2
Se6	Individual consultations of students and conductor of the course with possible thesis supervisors and with organizations (production, service, production and service, etc.), on the example of which write a diploma thesis is possible.	2
Se7-8	Presentation the content of the document "Declaration of the completion of the diploma thesis", signed by the student, the supervisor of the diploma thesis and the course conductor. Presentation on approx. 10 slides.	4
	Total hours	15

TEACHING TOOLS USED
N1. Multimedia presentation. N2. Discussion. N3 Templates, patterns and materials presented on the e-portal. N4 Good practices for preparing presentations available online.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02	Preparation of the document "Declaration of the completion of the diploma thesis" approved by the supervisor and the seminar conductor (the so-called paper version). Content presentation of the Declaration at the seminar (about 10 slides - see Requirements). Preparation of the E-Declaration and sending it to competent organizational units (see E-Declaration Procedure). Submission of a written (paper) version to the Dean's Office. Attendance is obligatory.
F2	PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02	Multimedia presentation of the work concept.
P = 0.8*F1+0.2*F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Brycz ,B., Dudycz, T. (2011) Przewodnik dla piszących prac magisterskie w zakresie zarządzania, PWN, Warszawa.
[2] Grzybowski, P., Sawicki, K. (2010) *Pisanie prac i sztuka ich prezentacji*. Wyd. Impuls.
[3] Literature review that relates to the topic of the thesis
[4] Zenderowski, R. (2020) *Przewodnik po metodologii pisania I obrony pracy dyplomowej*. CeDeWu

SECONDARY LITERATURE:

[1] APA
[2] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press.
[3] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.
Oliver, P. (2013) Writing your thesis. Sage.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Seminarium dyplomowe II
Name of subject in English: Seminar II
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0159S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					15
Number of hours of total student workload (CNPS)					25
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					1
including number of ECTS points for practical classes (P)					1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					0,6

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

-

SUBJECT OBJECTIVES

C1 To provide knowledge on the detailed development of the master's thesis (thesis plan, use of scientific literature, technical editing of the thesis, copyright, how to present the thesis' results at the diploma exam).

SUBJECT EDUCATIONAL EFFECTS

relating to skills:
PEU_U01 Student can critically evaluate the usefulness of methods and techniques in solving research problems.
PEU_U02 Student can interpret and formulate conclusions from the Polish and foreign texts concerning management.
PEU_U03 Student can formulate and present own opinions on texts about management and quality studies.

relating to social competences:
PEU_K01 Student is aware of the individual realization of the research and also of his views about main goals.

PROGRAMME CONTENT		
Seminar		**Number of hours**
Semin 1	Providing the criteria for evaluation of the thesis (creative characteristics of the thesis, substantive and methodological correctness, logical, linguistic, and stylistic correctness, the validity of information sources, the usefulness of the thesis in practice). Discussion of the diploma examination).	1
Semin 2-3	Discussion of the stages of developing a master's thesis. The transfer of information on how to define the problem to be solved, to determine the purpose of thesis, to formulate subproblems of the work (preliminary structure of the work), to collect information necessary for the development, to determine the detailed structure of the work, to write the thesis (analysis and evaluation of the problem), to formulate conclusions, to prepare for the diploma exam. Presentation of diploma thesis sample.	4
Semin 4-5	Discussion of the thesis construction. Title page of the thesis (university data, the field of study, thesis title, thesis supervisor, place and year of study, keywords, abstract), introduction, chapters, subchapters and conclusion, list of figures and tables, list of attachments, etc. Indication in the Introduction of the motivation for taking the topic, purpose, and scope of the work, discussion of the content of the work, research methods, and sources of information. The method of presenting the results of the research. The content included in the Conclusion. The way of listing the literature: books and scripts, articles in scientific journals, papers from scientific conferences, standards, legislation, websites, lecture notes, documentation of the research object, the author's works and works "edited by scientists". Paragraphs. Footnotes, citations, thesis style, and language. Figure and table captions and references in the text. Presentation of sample presentations at the thesis exam. Presentation of a detailed Workplan.	4
Semin 6-8	Presentation of one of the prepared chapters of the master’s thesis.	6
	Total hours	15

TEACHING TOOLS USED
N1. Multimedia presentation. N2. Problem-based discussion.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03 PEU_K01	Presentation
P = F1		

PRIMARY AND SECONDARY LITERATURE
PRIMARY LITERATURE: [1] Oliver, P. (2013) Writing your thesis. Sage. [2] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press. [3] Literature review that relates to the topic of the thesis **SECONDARY LITERATURE:** [1] APA [2] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.
SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)
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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Społeczna odpowiedzialność biznesu
Name of subject in English: Corporate Social Responsibility
Main field of study (if applicable): Management
Specialization (if applicable): Change management
Profile: academic
Level and form of studies: 2nd level, full time
Kind of subject:-optional
Subject code: W08ZZZ-SM0148S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Basic knowledge of management and organizational behavior.

SUBJECT OBJECTIVES

C1. Provide basic knowledge of corporate social responsibility and its determinants.
C2. To provide basic knowledge (taking into account its application aspects) regarding the problems and challenges of corporate social responsibility in relations with different stakeholder groups.
C3. To encourage thoughtful, socially responsible decision-making in business practice

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has in-depth knowledge of organization and management theory. Identifies different phases of organization development. Has an expanded knowledge of contemporary concepts of organizational management, particularly in the area of corporate social responsibility.
PEU_W02 Characterizes, explains and interprets norms and standards (legal, organizational, professional, moral and ethical) appropriate to the functional areas of organizations related to the studied specialty and especially those related to corporate social responsibility
PEU_W03 Knows and understands the basic dilemmas of modern civilization and especially those arising from the need for sustainable development.

relating to skills:

PEU_U01 Is able to use specialized normative systems related to the studied specialty. He/she is able to select, adapt, justify and apply appropriate norms and standards (legal, professional, moral and ethical) in specific actions in the organization and especially in those related to corporate social responsibility.

PEU_U02 Can make a strategic analysis of the organization and its environment. Is able to formulate alternative strategies at the level of the organization and the domains of its activities, analyzes, critically evaluates and selects the appropriate strategy option. Is able to select and evaluate instruments of strategic control and especially in relation to corporate social responsibility.

relating to social competences:

PEU_K01 He is aware of the need for independent critical evaluation of the scope and level of his knowledge and professional skills both in the field of organizational and management sciences and in the interdisciplinary dimension, especially related to corporate social responsibility. Is prepared to independently search for areas of knowledge to supplement and skills to improve. Is able to inspire and organize the learning process of others.

PEU_K02 Understands the impact of professional work on the improvement of the social environment, in accordance with the idea of corporate social responsibility. Initiates actions to improve the welfare of society.

PEU_K03 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to his/her own and others' work; seeks appropriate solutions and opportunities to correct inadequacies in his/her attitudes and behavior in the workplace, especially in relation to issues related to corporate social responsibility.

PROGRAMME CONTENT

	Seminar	**Number of hours**
Semin 1	Introduction to the class and the topic of corporate social responsibility. Discussion of the conditions for passing the course	2
Semin 2	Business, society and stakeholders. Concepts of stakeholder management and corporate citizenship	2
Semin 3	CSR, corporate governance and strategic management	2
Semin 4	Issue management and crisis management vs. CSR	2
Semin 5	Integrating CSR into the company's strategy and organizational culture	2
Semin 6	Personal and organizational ethics. Managing organizational ethics	2
Semin 7	Application of CSR in the marketplace and in customer relations	2
Semin 8	Application of CSR in the workplace	2
Semin 9	Application of CSR in relations with the local community	2
Semin 10	Application of CSR in the natural environment	2
Semin 11	CSR and responsibility in the supply chain. Partnership and self-regulation	2
Semin 12	CSR and corporate image formation - a marketing perspective	2
Semin 13	CSR norms, standards and tools. CSR reporting and auditing	2
Semin 14	Contemporary challenges and dilemmas of CSR. Challenges of CSR for business operations in the international arena.	2
Semin 15	Summary of the class and final evaluations	2
	Total hours	30

TEACHING TOOLS USED

N1.Presentations prepared by students - group work
N2. Exercises prepared by students - group work
N3. Questions to students during the seminar
N4. Discussion of selected issues
N5. Self-study: preparation for the seminar

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01; PEU_W02 PEU_W03	Evaluation of the presentation prepared by students
F2	PEU_U02; PEU_K01	Evaluation of exercises prepared by students
F3	PEU_U01; PEU_U02	Evaluation of engagement in class
F4	PEU_K02 PEU_K03	Evaluation and peer to peer feedback
P= F1* 0.3+F2*0.3+F3*0.2+ F4*0.2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Caroll A., Buchholtz A., Business & Society Ethics and Stakeholder Management, 2009.
[2] Buglewicz K., Społeczna odpowiedzialność biznesu. Nowa wartość konkurencyjna, PWE, 2017
[3] Rudnicka A., CSR- doskonalenie relacji społecznych w firmie, Wolters Kluwer Polska, 2012.

SECONDARY LITERATURE:

[1] Caroll A., Buchholtz A., Business & Society Ethics and Stakeholder Management, 2009.
[2] Żemigała M., Społeczna odpowiedzialność przedsiębiorstwa. Budowanie zdrowej, efektywnej organizacji. Corporate Social Responsibility, Wolters Kluwer, 2007.
[3] Emerling I, Wójcik-Jurkiewicz M. (red.) Ujawnianie informacji niefinansowych w zakresie CSR. Dobre praktyki, Wyd. Uniwersytetu Ekonomicznego w Katowicach, 2019.
[4] Bolibok P, Kasprzak-Czelej A., Zinczuk B., Społeczna odpowiedzialność biznesu w perspektywie zmian i wyzwań współczesnej gospodarki, Wyd. UMCS, 2020
[5] Crane, A., McWilliams, A., Matten, D., Moon, J., & Siegel, D. S. (Eds.), The Oxford handbook of corporate social responsibility, Oxford Handbooks, 2008.
[6] Blowfield M., Murray A., Corporate social responsibility, OXFORD University Press, 2019.
[7] Buczkowski et.al. , Społeczna odpowiedzialność biznesu. Studia przypadków firm międzynarodowych., Wyd. Uniwersytetu Łódzkiego, 2016.
[8] Koneczna R., CSR i jego narzędzia jako element strategii firm- praktyczny przewodnik, Wydawnictwo IGSMiE, Kraków 2014.
[9] Paliwoda-Matiolańska Adriana, Odpowiedzialność społeczna w procesie zarządzania przedsiębiorstwem, C.H. Beck, 2014.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Jolanta Maj, jolanta.maj@pwr.edu.pl

FACULTY of MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Strategiczne zarządzanie organizacją
Name of subject in English: Strategic management of the organization
Main field of study: Management
Specialization: Business Processes Management, Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0120
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	60			30	30
Number of hours of total student workload (CNPS)	100			75	75
Form of crediting	Examination			Crediting with grade	Crediting with grade
For group of courses mark (X) final course					
Number of ECTS points	4			3	3
including number of ECTS points for practical classes (P)				3	3
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	2,4			1,2	1,2

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Essentials of management
2. Organizational science

SUBJECT OBJECTIVES

Acquisition of knowledge, taking into account its application aspects, regarding:
C1. The strategic context of the organization's functioning.
C2. Methods and concepts used in management.
C3. The effectiveness and efficiency of the organization.
C4. Types of enterprise development strategies, including marketing strategies.
Acquisition of basic skills regarding:
C5. Participation in the process of planning the company's development strategy.
C6. Identifying management and substantive problems in the organization.
C7. Formulating and selecting solutions to management and substantive problems in the organization.

SUBJECT EDUCATIONAL EFFECTS

In the field of knowledge:
PEU_W01 - has a knowledge of the genesis and essence of strategic management
PEU_W02 - understands the strategic context of the organization's functioning
PEU_W03 - has an extended knowledge of the methods and concepts used in management
PEU_W04 - has extensive knowledge of creating a marketing strategy
PEU_W05 - knows advanced methods of measuring and evaluating the performance of

the organization as a whole. Explains the basics and importance of restructuring processes: stabilizing, development and repair in the organization.
PEU_W6 - has extensive knowledge of entrepreneurship. It indicates its determinants. Identifies factors contributing to the effectiveness of individual and team entrepreneurial behavior. He knows the principles of creating and developing various forms of entrepreneurship.
PEU_W7 - knows and understands the basic dilemmas of modern civilization

In terms of skills:
PEU_U01 - can make a strategic analysis of the organization and its environment
PEU_U02 - is able to formulate alternative strategies at the level of the organization and its domains of activity, critically evaluates and selects the appropriate variant of the strategy
PEU_U03 – can identify and analyze typical management problems
PEU_U04 - is able to formulate solutions to complex management and substantive problems in the organization at a basic level
PEU_U05 - can plan marketing activities in a modern enterprise
In the field of social competences:
PEU_K01 - is aware of the need to obtain information and develop knowledge about the company and its environment
PEU_K02 - is aware that the manager's job consists in continuous identification, analysis and resolution of strategic problems arising in the organization, which allows for the right choice of action strategy aimed at ensuring the survival of the company in an uncertain and dynamically changing environment
PEU_K03 - is prepared to communicate, convince and defend his own views

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	The genesis of strategic management. Objectives and functions of strategy in enterprise management.	4
Lec 2	Concepts and schools of strategic management. Strategic management levels.	4
Lec 3	Vision, mission and strategic goals of the company. Enterprise business model.	4
Lec 4	Strategic analysis of the further enterprise's environment (the essence and methods of research). Strategic analysis of the company's sectoral environment (concepts and research methods).	4
Lec 5	Analysis of the company's strategic potential. Assessment of the strategic position. Models of strategic choice - main types of strategies.	4
Lec 6	Lean management	4
Lec 7	Hoshin Kanri.	4
Lec 8	Process approach, Business Process Reengineering. Competing based on time - Time Based Management.	4
Lec 9	Learning organization concept.	4
Lec 10	Network organizations - intranet, internet and virtual organization.	4
Lec 11	Agile organization concept	4
Lec 12	Project organization concept	4
Lec 13	Formulating a marketing strategy as a functional strategy. Product strategy formulation.	4
Lec 14	Formulating the pricing strategy and distribution strategy	4
Lec 15	Formulating promotion and communication strategies.	4
	Total hours	60

Project		Number of hours
Proj 1	Introduction to project classes - selection of the subject of the project.	2
Proj 2	Description of the entity due to strategic criteria. Developing a vision and mission in the context of core values for the project entity.	2
Proj 3	Analysis of the macro environment and sectoral environment. Detailed competition analysis.	2
Proj 4	Analysis of the organization's resources. Strategic diagnosis.	2
Proj 5	Analysis and selection of strategic options. Strategic choice.	2
Proj 6	Hoshin Kanri - Formulating True North and Long-Term Planning.	2
Proj 7	Hoshin Kanri - Planning challenges and strategies for categories.	2
Proj 8	Hoshin Kanri - Annual Planning.	2
Proj 9	Hoshin Kanri - Implementation and execution of plans.	2
Proj10	Hoshin Kanri - Checking plans and implementing corrective actions.	2
Proj11	Creating a project organization - independent projects	2
Proj12	Creating a project organization - project portfolios and programs	2
Proj13	Product strategy formulation.	2
Proj14	Formulating the pricing strategy and distribution strategy.	2
Proj15	Formulating a promotion and communication strategy.	2
	Total hours	30

Seminar		Number of hours
Sem 1	Case study 1. Organization's vision and mission and business model.	2
Sem 2	Case study 2. Strategic diagnosis - further environment.	2
Sem 3	Case study 3. Strategic diagnosis - sectoral environment.	2
Sem 4	Case study 4. Diagnosis of the company's strategic potential.	2
Sem 5	Case study 5. Strategic options and the choice of an organization's development strategy.	2
Sem 6	Case study 6. Lean management.	2
Sem 7	Case study 7. Process approach.	2
Sem 8	Case study 8. Time based management.	2
Sem 9	Case study 9. A learning organization.	2
Sem10	Case study 10. Network organizations.	2
Sem11	Case study 11. Agile organization.	2
Sem12	Case study 12. Project organization	2
Sem13	Case study 13. Product strategy.	2
Sem14	Case study 14. Pricing strategy and distribution strategy.	2
Sem15	Case study 15. Promotion and communication strategy.	2
	Total hours	30

TEACHING TOOLS USED
N1. Traditional lecture with the use of a multimedia presentation N2. Questions asked to the audience during the lecture N3. Case studies N4. Discussion on selected issues N5. Independent analysis and assessment of the management situation of a real organization N6. Own work - independent study: preparation for classes and exam preparation N7. Presentation prepared by students

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W05 PEU_W06 PEU_W07 PEU_U01 PEU_U02 PEU_U03 PEU_U04 PEU_K01 PEU_K02 PEU_K03	Evaluation of the discussion on the discussed case studies. Evaluation of developed solutions regarding the analysis and evaluation of given aspects of the organization's reality as part of the project.
F2	PEU_W05 PEU_W06 PEU_W07	Evaluation of presentations, participation in discussions
F3	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05 PEU_W06 PEU_W07	Exam
P(lecture) = F3 P(seminar) =F2 P(project) = F1		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Krzysztof Obłój, *Praktyka strategii firmy: jak zarządzać przeszłością, radzić sobie z teraźniejszością i tworzyć przyszłość*, Poltex 2017
[2] Gierszewska G., Olszewska B., Skonieczny J., „*Zarządzanie strategiczne dla inżynierów*" PWE Warszawa 2013
[3] Daniel T. Jones, Daniel Roos, James P. Womack, *Maszyna, która zmieniła świat*, ProdPress, 2008.
[4] Hutchins David, *Hoshin Kanri - Strategiczne podejście do nieustannego doskonalenia*, Wolters Kluwer, 2010.
[5] Szpitter Agnieszka, Czerska Małgorzata, *Koncepcje zarządzania*, C.H. Beck, Warszawa 2010.

SECONDARY LITERATURE:

[1] Sokołowska Stanisława, Krawczyk-Sołtys Agnieszka, Mijal Anna, Płatkowska-Prokopczyk Laura, Szwiec Paweł, *Koncepcje organizacji i metody zarządzania*, Difin, 2016.
[2] Kotler P., Lane K.K., *Marketing*, Rebis, 2020.

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Strategie biznesowe w gospodarce o obiegu zamkniętym
Name of subject in English: Business strategies in a circular economy
Main field of study (if applicable): Management
Specialization (if applicable): Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0151S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge in the field of sustainable development, including social responsibility.
2. Ability to work in a team.

SUBJECT OBJECTIVES

C1. Transfer of knowledge in the field of circular economy (CE) and business strategies related to the concept.
C2. Transfer of theoretical and practical knowledge in the field of packaging management in Poland and globally.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W1 Characterizes, explains and interprets the norms and standards (legal, organizational, professional, moral and ethical) appropriate for the functional areas of the organization related to business strategies in the circular economy.
PEU_W02 Has an in-depth knowledge of organisational and management theory, in particular GOZ.
PEU_W03 Knows and understands the basic dilemmas of modern civilisation.

relating to skills:

PEU_U01 Can make a strategic analysis of the organization and its environment in the context of the circular economy. Analyzes, critically evaluates and selects the appropriate strategy variant for a given enterprise.
PEU_U02 Is able to use specialised normative systems related to the studied specialisation. He/she is able to select, adapt, justify and apply relevant norms and standards (legal, professional, moral and ethical) in specific actions in the organisation)

relating to social competences:

PEU_K01 understands the impact of professional work on the impact on all stakeholders in the distant and closer environment.
PEU_K02 searches for optimal, ethically correct solutions, and identifies opportunities to correct irregularities in their attitudes and behaviors related to the circular economy in the workplace.
PEU_K03 is aware of the need for an independent, critical assessment of the scope and level of his/her professional knowledge and skills both in the organisational and management sciences and in the interdisciplinary dimension. Is prepared to independently search for areas of knowledge to supplement and skills to improve. Is able to inspire and organise the learning process of others.

PROGRAMME CONTENT

	Seminar	**Number of hours**
Semin 1	Organizational matters. New challenges in the field of global socio-economic trends.	2
Semin 2	From a linear economy to a circular economy. The essence and concept of circular economy. Circular economy, sustainable development and climate protection.	2
Semin 3	Circular economy as an opportunity for business development in Poland.	2
Semin 4	Circular economy indicators in selected countries and regions. Monitoring and evaluation of circular economy indicators.	2
Semin 5	Packaging economy in Poland and in the world.	2
Semin 6	Packaging and climate change.	2
Semin 7	Circular economy strategies for packaging.	2
Semin 8	Mapping material streams in packaging management.	2
Semin 9	Identification of barriers and indication of opportunities and threats in the packaging industry.	2
Semin 10	Workshops on creative problem solving related to packaging in circular economy.	2
Semin 11	Packaging design for recycling.	2
Semin 12	Designing packaging in accordance with the Design Thinking methodology – workshop.	2
Semin 13	Designing packaging in accordance with the Design Thinking methodology – workshop.	2
Semin 14	Project presentations and discussions.	2
Semin 15	Summary of classes, SWOT analysis.	2
	Total hours	30

TEACHING TOOLS USED

N1. mini lecture
N2. case study
N3. the presentation
N4. mini-deployment

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01; PEU_02; PEU_W03; PEU_U01, PEU_U02; PEU_K01; PEU_K02; PEU_K03	Activity during classes (e.g. speaking in discussions, solving case studies)
F2	PEU_W01; PEU_02; PEU_W03; PEU_U01, PEU_U02; PEU_K01; PEU_K02; PEU_K03	Team presentation of packaging created in accordance with the circular economy concept
P=0,2*F1+ 0,8*F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Ewaluacja gospodarki o obiegu zamkniętym – wyzwania, bariery, korzyści (Kulczycka J. red), PAN, Kraków, 2021

[2] Hausner J., Przyszłość gospodarki rynkowej – od oportunistycznej do relacyjnej gry ekonomicznej, Open Eyes Book, Open Eyes Economy Summit, Kraków, 2017 https://www.pibr.org.pl/static/items/publishing/

[3] Transformacja przemysłu opakowań w kierunku gospodarki o obiegu zamkniętym. Wybrane problemy, W. Wasiak (red)., Polska Izba Opakowań, Warszawa 2018.

SECONDARY LITERATURE:

[1] M. Nasrollahi, A. Beynaghi, F. Memariyan Mohamady, M. Mozafari, Plastic Packaging, Recycling, and Sustainable Development, Springer, Cham 2019.

[2] Wyzwania zrównoważonego rozwoju w Polsce, (red. Kronenberg, J.; Bergier, T.), Fundacja Sendzimira, Kraków 2010.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish Symulacja i wizualizacja danych
Name of subject in English Data simulation and visualisation
Main field of study (if applicable): Management
Specialization (if applicable): Business Process Management, Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0128G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15		30		
Number of hours of total student workload (CNPS)	25		50		
Form of crediting			crediting with grade		
For group of courses mark (X) final course			X		
Number of ECTS points			3		
including number of ECTS points for practical classes (P)			2		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)			1,8		

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Knowledge of basic methods and techniques of descriptive statistics.
2. Knowledge of basic methods and techniques of data mining.

SUBJECT OBJECTIVES

C1 Learning the principles of discrete simulation model construction and develop the ability to use simulation models to describe the current state and forecast future states of an organization.
C2 Learning data reporting techniques and tools in order to turn them into useful insights in the management process using advanced visual analytics.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 The student has knowledge in building discrete simulation models and using simulation to model business processes.
PEU_W02 The student has knowledge of the methods, techniques and computer tools of modern analytics and data visualization useful in reporting systems and management decision-making processes.
relating to skills:
PEU_U01 The student can apply the method of discrete computer simulation to describe and forecast the processes and results of the activities of the organization.
PEU_U02 The student is able to properly select and apply selected information technologies in order to visualize data and prepare a data report.

relating to social competences:

PEU_K01 The student is able to independently develop his knowledge and skills, is ready to identify, analyse and solve problems in the identification and analysis of decision problems with the help of data mining, visualization and reporting.

PEU_K02 The student shows responsibility for his own preparation for work, decisions made and actions carried out, and their consequences.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Presentation of requirements, regulations of the course. Discussion of the rules for passing the course	1
Lec 2	Introduction to simulation modeling. Definitions, concepts. Overview of t simulation methods. The course of simulation study.	2
Lec 3	Basics of discrete simulation approach.	2
Lec 4	Discrete Event Simulation. Case studies 1	2
Lec 5	Discrete Event Simulation. Case studies 2 Test	2
Lec 6	Introduction to the methodology and practice of using modern techniques of data exploration, analysis, visualization and reporting. Preparation of data for analysis.	2
Lec 7	Visualization of descriptive statistics – data analysis and interpretation. Iterative data mining process. Storytelling with data.	2
Lec 8	Characteristics of a professional dashboard. Visualization as an analytical tool. Good data visualization practices. Final test.	2
	Total hours	

Laboratory		**Number of hours**
Lab 1	Introduction to Arena, design of experiment, analysis of simulation results.	2
Lab 2	DES model: a simple simulation model	2
Lab 3	DES model: decision blocks, attributes	2
Lab 4	DES model: resources, work schedule, failures	2
Lab 5	DES model: Separate and Batch blocks	2
Lab 6	DES model: scalar and tables variables	2
Lab 7	Defending a project assignment. Part 1	2
Lab 8	Defending a project assignment. Part 2	1
Lab 8-9	Presentation of the rules of the final project. Preparation of data for analysis. Work with dedicated software: Tableau Prep Builder.	3
Lab 10	Visualization of descriptive statistics. Working with dedicated software: Tableau Desktop.	2
Lab 11	Basics of business data visualization. Working with dedicated software: Tableau Desktop.	
Lab 12	Designing a professional data panel. Working with dedicated software: Tableau Desktop.	2
Lab 13	Data analysis, interpretation and description. Working with dedicated software: Tableau Desktop.	2
Lab 14	Presentation of final projects.	2
Lab 15	Presentation of final projects.	2
	Total hours	30

TEACHING TOOLS USED
N1. Multimedia presentations. N2. Computer data analysis - software: Arena, Tableau Prep Builder, Tableau Desktop. N3. Microsoft Excel N3. Teaching materials published on e-portal.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01	The % grade of the project from the simulation
F2	PEU_K02	Attendance at Lab1-Lab8 labs (%)
F3	PEU_U02	The % grade of the project from the data visualization
F4	PEU_U02	The % grade of the project from the data visualization
F5	PEU_W1	Test from lectures Lec1-Lec5
F6	PEU_W1	Test from lectures Lec6-Lec8

P1 (lab) = ((F1+F2) +(F3+F4))/2
P2 (lecture)= (F5+F6)/2
P = 0.7*P1+0.3*P2

Notes:
(1) If the number of absences from laboratory classes exceeds the allowable limit, the grade P1=NDST
(2) (F1+F2); (F3+F4); F5; F6; P1; P2 are given as percentages. Each component must be greater than 50%. Otherwise, the final grade is NDST
(3) The grading scale is as follows:
Whichever of the partial grades (see Notes1 and 2) <50% ndst
50.01% - 60.0% dst
60.01% - 70.0% dst+
70.01% - 80.0% db
80.01% - 90.0% db+
90.01% - 100.0% bdb

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Nussbaumer Knaflic C., (2015) Storytelling with Data: A Data Visualization Guide for Business Professionals, J. Wiley & Sons
[2] Larose D.T., (2014) Discovering Knowledge in Data: An Introduction to Data Mining, J. Wiley & Sons
[3] Mielczarek B., Modelowanie symulacyjne w zarządzaniu. Symulacja dyskretna. Oficyna Wydawnicza PWr Wrocław 2009

SECONDARY LITERATURE:

[4] Yau N., (2013) Data points. Visualization that means something, J. Wiley & Sons
[5] Loth A., (2019) Visual Analytics with Tableau, J. Wiley & Sons
[6] Kelton WD, Zupick N, Ivey N. (2024) Simulation with Arena, McGraw Hill

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Warsztat badacza
Name of subject in English: Research workshop
Main field of study (if applicable): Management
Specialization (if applicable): Change Management, Business process management
Profile: academic
Level and form of studies: 2nd level magister studies, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0131S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					15
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					0,6

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge of the paradigms and theories of management and quality sciences.
2. Knowledge of basic methodological problems.

SUBJECT OBJECTIVES

C1: Acquiring the knowledge necessary to conduct research and publishing the results of this research.
C2: Acquiring the ability to apply knowledge in practice for the design, implementation and description of empirical research, critical analysis of literature and editing of scientific texts.

SUBJECT EDUCATIONAL EFFECTS/ SUBJECT LEARNING OUTCOMES

relating to knowledge:

PEU_W01 Knows the methods of conducting scientific research.
PEU_W02 Knows the scientific bases that should be used to conduct literature analysis.
PEU_W03 Knows the structure of a scientific article and the path of its publication.

relating to skills:

PEU_U01 Knows how to conduct a critical analysis of the literature.
PEU_U02 Knows how to search scientific databases for targeted information.
PEU_U03 Knows how to write a scientific article

PROGRAMME CONTENT		
Seminar		**Number of hours**
Sem1	Introduction – methods of conducting scientific research	1
Sem2	Methods of searching and acquiring scientific knowledge	2
Sem3	What, how and where could be published?	2
Sem4	Scientific research – characteristic, structure and editing requirements.	2
Sem5	Presentation of scientific research and public speech	2
Sem6	Methods of conducting a critical analysis of the literature - a review	2
Sem7	Methods of designing, implementing and describing empirical research - a review	2
Sem8	Crediting with a grade	2
	Suma godzin	15

TEACHING TOOLS USED
N1. Multimedia presentation

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU-W01-W03 PEU-U01-U03	Presentation of the chosen scientific paper prepared and presented by the student
P = F1		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Czakon, W. (Ed.). (2011). Podstawy metodologii badań w naukach o zarządzaniu. Wolters Kluwer Polska.

[2] Juszczyk, S. (2013). Badania jakościowe w naukach społecznych szkice metodologiczne. Katowice, Poland: Wydawnictwo Uniwersytetu Śląskiego.

SECONDARY LITERATURE:

[1] Becker, H. S. (2008). Writing for social scientists: How to start and finish your thesis, book, or article. University of Chicago Press.

[2] Jonker, J., & Pennink, B. (2010). The essence of research methodology: A concise guide for master and PhD students in management science. Springer Science & Business Media.

[3] Taylor, B., Sinha, G., & Ghoshal, T. (2006). Research methodology: A guide to for reseachers in management and social sciences. PHI Learning Pvt. Ltd..

[4] Scandura, T. A., & Williams, E. A. (2000). Research methodology in management: Current practices, trends, and implications for future research. Academy of ManagementJjournal, 43(6), 1248-1264.

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Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish Wyzwania nowoczesnego przywództwa
Name of subject in English Challenges of modern leadership
Main field of study (if applicable): Management
Specialization (if applicable): Business Processes Management, Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code W08ZZZ-SM0165G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15	30			
Number of hours of total student workload (CNPS)	50				
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	2				
including number of ECTS points for practical classes (P)		1			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1.8				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No prerequisites.

SUBJECT OBJECTIVES

C1. To acquire knowledge and familiarisation with the skills a modern leader should have in decision-making and in initiating and leading change processes and managing a team.
C2. To acquire knowledge and skills in the area of social competence necessary to deal with the challenges faced by employees of contemporary organisations.
C3. To acquire skills and competencies in the ability to integrate a group and encourage cooperation, to lead, build relationships, motivate and inspire
and generate ways to resolve conflicts.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has in-depth knowledge of leadership, decision-making, motivation, communication, group mechanisms and social influence realised in an organisation. Identifies principles for counteracting negative individual and social phenomena in the organisation.

PEU_W02 Has in-depth knowledge of the conditions (organizational, professional, moral and ethical) shaping contemporary social competences, including leadership, which make it possible to respond to challenges connected with the studied specialization.

relating to skills:

PEU_U01 is able to select, adapt, justify and apply adequate norms (legal, professional, moral and ethical) resulting from conditions shaping contemporary social competences, including leadership

PEU_U02 is able to interact and work in group and team forms of work organization (accepting various roles in them). He/she demonstrates readiness to organize and lead the work of teams independently

relating to social competences:

PEU_K01 Understands the impact of leadership on the environment and initiates actions aimed at its improvement

PEU_K02 Is able to appropriately determine priorities in his/her own work and in cooperation with others in relation to different organizational roles

PEU_K03 Is prepared to take responsibility for the tasks entrusted to him/her within the framework of assigned roles, and is characterized by responsibility for preparation for work, decisions made and actions carried out, as well as their results

PEU_K04 Demonstrates courage in communicating and defending own views. Is prepared to persuade and negotiate for the sake of achieving common goals

PEU_K05 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to his/her own and others' work; seeks appropriate solutions and opportunities to correct inadequacies in his/her attitudes and behaviour in the workplace.

PROGRAMME CONTENT

	Lecture	**Number of hours**
Lec 1	Organisational lecture- Presentation of the purpose of lecture and evaluation criteria. The leader as a creator and initiator of change in the face of challenges of the contemporary world.	1
Lec 2	Leader - concepts, terms, theoretical and practical dimensions.	2
Lec 3	The role of leadership behaviour in contemporary team management theory.	2
Lec 4	Leader's skills: interpersonal relations	2
Lec 5	Leader's skills: decision-making and negotiation techniques	2
Lec 6	Leadership skills: vision and design	2
Lec 7	Leadership skills: image	2
Lec 8	Case study. Final test.	2
	Total hours	**15**

	Classes	**Number of hours**
Cl 1	Organisational classes - discussion of the principles of organising the course and credit rules. Challenges of contemporary organisations - social and cultural conditions, challenges of leading change	2
Cl 2-3	Selected problem areas - e.g. organisational communication, collaboration and networking, motivation and incentivisation, organisational culture, trust, commitment, learning - setting up teams	4
Cl 4-5	Analysis of case studies from a selected problem area.	4

Cl 6	Analysis and description of the defined problem, development of assumptions for its solution, desk research	2
Cl 7-8	Initial development of a methodology to address the identified problem	4
Cl 9	First plenary session - presentation of proposals for solutions, work in teams - consultation on substantive issues, assessment of progress of teams' work	2
Cl 10	Development of the results of the analyses of the identified problem	2
Cl 11-12	Formulation of practical implications and suggestions for improvement for a defined problem	4
Proj 13	Development of final solutions	2
Proj 14-15	Second plenary session: presentations of developed solutions, evaluation of presentations, discussion with students	4
	Total hours	**30**

TEACHING TOOLS USED

N1. Traditional lecture with multimedia presentation means
N2. Group work, culminating in oral and written presentations.
N3. Problem-based discussion
N4. Case studies
N5. Student presentations

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01; PEU_W02	Final test
F2	PEU_W01; PEU_U02; PEU_K02; PEU_K03	Case study
F3	PEU_U02; PEU_K01; PEU_K02, PEU_K04	Evaluation of activities
F4	PEU_W02; PEU_U02; PEU_K01; PEU_K02, PEU_K03	Evaluation of group work
P (lecture)= F1 P (classes)= 0,3*F2+0,3*F3+0,4*F4 P= F1 + (0,3*F2+0,3*F3+0,4*F4)/2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Anderson G. (2019), Sztuka współpracy, ICAN Institute, Warszawa
[2] Blanchard K. (2021), Przywództwo wyższego stopnia, PWN, Warszawa
[3] Laloux F. (2015), Pracować inaczej, Wydawnictwo Studio Emka, Warszawa

SECONDARY LITERATURE:

[1] Blanchard K., Broadwell R. (red.) (2019), Servant leadership w praktyce. MT Biznes, Warszawa
[2] Carre, C. (2008). Sztuka rozwiązywania konfliktów. Katowice: VIDEOGRAF II
[3] Hamel G., Zanin M. (2022), Humanokracja, MT Biznes, Warszawa

[4] Piątkowska A. (2021), Przywództwo w świecie VUCA. Jak być skutecznym liderem w niepewnym środowisku, Onepress,
[5] Wiseman L. (2022), Inspirujący lider, Dom wydawniczy Rebis, Warszawa

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish Zarządzanie procesami logistycznymi
Name of subject in English Management of logistics processes
Main field of study (if applicable): Management
Specialization (if applicable): Business processes Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0130G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30		15		15
Number of hours of total student workload (CNPS)	50		25		25
Form of crediting	Examination				
For group of courses mark (X) final course	X				
Number of ECTS points	4				
including number of ECTS points for practical classes (P)			1		1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	2,4				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Knowledge of methods and techniques for designing and modeling business processes in an organization.
2. Knowledge of cost accounting and management accounting.

SUBJECT OBJECTIVES

C1 To learn the essence and decision-making problems of logistics process management in the area of strategic and operational decisions in the organization and supply chain.
C2 Outline the place of logistics in the area of material and information flows in the supply chain.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Has an expanded knowledge of logistics processes and recognizes them in the supply chain.
PEU_W02 Understands the objectives and mechanisms of the supply chain
PEU_W03 Knows advanced methods, techniques and tools for solving supply chain problems.

relating to skills:
PEU_U01 He can identify and diagnose decision-making problems in the supply chain
PEU_U02 He can independently use a variety of Polish and foreign-language sources of information, especially professional literature.
PEU_U03 He can formulate alternatives for managing logistics processes in the supply chain.

relating to social competences:
PEU_K01 Able to interact and work in groups
PEU_K02 Has the ability to present.
PEU_K03 He understands the impact of his professional work in the Transport Shipping Logistics industry on the improvement of the social environment and environmental protection.
PEU_K04 Able to prioritize work appropriately in relation to various roles in the supply chain.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Discussion of the objectives of the course and the conditions of passing. The essence of logistics process management. Definition of the supply chain. Identification of logistics processes in the supply chain.	2
Lec 2	Management of logistics processes in the area of supply - strategic decisions.	2
Lec 3	Management of logistics processes in the area of supply - operational decisions.	2
Lec 4,5	Management of logistics processes in the area of production - strategies of production organization.	4
Lec 6	Management of logistics processes in the production area - development directions, new concepts.	2
Lec 7	Management of logistics processes in the distribution area - strategic decisions	2
Lec 8	Management of logistics processes in the distribution area - operational decisions	2
Lec 9	Management of logistics processes in the area supporting the supply chain - transport processes	2
Lec 10	Management of logistics processes in the area supporting the supply chain - shipping processes	2
Lec 11, 12	Closed cycle logistics process management - reverse logistics/ecologistics	4
Lec 13, 14	Sustainable supply chain - models, development directions and improvement concepts.	4
Lec 15	Logistics cost management in the supply chain.	2
	Total hours	30

Laboratory		**Number of hours**
Lab 1	Discuss the purpose of the class and the conditions of passing. ABC analysis, XYZ analysis	3
Lab 2	Demand forecasting.	2
Lab 3	Planning material needs in the production area.	2
Lab 4	Planning material needs in the supply area.	2
Lab 5	Determining distribution needs.	2
Lab 6	Transport fleet and driver labor management. Maximum flow/maximum capacity in the transportation network, shortest route.	2
Lab 7	Organization of the transport service - transport exchange - the role of the freight forwarder and the role of the transporter.	2
	Total hours	15

Seminar		**Number of hours**
Semin 1	Discussion of the purpose of the class and the conditions for passing. Barcodes. Storage systems, consignment storage - case study.	3
Semin 2	Packaging, recycling of waste - case study	2
Semin 3	Outsourcing and logistics partnerships - case studies	2
Semin 4	Inventory management by VMI supplier - case study	2
Semin 5	Modern distribution channels such as dropshipping - case study	2
Semin 6	Chain model (SCOR) - case study	2
Semin 7	Contemporary problems and directions of logistics development. Green supply chain - case studies	2
	Total hours	15

TEACHING TOOLS USED
N1. Presentation using multimedia technology. N2. Teaching materials published on the ePortal. N3. Case study. N4. Several-minute virtual tours in logistics centers. N5. Working in groups N6. Report. N7. Computerized teaching packages (MsExcel, trading platform - transport exchange). N8. Industry literature (e.g. Logistyka, TSL Biznes).

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_W03 PEU_K03	Egzamin
F2	PEU_W03 PEU_U01 PEU_U03 PEU_K04	Evaluation of laboratory work
F3	PEU_W01 PEU_W02 PEU_U02 PEU_K01 PEU_K02 PEU_K03	Evaluation of seminar work
F4	PEU_U01 PEU_U02 PEU_U03 PEU_K03	Activity in class, discussion
P1(Lecture) = F1 P2(laboratory) = F2 P3(seminar) = 0,8F3 + 0,2F4 P= 50% P1 + 25% P2 + 25% P3 The condition for passing the course (group) is to pass each form of classes (lecture, laboratory and seminar).		

PRIMARY AND SECONDARY LITERATURE
PRIMARY LITERATURE: [1] Wprowadzenie do zarządzania operacjami i łańcuchem dostaw, B.Bozarth Cecil, B.Robert Handfield, w.5, wyd. Helion, 2021 r. [2] Zarzadzanie łańcuchem dostaw. Koncepcje, procedury, doświadczenia, J.Witkowski. PWE, Warszawa 2010 r. [3] Logistyka zwrotna, J.Szołtysek, Wyd. Biblioteka logistyka, 2009 r. **SECONDARY LITERATURE:** [1] Logistyka zaopatrzenia, J.Matuszek, Wyd. Państwowa Uczelnia Angelusa Silesiusa, 2012 r. [2] Logistyka dystrybucji w.2, A.Łapko, N.Wagner, Wyd. CeDeWu, 2021 r. [3] Spedycja we współczesnych łańcuchach dostaw, I.Wasilewska-Marszałkowska, CeDeWu, 2021r. [4] Transport intermodalny w łańcucha dostaw – uwarunkowania organizacyjne, techniczne i ekonomiczne, T.Rokicki, Wyd. SGGW1, 2018 r. [5] Zielony łańcuch dostaw. Zarządzanie, pomiar, ocena, B.Tundys, Wyd.CeDeWu, 2018 r.
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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Zarządzanie zmianą i projektami
Name of subject in English: Change and project management
Main field of study (if applicable): Management
Specialization (if applicable): Business process management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0124G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30		30	15	
Number of hours of total student workload (CNPS)	50		50	25	
Form of crediting	Crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	5				
including number of ECTS points for practical classes (P)			2	1	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	3.0				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Basic knowledge of traditional project management processes, basic knowledge of agile project management, ability to define, plan and control a simple project

SUBJECT OBJECTIVES

C1 To provide students with knowledge of advanced project management methods and approaches, their selection depending on the type of project, and knowledge and skills to develop competences related to organisational change management.
C2 To develop a critical and creative approach to project management, the ability to develop individual project management solutions and organisational change management skills.

SUBJECT EDUCATIONAL EFFECTS
relating to knowledge:
PEU_W01 has an extended knowledge of methods in the processes of defining, planning, controlling and closing projects
PEU_W02 knows the principles of project portfolio and programme management and understands the concept of organisational maturity in project management
PEU_W03 has extended knowledge of methods used in change management
relating to skills:
PEU_U01 is able to select and apply appropriate project management methods and modify them to meet the current needs and specificities of the project
PEU_U02 is able to adapt software to the needs of a project, its scope

PEU_U03 is able to formulate solutions to management problems related to making changes in the organisation relating to social competences: PEU_K01 is able to discuss problems related to project management, work out a compromise solution, initiate necessary changes and participate in their planning and implementation PEU_K02 is able to cooperate with other participants in a project team, can initiate actions, communicate, delegate authority and assess work progress

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Organisational classes. Contemporary needs in project management	2
Lec 2-3	Change in the organisation and resistance to change	4
Lec 4-5	Overcoming resistance to change - intervention methods – part I	4
Lec 6	Overcoming resistance to change - intervention methods – part II	2
Lec 7-8	Programme management, project portfolio management	4
Lec 9-10	Project risk management	4
Lec 11-12	Sustainable project management – part I (introduction PRISM methodology)	4
Lec 13-14	Sustainable project management – part II (standard P5)	4
Lec 14	Knowledge colloquium	2
	Total hours	**15**
Laboratory		**Number of hours**
Lab 1 Lab 2	Repetition of project planning in MS Project on the basis of small case studies	4
Lab 3 Lab 4	Repetition of measuring and evaluating project progress in MS Project on the basis of small case studies	4
Lab 5	Managing a programme, a portfolio of projects in MS Project (resource pools)	2
Lab 6	Designing reports in MS Project	2
Lab 7	Formatting in MS Project	2
Lab 8	Programme management, project portfolio management (selected software)	2
Lab 9 Lab 10	Project risk management (selected software)	4
Lab 11 Lab 12	Project management - agile approach (selected software): Scrum Team, Product Owner, Scrum Master, Sprint, Sprint planning	4
Lab 13 Lab 14	Project management - agile approach (selected software): Sprint monitoring, Sprint retrospective, Product Backlog, Sprint Backlog, Incremental	4
Lab 15	Final consultations, summary of classes, grades	2
	Total hours	**30**

Project		**Number of hours**
Proj 1	Identification of organisational change in a selected company related to project implementation	2
Proj 2	Analysis of the organisation - organisational structure and culture	2
Proj 3	Analysis of the stakeholders of the organisational change	2
Proj 4	Determination of organisational form and organisational structure of the project	2

Proj 5	Determination of directional guidelines for change management	2
Proj 6	Selection of an intervention method for change management	2
Proj 7	Development of a change management plan	2
Proj 8	Presentation and discussion of the change management plan	1
	Total hours	**15**

TEACHING TOOLS USED

N1. Lecture based on multimedia presentation combined with discussion
N2. Case studies
N3. Excel
N4. Project management software (MS Project, others)
N5. Group work

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1 (lecture)	PEU_W01; PEU_W02; PEU_W03	Knowledge colloquium
F2 (laboratory)	PEU_U01; PEU_U02; PEU_K01	Project planning - assessment of laboratory work
F3 (laboratory)	PEU_U01; PEU_U02; PEU_K01	Project monitoring - assessment of laboratory work
F4 (laboratory)	PEU_U01; PEU_U02; PEU_K01	Reporting - assessment of laboratory work
F5 (laboratory)	PEU_U01; PEU_U02; PEU_K01	Programme management - assessment of laboratory work
F6 (laboratory)	PEU_U01; PEU_U02; PEU_K01	Risk management - assessment of laboratory work
F7 (laboratory)	PEU_U01; PEU_U02; PEU_K01	Project management - agile approach - assessment of laboratory work
F8 (project)	PEU_U03; PEU_K02	Task preparation assessment
F9 (project)	PEU_U03; PEU_K02	Evaluation of change management plan proposal

P (lecture) = F1

P (laboratory) = $\frac{\sum_{i=2}^{7} F_i}{6}$

P (project) = 0,5*F8+0,5*F9

P= 0,4*P(lecture)+0,3*P(laboratory)+0,3*P(project)

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Wysocki R.K. (2014), Efektywne zarządzanie projektami, OnePress
[2] Carboni J., Duncan W., Gonzales M., Milsom P., Young M. (2020), Zrównoważone zarządzanie projektami. Podręcznik GPM, pm2pm
[3] Hiatt J.M. (2006), ADKAR: A Model for Change in Business, Government and our Community, Prosci Research.

SECONDARY LITERATURE:

[4] Brzozowska A. (2021), A functional approach to sustainable project management, Taylor and Francis
[5] Gray C.F., Larson E.W., Desai G.V. (2013), Project Management, MCGraw Hill
[6] Grucza B. (2019), Zarządzanie interesariuszami projektu, PWE

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Zintegrowane systemy informatyczne zarządzania
Name of subject in English: Integrated Management Information Systems
Main field of study (if applicable): Management
Specialization (if applicable): Business Process Management, Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0129G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15		15		
Number of hours of total student workload (CNPS)	25		25		
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	2				
including number of ECTS points for practical classes (P)			1		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge of logistics.
2. Basic knowledge of production planning
3. Basic knowledge of accounting and management

SUBJECT OBJECTIVES

1. To learn about the definition and classification of management information systems.
2. To become familiar with the principles of selecting a management information system
3. To acquire knowledge about the implementation of a management information system

SUBJECT EDUCATIONAL EFFECTS

In terms of knowledge:

K2_ZARZ_W01 - Has an extended knowledge of the organisation's information system. Interprets interdependencies beyond individual functions, processes and the organisation.

K2_ZARZ_W02 - Understands the objectives, mechanisms of operation and characteristics of integrated management information systems.

In terms of skills:

K2_ZARZ_U01 - Can select sources of information and use them in solving complex management and substantive problems in the organisation.

K2_ZARZ_U02 - Can develop elements of an organisation's computerisation strategy, evaluate, select and prepare integrated management information systems for implementation. Is able to use advanced management information systems in the organisation and in its functional areas related to the studied speciality

In terms of social competences:
K2_ZARZ_K01 - Is prepared to initiate changes in the organisation and participate in their planning and implementation. He/she is able to foresee multidirectional effects of the changes introduced.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Introduction. Definitions related to management information systems.	2
Lec 2	Evolution of management information systems (from IC to MRP-CL)	2
Lec 3	Evolution of management information systems (from MRPII to ERPII)	2
Lec 4	Modern integrated management information systems.	2
Lec 5	Computerisation of the company and choice of management information system	2
Lec 6	Implementation model for management information systems	2
Lec 7	Specific applications of management information systems, development trends.	2
Lec 8	Test	1
	Total hours	15

Laboratory		**Number of hours**
Lab 1	Introduction to the laboratory, discussion of the credit rules	2
Lab 2	Analysis of the organisation's functional requirements for the implementation of a management information system	2
Lab 3	Analysis of the organisation's non-functional requirements for the implementation of a management information system	2
Lab 4	Analysis of the management information system market, selection of systems for detailed analysis	2
Lab 5	Detailed analysis of selected information systems due to identified functional and non-functional requirements	2
Lab 6	Matrix for IT system selection	2
Lab 7	Conclusion on the selection of an IT system, finalisation of the course report	2
Lab 8	Summary	1
	Total hours	15

TEACHING TOOLS USED
N1. Presentation N2. Selected management information systems, including ERP class systems N3. Materials for labs

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02	Test (lecture)
F2	PEU_U01 PEU_U02 PEU_K01	Report (laboratory)
P1 (lecture) = F1 P2 (laboratory) = F2 P = 0.5*P1+0.5*P2 Notes: 1. in the case of labs absences exceeding the set limit, the score P2= unsatisfactory. 2. the result of the P calculation is rounded up to the first possible grade. 3. a passing grade of P is conditional on obtaining passing grades of P1 and P2.		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Zbigniew Klonowski: Systemy informatyczne zarządzania przedsiębiorstwem : modele rozwoju i właściwości funkcjonalne, Oficyna Wydawnicza Politechniki Wrocławskiej, 2004

[2] Paul Bocij, Andrew Greasley: Business Information Systems: Technology, Development and Management for the Modern Business, Pearson Education, 2018

[3] R. Kelly Rainer, Hugh J. Watson: Management Information Systems, Moving Business Forward, 4th Edition, Wiley, 2019

SECONDARY LITERATURE:

[1] Computerworld magazine (https://www.computerworld.pl/)

[2] Training materials from management information system vendors (websites of selected information system vendors, according to the list given to students during the laboratory classes)

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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SPECJALNOŚĆ/SPECIALTY:

ZARZĄDZANIE ZMIANĄ

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Badania Operacyjne
Name of subject in English: Operations Research
Main field of study (if applicable): Management
Specialization (if applicable): Change management/ Business process management
Profile: academic
Level and form of studies: 2nd level, uniform magister studies, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0121
Group of courses NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30		30		
Number of hours of total student workload (CNPS)	75		50		
Form of crediting	crediting with grade		crediting with grade		
For group of courses mark (X) final course					
Number of ECTS points	3		2		
including number of ECTS points for practical classes (P)					
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2		1,2		

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basics of mathematical analysis and algebra
2. Elementary probability theory
3. Basics of logic

SUBJECT OBJECTIVES

C1. Showing students the most important models used in operations research.
C2. Acquisition by students of the ability to construct mathematical models for practical problems.
C3. Teaching students to use mathematical modeling languages.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 – has extensive knowledge of models used in operations research.
PEU_W02 – knows the basic techniques of mathematical modeling to support decision making in organizations.

relating to skills:
PEU_U01 – can build and solve mathematical models for practical problems and interpret the obtained solutions
PEU_U02 – can apply advanced methods of operations research to support decision making in organizations.

relating to social competences:
PEU_K01 – is ready for critical evaluation and analysis of solutions obtained using mathematical models

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Organizational issues. Introduction to operations research	2
Lec 2	Linear programming problem – formulation and applications	2
Lec 3	The simplex algorithm and sensitivity analysis in linear programming	2
Lec 4	Integer programming problem – formulation and solution methods	2
Lec 5	Applications of integer programming to production planning and logistics	2
Lec 6	Minimum cost flow problem	2
Lec 7	Project scheduling	2
Lec 8	Multicriteria programming problem	2
Lec 9	Goal programming	2
Lec 10	Zero-sum games	2
Lec 11	Non zero-sum games	2
Lec 12	Decision making under risk – utility theory	2
Lec 13	Decision trees and decision networks	2
Lec 14	Revision before the test	2
Lec 15	Written test	2
	Total hours	**30**
Laboratory		**Number of hours**
Lab 1	Organizational issues. Introduction to mathematical modeling languages	2
Lab 2-3	Applications of linear programming to solve practical problems	4
Lab 4	Applications of sensitivity analysis in linear programming	2
Lab 5	Applications of integer programming to solve loading, packing and localization problems	2
Lab 6	Applications of integer programming to solve scheduling problems	2
Lab 7	Applications of integer programming to solve production planning problems	2
Lab 8-9	Applications of network models to solve scheduling and route planning problems	4
Lab 10-11	Applications of multicriteria programming for solving practical problems	4
Lab 12	Applications of zero-sum games	2
Lab 13-14	Applications of decision trees and decision networks	4
Lab 15	Written test	2
	Total hours	**30**

TEACHING TOOLS USED
N1. Presentation N2. Lists of tasks N3. Computer software (mathematical modeling languages)

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02	Written test (lecture)
F2	PEU_U01 PEU_U02	Written test (laboratory)
F3	PEU_U01 PEU_U02 PEU_K01	Activity in class, preparation for classes
P=F1 (lecture) P=0.8F2+0.2F3 (laboratory)		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] H. E. Taha. Operations Research. An Introduction. Pearson 2017
[2] F. S. Hiller, G. J. Lieberman. Introduction to Operations Research. McGraw-Hill 2001
[3] J. K. Sharma. Operations Research. Theory and Applications. Trinity Press 2017

SECONDARY LITERATURE:

[1] H. P. Williams. Model Building in Mathematical Programming. Wiley 1990.
[2] R. K. Ahuja, T. L. Magnanti, J. B. Orlin. Network Flows: Theory, Algorithms and Applications. Prentice Hall, Inc. 1993
[3] W. L. Winston. Operations Research: Applications and Algorithms. PWS-KENT Publishing Company 1987
[4] H. W. Wagner. Badania Operacyjne. PWE 1980

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Adam Kasperski (adam.kasperski@pwr.edu.pl)

FACULTY OF MANAGEMENT

SUBJECT CARD

Name in Polish: Controlling
Name in English: Controlling
Main field of study (if applicable): Management
Specialization (if applicable): Change Management, Business process management
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0117G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30			15	
Number of hours of total student workload (CNPS)	50			25	
Form of crediting	Crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	3				
including number of ECTS points for practical (P) classes				1	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,8				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Knowledge about the fundamentals of organization and management and the fundamentals of accountancy.

SUBJECT OBJECTIVES

C1 To provide the students with the knowledge about the essence of controlling. To provide the students with the knowledge about the functional and organizational solutions of controlling. To provide the students with the knowledge about the essence of basic tools of controlling as well as the scope of their use.
C2 Shaping and developing the ability of evaluation the achievements of the organization in conjunction of the implementation of controlling.
C3 Shaping and developing the ability of evaluation and improvement of existing or designing new functional, organizational and instrumental solutions of controlling in chosen organization.
C4 Shaping the competences of planning, initiating and implementing the changes in the organization.
C5 Shaping the competences of cooperation in team forms of works and taking the responsibility for this work.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has a knowledge abort the essence of controlling. Understands the importance of restructuring processes related to the implementation of controlling in the organization. Knows the components and functions of controlling. Has a knowledge about the controlling concepts.
PEU_W02 Knows the organizational solutions of controlling, including the solutions relating to the controllers and responsibility centers . Knows the factors influencing the formation of organizational solutions of controlling.
PEU_W03 Has knowledge about the tools of controlling, including the controlling profit and loss account, budgeting, information and reporting system, methods of measurement and evaluation of organization performance.

relating to skills:

PEU_U01 Can evaluate the organization performance relating to the implementation of controlling.

PEU_U02 Can evaluate and improve the existing or design the new solutions of controlling relating to the concept of controlling, controllers (including them responsibilities, rights and liabilities) and responsibility centers.

PEU_U03 Can evaluate and improve the existing or design the new solutions of controlling relating to the chosen tools of controlling.

relating to social competences:

PEU_K01 Is prepared to initiate changes in the organization, as well as to participate in their planning and implementing in the organization.

PEU_K02 Is prepared to cooperate and work in team forms of works. Can accurately identify their own priorities and work in partnership with others.

PEU_K03 Is aware of the responsibility for own work. Is ready to comply with the priorities set by others and take responsibility for own work or as a team performed the task.

PROGRAMME CONTENT		
Form of classes - lecture		**Number of hours**
Lec 1	Introduction, overview of the lecture.	1
Lec 1	Origin, the essence and the features of controlling. Concepts of controlling.	1
Lec 2	Controlling and other management concepts and methods. Coexistence of controlling with other management concepts and methods.	2
Lec 3	Requirements for controlling implementation and functioning. Factors influencing the shape of solutions of controlling.	2
Lec 4	The aims, components and functions of controlling.	2
Lec 5	Organization of controlling. Defining the controlling responsibility centers.	2
Lec 6	Profit and loss account in controlling – designing.	2
Lec 7	Budgeting in controlling - designing.	2
Lec 8	Information and reporting system in controlling - designing. The role of IT in controlling.	2
Lec 9	Model of controlling effectiveness.	2
Lec 10	Motivation in controlling.	2
Lec 11	Strategic, operational, functional and partnership controlling.	2
Lec 12	Marketing controlling, quality controlling.	2
Lec 13	Personnel controlling and knowledge controlling.	2
Lec 14	Controlling developement trends.	2
Lec 15	Summary. Colloquium.	2
	Total hours	30

Form of classes - project		**Number of hours**
Proj 1	Explanation of the topic of the project, discussion of the project evaluation conditions. Creation of the project teams. Distribution of the survey questionnaires and discussion on it. Detailed explanation of the task 1: the method of the general characteristics of the organization, including the method of presentation of basic information about the organization, its organizational structure, human potential, and identification of its environment.	2
Proj 2	Detailed explanation of the task 2: in the diagnosis of existing solutions of controlling in analyzed organization (for two situations: a) when controlling is implemented in the organization, and b) if controlling solutions are not implemented in the organization). Declaration of the chosen object. Consultation of the task 1: work in project teams - consulting the substantive issues, evaluation of student progress.	2

Proj 3	Detailed explanation of the task 3: formation (b) or improvement (a) organizational solutions of controlling for the chosen organization (including solutions relating to the controlling concept, its organization and responsibility centers). The consultation of the task 2: work in project teams - consulting the substantive issues, the assessment of students progress.	2
Proj 4	Detailed explanation of the task 4: designing (b) or improvement (a) instrumental solutions of controlling for the chosen organization (including solutions relating to Profit and loss account in controlling, budgeting, information and reporting system in controlling and methods of measurement and evaluation of organization performance). The consultation of the task 3: work in project teams - consulting the substantive issues, the assessment of students progress.	2
Proj 5	Explanation of the presentation of the project. The consultation of the task 4: work in project teams - consulting the substantive issues, the assessment of students progress.	2
Proj 6-7	Presentations of the projects, evaluation of presentations, discussion with students. Overview of written reports with the findings of the diagnosis and the proposals for design.	4
Proj 7	Summary of project. Final assessment.	1
	Total hours	**15**

TEACHING TOOLS USED
N1. Traditional lecture with multimedia presentations; N2. Consultations; N3. Multimedia presentations prepared by students; N4. Discussion of selected issues; N5. Self-study –final assesment preparation; N6. A written report - an analysis of the case study.

EVALUATION OF SUBJECT EDUCATIONAL EFFECTS ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Educational effect number	Way of evaluating educational effect achievement
F1	PEU_W01, PEU_W02 PEU_W03	Colloquium.
F2	PEU_U01, PEU_U02 PEU_U03, PEU_K01 PEU_K02, PEU_K03	F21. Project of controlling solutions (written report). F22. Multimedia presentations relating to controlling solutions prepared by students. F23. Activity on the project. Participation in the discussion. F2=0,6*F21+0,2*F22+0,2*F23
P=0,35*F1+0,65*F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

1. Vollmuth H. J., Controlling. Planowanie, kontrola, kierowanie, Agencja Wydawnicza „Placet", Warszawa 2000.
2. Goliszewski J., Controlling. Koncepcja, zastosowania, wdrożenie, Oficyna Wolters Kluwer business, Warszawa 2015.
3. Kuc B.R., Kontroling dla menedżerów, wyd. Helion, Gliwice 2011.
4. Bieńkowska A., Kształtowanie rozwiązań i wzorce controllingu w organizacji, Oficyna Wydawnicza PWr, Wrocław 2015.

SECONDARY LITERATURE:

1. Leszczyński Z., Wnuk-Pel T, Controlling w praktyce, ODDK, Warszawa 2010.
2. Nesterak, J., Controlling zarządczy, Wolters Kluwer Polska SA., Warszawa, 2015.
3. Sierpińska M., Niedbała B. Controlling operacyjny w przedsiębiorstwie, PWN, Warszawa 2003.

4. Nowosielski S. Centra kosztów i centra zysku w przedsiębiorstwie, Wydawnictwo Akademii Ekonomicznej im. Oskara Langego we Wrocławiu, Wrocław 2001.

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Dylematy współczesnej cywilizacji
Name of subject in English: Dilemmas of modern civilization
Main field of study (if applicable): Management
Specialization (if applicable): Change management
Level and form of studies: 2nd level, uniform magister studies, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0137W
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15				
Number of hours of total student workload (CNPS)	25				
Form of crediting	crediting with grade				
For group of courses mark (X) final course					
Number of ECTS points	1				
including number of ECTS points for practical classes (P)					
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,6				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No prerequisites.

SUBJECT OBJECTIVES

C 1. To analyse the fundamental challenges of civilization.
C 2. To help students to improve their skills of critical and independent thinking.
C 3. To present of the conditions of managerial activity and the problem of social responsibility of science, technology and business.

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:

PUE_W01 Understands the complexity and comprehensiveness of substantive and management problems in an organisation. Interprets interdependencies beyond individual functions, processes and the organisation. Has an extended knowledge of the organisation's information system.
PUE_W02 Knows and understands the fundamental dilemmas of modern civilization

Relating to social competences:

PUE_K01 Understands the impact of his/her professional work on the improvement of the social environment. Initiates actions to improve the welfare of society.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Introduction (course aims, programme, requirements).	1
Lec 2	Modern civilisation and its basic forms	2
Lec 3	Philosophical and ethical dilemmas	2
Lec 4	Scientific, technological and environmental dilemmas	2
Lec 5	Social and political dilemmas	2
Lec 6	Economic dilemmas	2
Lec 7	Dilemmas in the management of organisations	2
Lec 8	Summary. Course credit.	2
	Total hours	15

TEACHING TOOLS USED
N1. Conversational lecture supported by audiovisual materials. N2. Individual work of students. N3. Group work of students. N4. Discussion. N5. Selected excerpts from documentary films.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01; PEU_W02	Colloquium, presentation during classes or written work.
F2	PEU_K01	Discussion in class.
P = (F1 + F2)/2		

PRIMARY AND SECONDARY LITERATURE

LITERATURA PODSTAWOWA:

[1] Golka M., *Cywilizacja współczesna i globalne problemy*, Warszawa 2012;
[2] Raworth K., *Ekonomia obwarzanka. Siedem sposobów myślenia o ekonomii XXI wieku*, Warszawa 2021;
[3] Zuboff S., *Wiek kapitalizmu inwigilacji*, Warszawa 2020.

LITERATURA UZUPEŁNIAJĄCA:

[1] Bińczyk E., *Epoka człowieka. Retoryka i marazm antropocenu*, Warszawa 2018,

[2] Buksiński T., *Współczesne filozofie polityki*, Poznań 2007;

[3] Ortega y Gasset J., *Bunt mas*, Warszawa 2016;

[4] Robbins R., *Globalne problem a kultura kapitalizmu*, Warszawa 2013;
[5] Smil V., Liczby nie kłamią. 71 rzeczy, które trzeba wiedzieć o świecie, Kraków, 2022;
[6] *Studia na nauką i technologią. Wybór tekstów*, A. Dera, E. Bińczyk (red.), Toruń 2014;

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Ekonomika informacji
Name of subject in English: Information Economics
Main field of study (if applicable): Management
Specialization (if applicable): Business Process Management, Change Management
Profile: academic
Level and form of studies2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0153GK
Group of courses YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	30			15
Number of hours of total student workload (CNPS)	60	30			30
Form of crediting	crediting with grade*				
For group of courses mark (X) final course	X				
Number of ECTS points	4				
including number of ECTS points for practical classes (P)		1			1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	3,5				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge of economics
2. Basic information knowledge

SUBJECT OBJECTIVES

C1 To learn about the rationale and direction of the evolution of economies towards a new economy characterised by informationism, globalisation and networking) and the economic effects and new regulatory challenges, including legislations

C2 Familiarisation with the specifics of information goods and the economic and legal implications of the emergence and development of new markets in the context of managerial decisions.

C3 To familiarize students with the information process in an organization understood as a semiotic, economic, and technical-organizational process.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
Student:
PEU_W01 – possess knowledge about current economic theories (e.g. regulation theory, information economics) and their place in the system of sciences.
PEU_W02 – has extended knowledge related to economic policy, emergence and changes in selected markets (e.g. labour market, information goods) as well as their effects (chances and threats).
PEU_W03 – is familiar with the various forms of entrepreneurship in the information economy and with methods of decision-making under uncertainty, including methods of determining the value of information.

PEU_W04 – knows and understands the principles of industrial property protection.
PEU_W05 – knows the importance and role of knowledge and information management in an organisation
PEU_W06 – has the knowledge to correctly identify conditions and instruments related to information management

relating to skills:
Student
PEU_U01 - can select sources of information and use them to solve complex management and substantive problems in the organization. He can identify the effects of introduced national and international economic and legal regulations in the field of information economics.
PEU_U02 – able to use specialist normative systems linked to the information goods. Able to select, adapt, justify and follow appropriate norms and standards (legal, professional, moral and ethical) in specific activities in an organization under the conditions of the so-called new economy.

relating to social competences:
Student
PEU_K01 - demonstrates readiness to identify, critically analyze, and solve problems arising in the workplace. He can anticipate the consequences of his decisions.
PEU_K02 - is prepared to behave in a professional and ethical manner; recognizes and formulates ethical dilemmas related to their own and others' work; seeks appropriate solutions and opportunities to correct irregularities in their attitudes and behaviors in the workplace.
PEU_K03 - is awarded of the need of independent, critical evaluation of the scope and of the level of his/her knowledge in the interdisciplinary aspect. Is prepared to search for fields of knowledge to supplement and skills to improve unassisted.

PROGRAMME CONTENT

Lecture		**Number of hours**
Lec 1	Introduction - organizational activities	1
Lec 2	Conceptualization of the concept of the information economy and information theory.	2
Lec 3	Information as an economic resource, public good, production factor, product, product, service, commodity, consumer good, and infrastructure of the economy	3
Lec 4	The process of transforming industrial societies into an information society	2
Lec 5	Information society - the economics of the information economy	2
Lec 6	Information economics as an element of information management in the knowledge and information society	3
Lec 7	The concept of order and information market. Information Sector	2
Lec 8	Infonomics - determining the value of information. Information perception	2
Lec 9	Economics of imperfect information - decision making and the operation of market participants in conditions of imperfect information. Evolution of markets.	4
Lec 10	Models of the imperfect information economy and regulation theory. The model of regulatory state.	4
Lec 11	Information economy in global economic life – integration processes	2
Lec 12	Information economy in internal communication in the era of social media	2
Lec 13	Credit	2
	Total hours	330

Classes		**Number of hours**
Cl 1	Introduction - organizational activities	1
Cl 2	Challenges, problems and scope of institutional regulation in the information market	4

Cl 3	Participants of the information market. The value and price of information	2
Cl 4	The value and price of information. Methods for estimating the value of information	3
Cl 5	Information economy and the labour market	4
Cl 6	Information security and the industrial property protection	4
Cl 7	The role of the managerial staff in information management	2
Cl 8	Methods of decision-making under conditions of uncertainty and information asymmetry.	2
Cl 9	Application of methods and measures developed by information economics to assess the economic situation of economic entities	4
Cl 10	Application of elements of information economics in information management	4
	Total hours	**30**

Seminar		**Number of hours**
Sem 1	Introduction - organizational activities	1
Sem 2-3	Connotations of the term information economy - taxonomization of research fields	4
Sem 4-5	Imperfect information in the process of making economic decisions. Organization in the information market	4
Sem 6-7	Economic concepts of the information society, an economy based on knowledge and information	4
Sem 8	Forms of entrepreneurship in the information economy	2
	Total hours	15

TEACHING TOOLS USED

N1. Lectures with the multimedia presentation
N2. Questions for students during lectures
N3. Case studies presented during lectures
N4. Discussion on selected issues
N5. Case studies (performed individually or together with other students)
N6. Own work: preparation for individual classes and the final exam

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 – W06 PEU_U01 – U03	Test (during classes)
F2	PEU_W01 PEU_W02 PEU_U01 – U3 PEU_K01 – K3	Preparation of case studies on the seminar class
F3	PEU_W01 – W06 PEU_U01 – U3 PEU_K01 – K03	Discussion and problem solving on the seminars
F4	PEU_W01 – W06 PEU_U01 – U3 PEU_K01 – K03	Discussion & problem solving on the classes
F5	PEU_W01 – W6 PEU_U01 – U3	Final colloquium

P1 (wykład) = F5
P2 (ćwiczenia) =0,5* F1 + 0,5* F4
P3 (seminarium) = 0,6*F2+0,4*F3
P=(P1+P2+P3)/3
on the assumption that each Pi is passed i={1, 2, 3}

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Deszczyński P., Ekonomia informacji w globalnym życiu gospodarczym, Wydawnictwo Poznańskiego Towarzystwa Przyjaciół Nauk, Poznań 2020
[2] Oleński J., Elementy ekonomiki informacji, Wyd. Wydzia³ Nauk Ekonomicznych Uniwersytetu Warszawskiego, Warszawa 2000.
[3] Kisielnicki J., Sroka H., Systemy informacyjne biznesu — metody projektowania i wdrażania systemów, Agencja Wydawnicza Placet, Warszawa 1999.
[4] Forlicz S., Niedoskonała wiedza podmiotów rynkowych, Wydawnictwo Naukowe PWN, Warszawa 2001.

SECONDARY LITERATURE:

[1]Oleński J.: Ekonomika informacji. Metody. PWE Warszawa 2003
[2] Stiglitz J.E. (2007), Globalizacja, Wydawnictwo Naukowe PWN, Warszawa
[3] Goliński M., Społeczeństwo informacyjne - często (nie)zadawane pytania, „E-mentor" 2005, nr 2(9).
[4] Dziuba T.D.: Metody ekonomiki sektora informacyjnego. Difin Warszawa 2007

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Dr hab. Aldona Dereń, prof. uczelni prof. uczelni
Dr hab. inż. Małgorzata Rutkowska, prof. uczelni
Dr hab. inż. Edyta Ropuszyńska-Surma, prof. uczelni
Dr Krzysztof Zymonik, prof. uczelni

FACULTY MANAGMENT

SUBJECT CARD

Name of subject in Polish: Etyka w biznesie
Name of subject in English: Ethics in business
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change Management
Profile: academic
Level and form of studies: 2nd level, uniform magister studies, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0149S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Text interpretation skills
2. Basic abilities in analysis and synthesis

SUBJECT OBJECTIVES

C1 Analyze the meaning and role of ethics in modern business
C2 Resolve the problems of social responsibility to the environment
C3 To identify and analyze situations in which ethical problems may arise
C4 To sensitize students to ethical problems

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Characterizes, explains and interprets moral and ethical norms and standards appropriate to the functional areas of organizations related to the studied specialty.
PEU_W02 Knows and understands the basic dilemmas of modern civilization.
PEU_W03 Has knowledge of organisational and management theory, in particular concerning the concept of CSR.
relating to skills:
PEU_U01 Is able to use specialized normative systems related to the studied specialty. Can select, adapt, justify and apply appropriate moral and ethical norms and standards in specific activities in the organization.
PEU_U02 Is able to undertake a strategic analysis of the organisation and its environment and, in response, conduct an assessment in the context of ethical considerations.

relating to social competences:

PEU_K01: Is aware of the need for independent critical evaluation of the scope and level of his/her professional knowledge and skills both in the field of organization and management sciences and in the interdisciplinary dimension. Is prepared to independently search for areas of knowledge to complete and skills to improve. Is able to inspire and organize the learning process of others.

PEU_K02 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to his/her own and others' work; seeks appropriate solutions and opportunities to correct inadequacies in his/her attitudes and behavior in the workplace.

PEU_K03 Understands the impact of professional work on the improvement of the social environment. Initiates actions to improve the welfare of society

PROGRAMME CONTENT

Seminar		**Number of hours**
Semin 1	Introduction to the issues of business ethics	2
Semin 2	Fundamentals of business ethics	4
Semin 3	History of ethics and business ethics	2
Semin 4	Social responsibility of business	2
Semin 5	Ecoethics	2
Semin 6	Ethics in marketing and advertising	2
Semin 7	Ethics in public relations	2
Semin 8	Ethics in selected business activities	2
Sem9	Business ethics in a global perspective	2
Semin 10	Economic crises as a source of changes in moral values	2
Semin 11	Ethical trade	2
Semin 12	Ethics in science: ethics and morality in scientific research	2
Semin13	Ethics in science: research integrity	2
Semin 14	Summary and credit	2
	Total hours	30

TEACHING TOOLS USED

N1. The conversational lecture supported by audiovisual materials
N2. Individual work of students
N3. Group work
N4. Case study
N5. Presentation

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01; PEU_W02; PEU_W03; PEU_U01, PEU_U02; PEU_K01; PEU_K02; PEU_K03	Presentation
F2	PEU_W01; PEU_W02; PEU_W03; PEU_U01, PEU_U02; PEU_K01; PEU_K02; PEU_K03	Activity during the classes
P=F1(80%)+F2(20%)		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] B. Klimczak, Etyka gospodarcza, Wrocław 1996.
[2] M. J. Sandel, Sprawiedliwość, Warszawa 2013.
[3] P. M. Minus, Etyka w biznesie, Warszawa 1995.

SECONDARY LITERATURE:

[1] G. D. Chrissides, J. H. Kaler, Wprowadzenie do etyki biznesu, Warszawa 1999.
[2] A. Chaufen, Kradzież a rozwój gospodarczy, Warszawa 2006.
[3] C. Porębski, Czy etyka się opłaca, Kraków 1997.
[4] A. McIntyre, Krótka historia etyki, Warszawa 2012.
[5] Podstawy marketingu, pod red. J. Altkorna, Kraków 2004.
[6] M. Bąk, P. Kulawczuk, A. Szcześniak, Strategia polskiego biznesu wobec korupcji, Warszawa 2001.
[7] R. Morawski, Etyczne aspekty działalności badawczej w naukach empirycznych, Warszawa 2011.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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Zał. nr 1a do ZW 35/2022

FACULTY MANAGMENT

SUBJECT CARD

Name of subject in Polish Etyka nowych technologii
Name of subject in English Ethics of new technologies
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change Management
Profile: academic
Level and form of studies: 2nd level, uniform magister studies, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0160S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No prerequisites required.

SUBJECT OBJECTIVES

C1 Student is capable of taking part in a debate on ethical aspects of new technologies.
C2 Student is capable of cooperating in an interdisciplinary team identifying ethical aspects in technology assessment.
C3 Student is aware of the importance of ethical rules related to technology development and competent to initiate activities on behalf of the public interest.
C4 Student is aware of non-technical aspects of engineering and of social responsibility of an engineer.

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:
PEU_W02: Knows and understands the fundamental dilemmas of modern civilization.
Relating do skills:
PEU_U01: Is able to participate in debates – present and critically assess different opinions and positions and discuss them.
Relating to social competences:
PEU_K01: Is ready to critically evaluate the content perceived.

PROGRAMME CONTENT

Seminar		Number of hours
Se 1	Introduction	2
Se 2	Morality, ethics, law. General ethics and applied ethics	2
Se 3	Ethical theories and types of justification of moral judgements. Disagreement in knowledge and in attitudes (1)	2
Se 4	Ethical theories and types of justification of moral judgements. Disagreement in knowledge and in attitudes ()2	2
Se 5	Ethical dilemma: structure and types. Ethical dilemma pattern as analysis tool	2
Se 6	Phases and stages of technology assessment. Participatory technology assessment (1)	2
Se 7	Phases and stages of technology assessment. Participatory technology assessment (2)	2
Se 8	Preferences of technology users and formulation of ethical guidelines and regulative procedures	2
Se 9	Risks and benefits of technology use from the ethical perspective	2
Se 10	Selected cases of technology use analysis (1)	2
Se 11	Selected cases of technology use analysis (2)	2
Se 12	Obligations towards society: responsible research and innovation (RRI), professional ethics (01	2
Se 13	Obligations towards society: responsible research and innovation (RRI), professional ethics (2)	2
Se 14	Presentations	2
Se 15	Summary	2
	Total hours	30

TEACHING TOOLS USED

N1. Multimedial presentation.
N2. Group work.
N3. Student individual work.
N4. Case analysis.
N5. Brainstorming.
N6. Scenario workshop.
N7. Thematic discussion.
N8. Panel discussion.
N9. Scenario games.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01, PEU_U01, PEU_K01	Presentation or report (case analysis)
F2	PEU_U01, PEU_K01	Participation in discussion and class activities.

P P=(F1+F2)/2

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Bińczyk E., *Technonauka w społeczeństwie ryzyka,* Wyd. Naukowe UMK 2012.
[2] Chyrowicz B., *O sytuacjach bez wyjścia w etyce,* Wyd. Znak, Kraków 2008.
[3] Gwiazdowicz M., Stankiewicz P. *Technology Assessment. Problematyka oceny technologii* „Studia BAS" 2015, 3(43).
[4] Małek M. Mazurek E., Serafin K., *Etyka i technika. Etyczne, społeczne i edukacyjne aspekty działalności inżynierskiej,* Wrocław 2014.
[5] Michalski K., *Technology Assessment – nowe wyzwania dla filozofii nauki i ogólnej metodologii nauk,* Oficyna Wydawnicza Politechniki Rzeszowskiej 2019.

SECONDARY LITERATURE:

[1] Budinger T.F., Budinger M. D., *Ethics of Emerging Technologies: Scientific Facts and Moral Challenges,* Hoboken, New Jersey 2006.

[2] Doorn Neelke and others (eds.), *Early engagement and New Technologies: Opening Up the Laboratory,* Springer 2013.

[3] Grunwald A., *Technology Assessment in Practice and Theory*, Routledge 2019.

[4] van den Hoven J., Doorn N., and others (eds.), *Responsible Innovations. Innovative Solutions for Global Issues,* Springer 2014.

[5] Małek-Orłowska M., *Niemoralność finansowania robota? O negatywnej rekomendacji AOTM dla robota Da Vinci* „Prawo i Medycyna" 2016, 1 (62/18), s. 68-80.

[6] Małek-Orłowska M., *Technologie human enhancement: zakres zastosowania i metody oceny,* (red. E.Bińczyk i in.) *Horyzonty konstruktywizmu: inspiracje, perspektywy, przyszłość,* Wyd. UMK 2015.

[7] Stankiewicz P. *Od przekonywania do współdecydowania: zarządzanie konfliktami wokół ryzyka i technologii* „ Studia Socjologiczne" 2011, 4 (203).

[8] Stankiewicz P., *Zbudujemy wam elektrownię (atomową!). Praktyka oceny technologii przy rozwoju energetyki jądrowej w Polsce* „Studia Socjologiczne" 2014, 1 (212), s. 77-107.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Monika Małek monika.malek@pwr.edu.pl,
Mateusz Kotowski mateusz.kotowski@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Fizyka środowiska pracy II
Name of subject in English: Work environment physics II
Main field of study (if applicable): Managment
Specialization (if applicable): Change management/Business process management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0134W
Group of courses NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15				
Number of hours of total student workload (CNPS)	30				
Form of crediting	Crediting with grade				
For group of courses mark (X) final course					
Number of ECTS points	1				
including number of ECTS points for practical classes (P)					
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,5				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Completed the "Physics" course or an equivalent at the 1st level of education

SUBJECT OBJECTIVES

Acquire specialized knowledge of the physical factors of the work environment affecting the worker, necessary for the processes of production organization and human resource management.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01student understands the difference between the objective and subjective approach to the problems of measuring and assessing the impact of the physical environment on the employee.

PEU_W02 student has the knowledge that allows the correct selection of methods and tools for the implementation of a comprehensive assessment of working conditions at a given workstation

relating to social competences:

PEU_K01 student understands the impact of the application of ergonomic principles on the comfort of the social and physical work environment in the organization

PROGRAMME CONTENT

	Lecture	**Number of hours**
Lec 1	Introduction. The physical work environment as a component of the human-machine-environment system. Overview of factors affecting humans in the work process. Ergonomic approach in the design and evaluation of the work environment.	2
Lec 2	Layout relationships between man and the workplace. Location of signaling and control devices. Application of Fitts' law in the design of the human-machine interface.	2

Lec 3	Microclimate. Thermodynamics of the human body. Thermoregulatory mechanisms of physical and biochemical nature. Methods of assessing microclimate.	2
Lec 4	Lighting. Structure of the optical pathway of the eye. Signal processing by the neuronal system. Characteristics of perception of brightness, color and geometric patterns. Requirements for providing adequate conditions for visual work. Application of color models in the design of the visual environment.	2
Lec 5	Noise. The structure of the auditory organ and its influence on hearing ability. Perception of pitch and loudness of sound as examples of phenomena subject to Weber-Fechner and Stevens' laws.	2
Lec 6	Methodology for studying the impact of the physical work environment on humans. Psychophysical approach in measuring subjective perception of physically measurable stimuli. Use of selected methods of workload assessment, questionnaire and AHP approaches in research and measurement of subjective factors.	2
Lec 7	Universal and inclusive design as an approach to organizing the work environment. Accessibility of the work environment.	2
Lec 8	Final test	1
	Total hours	15

TEACHING TOOLS USED
N1. Traditional lecture using slides and multimedia materials; N2. Materials made available on eportal N3. Activation tools, e.g. padlet

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01; PEU_W02 PEU_K01	Written final test
P=F1		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] European standards in the ergonomic field

[2] Górska, E. Ergonomia: projektowanie, diagnoza, eksperymenty, Oficyna Wydawnicza Politechniki Warszawskiej, 2015.

SECONDARY LITERATURE:

[3] Guastello S.G., Human factors engineering and ergonomics: a systems approach. Lawrence Erlbaum Associates, 2006.

[4] Lehto M., Steven J. L., Introduction to Human Factors and Ergonomics for Engineers, Boca Raton, 2013.

[5] Nowak E., Atlas antropometryczny populacji polskiej - dane do projektowania. The Anthropometric Atlas of Polish Population - Data for Design, IWP Warszawa, 2001

[6] Proctor R.W., Van Zandt T., Human factors in simple and complex systems. Second edition, CRC Press, 2008.

[7] Salvendy, Gavriel (red), Handbook of Human Factors and Ergonomics, John Wiley & Sons, 2006; electronic access

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Katarzyna Jach, katarzyna.jach@pwr.edu.pl

DEPARTMENT OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish Inkluzywne przywództwo
Name of subject in English Inclusive leadership
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0164GK
Group of courses YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15	30			
Number of hours of total student workload (CNPS)	25	25			
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	2				
including number of ECTS points for practical classes (P)		1			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,8				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge of socio-demographic processes, organizational behavior and human resource management

SUBJECT OBJECTIVES

C1 To acquire knowledge of diversity, equal opportunity and inclusion.
C2 To acquire the ability to identify the characteristics of an inclusive leader
C3 To acquire knowledge about the impact of inclusion on various aspects of the organization and employees
C4 To sensitize students to the importance of inclusion and the need to counteract discrimination and exclusion arising from legal and ethical norms and possible business benefits.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has in-depth knowledge of leadership, decision-making, motivation, group mechanisms and social influence realized in the organization. Indicates the principles of counteracting negative individual and social phenomena in the organization, in particular those related to exclusion and discrimination of employees.

PEU_W02 Knows and understands the basic dilemmas of modern civilization, especially in the context of exclusion and discrimination of certain social groups.

relating to skills:

PEU_U01 Is able to use specialized normative systems related to the studied specialty. He/she is able to select, adapt, justify and apply appropriate norms and standards (legal,

professional, moral and ethical) in specific activities in the organization) especially in relation to inclusion and counteracting exclusion and discrimination of employees.

PEU_U02 Is able to interact and work in group and team forms of work organization (assuming various roles in them). Demonstrates readiness to independently organize and direct the work of teams.

relating to social competences:

PEU_K01 Understands the impact of professional work on the improvement of the social environment. Initiates actions to improve the welfare of society especially in the context of employee inclusion

PEU_K02 Is able to appropriately determine priorities in his/her own work and in cooperation with others in relation to various organizational roles.

PEU_K03 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to his/her own and others' work; seeks appropriate solutions and opportunities to correct inadequacies in his/her attitudes and behaviors in the workplace, especially those related to employee exclusion and discrimination

PEU_K04 Demonstrates courage in communicating and defending his own views. Is prepared to persuade and negotiate for the sake of achieving common goals.

PROGRAMME CONTENT

Lecture		**Number of hours**
Lec 1	Presentation of the purpose of the class, its course and evaluation criteria. What is diversity and why do we need inclusion – introduction.	1
Lec 2	New approaches to leadership. Leadership in the age of complexity. Selected leadership styles. Inclusive leadership model	2
Lec 3	Inclusive leadership model. The inclusive leader continuum	2
Lec 4	Individual and cultural determinants of leadership	2
Lec 5	Career and Life strategies: what individuals can do? Managing across gender. Managing work as part of life.	1
Lec 6	The leadership pipeline – what companies and organizations can do?	1
Lec 7	Building inclusive cultures and inclusive teams - the role of top leadership.	4
Lec 8	Final test	2
	Total hours	15

Project		**Number of hours**
Cl 1	Presentation of the purpose of the classes and assessment criteria. Establishment of project teams. Intorduction into diversity and inclusion	2
Cl 2	Overview of first tasks for the classes - “Inclusive leadership profile”. Discussion of the structure of the written report. Distribution and discussion of the tasks guidelines	2
Cl 3	Work in teams – consultation on how to conduct the task	2
Cl 4	Work in teams - consultation on the development of the “Inclusive leadership profile”	2
Cl 5-6	Presentation 1 – presentation of the results of the conducted research and the developed “Inclusive leadership profile”	4
Cl 7	Distribution of the assignment for analysing the influence of an inclusive leader in a diverse team.	2

Cl 8	Work in teams – consultation on the analysis of the influence of an inclusive leader in a diverse team	2
Proj 9-10	Presentation 2 – presentation of the results of the conducted analysis of the influence of inclusive leadership in a diverse team	4
Cl 11	Distribution of the assignment for creating a leadership development plan	2
Cl 12	Work in teams – consultation of the development of the personal leadership development plan.	2
Cl 13-14	Presentation 3 – Personal Leadership Development Plan	4
Cl 15	Summary of classes. Discussion of conclusions from the evaluation of written reports.	2
	Total hours	30

TEACHING TOOLS USED

N1. Presentation of knowledge in the form of direct transmission (lecture) - audiovisual media.
N2. Lecture, lecture materials available in electronic form.
N3. Work in diagnostic teams - consultations with the teacher
N4. Problem discussion.
N5. Student's own work - independent studies and preparation for a final test.
N6. Written report.
N7. Student presentation using media for multimedia presentations

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02	Written test
F2	PEU_W01 PEU_W02 PEU_U01 PEU_U02	Assessment of student presentations
F3	PEU_U02 PEU_K02 PEU_K03	Assessment of student involvement
F4	PEU_W01 PEU_W02 PEU_U01 PEU_U02	Assessment of the written report
F5	PEU_K01 PEU_K02 PEU_K03 PEU_K04	Evaluation and peer to peer feedback
lecture = F1 classes= 40%F4+40%F2+10%F3+10%F5 P=(F1+(40%F4+40%F2+10%F3+10%F5)/2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Leoński W., Pluta A., Wieczorek-Szymańska A., Zarządzanie różnorodnością w organizacji. Wyd. CeDeWu, Warszawa 2020.
[2] The six signature traits of inclusive leadership Thriving in a diverse new world, Deloitte, 2016

SECONDARY LITERATURE:

[1] Blanchard K., Przywództwo wyższego stopnia, PWN, 2021
[2] Warwas I. (red.) Oblicza zarządzania różnorodnością w Polsce, Wyd. Nieoczywiste, 2019.
[3] Wziątek-Staśko, A. Diversity Management. Narzędzie skutecznego motywowania pracowników. Difin, Warszawa 2012.Gross-Gołacka E., Zarządzanie różnorodnością. W kierunku zróżnicowanych zasobów ludzkich w organizacji, Difin, Warszawa 2018
[4] Jeruszka U., Wolan-Nowakowska M., Zarządzanie różnorodnością w organizacji. Aspekty psychopedagogiczne. Difin, Warszawa 2020.
[5] Przytuła S. (red.), Zarządzanie różnorodnością pracowników. Perspektywa globalnej mobilności i migracji, PWN, Warszawa 2019
[6] Brown, J., How to Be an Inclusive Leader, Second Edition: Your Role in Creating Cultures of Belonging Where Everyone Can Thrive, Berrett-Koehler Publishers, 2022
[7] Ferdman B., Prime, J, Riggio, R., (ed.) Inclusive Leadership: Transforming Diverse Lives, Workplaces, and Societies, Routledge, 2020

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Jolanta Maj, jolanta.maj@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Koncepcje Zarządzania zmianą
Name of subject in English: Change management concepts
Main field of study (if applicable): Management
Specialization (if applicable): Change management
Profile: academic
Level and form of studies: 2nd level, uniform magister studies
Kind of subject: obligatory
Subject code: W08ZZZ-SM0138W
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30				
Number of hours of total student workload (CNPS)	50				
Form of crediting	crediting with grade				
For group of courses mark (X) final course					
Number of ECTS points	2				
including number of ECTS points for practical classes (P)					
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No prerequisites.

SUBJECT OBJECTIVES

The aim of the lecture is to acquire skills in the field of observation, critical analysis and the use of tools to diagnose and assess changes in organizational organization and skills allowing to carry out effective change in the organization.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has an in-depth knowledge of change management concepts, identifies the stages of change.
PEU_W02 knows advanced methods of measuring and assessing the organization of the organization as a whole. Explains the basics and importance of restructuring processes: stabilizing, developmental and repair in the organization.
PEU_W03 has in -depth and extended substantive knowledge and regarding management in functional areas of organizations related to the specialty studied.
PEU_W04 knows advanced methods,, techniques and tools for solving problems associated with implementing change in an organization.

relating to social competences:

PEU_K01 understands the impact of professional work on improving the social environment. Initiates activities aimed at improving the prosperity of society. PEU_K02 is prepared to initiate changes in the organization and

participation in their planning and implementation. It can predict multidirectional effects of introduced changes. He can think and act in an entrepreneurial way.
PEU_K03 is prepared to take responsibility for the tasks entrusted to him as part of designated organizational roles. He is responsible for his own preparation for work, decisions and activities and their effects.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Organizational lecture - discussion of conditions for lecture and crediting. Defining change and change management, sources and factors of change	2
Lec 2	Traditional and contemporary prospects for perception of changes (psychological and social, institutional, resource, situational, political, cultural, systemic)	2
Lec 3	What is change management. Change management as a subject of interest in science and the domain of managerial practice	2
Lec 4	Change process management models	2
Lec 5	Change management strategies	2
Lec 6	Preparation of the change process (analysis of the initial situation being the subject of change.	2
Lec 7	Identifying the needs of change (need to adapt to the changes in the environment, environmental analysis)	2
Lec 8	Diagnosis of the organizational development stage. (study of the company's organizational potential for the purposes of change, selected analytical models)	2
Lec 9	Analysis of the field of forces as a tool for diagnosing changes in the implementation of changes (selection of starting the change and shaping its pace)	2
Lec 10	People in the change process (people's needs in the process of change, attitude to change, resistance to changes, stimulating changes)	2
Lec 11	Vision of change and visionary leadership (significant and creation of change, vision communication and communication in the change process)	2
Lec 12	Analysis of the manager's competences in the change process. The role and tasks of the change leader.	2
Lec 13	Leadership in change management. Stress level management. Consciousness in team management.	2
Lec 14	Managing a change process. Resource analysis, preparation of change, planning and risk analysis	2
Lec 15	Exam	2
	Total hours	30

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_K01; PEU_K02 PEU_K03	Case study, activity in the discussion
F2	PEU_W01; PEU_W02 PEU_W03	Exam
P=0,3*F1+0,7*F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Kozyra B., Praktyczne zarządzanie zmianą w firmie, czyli nie taki diabeł straszny, MT Biznes, Warszawa 2017
[2] Kurtyka M., Roth G, Zarządzanie zmianą. Od strategii do działania. Jak połączyć wizję ludzi i organizację w służbie strategii, CeDeWe.pl, Warszawa 2017
[3] Daniecki W., Zarządzanie zmianą. Jak radzić sobie z oporem pracowników i zadbać o ich motywację, PWN, Warszawa 2015

SECONDARY LITERATURE:

[1] Koźmiński A., Zarządzanie w warunkach niepewności, PWN Warszawa, 2011.
[2] Łasiński G., Rozwiązywanie problemów w praktyce, PWE Warszawa, 2007.
[3] Brzeziński M., Organizacja kreatywna, PWN Warszawa, 2009.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Laboratorium Zmiany I
Name of subject in English: Change Laboratory I
Main field of study (if applicable): Management
Specjalność (jeśli dotyczy): Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0140G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			15	
Number of hours of total student workload (CNPS)	50			50	
Form of crediting				crediting with grade	
For group of courses mark (X) final course				X	
Number of ECTS points				4	
including number of ECTS points for practical classes (P)				2	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				1,2	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No prerequisites.

SUBJECT OBJECTIVES

C1 To introduce students to the Challenge Based Learning (CBL) method.
C2 To select a challenge and start working on a solution.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has expanded knowledge of the concepts and tools for implementing the company's strategy.
PEU_W02 Has expanded knowledge of methods and techniques used in management including, in particular, methods and techniques for analyzing and identifying stakeholders
PEU_W03 Has extended knowledge of methods and techniques relating to marketing aspects of ventures.

relating to skills:

PEU_U04 Is able to justify, select and review solutions according to established priorities, in the context of analyses in strategy, organisational culture, stakeholders, marketing and performance
PEU_U05 Is able to comprehensively assess the efficiency of the designed solution according to the adopted goals, priorities and criteria

relating to social competences:

PEU_K04 Demonstrates a willingness to independently flexibly explore and critically select methods and tools to solve problems that arise in relation to analysis in the areas of strategy, organisational culture, stakeholders, marketing and performance.

PEU_K05 Is prepared to initiate change in an organisation and participate in its planning and implementation. Is able to anticipate the multi-directional effects of changes.
PEU_K06 Is prepared to take responsibility for the tasks assigned to him or her in the context of analyses in strategy, organisational culture, stakeholders, marketing and performance.

PROGRAMME CONTENT

Lecture		number of hours
L1	Organisational lecture. Introduction to the CBL method.	1
L2	Change management during specific internal and external changes	2
L3	Debate 1	2
L4	Debate 2	2
L5	Debate 3	2
L6	Debate 4	2
L7	Predicting future changes that may occur and proposing solutions for changes that have already occurred	2
L8	Debate with students on their understanding of the method and process of change management in organisations and summary of the material	2
	Total hours	**15**

Project		number of hours
Pr1	Organisational classes. Introduction to the project.	1
Pr2	Big Ideas - defining the initial concept	2
Pr3	Selection of the area requiring change	2
Pr4	Data analysis - characteristics of change	2
Pr5	Data analysis - process mechanisms	2
Pr6	Data analysis - description of negative impacts	2
Pr7	Data analysis - identification of needed material for further work	2
Pr8	Summary. Accounting for projects.	2
	Total hours	**15**

TEACHING TOOLS USED

N1. Group work culminating in presentation of results.
N2. Presentation using multimedia technology.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U03 PEU_K06	Student participation in a lecture discussion (up to 6 points)
F2	PEU_U01-U05 PEU_K01-K06	Final project (up to 20 points)
F3	PEU_W01-W03	Knowledge test (up to 24 points)
P = F1+F2+F3 Total 50 points At least half the points must be obtained from each formative assessment. (0-25)-2.0, <25-30) - 3.0, <30-35)-3.5, <35-40)-4.0, <40-45)-4.5, <45-50>-5.0		

PRIMARY AND SECONDARY LITERATURE
PRIMARY LITERATURE: [1] Czop K., (2016) Zdolność organizacji do zmian i jej wpływ na proces zarządzania zmianą, Zeszyty Naukowe Politechniki Częstochowskiej Zarządzanie Nr 24 t. 2, s. 69–81 [2] Roth G., (2017) Zarządzanie zmianą: od strategii do działania,CeDeWu, Warszawa **SECONDARY LITERATURE:** [1] Neidek, R. (2005). Zarządzanie zmianą. Teoria a praktyka. Zeszyty Naukowe. Organizacja i Zarządzanie/Politechnika Śląska, (32), 119-128.
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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Laboratorium Zmiany II
Name of subject in English: Change Laboratory II
Main field of study (if applicable): Management
Specjalność (jeśli dotyczy): Change Management
Profile: academic
Level and form of studies: 2nd level/ full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0143G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	15
Number of hours of total student workload (CNPS)				50	25
Form of crediting				crediting with grade	
For group of courses mark (X) final course				X	
Number of ECTS points				3	
including number of ECTS points for practical classes (P)				2	1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				1,8	

* delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Credited Change Laboratory I

SUBJECT OBJECTIVES

Continuation of work on team projects.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has knowledge of the concepts and tools for implementing the company's strategy.
PEU_W02 Has expanded knowledge of methods and techniques used in management including, in particular, methods and techniques for analyzing and identifying stakeholders
PEU_W03 Has an extended knowledge of methods and techniques relating to marketing aspects of ventures.
PEU_W04 Knows advanced methods, techniques and tools for solving problems arising in the change management process.

relating to skills:

PEU_U01 Is able to analyse the causes and dynamics of events and phenomena related to the change management process.
PEU_U02 Is able to select sources of information and use them to carry out the change management process.
PEU_U03 Is able to select, justify and apply methods and techniques to identify, analyse and solve complex problems in carrying out the change management process.
PEU_U04 Able to justify, select and review solutions according to established priorities, in the context of analyses in strategy, organisational culture, stakeholders, marketing and performance.
PEU_U05 Is able to comprehensively assess the efficiency of the designed solution according to the adopted goals, priorities and criteria.

PEU_U06 Is capable to comprehensively assess the performance of the organisation according to the adopted objectives, priorities and criteria and to propose directions for change.
PEU_U07 Is capable to initiate a process of strategic analysis of the organisation and its environment.
PEU_U08 is capable of planning and implementing lifelong learning independently and guiding others to do so.
PEU_U09 is capable of preparing a report on a change project.
relating to social competences:
PEU_K01 Understands the impact of professional work on the improvement of the social environment. Initiates actions to improve the welfare of society.
PEU_K02 Is willing to independently and flexibly search for and critically select methods and tools to solve problems related to the change management process
PEU_K03 Is prepared to initiate change in an organisation and participate in its planning and implementation. He/she is able to anticipate multidirectional effects of the introduced changes.
PEU_K04 Demonstrates a willingness to independently flexibly explore and critically select methods and tools to solve problems that arise in relation to analysis in the areas of strategy, organisational culture, stakeholders, marketing and performance.

PROGRAMME CONTENT

Project		Number of hours
P1	Introduction - discussion of projects from CL I with necessary analyses, questions, working time and timetable of activities	3
P2	Proposals of solutions for the chosen problem to design change (work in teams)	3
P3	Discussion of the chosen methods, skills, competences and knowledge according to the chosen problem	3
P4-5	Creation of different proposals for carrying out the change management process based on reports and feedback from target groups and experts.	6
P6-8	Preparation of a change project according to project management methodology, preparation of a solution implementation project, including a change process map.	9
P9	Presentation of change projects by the teams	3
P10	Students' debate on good practice in change management	3
	Total hours	30

Seminar		Number of hours
Se1	Introduction. Evaluation with regard to strategic analysis	3
Se2	Evaluation with regard to cultural context analysis	3
Se3	Evaluation with regard to stakeholder analysis	3
Se4	Evaluation with regard to marketing analysis	3
Se5	Evaluation with regard to efficiency analysis	3
	Total hours	**15**

TEACHING TOOLS USED

N1. Group work culminating in presentation of results.
N2. Active participation in analytical seminars and debate.
N3. Audiovisual material
N4. Drama method (role play)

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01-07	Activity during the seminar (up to 5 points)
F2	PEU_K01 PEU_K04	Activity during the debate (up to 5 points)
F3	PEU_W01-04 PEU_U01-09 PEU_K02-03	Change implementation project (up to 40 points)
P = F1+F2+F3 Total 50 points At least half the points must be obtained from each formative assessment. (0-25)-2.0, <25-30) - 3.0, <30-35)-3.5, <35-40)-4.0, <40-45)-4.5, <45-50>-5.0		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Kotter J., P., Jak przeprowadzić transformację firmy, Helion, Gliwice 2007.

[2] Masłyk-Musiał E., Organizacje w ruchu : strategie zarządzania zmianami, Oficyna Ekonomiczna, Kraków 2003.

SECONDARY LITERATURE:

[1] Taleb N., N., Antykruchość: o rzeczach, którym służa wstrząsy, Kurhaus, Warszawa 2013.

[2] Kotter J., P., Change : how organizations achieve hard-to-imagine results in uncertain and volatile times, Wiley, 2021.

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Rafał Miśko rafal.misko@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Laboratorium Zmiany III
Name of subject in English: Change Laboratory III
Main field of study (if applicable): Management
Specjalność (jeśli dotyczy): Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0146G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	15
Number of hours of total student workload (CNPS)				50	25
Form of crediting				crediting with grade	
For group of courses mark (X) final course				X	
Number of ECTS points				3	
including number of ECTS points for practical classes (P)				2	1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				1,8	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Credited Change Laboratory II

SUBJECT OBJECTIVES

C1 Preparing students to defend their projects during CM Days.
C2 Completion of project work.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Has an extended knowledge of methods and techniques for analysing the impact on the organisation and its environment
PEU_W02 Has an in-depth and extended knowledge of establishing constraints and risks
PEU_W03 Knows the method of what-if analysis
relating to skills:
PEU_U01 Is able to critically evaluate the suitability of methods and techniques used to implement change.
PEU_U02 Is able to review a solution according to agreed priorities.
PEU_U03 Is able to design a complex change in an organisation.
PEU_U04 Is able to propose directions for change in an organisation.
PEU_U05 Is able to defend his/her thesis presented in a scientific study.
PEU_U06 Can cooperate in a group
PEU_U07 Is able to apply advanced methods, techniques and tools to assess the impact of chang
relating to social competences:
PEU_K01 Understands the impact of designed change on improving the social environment.
PEU_K02 Can prepare for a poster session
PEU_K03 Is able to anticipate the multi-directional effects of the changes implemented.

PEU_K04 Demonstrates responsibility for own preparation for work, decisions made and actions carried out and their consequences.
PEU_K05 Demonstrates courage in communicating and defending own views.

PROGRAMME CONTENT

Project		**Number of hours**
P1	Organisational activities. Introduction.	3
P2	Constraints and risks	3
P3	What-if analyses	3
P4-P5	Impact on the environment	6
P6-P7	Impact on the organisation	6
P8	Impact assessment	3
P9	Debate: group analysis of conclusions and proposals for improving processes for the future	3
P10	Summary	3
	Total hours	**30**

Seminar		**Number of hours**
Se1	Preparation of the posters	3
Se2	Preparation for poster session	3
Se3-5	Full day poster session	9
	Total hours	**15**

TEACHING TOOLS USED

N1. Group work culminating in presentation of results.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U05 PEU_K05	Poster presentation during poster session/speaking at ZZ days (up to 15 points)
F2	PEU_K02 PEU_K05	Activity during the poster/presentation seminar (up to 5 points)
F3	PEU_W01-03 PEU_U01-04 PEU_U06-07 PEU_K01 PEU_K03-K04	Project report (up to 30 points)
P = F1+F2+F3 Total 50 points At least half the points must be obtained from each formative assessment. (0-25)-2.0, <25-30) - 3.0, <30-35)-3.5, <35-40)-4.0, <40-45)-4.5, <45-50>-5.0		

PRIMARY AND SECONDARY LITERATURE
PRIMARY LITERATURE: [1] Caban-Piaskowska, K., & Chmielewski, Ł. (2020). Komunikacja wizualna w nauce o zarządzaniu na przykładzie posteru naukowego. Zarządzanie Mediami, 2020, (Numer 4), 453-463. [2] Osica, N., & Niedzicki, W. (2017). Sztuka promocji nauki. Praktyczny poradnik dla naukowców, OPI, Warszawa. **SECONDARY LITERATURE:** [1] Wasylczyk P., (2017). Prezentacje naukowe: Praktyczny poradnik dla studentów, doktorantów i nie tylko, PWN, Warszawa.
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Zał. nr 5 do ZW 16/2020

FACULTY MANAGEMENT

SUBJECT CARD

Name of subject in Polish Modern marketing
Name of subject in English Marketing nowoczesny
Main field of study (if applicable): Management
Specialization (if applicable): Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code W08ZZZ-SM0157G
Group of courses YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			15	
Number of hours of total student workload (CNPS)	25			25	
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	2				
including number of ECTS points for practical classes (P)		1		1	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1.2				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

None

SUBJECT OBJECTIVES

C1 The aim of the course is to familiarize students with the issues of contemporary marketing, in particular with creating, communicating and delivering value to the consumer, both in traditional and Internet form.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 The student understands the relationship between marketing management in traditional and modern terms

PEU_W02 The student knows the principles of designing, communicating and delivering value to the consumer

PEU_W02 The student knows how to integrate marketing activities in the traditional and Internet environment

relating to skills:

PEU_U01 The student is able to diagnose the current market situation

PEU_U02 The student is able to design, communicate and deliver value to the consume

relating to social competences:

PEU_K01 The student understands the consequences of marketing decisions on the entities involved in the exchange and other stakeholders

PROGRAMME CONTENT

Lecture		**Number of hours**
Lec 1	Introduction - organizational information. Introduction to the issues of marketing.	1
Lec 2	Conditions of change and trends on the contemporary market. Internet marketing and traditional marketing.	2
Lec 3	Internet marketing research, analysis of primary and secondary data.	2
Lec 4	Consumer behavior, Customer Experience, Customer Journey Map, value co-creation, sustainable consumption, marketing personas.	2
Lec 5	Designing marketing activities on the Internet, new technologies in marketing, Internet of Things, augmented and virtual reality in marketing.	2
Lec 6	Content marketing, social media marketing, mobile marketing, online advertising, email marketing, influencer marketing.	2
Lec 7	Distribution systems, e-commerce, omnichannel, multichannel.	2
Lec 8	Final test.	2
	Total hours	**15**

Project		**Number of hours**
P 1	Organizational classes: discussion of the conditions of assesment, presentation of the substantive scope of classes, introduction to the subject.	1
P 2	Internet marketing and traditional marketing.	2
P 3	Internet marketing research.	2
P 4	Consumer behavior.	2
P 5	Designing marketing activities on the Internet.	2
P 6	Traditional and internet marketing communication (1).	2
P 7	Traditional and internet marketing communication (2).	2
P 8	Traditional and Internet distribution systems.	2
	Total hours	**15**

TEACHING TOOLS USED
N1. Informative lecture supported by a multimedia presentation N2. Problem-based lecture supported by a multimedia presentation N3. Case studies N4. Problem tasks

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_W03	Final test
F2	PEU_U01 PEU_U02 PEU_K01	Tasks carried out during the classes
F3	PEU_U01 PEU_U02 PEU_K01	Activity during classes
P = 0,5*F1+0,4*F2+0,1*F3		

PRIMARY AND SECONDARY LITERATURE
PRIMARY LITERATURE: [1] Kotler Ph., Keller K., Marketing, Dom Wydawniczy REBIS, Poznań 2020 [2] Kotler Ph, Kartajaya H., Setiawan I., Marketing 5.0 Technologie Next Tech, MT Biznes, Warszawa 2021 **SECONDARY LITERATURE:** [1] Kubuj D., Brand equity, Wydawnictwo Naukowe PWN, Warszawa 2022 [2] Łaszkiewicz A., Influencer marketing: potencjał cyfrowych twórców w kształtowaniu relacji konsumentów z markami, Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2022
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FACULTY MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Metody i narzędzia zarządzania zmianą
Name of subject in English: Change management methods and tools
Main field of study (if applicable): Management
Specialization (if applicable): Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0141G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30			15	15
Number of hours of total student workload (CNPS)	75			25	25
Form of crediting	Examination				
For group of courses mark (X) final course	x				
Number of ECTS points	5				
including number of ECTS points for practical classes (P)				1	1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	2,4				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Knowledge of change management concepts

SUBJECT OBJECTIVES

C1 Provide students with knowledge of change management methods and tools

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has in-depth knowledge of change management methods and tools.
PEU_W02 Knows advanced methods, techniques and tools for solving managerial problems.

relating to skills:

PEU_U01 Can analyze the causes and dynamics of events and phenomena in the organization as a whole, in the context of their internal and external conditions. Is able to identify, analyze and evaluate complex management and substantive problems in the organization.
PEU_U02 Can select sources of information and use them to solve complex management and substantive problems in the organization.
PEU_U03 Has the ability to design complex changes in the organization.

relating to social competences:

PEU_K01 Is prepared to initiate changes in the organization and participate in their planning and implementation. Is able to anticipate the multi-directional effects of the changes implemented.
PEU_K02 Demonstrates a willingness to independently flexibly explore and critically select methods and tools to solve problems that arise in the workplace.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Organizational classes - explanation of the method of implementation of the classes, principles of passing. Introduction to the problems of methods and tools of change management.	1
Lec 2	Definition of change, Change as a process, Change management models: Kurt Lewin's Change Management Model; McKinsey's 7S Model; Nudge theory; ADKAR's Change Management Model; Kübler-Ross Change Curve; Bridges' Transition Model; Satir Change Model; Kotter's 8-Step Change Model; Maurer's 3 Levels of Resistance and Change Model; DMADV model (Define - Measure - Analyze - Design - Verify); Deming Circle (PDCA).	3
Lec 3	Organizational change design methodology (Business Model Canvas & sustainable business model).	2
Lec 4	Implementing change in a process approach: identifying the process- tools.	2
Lec 5	Implementing change in a process approach: process analysis- tools.	2
Lec 6	Implementing change in a process approach: forming a project team, collecting and organizing information about the process-tools.	2
Lec 7	Implementing change in a process approach: process modelling & mapping & process model testing -tools	2
Lec 8	Implementing change with a process approach: implementing, monitoring and improving process-tools.	2
Lec 9	Project Management Methodologies.	2
Lec 10	Factors affecting the failure and success of change.	2
Lec 11	People in the process of change, competency matrix.	2
Lec 12	Communication in the change process.	2
Lec 13	Leadership and change leaders in the organization.	2
Lec 14	Cultural determinants of the change process.	2
Lec 15	Diagnosis of readiness to implement the concept of continuous improvement, including Lean management in the organization - methods and tools.	2
	Total hours	30

Project		**Number of hours**
Proj 1	Organizational classes - presentation of the purpose of the tasks, their course, criteria for student evaluation. Detailed discussion of the tasks that make up the project work documented in the form of a written report. Formation of project teams. Purpose of the project: project to implement changes in a selected organization	1
Proj 2	Consultation and implementation of Task 1: process identification	2
Proj 3	Consultation and implementation of Task 2: process analysis	2
Proj 4	Consultation and implementation of Task 3: forming a project team, collecting and organizing information about the process	2
Proj 5	Consultation and implementation of Task 4: process modelling & mapping & process model testing	2
Proj 6	Consultation and implementation of Task 4: implementation, monitoring and improvement of processes	2
Proj 7	Discuss how to present the project. Handing in written project reports	2
Proj 8	Presentation of analysis results and discussion of reports. Summary of the class.	2
	Total hours	15

Seminar		Number of hours
Semin 1	Organizational activities - presentation of the purpose of the tasks, their course, criteria for evaluation of students.	1
Semin 2	Detailed discussion of the ADAKAR method: case study.	2
Semin 3	Detailed discussion of the 7S model: case study.	2
Semin 4	Detailed discussion of Kotter's model: case study.	2
Semin 5	Detailed discussion of the model of K. Lewin: case study.	2
Semin 6	Detailed discussion of the PDCA method: a case study.	2
Semin 7	Detailed discussion of nudge theory: case study.	2
Semin 8	Detailed discussion of IT tools to support change management (The Change Compass, The Change Shop, Viima, Whatfix, BMC Remedy Change Management, StarTeam by MicroFocus, Rocket Aldon, ChangeGear Change Manager, Giva eChangeManager, ServiceNow Change and Release Management Application, Freshservice, Howspace, Gensuite, OrgMapper Influence, jTask Pulse, Scribe).	2
	Total hours	15

TEACHING TOOLS USED
N1. Presentation of knowledge in the form of direct transmission (lecture) - audio-visual means (slides, computer projector). N2. Lecture and exercise materials (synthesis) available in electronic form. N3. Discussion during the class. N4. Written report - project for implementation of changes in the selected organization. N5. Presentation of the project. N6. Student's own work.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02	discussion, exam
F2	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02	F21: activity F22: project - written work F23: presentation F2=0,2*F21+0,6*F22+0,2*F23 evaluation according to the point grading scale, in order to pass the project the student must get at least 51% of the points from this form of teaching
F3	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02	F31: activity F32: case study F33: end-of-class questionnaires F3=0,3*F31+0,3*F32+0,4*F33 grade according to the point scale in order to pass the seminar the student must get at least 51% of the points from this form of classes
P=0,6*F1+0,2*F2+0,2*F3 evaluation according to the point grading scale, in order to pass the course the student must get at least 51% of points from each form of classes		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Cannon J., MvGee, R. (2015), Rozwój i zmiana w organizacji. Zestaw narzędzi, Wolters Kluwer, Warszawa.
[2] Kozyra, B. (2017), Praktyczne zarządzanie zmianą w firmie, czyli Nie taki diabeł straszny. MT Biznes.
[3] Spector, B., (2012). Wprowadzanie zmiany w organizacji: teoria w praktyce. Wydawnictw Profesjonalne PWN.

SECONDARY LITERATURE:

[1] Carboni, J., Duncan, W., Gonzalez, M., Milsom, P., Young, M. (2020), Zrównoważone zarządzanie projektami. Podręcznik GPM, pm2pm, Kraków.
[2] Kotter, J.P. (2012) Leading change, Harward Business Review Press.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Liliana Hawrysz, liliana.hawrysz@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Moduł analityczny
Name of subject in English Analytical module
Main field of study (if applicable): Management
Specjalność (jeśli dotyczy): Change Management
Profile: academic
Level and form of studies: 2nd level/full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0145
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				90	
Number of hours of total student workload (CNPS)				150	
Form of crediting				crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				6	
including number of ECTS points for practical classes (P)				6	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				3,6	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Knowledge of the concept of strategic management and knowledge of the strategy formulation process.
2. knowledge of the concept of organisational culture.
3. knowledge of the concept of marketing
4. knowledge of methods and instruments for assessing the effectiveness of organisations and businesses.

SUBJECT OBJECTIVES

C1 Acquisition of knowledge and skills regarding the implementation of the company's strategy implementation process.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has expanded knowledge of the concepts and tools for implementing the company's strategy.
PEU_W02 Has expanded knowledge of methods and techniques used in management including, in particular, methods and techniques for analyzing and identifying stakeholders
PEU_W03 Has extended knowledge of methods and techniques relating to marketing aspects of ventures.
PEU_W04 Has expanded knowledge of content and management in the area related to cultural determinants.
PEU_W05 Knows advanced methods of the projects / organizations efficiency evaluation.

relating to skills:

PEU_U01 Can adapt the methods of implementation to the situation and conditions of the company's operation.
PEU_U02 Is able to select, justify and apply methods and techniques to identify, analyze and solve complex management and substantive problems in an organization in particular from a stakeholder relationship management perspective. Can critically evaluate the usefulness of methods and techniques.
PEU_U03 Has developed research skills: formulates simple hypotheses and research problems, selects adequate methods, techniques and research tools, develops, presents and interprets research results, draws

conclusions, indicates directions for further research in the field of management sciences, especially in the area of stakeholder relations management. Can independently plan and implement lifelong learning and guide others in this regard.

PEU_U04 Able to justify, select and review solutions according to established priorities, in the context of analyses in strategy, organisational culture, stakeholders, marketing and performance

PEU_U05 Is able to comprehensively assess the efficiency of the designed solution according to the adopted goals, priorities and criteria

PEU_U06 Is able to cooperate and work in group and team forms of work organization assuming various roles in them.

PEU_U07 Can adapt methods of strategy implementation to the situation and conditions of the company.

PEU_U08 Can independently plan and implement lifelong learning and guide others in doing so.

PEU_U09 Can prepare a paper on strategic, marketing, stakeholder, organisational culture and performance analysis.

PEU_U10 Is able to interact and work in group and team forms of work organization (assuming various roles in them). Demonstrates readiness to independently organize and direct the work of teams.

PEU_U11 Able to design the process of value delivery in designed projects.

relating to social competences:

PEU_K01 readiness to cooperate within the team responsible for the process of implementing the company's strategy.

PEU_K02 Initiates actions to improve the well-being of society and in particular the stakeholders of the organisation and/or project.

PEU_K03 Can anticipate the consequences of decisions taken and in particular from the perspective of the stakeholders of the organisation and/or the project.

PEU_K04 Demonstrates a willingness to independently flexibly explore and critically select methods and tools to solve problems that arise in relation to analysis in the areas of strategy, organisational culture, stakeholders, marketing and performance.

PEU_K05 Is prepared to initiate change in an organisation and participate in its planning and implementation. Is able to anticipate the multi-directional effects of changes.

PEU_K06 Is prepared to take responsibility for the tasks assigned to him or her in the context of analyses in strategy, organisational culture, stakeholders, marketing and performance.

PROGRAMME CONTENT

Project		**number of hours**
Pr1	Introduction. Concepts and tools of enterprise strategy implementation.	2
Pr2-3	The strategic balanced scorecard as the leading strategy implementation tool. Construction and application.	4
Pr4	Designing a strategic balanced scorecard for the selected company. Basic goals, metrics and time horizon.	2
Pr5-6	Designing a strategic balanced scorecard - continuation of work.	4
Pr7-8	Group presentation about the strategy implementation process in a selected company.	4
Pr9	Presentation of the purpose of the class, its course and evaluation criteria. Explanation of the topic of the project, detailed explanation of how to implement the project and the various tasks that make up the diagnostic work.	2
Pr10	Description of the entity and the environment according to the tools from the strategic analysis. Identification of stakeholders. Consulting on how to identify stakeholders in the implemented project.	2
Pr11-12	Analysis of stakeholders, their needs and expectations-consultation of interviews with stakeholders-discussion of planned research tools.	4
Pr13	Stakeholder analysis-consulting on how to analyze the project's stakeholders in terms of their importance, involvement, influence, degree of interest, inclusion of stakeholders in adding value to the organization	2
Pr14	Building a stakeholder management plan and its implementation. Identification of communication requirements and potential communication channels	2
Pr15-16	Stakeholder management - monitoring and controlling stakeholder relations.	4

Pr17	Presentation of final reports for the course	2
Pr18	Organizational classes - discussion of the work plan in the semester, conditions of assessment, substantive introduction to the issues of marketing analysis.	2
Pr19	Gathering marketing information regarding the designed solution.	2
Pr20	Analysis of the current marketing situation in the context of the designed solution.	2
Pr21	Identifying segments and target markets; audience characteristics.	2
Pr22	Selection (identification) of values in the designed solution.	2
Pr23	Sharing values in the designed solution.	2
Pr24	Communicating values in the designed solution.	2
Pr25-26	Presentation of developed solutions and their evaluation.	4
Pr27	An introduction to the issue of cultural contingency analysis.	2
Pr28	Characterisation of projects in terms of cultural considerations in aspects of organisational culture according to Hofstede's subscriptions.	2
Pr29	Analysis of current cultural conditions in terms of how the organisation operates in socio-political terms.	2
Pr30	Research procedures in diagnosing organisational culture	2
Pr31	Selection (identification) of the value (problem) in the designed solution.	2
Pr32-33	Analysis of organisational culture with a view to implementing change in the company.	4
Pr34	Analysis of projects in terms of cultural considerations in terms of strengths and weaknesses.	2
Pr35-36	Presentation of developed solutions and their evaluation	4
Pr37	Introduction - organizational classes. Evaluation of the specificity of the planned project.	2
Pr38	Selection of adequate methods and tools for measuring effectiveness.	2
Pr39	Outlays forecasting and methods of financing.	2
Pr40-41	Estimating and analyzing the costs and benefits of the designed solutions	4
Pr42-43	Analysis of the impact of the proposed solution on value	4
Pr44-45	Presentation of developed solutions and their evaluation	4
	Total hours	**90**

TEACHING TOOLS USED
N1. Group work culminating in presentation of results. N2. Case studies - problem discussions. N3. Presentation using multimedia technology. N4. Interview. N5. Survey .

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	W01-W05; U01-U11 K01-K06	Evaluation of the content and preparation of the expert report in the form of a written report
F2	W01-W05; U01-U11 K01-K06	Assessment of the ability to present diagnostic test results in the form of a presentation
P=F1+F2 F1 = 50*5 = 250 points (up to 50 points for each of the 5 parts, subject to a minimum of 25 points for each part) F2 = 30*5 = 150 points (up to 30 points for each of the 5 parts, subject to a minimum of 15 points for each part) A total of 400 points (200-240> - 3.0, (240-280> - 3.5, (280-320> - 4.0, (320-360> - 4.5, (360-400) - 5.0		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Copeland, T. Koller, T., Murrin, J., Wycena mierzenie i kształtowanie wartości firm, WIG-PRESS, Warszawa 1997.
[2] Grucza Bartosz, Zarządzanie interesariuszami projektu, Polskie Wydawnictwo Ekonomiczne, Warszawa 2019.
[3] Hofstede G., Kultury i organizacje. Zaprogramowanie umysłu, PWE, Warszawa 2000
[4] Kotler P. Keller, K. L., Marketing, Rebis, Poznań 2020.
[5] Moszkowicz M., Zarządzanie Strategiczne - systemowa koncepcja biznesu, Polskie Wydawnictwo Ekonomiczne, Warszawa 2005.

SECONDARY LITERATURE:

[1] Kroik J., Świda A., Strategia rozwoju wybranej uczelni : refleksje metodyczne. W: Zarządzanie w rozwoju organizacji : wybrane problemy, Wydawnictwo AGH, 2016,
[2] Mrówka, Jerzy. Strategie zarządzania relacjami z interesariuszami w Lasach Państwowych, Wydawnictwo Uniwersytetu Ekonomicznego w Krakowie, 2020.
[3] Parkitna A., Determinanty efektywności małego przedsiębiorstwa Wrocław: Oficyna Wydawnicza Politechniki Wrocławskiej, 2020.
[4] Tyszkiewicz Rafał, Zarządzanie relacjami z interesariuszami organizacji, Wyd. Agencja Wydawnicza Placer, Warszawa 2017.
[5] Wasilewski David., Stakeholder Management, Emerald Publishing, 2017.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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Rafał Miśko rafal.misko@pwr.edu.pl

Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Moduł metod ilościowych w zarządzaniu
Name of subject in English: Module of quantitative methods in management
Main field of study (if applicable): Management
Specialization (if applicable): Business Process Management, Change Management
Profile: academic
Level and form of studies: 2nd level, uniform magister studies, full-time
Kind of subject: obligatory
Subject code W08ZZZ-SM0119G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30		30		
Number of hours of total student workload (CNPS)	50		50		
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	4				
including number of ECTS points for practical classes (P)			2		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	2.4				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Ability to program in the R environment.
2. Knowledge of the basics of mathematical analysis and algebra.
3. Basic knowledge of descriptive statistics.

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SUBJECT OBJECTIVES

C1: Acquisition of knowledge in the field of methods of mathematical statistics and construction of econometric models and forecasting.
C2: Mastering the skills of statistical inference and building econometric models and forecasting based on statistical data.
C3: Mastering the ability to use statistical software in statistical analysis, econometric modeling and forecasting.
C4: Acquiring knowledge of the methods and techniques of mathematical statistics used in construction of econometric models.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 He has knowledge of mathematical statistics methods used in the process of building econometric models.

PEU_W02 Has extensive knowledge of econometric methods and techniques used in management.

PEU_W03 Knows the principles of building econometric models. He has specialist knowledge in the field of econometric modeling and forecasting states and processes in the organization.

PUE_W04 Knows advanced methods, techniques and econometric tools for solving managerial problems.

relating to skills:
PEU_U01 He is able to apply methods of mathematical statistics in solving decision problems in management processes with the use of dedicated IT tools.

PEU_U02 Is able to build and use econometric models in solving complex management problems.

PEU_U03 Has the ability to use advanced econometric methods to describe and forecast the processes and results of the organization's activities.

relating to social competences:
PEU_K01 The student is able to professionally seek and choose methods for solving decision problems and take responsibility for them. The student is able to convey and defend their own views related to the selection of methods of mathematical statistics and IT tools in decision-making.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec1	Organizational matters. Discrete and continuous random variable. Selected distributions of a random variable. Elements of descriptive statistics.	2
Lec2	Normal distribution. The central limit theorem and its consequences.	2
Lec3	Confidence intervals. Interval estimation.	2
Lec4	Hypothesis testing - selected parametric tests.	2
Lec5	Hypothesis testing - selected non-parametric tests.	2
Lec6	Independence of random variables, correlation, autocorrelation.	2
Lec7,8	Simple linear regression.	4
Lec9	Simple logistic regression.	1
Lec10	Time series, autocorrelation, stationarity	1
Lec11	Transformations and decomposition of time series, seasonal indicators.	2
Lec12	White noise, random walk, correlogram, moving average models, autoregression models, model identification.	2
Lec13	Models ARMA, ARIMA and seasonal SARIMA	2
Lec14	Parameter estimation and model verification	2
Lec15	Information criteria and model errors	2
Lec16	Time series forecasting methods	2
	Total hours	30

Laboratory		Number of hours
La1, 2	Organizational matters. Variable specification - data management and data shaping. Elements of descriptive statistics. Working with dedicated R, SPSS software.	4
La3	Discrete and continuous random variable analysis. Selected distributions of a random variable. Dedicated software: R	2
La4	Confidence intervals. Dedicated software: R	2
La5	Testing parametric and non-parametric hypotheses. Dedicated software: R, SPSS.	2
La6	Correlation, simple linear regression. Dedicated software: R, SPSS.	2
La7	Test.	2
La9	Simple logistic regression.	2
La10	Time series, autocorrelation, stationarity	2
La11	Transformations and decomposition of time series, seasonal indicators.	2
La12	White noise, random walk, correlogram, moving average models, autoregression models, model identification.	2
La13	Models ARMA, ARIMA and seasonal SARIMA	2
La14	Parameter estimation, model verification, information criteria and model errors.	2
La15	Time series forecasting methods	2
La16	Test	2
	Total hours	30

TEACHING TOOLS USED
N1. Multimedia presentation. N2. Dedicated software: R, SPSS. N3. Problems and tasks to be solved by yourself. N4. Computer data analysis. N5. Pass test.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1 (Lec1 - Lec8, La1 - La8)	PEU_W01 PEU_U01 PEU_K01	Test = Theoretical part + Practical part= 20p.(Lecture)+20p.(Laboratory)=40p. max.
F2 (Lec9 - Lec16, La9 - La16)	PEU_W02 PEU_W03 PEU_W04 PEU_U02 PEU_U03 PEU_U04 PEU_K01	Test = Theoretical part + Practical part= 20p.(Lecture)+20p.(Laboratory)=40p.max.
F3 (Lec1 - Lec8, La1 - La8)	PEU_W01 PEU_U01 PEU_K01	Activity(Laboratory)=5p. max. Activity(Lecture)=5p. max.
F4 (Lec9 - Lec16, La9 - La16)	PEU_W02 PEU_W03 PEU_W04 PEU_U02 PEU_U03 PEU_U04 PEU_K01	Activity(Laboratory)=5p. max. Activity(Lecture)=5p. max.

P(Lab)=F1+F2+F3+F4=20p.+20p+5p.+5p.=50p. max.,
P(Lec)=F1+F2+F3+F4=20p.+20p.+5p.+5p.=50p. max.

Scoring:

20-24=3.0 (dst) 25-29=3.5 (dst+) 30-34=4.0 (db) 35-39=4.5 (db+) 40-44=5.0 (bdb) 45-50=5.5 (cel).

P=0.5 x P(Lab)+0.5 x P(Lec) provided positive marks from P(Lab) and P(Lec)

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Amir D. Aczel: *Statystyka w zarządzaniu*, PWN, Warszawa 2006.
[2] Zumel N., Mount J., *Język R i analiza danych w praktyce*, Helion, Gliwice 2020
[3] Gładysz B., Mercik J., *Modelowanie ekonometryczne. Studium przypadku*. Oficyna Wydawnicza Politechniki Wrocławskiej 2007.
[4] Suchwałko A, Zagdański A, *Analiza i prognozowanie szeregów czasowych*, PWN, Warszawa 2021.

SECONDARY LITERATURE:

[1] Arbitrary statistics texbook.
[2] Arbitrary R programming manual.
[3] Arbitrary SPSS statistical software manual.
[4] Cieślak M., (ed.) *Prognozowanie gospodarcze. Metody i zastosowania*, Wydawnictwo Naukowe PWN, Warszawa 2002.
[5] Brockwell P.J, Davis R.A, *Introduction to Time Series and forecasting*. Springer New York 1996.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Praca dyplomowa I
Name of subject in English: Master Degree Thesis I
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0132D
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	
Number of hours of total student workload (CNPS)				175	
Form of crediting				crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				7	
including number of ECTS points for practical classes (P)				7	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				3,5	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

SUBJECT OBJECTIVES

C1 The aim is for the student to acquire the ability to write a research paper.
C2 To create conditions which enable the student to:

- to acquire knowledge of good practices for writing a research paper,
- to acquire the skills of formulating a research problem and planning research, as well as selecting research methods adequate to the subject under examination.
- to deepen their knowledge in accordance with the chosen specialisation.

C3 To create conditions for individual student consultations and support in writing the thesis

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:

PEU_W01 Has an in-depth and extended knowledge of the subject matter and management in the selected area related to the studied specialisation.

PEU_W02 Knows advanced methods, techniques and tools for solving managerial problems in the selected subject of the master's thesis.

Relating to skills:

PEU_U01 Be able to select, justify and apply methods and techniques to identify, analyse and solve complex management and substantive problems in an organisation. Be able to critically evaluate the usefulness of methods and techniques.

PEU_U02 Formulates simple hypotheses and research problems, selects adequate methods, techniques and research tools.

PEU_U03 Understands Polish and foreign texts in the field of management, is able to interpret them, draw conclusions, obtain necessary information, interpret and critically evaluate them, reads professional literature, business and organisational documentation with comprehension..

Relating to social competences:
PEU_K01 Is aware of the need for an independent, critical assessment of the scope and level of his/her professional knowledge and skills both in the organisational and management sciences and in the interdisciplinary dimension. Is prepared to independently search for areas of knowledge to complete and skills to improve. Is prepared to independently search for areas of knowledge of interest and gather information.
PEU_K02 Shows courage in communicating and defending one's own views
PEU_K03 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to own and others' work.

PROGRAMME CONTENT		
Project		**Number of hours**
Pr1-6	Literature study, the work related to theoretical part of thesis.	12
Pr7-10	Studies on the choice of research method	8
Pr11-15	The designe of research and/or design research tool.	10
	Total hours	**30**

TEACHING TOOLS USED
N1. Discussion.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02 PEU_K03	Development of Chapter I of the thesis
F2	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02 PEU_K03	Design of the research tool
F3	PEU_K01 PEU_K02 PEU_K03	Active and systematic work
P = 0,5*F1+0,4*F2+0,1*F3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Literature review that relates to the topic of the thesis

SECONDARY LITERATURE:

[2] Oliver, P. (2013) Writing your thesis. Sage.
[3] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press.
[4] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Praca dyplomowa II
Name of subject in English: Master Degree Thesis II
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0136D
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	
Number of hours of total student workload (CNPS)				425	
Form of crediting				crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				17	
including number of ECTS points for practical classes (P)				17	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				8,5	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

SUBJECT OBJECTIVES

C1 The aim is for the student to acquire the ability to write a research paper.
C2 To create conditions which enable the student to:

- to acquire knowledge of good practices for writing a research paper,
- to acquire the skills of formulating a research problem and planning research, as well as selecting research methods adequate to the subject under examination.
- to deepen their knowledge in accordance with the chosen specialisation.

C3 To create conditions for individual student consultations and support in writing the thesis

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:

PEU_W01 Has an in-depth and extended knowledge of the subject matter and management in the selected area related to the studied specialisation.

PEU_W02 Knows advanced methods, techniques and tools for solving managerial problems in the selected subject of the master's thesis.

Relating to skills:

PEU_U01 Able to select, justify and follow methods and techniques to identify, analyse and solve complex management and substantive problems in an organisation. Able to critically evaluate the usefulness of methods and techniques.

PEU_U02 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.

PEU_U03 Advanced research skills: formulates simple hypotheses and research problems, selects adequate research methods, techniques and tools, prepares, presents and interprets research findings, draws conclusions, indicates directions of further research with regard to management sciences.
PEU_U04 Able to prepare a well-documented study (e.g. a short scientific report showing the author's own scientific research findings) or present descriptions of detailed issues with regard to management sciences in Polish and a foreign language.

Relating to social competences:
PEU_K01 Shows courage in communicating and defending one's own views
PEU_K02 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to own and others' work.

PROGRAMME CONTENT		
Project		**Number of hours**
Pr1-12	The consultation related to: • Writing the thesis • Elaboration of the theoretical part • Research process • Elaboration of the research results	24
Pr13	Discussion about the firs version of the diploma thesis	2
Pr14	Consultation on recent amendments	2
Pr15	Presentation and discussion of the presentation prepared for the defence	2
	Total hours	**30**
TEACHING TOOLS USED		
N1. Discussion.		

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_U03 PEU_U04 PEU_K01 PEU_K02	Diploma dissertation
F2	PEU_K01 PEU_K02 PEU_K03	Active and systematic work
P = 0,8*F1+0,2*F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Literature review that relates to the topic of the thesis

SECONDARY LITERATURE:

[2] Oliver, P. (2013) Writing your thesis. Sage.
[3] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press.
[4] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

FACULTY OF MANAGMENT

SUBJECT CARD

Name of subject in Polish: Pomiar efektywności organizacji
ame of subject in English: Measuring organization efficiency
Main field of study (if applicable): Management
Specialization (if applicable): Change Management, Business process management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0118G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15	30		15	
Number of hours of total student workload (CNPS)	25	50		25	
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	4				
including number of ECTS points for practical classes (P)		2		1	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	2,4				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Knowledge of the basics of accounting
2. Knowledge of corporate finance and financial management

SUBJECT OBJECTIVES

C1. Gain knowledge of value as a strategic criterion for evaluating the effectiveness of business ventures.
C2. Gaining the ability to analyse planning, forecasting, optimizing and calculating costs and results for the needs of managing the organization.
C3. Familiarizing the student with the methods of evaluating infrastructural projects (non-profit) on the basis of project finance

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has a structured knowledge of value as a basic criterion for evaluating the efficiency of business ventures. Knows methods and tools for measuring and monitoring value creation processes. Has knowledge of criteria and tools for measuring the efficiency of infrastructure ventures (non-profit).
PEU_W02 Has an expanded knowledge of the essence of management accounting and methods and techniques of: cost accounting, budgeting, and value estimation and monitoring. Knows the directions and trends in performance measurement and cost accounting.
PEU_W03 Has an in-depth and expanded knowledge of measuring the efficiency of business and infrastructure ventures (non-profit). Has an in-depth knowledge of the role of cost accounting in business decision-making.

relating to skills:

PEU_U01 Knows the difference between accounting and economic information and use them to solve complex problems in the area of management accounting and estimating the value of organizations. Can evaluate the usefulness in management of financial information created according to different models and principles.

PEU_U02 Has the ability to design systems for evaluating the effectiveness of business and infrastructure projects. Has the ability to design systems for monitoring the value creation processes of an organization. Has the ability to design cost accounting systems.

PEU_U03 Can use advanced methods, techniques and tools to measure the efficiency of business and infrastructure projects (non-profit). Can account for costs and create managerial accounts.

relating to social competences:

PEU_K01 Is aware of the importance of strategic performance measurement and management accounting methods and tools in the management of organizations. Knows the directions and trends in performance measurement and cost accounting.

PEU_K02 Is ready to collect, process and present financial and non-financial information about the organization and its environment. Is able to diagnose the state of the organization from the point of view of financial processes and effects, and to indicate the desired directions of change.

PEU_K03 Is ready to critically evaluate the applied methods and tools of performance measurement and cost accounting and pricing policy. Is able to predict the financial consequences of decisions made.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Organizational classes. Introduction to the issue of value as a measure of the effectiveness of companies	1
Lec 2	Types of values, value standard, goals and objectives of value measurement	2
Lec 3	Methods of estimating value by property methods	2
Lec 4	Value estimation models with economic methods	2
Lec 5	Value-based performance measures. Monitoring of value creation processes (EVA, CFROI, SVA).	2
Lec 6	Investing in the capital market. Introduction to portfolio theory	2
Lec 7	Characteristics and evaluation of infrastructure projects (non-profit) on a Project Finance framework	2
Lec 8	Credit risk in Project Finance projects	1
Lec 8	Test	1
	Total hours	15

Classes		**Number of hours**
Cl 1	Organizational classes. Discussion of the theoretical foundations introducing the practical measurement of efficiency and its dimensions. Scope of management accounting. Concept, classification, grouping and cost accounting procedures.	2
Cl 2	Cost calculation methods.	2
Cl 3	Cost accounting models in management accounting - concepts of cost accounting models and criteria for their classification, cost accounting models vs. material and time scope, varieties of cost accounting, control and decision accounts and their types.	2
Cl 4	Full-cost accounting and Variable cost accounting.	2
Cl 5	Normal, postulated and real cost accounting. Activity based costing.	2
Cl 6	Other cost accounting models: product life cycle costing, continuous improvement costing, quality costing.	2
Cl 7	Target costing.	2

Cl 8	Pricing decisions and short-term decision-making accounts - price drivers, pricing methods, boundary setting, choice of assortment structure and production technology.	2
Cl 9	Business justification of organizational changes from the perspective of sustainable development of the organization – rules, procedures and documentation for planning, managing, spending and controlling costs.	2
Cl 10	Estimating the effects of organizational changes	2
Cl 11	Estimation of expenditures of organizational changes	2
Cl 12	Opportunity cost of risk valuation	
Cl 13	Creating a budget - budgeting methods	2
Cl 14	Budget variance analysis	2
Cl 15	Test	2
	Total hours	30

Project		**Number of hours**
Lab 1	Introduction - discussion of project requirements	1
Lab 2	Analysis of the financial situation and identification of the business model	2
Lab 3	Analysis of investment prospects and plans	2
Lab 4	Creating a financial forecast	2
Lab 5	Selection of valuation model and estimation of free cash flows	2
Lab 6	Estimating the cost of capital	2
Lab 7	Estimating the value of a business	2
Lab 8	Presentation and discussion of results	2
	Total hours	15

TEACHING TOOLS USED
N1. Lecture with multimedia presentation and discussion. N2. Calculus exercises - solving tasks with discussion. N3. Own work - work on the project, preparation for exercises and a credit test.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01, PEU_W03 PEU_K01, PEU_K02 PEU_K03	Written lecture credit test
F2	PEU_W02, PEU_U02 PEU_U03, PEU_K01 PEU_K02, PEU_K03	Evaluation of the test and the degree of engagement in class.
F3	PEU_U01, PEU_U02 PEU_U03, PEU_K01 PEU_K02, PEU_K03	Project evaluation
P (course group) = 0.2*F1+0.4*F2+0.4*F3 F1 (lecture) = written test F2 (exercise) = 0.2 semester assignment + 0.8 test F3 (project) = 0.8 project + 0.2 project defense		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Copeland T., Koller T., Murrin J., Wycena mierzenie i kształtowanie wartości firm, WIG-PRESS, Warszawa 1997.
[2] Dudycz T., Zarządzanie wartością przedsiębiorstwa, PWE, Warszawa 2005.
[3] Rachunkowość zarządcza w przedsiębiorstwie (wyd. II), E. Nowak, CeDeWu, 2018
[4] Budżetowanie jako narzędzie rachunkowości zarządczej. E. Duda-Piechaczek, Gliwice: Helion, 2007.
[5] Parkitna A., Determinanty efektywności małego przedsiębiorstwa Wrocław: Oficyna Wydawnicza Politechniki Wrocławskiej, 2020.

SECONDARY LITERATURE:

[1] S. Z. Benninga, O. H. Sarig, Finanse przedsiębiorstwa: Metody wyceny, WIG-PRESS, Warszawa 2000
[2] Rachunkowość zarządcza, Zadania i testy, A. Szychta, J. Dobroszek, P. Kabalski, Wydawnictwo Uniwersytetu Łódzkiego, 2016
[3] Spalek, S. (2021). Zarządzanie projektami w przedsiębiorstwie. Perspektywa czwartej rewolucji przemysłowej., Polskie Wydawnictwo Ekonomiczne, Warszawa, 2021,
[4] Project Management Institute,A Guide to the Project Management Body of Knowledge, Management Training @ Development Center Sp.z o.o., Warszawa, 2017.
[5] Budżetowanie w przedsiębiorstwie, aspekty rachunkowe, finansowe i zarządcze. M. Dylewski, B. Filipiak, P. Szczypa, CeDeWu Wydawnictwa Fachowe, 2010.
[6] Budżetowanie w przedsiębiorstwie, E. Nowak, B. Nita. Warszawa, Oficyna Wolters Kluwer Business, 2010.
[7] Yescombe E., Project finance, Oficyna Ekonomiczna, Kraków 2007

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Prof. dr hab. inż. Tadeusz Dudycz **tadeusz.dudycz@pwr.edu.pl**
Dr inż. Agnieszka Parkitna **agnieszka.parkitna@pwr.edu.pl**
Dr inż. Arkadiusz Górski **arkadiusz.gorski@pwr.edu.pl**

FACULTY of Management

SUBJECT CARD

Name of subject in Polish: Pomiar i utrwalanie efektów zmian
Name of subject in English: Measuring and perpetuating the effects of changes
Main field of study (if applicable): Management
Specialization (if applicable): Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0144G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			15	
Number of hours of total student workload (CNPS)	50			25	
Form of crediting	Examination				
For group of courses mark (X) final course	X				
Number of ECTS points	3				
including number of ECTS points for practical classes (P)				1	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Knowledge of concepts, methods and instruments of change management.

SUBJECT OBJECTIVES

C1: Providing students with knowledge about the essence of evaluating the effects of changes and ways of perpetuating them in the organization.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has extensive knowledge in the field of designing systems for measuring, evaluating and perpetuating changes.

relating to skills:

PEU_U01 Is able to design a system for measuring, evaluating and perpetuating changes in a selected organization.
PEU_U02 Is able to cooperate and work in group and team forms of work organization.

relating to social competences:

PEU_K01 Is prepared to initiate changes in the organization and participate in their planning and implementation.
PEU_K02 Demonstrates readiness to identify potential problems that may disrupt the continuity of the organization's functioning and to search for and critically select methods and tools for solving problems that arise when designing changes.

PROGRAMME CONTENT

Lecture		Number of hours
Lec1	Introduction - organizational classes, the rules of passing. Introduction to the issue of efficiency assessment.	1
Lec2	Assessment of the effects of the program/project of changes in the context of the organization's achievements assessment. Preparing the organization to measure and assess the effects of changes (organizational solutions for the evaluation of changes, scheduling and budgeting the process of evaluating changes, a system for monitoring and documenting the effects of changes).	2
Lec3	Methods for assessing the efficiency of organizational changes (including the PRISM methodology). Identification of criteria and indicators of change. Change success criteria.	2
Lec4-5	Measurement and reporting of changes (analysis of the impact of changes on the organization and its environment (stakeholders)).	2
Lec6	Assessment and communication of the effects of changes (impact report, evaluation report).	2
Lec7	Organizational instruments for consolidating changes.	2
Lec8	The role of the leader in the process of consolidating changes.	2
	Total hours	15
Project		**Number of hours**
Proj 1	Introduction - explanation of the topic of the project and the way it is implemented. A detailed description of the tasks that make up the project work documented in the form of a written report. Creation of project teams. Project goal: project of a system for evaluating and perpetuating changes in a selected organization	1
Proj 2	Declaration of the design object. Consultations and implementation of task no. 1: general characteristics of the organization, presentation of a selected project/program of changes in the organization.	2
Proj 3	Consultations and implementation of task no. 2: building a multidimensional, balanced system of measures of the effects of a selected program/project of changes in the organization.	2
Proj 4	Consultations and implementation of task no. 3: organizational solutions for the evaluation of changes, scheduling and budgeting of the change evaluation processes, a system for monitoring the effects of changes.	2
Proj 5	Consultations and implementation of no. task 4: shaping systems for communicating changes and their effects, building messages, documenting the effects of changes.	2
Proj 6	Consultations and implementation of task no. 5: shaping motivation systems that support the consolidation of changes in the organization.	2
Proj 7	Discussion of the way of presenting the project. Handing in design work in writing.	2
Proj 8	Presentation of developed solutions and their evaluation.	2
	Total hours	15

TEACHING TOOLS USED

N1: Presentation of knowledge in the form of direct communication (lecture) - audio-visual media (slides, computer projector).
N2: Lecture materials (shorten) available in ePortal.
N3: Discussion.
N4: A written report – the project of a system for evaluating and perpetuating changes in a selected organization.
N5: Presentation of the final report by the students – using audio-visual media (slides, computer projector)
N6: Student's own work.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01	Exam
F2	PEU_W01, PEU_U01, PEU_U02 PEU_K01, PEU_K02	F21: activity F22: project – written report F23: presentation – project defense F2=0,2*F21+0,6*F22+0,2*F23 assessment according to the point scale
P=0,5*F1+0,5*F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Cannon J., MvGee, R. (2015), Rozwój i zmiana w organizacji. Zestaw narzędzi, Wolters Kluwer, Warszawa.
[2] Gniazdowski P., i in.. (2022), Restrukturyzacja. Wprowadzanie trudnych zmian z korzyścią dla organizacji i pracowników, Wolters Kluwer, Warszawa.
[3] Parmenter D. (2016), Kluczowe wskaźniki efektywności (KPI). Tworzenie, wdrażanie, zastosowanie, Onepress.power, Gliwice.
[4] Spector, B. (2018), Wprowadzanie zmiany w organizacji, Wydawnictwo naukowe PWN, Warszawa.

SECONDARY LITERATURE:

[1] Carboni, J., Duncan, W., Gonzalez, M., Milsom, P., Young, M. (2020), Zrównoważone zarządzanie projektami. Podręcznik GPM, pm2pm, Kraków.
[2] Kotter, J.P. (2012) Leading change, Harward Business Review Press.
[3] Wojciechowska-Filipek, S., Mazurek-Kucharska, B. (2018), Zarządzanie w kryzysie. Aspekty organizacyjne i psychologiczne, CeDeWu, Wraszawa.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Dr inż. Anna Zabłocka-Kluczka (anna.zablocka-kluczka@gmail.com)

FACULTY of Management

SUBJECT CARD

Name of subject in Polish: Prawno-ekonomiczne aspekty biznesu
Name of subject in English: Legal and economic aspects of business
Main field of study (if applicable): Management
Specialization (if applicable): Business Process Management, Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0152GK
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	30			15
Number of hours of total student workload (CNPS)	60	30			30
Form of crediting	crediting with grade				
For group of courses mark (X) final course	x				
Number of ECTS points	4				
including number of ECTS points for practical classes (P)		1			1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	3,0				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Requirements - basic knowledge of law and economics

SUBJECT OBJECTIVES

C1 - The aim of the course is to educate students in basic competencies and skills as well as to analyze and evaluate mutual interactions between legal, economic, and financial factors affecting the management of an organization.

C2 - The subject of the lecture and the accompanying form will allow you to develop the necessary skills to perform management and advisory activities and make decisions in the field of support and development of processes taking place in the legal and economic environment.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 – Has extensive knowledge of economic sciences and their place in the system of sciences and relations to other social sciences.

PEU_W02 – Has extended knowledge in the field of normative solutions relating to the areas of organization related to the studied specialty

PEU_W03 – Knows economic and legal solutions regarding the creation of individual forms of organization, their merger, division, and transformation

PEU_W04 – Has extensive knowledge of economic and legal mechanisms of economic policy relating to the economy, regulatory mechanisms of markets as well as evolution of market structure.
PEU_W05 – Has knowledge of the impact of legal (including intellectual property protection) and economic conditions on organisational management processes

relating to skills:
PEU_U01 - He is able to identify and analyze the potential effects of introducing national and international economic and legal funds for individual organizations as well as integration groups.
PEU_U02 – He has skills in the use of regulations related to the studied specialty (concerning labor law, commercial law, tax law and selected regulations regarding environmental regulations), while selecting appropriate normative solutions related to the functioning of organizations and markets.

relating to social competences:
PEU_K01 – Is aware of the need for independent, critical assessment of the scope and level of their knowledge and in the interdisciplinary dimension. They are prepared to independently search for areas of knowledge to supplement and skills to improve.
PEU_K02 - Demonstrates readiness to identify, critically analyze and resolve issues arising in the workplace. He can make final decisions.
PEU_K03 - Is prepared to behave in a professional and ethical manner; recognizes and formulates ethical dilemmas related to their own and others' work; seeks appropriate solutions and opportunities to correct irregularities in their attitudes and behaviors in the workplace.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Organisational activities. General information about law and economy	2
Lec 2	Legal responsibility of managers	2
Lec 3	Constitutional regulation of the economy. Legal forms of operation of economic administration	2
Lec 4	Legal regulations of starting a business.	2
Lec 5	Legal forms of enterprises in the economy	2
Lec 6	Competition law.	2
Lec 7	General characteristics of contracts in domestic and foreign trade	2
Lec 8	Tax management in the organization	2
Lec 9	Public procurement system in Poland. Objectives and functions of public procurement	2
Lec 10	Labor market and promotion of employment	2
Lec 11	Review of forms of employment - the concept of flexicurity and atypical forms of employment	2
Lec 12	Insurance market (social, economic, manager's liability insurance)	2
Lec 13	Legal responsibility of managers	2
Lec 14	Business in conditions of sustainable development	2
Lec 15	Passing a written test	2
	Total hours	**330**

Classes		**Number of hours**
Cl 1	Organisational activities. Legal regulations of starting a business. Registration of business activity	2 (1+1)
Cl 2	Economic activity of foreign entrepreneurs part1	2

Cl 3	Economic activity of foreign entrepreneurs part 2	2
Cl 4	Economic activity of the State Treasury and local government units	2
Cl 5	Entities' ability to operate in economic turnover	2
Cl 6	Labor and social security law as a tool for the implementation of management, HR, HR and payroll, and settlement functions part 1	2
Cl 7	Labor and social security law as a tool for the implementation of management, HR, HR and payroll, and settlement functions part 2	2
Cl 8	Principles of applying tax law	2
Cl 9-10	Tax management in enterprises - practical aspects	3
Cl 11-12	Economic and legal aspects of public procurement organization	3
Cl 12	Knowledge and information as an intangible resource of an enterprise	2
Cl 13	Economic entrepreneurship	2
Cl 14	Economic and legal challenges of contemporary sustainable development	2
Cl 15	Colloquium/test	2
	Total hours	2
		30

Seminar		**Number of hours**
Semin 1	Introduction. Organisational activities.	1
Se 2-3	Tax settlement - case study	4
Se 4-5	Public procurement - bid preparation - case study	4
Se 6-8	Knowledge, Information, Intellectual Property - management processes - case study	6
	Total hours	15

TEACHING TOOLS USED
N1. Lectures with the multimedia presentation N2. Questions for students during lectures N3. Case studies presented during lectures N4. Discussion on selected issues N5. Case studies (performed individually or together with other students) N6. Own work: preparation for individual classes and the final exam

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05 PEU_U01 PEU_U02	Test (during classes)
F2	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_U01 PEU_U02 PEU_K01 PEU_K02	Case studies

	PEU_K03	
F3	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05 PEU_U01 PEU_U02 PEU_K01 PEU_K02 PEU_K03	Discussion & problem solving
F4	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05 PEU_U01 PEU_U02	Final colloquium
F5	PEU_U01 PEU_U02 PEU_K01 PEU_K02 PEU_K03	Active and systematic work
P = 0,2*F1+= 0,2*F2+0,2*F3+0,3*F4+0,1*F5		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

1. Piątkowski J. Szabłowska-Juckiewicz M. Jaskulska J. (2021) Indywidualne prawo pracy, Toruń, Wyd. Naukowe Uniwersytetu Mikołaja Kopernika
2. Olszewski, J. (2013). System pracy w warunkach globalnego społeczeństwa informacyjnego. Poznań: Wydawnictwo Uniwersytetu Ekonomicznego w Poznaniu
3. Gomułkowicz A., Mączyński D. (2022), podatki i prawo podatkowe, Wyd. Wolters-Kluwer, Warszawa
4. Cempura A., Kasolik A (2022), Metodyk sporządzania umów gospodarczych. Prawo handlowe. Zbiór przepisów, Wyd. Wolters-Kluwer, Warszawa
5. Price Perry Mark (2016), PMO w biznesie. Wskazówki, techniki, historie sukcesów. Wydawnictwo Naukowe PWN, Warszawa.

SECONDARY LITERATURE:

1. Barzycka-Banaszczyk, M. (2007). Prawo pracy. Warszawa: C.H. Beck
2. Nasierowski W. (2019), Techniczna sprawność działań proinnowacyjnych w Polsce z perspektywy Unii Europejskiej, „Gospodarka Narodowa", nr 4(300)
3. Prawo gospodarcze. Kompendium (2021) praca zbiorowa, Wyd. C.H. Beck, Warszawa
4. Wypych-Żywicka A. (2016), Leksykon prawa ubezpieczeń społecznych, Wyd. C.H. Beck
5. Zenderowski R., Koziński B. (2022), Różnice kulturowe w biznesie. Wydanie 4. CeDeWu sp. z o.o., Warszawa.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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DEPARTMENT OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Psychologia pracy i organizacji
Name of subject in English: Work and organizational psychology
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0154GK
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			30	30
Number of hours of total student workload (CNPS)	25			50	50
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	5				
including number of ECTS points for practical classes (P)				2	2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	3,0				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1 The ability to speak concisely orally and in writing.
2. Knowledge of basic communication and presentation techniques.
3. The ability to work in groups.

SUBJECT OBJECTIVES

C1. To gain knowledge of the psychology of leadership.
C2. To gain knowledge of methods of psychological diagnosis of leadership, development of leadership competence.
C3. To acquire the knowledge facilitating the development of the ability to cope with stress, motivate to work, maintain a balance between the requirements and the potential/possibilities related to performing various roles in the organization.skills of effective team intervention

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Characterizes and interprets organizational, moral and ethical norms related to social and organizational leadership roles
PEU_W02 Has in-depth knowledge of leadership, decision-making, motivation, group mechanisms and social influence realized in an organization. Identifies negative individual and social phenomena in the organization and knows methods to counteract them
relating to skills:
PEU_U01 Is able to select, adapt, justify, and apply appropriate norms and standards (moral and ethical) in specific activities independently, in teams, and in an organization
PEU_U02 Is able to work independently and in a team. Demonstrates readiness to independently organize and lead the work of teams

relating to social competences:
PEU_K01 Understands the impact of the leadership role in directing and improving team and organizational performance. Initiates actions to improve the well-being of colleagues.
PEU_K02 As a leader, is able to appropriately determine priorities in his/her own work and in cooperation with others.
PEU_K03 Is prepared to take responsibility for assigned tasks within assigned organizational roles. Demonstrates responsibility for his/her own preparation for work, decisions made actions, and their consequences
PEU_K04 Demonstrates courage in communicating and defending one's own views. Is prepared to persuade and negotiate for the sake of achieving common goals
PEU_K05 Is prepared to behave in a professional and ethical manner; seeks appropriate solutions and opportunities to correct inadequacies in his/her attitudes and behaviors in the workplace

PROGRAMME CONTENT

Lecture		**Number of hours**
Lec 1	Presentation of the rules for classes organization and the criteria for passing. The role of psychology in managing contemporary organizations.	1
Lec 2	Personal and temperamental predispositions and functioning at work. Fit of person to work and organization.	2
Lec 3	Psychological models of work efficiency (job demands and control model, job demands and resources model, resource conservation theory). The role of requirements, work resources and personal resources of the employee	2
Lec 4	Work motivation as a mental process. Types of motivation and their role in work efficiency. Psychological mechanisms of effective work motivation.	2
Lec 5	The role of creative thinking in the work and organization problem solving	2
Lec 6	Employee decision and risk making processes	2
Lec 7	Deviant and counterproductive work behavior - causes and consequences.	2
Lec 8	Summary and evaluation of knowledge	2
	Total hours	**15**

Project		**Number of hours**
Proj 1	Presentation of the rules for classes organization and the criteria for passing. Contemporary challenges of work and organization – a psychological perspective	2
Proj 2	Development of the goal and issues of the project (e.g. counter-productive behavior, dysfunctional behavior of the employee, sources of job satisfaction, motivation to work, psychological indicators of work performance, job requirements and resources, sources of stress, professional burnout, workaholism, deviant behavior, cyberdeviations in the organization, detachment from work, resource regeneration, work-life conflict/balance, remote work issues, coping with change, sources and inhibitors of well-being at work, etc.)	2
Proj 3	Analysis of the literature in the diagnosis of the problem	2
Proj 4	Development of the theoretical basis of the problem	2
Proj 5	Development of the problem and research hypotheses	2
Proj 6	Developing a methodology for researching/analyzing the problem	2
Proj 7	Research conducting /analysis of the problem	2
Proj 8	Project data processing and statistical analysis	2
Proj 9	Development of data analysis results	2
Proj 10	Interpretation of data analysis results from a psychological and organizational perspective	2
Proj 11	Formulation of conclusions from the project analysis	2
Proj 12	Providing practical implications for employees and the organization based on project results.	2
Proj 13	Development of a project report	2

Proj 14	Presentation and team evaluation of projects	2
Proj 15	Presentation and team evaluation of projects	2
	Total hours	**30**

Seminar		**Number of hours**
Semin 1	Organizational classes - presentation of the rules for organizing classes and the criteria for passing. The role of psychology in work management and modern organization	2
Semin 2	The role of personality traits in the performance of work. Differences between women and men in the performance of work.	2
Semin 3	Work characteristics and personal resources and functioning at work (the phenomenon of exhaustion, resistance, detachment, shaping and enriching work)	2
Semin 4	The role of emotions in the employee's functioning at work. Emotional intelligence. The phenomenon of emotional work	2
Semin 5	Mechanisms of work motivation as a mental process (commitment, attachment to work, to the organization).	2
Semin 6	Work motivating from a psychological perspective. Principles of applying reinforcement. Psychological aspects of financial and non-financial motivation	2
Semin 7	Cognitive abilities, thinking and intelligence at work	2
Semin 8	Creative thinking and problem solving at work – practical exercises	2
Semin 9	Psychological mechanisms of decision making at work. Sources of bounded rationality.	2
Semin 10	Psychological risk assessment mechanisms	2
Semin 11	Stress at work. Conflict of work and personal life. Methods of coping with stress at work	2
Semin 12	A system of values and attitudes towards work, organization and ongoing changes.	2
Semin 13	Deviant and counterproductive behavior in the organization - diagnosis and prevention	2
Semin 14	Dysfunctional behaviors at work (e.g. burnout, workaholism, addictions) - diagnosis, causes and prevention	2
Semin 15	Working time management. Summary and evaluation of the effects of students' work	2
	Total hours	**30**

TEACHING TOOLS USED
N1. Lecture supported by audiovisual materials N2. Individual tasks N3. Multimedia presentations N4. Moderated discussion N5. Team exercises and stasks N6. Case studies N7 Simulations N8. Media materials

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1 (lecture)	PEU_W01-W03	Credit test
F2 (seminar)	PEU_U01-U02 PEU_K01-K05	Tasks 1, task 2, task 3
F3 (project)	PEU_U01-U02 PEU_K01-K05	Interim and final reports on the project
P = (F1 + F2 + F3)/3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Rożnowski, B., Fortuna, P. (2020). *Psychologia biznesu.* Warszawa: Wydawnictwo Naukowe PWN.

[2] Zawadzka, A.M. red. (2022). *Psychologia zarządzania w organizacji*. Warszawa: Wydawnictwo Naukowe PWN.

[3] Ratajczak, Z. (2016). *Psychologia w biznesie*. *Nowe perspektywy.* Warszwa: Difin.

SECONDARY LITERATURE:

[1] Bajcar, B. (2019). Jasne i ciemne strony cech osobowości pracownika w organizacji. Przegląd wyników badań. *Zarządzanie Zasobami Ludzkimi, 1,* 73-83.

[2] Heszen, I. (2019). *Psychologia stresu*. *Korzystne i niekorzystne skutki stresu życiowego.* Wydawnictwo PWN.

[3] Lubrańska, A. (2017). *Psychologia pracy. Podstawowe pojęcia i zagadnienia. Wydanie 2 rozszerzone.* Warszawa: Wydawnictwo Difin.

[4] Konieczny, T. (2014). *Stres w organizacji.* Warszwa: Wydawnictwo Harmonia.

[5] Tyszka, T. (2016). *Decyzje. Perspektywa psychologiczna i ekonomiczna.* Warszawa: Wydawnictwo Scholar.

[6] Woźniak. J. (2015). *Współczesne systemy motywacyjne. Teoria i praktyka*. Warszwa: Wydawnictwo Naukowe PWN.

[7] Baka, M. (2017). *Zachowania kontrproduktywne w pracy.* Warszawa. Wydawnictwo Naukowe Scholar

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Anna Borkowska anna.borkowska@pwr.edu.pl

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DEPARTMENT OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Psychologia przywództwa
Name of subject in English: Leadership psychology
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0155GK
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			30	30
Number of hours of total student workload (CNPS)	25			50	50
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	5				
including number of ECTS points for practical classes (P)				2	2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	3,0				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1 The ability to speak concisely orally and in writing.
2. The ability to work in groups.

SUBJECT OBJECTIVES

C1. To gain knowledge of the psychology of leadership.
C2. To gain knowledge of methods of psychological diagnosis of leadership, development of leadership competence.
C3. To acquire the skills of effective team intervention

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Characterizes and interprets organizational, moral and ethical norms related to social and organizational leadership roles
PEU_W02 Has in-depth knowledge of leadership, decision-making, motivation, group mechanisms and social influence realized in an organization. Identifies negative individual and social phenomena in the organization and knows methods to counteract them
relating to skills:
PEU_U01 Is able to select, adapt, justify, and apply appropriate norms and standards (moral and ethical) in specific activities independently, in teams, and in an organization
PEU_U02 Is able to work independently and in a team. Demonstrates readiness to independently organize and lead the work of teams
relating to social competences:
PEU_K01 Understands the impact of the leadership role in directing and improving team and organizational performance. Initiates actions to improve the well-being of colleagues.

PEU_K02 As a leader, is able to appropriately determine priorities in his/her own work and in cooperation with others
PEU_K03 Is prepared to take responsibility for assigned tasks within assigned organizational roles. Demonstrates responsibility for his/her own preparation for work, decisions made actions, and their consequences
PEU_K04 Demonstrates courage in communicating and defending one's own views. Is prepared to persuade and negotiate for the sake of achieving common goals (K2_ZARZ_K08).
PEU_K05 Is prepared to behave in a professional and ethical manner; seeks appropriate solutions and opportunities to correct inadequacies in his/her attitudes and behaviors in the workplace

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Psychological aspects of leadership. An introduction to the course. Presentation of the rules for classes organization and the criteria for passing.	1
Lec 2	Leadership styles. Psychological perspective.	2
Lec 3	Leadership styles and the challenges of modern organizations.	2
Lec 4	Psychological profile of a leader. The role of personality, intelligence, and thinking styles in leading people effectively.	2
Lec 5	The dark side of leadership – negative traits and destructive leadership behavior.	2
Lec 6	The psychology of power: manifestations, use, and context dependence	2
Lec 7	The role of a leader's psychological resources in dealing with difficult situations.	2
Lec 8	Psychological aspects of leadership in multicultural teams; Summary and evaluation of knowledge.	2
	Total hours	**15**
Project		**Number of hours**
Proj 1	Presentation of the rules for classes organization and the criteria for passing. Leadership in contemproary organizations	2
Proj 2	Development of the project's purpose and problem statement (empirical diagnosis of subjective and situational predictors, sources and consequences of leadership styles, e.g., determining the relationship between leadership and job satisfaction and motivation; testing the relationship between inclusiveness in leadership and team functioning; employees' sense of self-efficacy, mental health, employees' dysfunctional behavior, resource recovery, work-life conflict, remote work problems, coping with change).	2
Proj 3	Literature analysis of the research problem.	2
Proj 4	Compiling the theoretical basis of the research problem.	2
Proj 5	Developing a research problem and hypotheses.	2
Proj 6	Developing a methodology for the study/analysis of the problem.	2
Proj 7	Conducting research study.	2
Proj 8	Project data processing and analysis.	2
Proj 9	Conducting data analysis.	2
Proj 10	Interpreting the results from a psychological and organizational perspective.	2
Proj 11	Formulations of conclusions.	2
Proj 12	Providing practical implications for employees and the organization based on project results.	2
Proj 13	Preparing project report.	2
Proj 14	Presentation and team evaluation of projects.	2
Proj 15	Presentation and team evaluation of projects.	2
	Total hours	**30**

Seminar		Number of hours
Semin 1	Presentation of the rules for classes organization and the criteria for passing. Contemporary approaches to the psychology of leadership.	2
Semin 2	Leadership competencies - classification, importance, and functional mechanisms.	2
Semin 3	Leadership responsibility: norms, ethical standards, and values.	2
Semin 4	Psychology of risk taking, susceptibility to change, mental and behavioral flexibility.	2
Semin 5	Psychological characteristics of entrepreneurs and managers - similarities and differences.	2
Semin 6	Leadership of women and men - similarities and differences.	2
Semin 7	The role of a leader's cognitive, thinking, problem-solving, and intelligence abilities in effective leadership.	2
Semin 8	Mechanisms of self-awareness and emotional intelligence of the leader – their meaning and development.	2
Semin 9	Perception of employees' emotions and behavior in effective leadership.	2
Semin 10	The role of the leader in motivating, building commitment, and supporting the achievements of subordinates.	2
Semin 11	Methods of inspiring and supporting employees' creativity.	2
Semin 12	Extraordinary leaders.	2
Semin 13	Destructive leadership – diagnosis, prevention, and consequences for people and organizations.	2
Semin 14	Leadership and pathological phenomena in the organization (workaholism and burnout, etc.).	2
Semin 15	Summary and evaluation of the results of the students' work.	2
	Total hours	**30**

TEACHING TOOLS USED
N1. Lecture N2. Individual tasks N3. Multimedia presentations N4. Moderated discussion N5. Team exercises and simulations N6. Analysis and case studies

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1 (lecture)	PEU_W01-W03	Credit test
F2 (seminar)	PEU_U01-U02 PEU_K01-K05	Tasks 1, task 2, task 3
F3 (project)	PEU_U01-U02 PEU_K01-K05	Interim and final reports on the project
P = (F1 + F2 + F3)/3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Blanchard, K. (2021). *Przywództwo wyższego stopnia. Blanchard o przywództwie i tworzeniu efektywnych organizacji.* Wydawnictwo Naukowe PWN

[5] Rożnowski, B., Fortuna, P. (2020). *Psychologia biznesu*. Warszawa: Wydawnictwo Naukowe PWN

SECONDARY LITERATURE:

[1] Grzyb, T., Doliński, D., (2022). *Sto technik wpływu społecznego. Kiedy i dlaczego wywieranie wpływu na innych jest skuteczne.* Warszawa: Smak Słowa

[2] Harvard Business Review. Wybrane artykuły.

[3] Heszen, I., (2022). *Psychologia stresu. Korzystne i niekorzystne skutki stresu.* Wydawnictwo Naukowe PWN

[4] Kozioł-Nadolna, K. (2022). *Przywództwo a innowacyjność w organizacji.* Warszawa: Difin

[5] MIT Sloan Management Review Polska. Wybrane artykuły.

[6] Sinek, S., (2014). *Liderzy jedzą na końcu. Dlaczego niektóre zespoły potrafią świetnie współpracować, a inne nie*. Warszawa: Onepress

[7] Sęk, H., (2022). *Wypalenie zawodowe. Przyczyny i zapobieganie.* Wydawnictwo Naukowe PWN.

[8] Wiśniewska, M., (2021). *Anatomia przywództwa charyzmatycznego.* Warszawa: Wydawnictwa Uniwersytetu Warszawskiego

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Michał Kłosowski michal.klosowski@pwr.edu.pl
Jolanta Maj jolanta.maj@pwr.edu.pl

DEPARTMENT OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Psychologia społeczna w zarządzaniu
Name of subject in English: Social psychology in management
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0156GK
Group of courses: YES

*delete as not necessary

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			30	30
Number of hours of total student workload (CNPS)	25			50	50
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	5				
including number of ECTS points for practical classes (P)				2	2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	3,0				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge of the theory and assumptions of management psychology.
2. Knowledge of the basic problems of modern organizations and their teams.

SUBJECT OBJECTIVES

C1. To gain knowledge about psychological models of teamwork, group dynamics and mechanisms determining their effectiveness.
C2: To acquisit the skills of diagnosing and solving problems of modern organizations in the area of creating, managing and motivating teams.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Characterizes and interprets organizational, moral and ethical norms related to social and organizational leadership roles.
PEU_W02 Has in-depth knowledge of leadership, decision-making, motivation, group mechanisms and social influence realized in an organization. Identifies negative individual and social phenomena in the organization and knows methods to counteract them.
PEU_W02 Knows and understands the basic dilemmas of contemporary organizations and societies .
relating to skills:
PEU_U01 Is able to select, adapt, justify, and apply appropriate norms and standards (moral and ethical) in specific activities independently, in teams, and in an organization
PEU_U02 Is able to work independently and in a team. Demonstrates readiness to independently organize and lead the work of teams.
relating to social competences:

PEU_K01 Understands the impact of the leadership role in directing and improving team and organizational performance. Initiates actions to improve the well-being of colleagues and society.
PEU_K02 As a leader, is able to appropriately determine priorities in his/her own work and in cooperation with others.
PEU_K03Demonstrates courage in communicating and defending one's own views. Is prepared to persuade and negotiate for the sake of achieving common goals.

PROGRAMME CONTENT

Lecture		**Number of hours**
Lec 1	Organizational classes - discussion of the rules for organizing classes and the rules for passing/verifying learning outcomes. Fundamentals of social psychology in contemporary management.	2
Lec 2	The role of perception and categorization of people and groups in relationships between people, including contemporary organizations and teams.	2
Lec 3	Stereotypes, prejudices, discrimination in groups and organizations.	2
Lec 4	Social orientations (competition, cooperation, etc.).	2
Lec 5	Social and psychological capital.	2
Lec 6	Power in the context of social psychology and management.	2
Lec 7	Mechanisms of social influence - in society, business and politics.	2
Lec 8	Summary and evaluation of knowledge.	1
	Total hours	**15**

Project		**Number of hours**
Proj 1	Presentation of the rules for classes organization and the criteria for passing. Contemporary social and team challenges in the organization.	2
Proj 2	Development of the project's purpose and problem statement (group roles, communication styles, dominant social orientations and forms of cooperation, forms of control, resources, competences, team efficiency and effectiveness, project teams, etc.).	2
Proj 3	Literature analysis of the research problem.	2
Proj 4	Compiling the theoretical basis of the research problem.	2
Proj 5	Developing a research problem and hypotheses.	2
Proj 6	Developing a methodology for the study/analysis of the problem.	2
Proj 7	Conducting research study.	2
Proj 8	Project data processing and analysis.	2
Proj 9	Conducting data analysis.	2
Proj 10	Interpreting the results from a psychological and organizational perspective.	2
Proj 11	Formulations of conclusions.	2
Proj 12	Providing practical implications for employees and the organization based on project results.	2
Proj 13	Preparing project report.	2
Proj 14	Presentation and team evaluation of projects.	2
Proj 15	Presentation and team evaluation of projects.	2
	Total hours	**30**

Seminar		**Number of hours**
Semin 1	Presentation of the rules for classes organization and the criteria for passing. What does a healthy and effective team and organization mean?	2
Semin 2	The role of competence in effective team work and team management.	2
Semin 3	Group identity - diagnosis, analysis, change.	2
Semin 4	Establishing and maintaining relationships.	2

Semin 5	Dealing with difficult relationships.	2
Semin 6	Basics of effective communication in teams.	2
Semin 7	Styles of communication and building relationships (assertiveness, submission, aggression).	2
Semin 8	Positive feedback, criticism and dealing with it.	2
Semin 9	The origin of interpersonal conflicts in the organization and the principles of their effective resolution.	2
Semin 10	Models of involvement of team members - trust, fairness and exchange in the team.	2
Semin 11	Differentiation of the role of the team leader - features, function, styles.	2
Semin 12	Leadership - its meaning, manifestations and styles.	2
Semin 13	Analysis and categorization of team behavior in group work.	2
Semin 14	Ways of group problem solving and tasks.	2
Semin 15	Summary and evaluation of the results of the students' work.	2
	Total hours	**30**

TEACHING TOOLS USED

N1. Lecture with the use of presentations and other multimedia tools
N2. Individual tasks
N3. Multimedia presentations
N4. Moderated discussion
N5. Team exercises and simulations
N6. Case studies
N7. Data analysis

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1 (lecture)	PEU_W01-W03	Credit test
F2 (seminar)	PEU_U01-U02 PEU_K01-K05	Tasks 1, task 2, task 3
F3 (project)	PEU_U01-U02 PEU_K01-K05	Interim and final reports on the project
P = (F1 + F2 + F3)/3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] [1] Wojciszke, B., (2019). *Psychologia Społeczna.* Warszawa: Scholar
[2] Rożnowski, B., Fortuna, P. (2020). *Psychologia Biznesu.* Warszawa: PWN
[3] Ratajczak, Z. (2016). *Psychologia w biznesie*. *Nowe perspektywy.* Warszwa: Difin

SECONDARY LITERATURE:

[1] Cialdini, R., (2022). *Wywieranie wpływu na ludzi.* Gdańsk: GWP
[2] Harvard Business Review, (2018). Przekonywanie i wywieranie wpływu. Inteligencja emocjonalna.
[3] Duhigg Ch. (2016). *Mądrzej, szybciej, lepiej.* Warszawa: PWN
[4] McKay, M., Davies, M., Fanning, P. (2021), *Sztuka skutecznego porozumiewania się.* Gdańsk: GWP

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Jolanta Maj jolanta.maj@pwr.edu.pl

FACULTY of Management

SUBJECT CARD

Name of subject in Polish: Regulacyjne wsparcie przedsiębiorstw
Name of subject in English: Business regulatory support
Main field of study (if applicable): Management
Specialization (if applicable): Business Process Management, Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0158G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	30			15
Number of hours of total student workload (CNPS)	60	30			30
Form of crediting	crediting with grade*				
For group of courses mark (X) final course	x				
Number of ECTS points	4				
including number of ECTS points for practical classes (P)		1			1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	3,5				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Requirements - basic knowledge of law and economics.

SUBJECT OBJECTIVES

C1 - Creating students in basic competencies and skills as well as to analyze and evaluate the applied socio-economic regulatory instruments conditioning the functioning of modern enterprises and the interactions between factors of a legal, economic and financial nature.

C2 – The development of the necessary skills to carry out management, advisory and decision-making activities in support of business development and investments that contribute to improved innovation in line with the concept of sustainable development.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 - Has extended knowledge of economic sciences and their place in the system of sciences and relations to other social sciences.

PEU_W02 Has extended knowledge of economic policy supporting the development of entrepreneurship and innovation in line with sustainable development.

PEU_W03 Knows the reasons, types and effects of the applied institutional and financial support in micro- and macroeconomic scale.

PEU_W04 – Knows the reasons, types and directions of evolution of selected market, market structures as well as economic and integration groupings.

PEU_W05 - Knows and understands the principles of protecting intellectual property and observing ethics in the context of seeking support for a planned project.

relating to skills:

PEU_U01 - Is able to identify and analyse the potential effects of introduced national and international economic and legal regulations on particular organisations, markets and integration groupings.

PEU_U02 Understands and is able to use theoretical knowledge of institutional and financial support instruments to identify an appropriate source of support for a given investment project.

PEU_U03 Is able to find and interpret information on the possibilities of obtaining institutional and financial support by an enterprise.

PEU_U4 Is able to prepare an application and selected documentation related to the acquired support of the organisation.

relating to social competences:

PEU_K01 - Is aware of the need for an independent, critical assessment of the scope and level of his/her knowledge and in the interdisciplinary dimension. Is prepared to independently search for areas of knowledge to complete and skills to improve.

PEU_K02 - Demonstrates readiness to identify, critically analyse and resolve problems arising in the workplace. Is able to anticipate the consequences of decisions made.

PEU_K03 - Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to his/her own and other people's work; seeks appropriate solutions and opportunities to correct irregularities in his/her attitudes and behaviour in the workplace.

PEU_K04 - PEK_K03 Is prepared to initiate changes in the enterprise in terms of possibilities of using additional support and planning and implementing these changes. Is able to think and act in an entrepreneurial manner and evaluate economic choices in terms of business calcus.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Organisational activities. Key concepts of state economic policy	2
Lec 2	Selected trends in contemporary economies: globalisation, regionalisation, digitalisation	2
Lec 3	Theories of regional development.	2
Lec 4	Networking of economies and society: premises, forms and effects	2
Lec 5	Structures of public administration and principles of its functioning in domestic and foreign economies. Selected international organisations	2
Lec 6	Macroekonomic instruments of economic policy	2
Lec 7	Theories of regulation	2
Lec 8	Internalisation of external costs	2
Lec 9	Social cost-benefit analysis	2
Lec 10	Science and technology development planning and the innovativeness of economies. Foresight research methodology	2
Lec 11	National and international systems and instruments of support for economic entities and regions.	2

Lec 12	Institutional support of enterprises in the country and the European Union: objectives, forms of support, planned effects. Key institutions.	2
Lec 13	Structural and organisational forms of enterprise support and entrepreneurship development - cooperation networks.	2
Lec 14	Public support, scope, principles, selected procedures.	2
Lec 15	Test	2
	Total hours	**30**

Classes		**Number of hours**
Cl 1	Organisational activities.	1
Cl 2	Legal form of enterprises and choice of form of support.	2
Cl 3	Eligibility criteria - exercises	2
Cl 4	Intervention logic - exercises	4
Cl 5	Financing procedures - exercises	4
Cl 6-7	Financial eligibility	4
Cl 8	Project documentation - workforce planning and applicable labour legislation	2
Cl 9	Promotional procedures and support - exercises	2
Cl 10-11	Economic and social efficiency - calculation methodology	4
Cl 12	Sustainability of indicators and implementation procedures as well as legal aspects of public procurement organization	2
Cl 13	Copyright and ethics in design documentation.	2
Cl 14	Own work on documentation and presentations	2
Cl 15	Workshop	3
	Total hours	
		30

Seminar		**Number of hours**
Se1	Introduction. Organisational activities.	1
Se2	Challenges of modern economies and regulatory change	2
Se3	Market failures versus regulation in different market structures and industries	2
Se4	Strategical documents - the instruments to support businesses and their development	4
Se5	Public funds - characteristics - case study	2
Se6	Characteristics of selected application documents: structure and elements Regulations in different market structures.	2
Se7	Impact assessment methods	2
	Total hours	15

TEACHING TOOLS USED
N1. Lectures with the multimedia presentation N2. Questions for students during lectures N3. Case studies presented during lectures N4. Discussion on selected issues N5. Case studies (performed individually or together with other students) N6. Own work: preparation for individual classes and the final exam

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05 PEU_U01 PEU_U02	Test (during classes)
F2	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_U01 PEU_U02 PEU_K01 PEU_K02 PEU_K03	Works during classes and presentation
F3	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05 PEU_U01 PEU_U02 PEU_K01 PEU_K02 PEU_K03	Discussion & problem solving
F4	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05 PEU_U01 PEU_U02	Presentation on seminar
F5	PEU_U01 PEU_U02 PEU_K01 PEU_K02 PEU_K03	Active and systematic work
P = 0,3*F1+ 0,3*F2+0,35*F3+0,25*F4+0,1*F5, przy założeniu, że student zalicza każdą z aktywności na minimalną wymaganą do zaicenia liczbę punktów.		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] *Acocella N., Zasady polityki* gospodarczej, Wyd. Naukowe PWN, Warszawa 2002.

[2] *Fundusze UE 2014-2020. Nowa perspektywa – nowe możliwości*, pr. zb. pod red. M. Gwizdy, M. Kosewskiej-Kwaśny, Sz., Żółcińskiego, Wyd. C.H. Beck Wydawnictwo Polska, Warszwa 2014.

[3] Korenik St., Zakrzewska-Półtorak A., *Teorie rozwoju regionalnego – ujęcie dynamiczne*, Wyd. UE we Wrocławiu, Wrocław 2011.

[4] Surdej A., Determinanty regulacji administracyjnoprawnych w oddziaływaniu państwa na gospodarkę, Wyd. Akademii Ekonomicznej w Krakowie, Kraków 2006.

SECONDARY LITERATURE:

[5] Jasiński A.H., *Innowacyjność w gospodarce Polski. Modele, bariery, instrumenty wsparcia,* Wyd. Naukowe Wydziału Zarządzania Uniwersytetu Warszawskiego, Warszawa 2014.
[6] Karwatowicz G., Sebzda-Załuska J., *Realizacja projektów infrastrukturalnych w ramach perspektywy UE 2014-2020,* Wyd. PRESSCOM, 2016.
[7] Kasprzak R., *Fundusze unijne. Szansa na rozwój małych i średnich przedsiębiorstw. Budżet na lata 2014-2020.* Wyd Helion, Gliwice 2016.
[8] Kosztowniak A., Sobol M, *Współczesna polityka gospodarcza*, CeDeWu, 2020.
[9] Lech M., Jak prawidłowo rozliczyć projekt realizowany w ramach Funduszy Europejskich 2014-2020, Wyd. Ośrodek Doradztwa i Doskonalenia Kard, 2016.
[10] Nowakowska A., *Regionalny wymiar procesów innowacji*, Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2011.
[11] *Ocena skutków regulacji – poradnik OSR, doświadczenia, perspektywy,* pod red. W. Szpringera, W. Rogowskiego, Wyd. C.H. Beck, Warszawa 2007.
[12] Aktualne: dokumenty strategiczne, akty prawne i podręczniki beneficjenta

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Różnorodność i inkluzja
Name of subject in English: Diversity and inclusion
Main field of study (if applicable): Management
Specialization (if applicable): Change management
Profile: academic
Level and form of studies: 2nd level, full time
Kind of subject: optional
Subject code: W08ZZZ-SM0150S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Basic knowledge of management, organizational behavior, human resource management.

SUBJECT OBJECTIVES

C1 To provide students with knowledge about the differences that occur between people and the impact of differences on the functioning of people in society, organizations and teams.
C2 To show students, using selected examples, how to build an inclusive workplace, inclusive teams, and an organizational culture open to diversity.
C3: To acquire the ability to identify and combat negative stereotypes, prejudices

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has in-depth knowledge of organization and management theory. Identifies different phases of organization development. Has an expanded knowledge of contemporary concepts of organizational management in particular in the area of diversity management and employee inclusion.
PEU_W02 Characterizes, explains and interprets norms and standards (legal, organizational, professional, moral and ethical) appropriate to the functional areas of organizations related to the studied specialty and especially those related to anti-discrimination and employee inclusion.
PEU_W03 Knows and understands the basic dilemmas of modern civilization and especially those arising from human differences

relating to skills:

PEU_U01 Is able to use specialized normative systems related to the studied specialty. He/she is able to select, adapt, justify and apply appropriate norms and standards (legal, professional, moral and ethical) in specific actions in the organization and especially those related to diversity and inclusion of employees.

PEU_U02 Can make a strategic analysis of the organization and its environment. Is able to formulate alternative strategies at the level of the organization and its domains of activity, analyzes, critically evaluates and selects the appropriate strategy option. Is able to select and evaluate instruments of strategic control and in particular in relation to diversity and inclusion management.

relating to social competences:

PEU_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 organizational and management sciences and in the interdisciplinary dimension, especially related to diversity management and employee inclusion. Is prepared to independently search for areas of knowledge to supplement and skills to improve. Is able to inspire and organize the learning process of others.

PEU_K02 Understands the impact of professional work on the improvement of the social environment. Initiates actions to improve the welfare of society and especially minority and/or discriminated groups.

PEU_K03 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to his/her own and others' work; seeks appropriate solutions and opportunities to correct inadequacies in his/her attitudes and behaviors in the workplace, especially with regard to issues related to employee discrimination, stereotypes and prejudices, and exclusion.

PROGRAMME CONTENT

	Seminar	**Number of hours**
Semin 1	Introduction to the class and the topic of diversity and inclusion. Discussion of the conditions for passing the course	2
Semin 2	Stereotypes and prejudices as a source of discrimination	2
Semin 3	Determinants of diversity management - why we should talk about diversity and build inclusive workplaces.	2
Semin 4	Diversity management and corporate social responsibility	2
Semin 5	Going beyond one's own comfort zone - awareness of differences that exist between people.	2
Semin 6	Managing multiculturalism. Typologies of cultures, cross-cultural differences	2
Semin 7	Basic dimensions of diversity - gender, gender identity. Good practices for managing diversity in these dimensions	2
Semin 8	Basic dimensions of diversity - LGBTQ. Good practices for managing diversity in these dimensions	2
Semin 9	Basic dimensions of diversity - age. Age management vs. intergenerational management. Good practices for managing diversity in these dimensions	2
Semin 10	Basic dimensions of diversity - disability, physical and mental challenges. Good practices for managing diversity in these dimensions.	2
Semin 11	Secondary dimensions of diversity - creed, religion, language, social class, physical appearance. Good practices for managing diversity in these dimensions.	2
Semin 12	Inclusive workplace. An organizational culture that supports diversity. Inclusive organizational climate. Good practices in this area.	2
Semin 13	Inclusive leadership. Competencies of a leader. The concept of Inclusive Leadership.	2
Semin 14	Creating effective real and virtual teams under conditions of diversity (goals, tasks, norms, division of roles).	2
Semin 15	Summary of classes and final evaluations	2
	Total hours	30

TEACHING TOOLS USED
N1.Presentations prepared by students - group work N2. Exercises prepared by students - group work N3. Questions to students during the seminar N4. Discussion of selected issues N5. Self-study: preparation for the seminar

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_W03	Evaluation of the presentation prepared by students
F2	PEU_U02 PEU_K01	Evaluation of exercises prepared by students
F3	PEU_U01 PEU_U02	Evaluation of engagement in class
F4	PEU_K02 PEU_K03	Evaluation and peer to peer feedback
P= F1*0.3+F2*0.3+F3*0.2+ F4*0.2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Przytuła S. (red.), Zarządzanie różnorodnością pracowników. Perspektywa globalnej mobilności i migracji, PWN, Warszawa 2019

[2] Gross-Gołacka E., Zarządzanie różnorodnością. W kierunku zróżnicowanych zasobów ludzkich w organizacji, Difin, Warszawa 2018.

SECONDARY LITERATURE:

[1] Jeruszka U., Wolan-Nowakowska M., Zarządzanie różnorodnością w organizacji. Aspekty psychopedagogiczne. Difin, Warszawa 2020.

[2] Leoński W., Pluta A., Wieczorek-Szymańska A., Zarządzanie różnorodnością w organizacji. Wyd. CeDeWu, Warszawa 2020.

[3] Warwas I. (red.) Oblicza zarządzania różnorodnością w Polsce, Wyd. Nieoczywiste, 2019.

[4] Wziątek-Staśko, A. Diversity Management. Narzędzie skutecznego motywowania pracowników. Difin, Warszawa 2012.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Społeczna odpowiedzialność biznesu
Name of subject in English: Corporate Social Responsibility
Main field of study (if applicable): Management
Specialization (if applicable): Change management
Profile: academic
Level and form of studies: 2nd level, full time
Kind of subject:-optional
Subject code: W08ZZZ-SM0148S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Basic knowledge of management and organizational behavior.

SUBJECT OBJECTIVES

C1. Provide basic knowledge of corporate social responsibility and its determinants.
C2. To provide basic knowledge (taking into account its application aspects) regarding the problems and challenges of corporate social responsibility in relations with different stakeholder groups.
C3. To encourage thoughtful, socially responsible decision-making in business practice

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has in-depth knowledge of organization and management theory. Identifies different phases of organization development. Has an expanded knowledge of contemporary concepts of organizational management, particularly in the area of corporate social responsibility.
PEU_W02 Characterizes, explains and interprets norms and standards (legal, organizational, professional, moral and ethical) appropriate to the functional areas of organizations related to the studied specialty and especially those related to corporate social responsibility
PEU_W03 Knows and understands the basic dilemmas of modern civilization and especially those arising from the need for sustainable development.

relating to skills:

PEU_U01 Is able to use specialized normative systems related to the studied specialty. He/she is able to select, adapt, justify and apply appropriate norms and standards (legal, professional, moral and ethical) in specific actions in the organization and especially in those related to corporate social responsibility.

PEU_U02 Can make a strategic analysis of the organization and its environment. Is able to formulate alternative strategies at the level of the organization and the domains of its activities, analyzes, critically evaluates and selects the appropriate strategy option. Is able to select and evaluate instruments of strategic control and especially in relation to corporate social responsibility.

relating to social competences:

PEU_K01 He is aware of the need for independent critical evaluation of the scope and level of his knowledge and professional skills both in the field of organizational and management sciences and in the interdisciplinary dimension, especially related to corporate social responsibility. Is prepared to independently search for areas of knowledge to supplement and skills to improve. Is able to inspire and organize the learning process of others.

PEU_K02 Understands the impact of professional work on the improvement of the social environment, in accordance with the idea of corporate social responsibility. Initiates actions to improve the welfare of society.

PEU_K03 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to his/her own and others' work; seeks appropriate solutions and opportunities to correct inadequacies in his/her attitudes and behavior in the workplace, especially in relation to issues related to corporate social responsibility.

PROGRAMME CONTENT

	Seminar	**Number of hours**
Semin 1	Introduction to the class and the topic of corporate social responsibility. Discussion of the conditions for passing the course	2
Semin 2	Business, society and stakeholders. Concepts of stakeholder management and corporate citizenship	2
Semin 3	CSR, corporate governance and strategic management	2
Semin 4	Issue management and crisis management vs. CSR	2
Semin 5	Integrating CSR into the company's strategy and organizational culture	2
Semin 6	Personal and organizational ethics. Managing organizational ethics	2
Semin 7	Application of CSR in the marketplace and in customer relations	2
Semin 8	Application of CSR in the workplace	2
Semin 9	Application of CSR in relations with the local community	2
Semin 10	Application of CSR in the natural environment	2
Semin 11	CSR and responsibility in the supply chain. Partnership and self-regulation	2
Semin 12	CSR and corporate image formation - a marketing perspective	2
Semin 13	CSR norms, standards and tools. CSR reporting and auditing	2
Semin 14	Contemporary challenges and dilemmas of CSR. Challenges of CSR for business operations in the international arena.	2
Semin 15	Summary of the class and final evaluations	2
	Total hours	30

TEACHING TOOLS USED

N1.Presentations prepared by students - group work
N2. Exercises prepared by students - group work
N3. Questions to students during the seminar
N4. Discussion of selected issues
N5. Self-study: preparation for the seminar

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01; PEU_W02 PEU_W03	Evaluation of the presentation prepared by students
F2	PEU_U02; PEU_K01	Evaluation of exercises prepared by students
F3	PEU_U01; PEU_U02	Evaluation of engagement in class
F4	PEU_K02 PEU_K03	Evaluation and peer to peer feedback
P= F1* 0.3+F2*0.3+F3*0.2+ F4*0.2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Caroll A., Buchholtz A., Business & Society Ethics and Stakeholder Management, 2009.
[2] Buglewicz K., Społeczna odpowiedzialność biznesu. Nowa wartość konkurencyjna, PWE, 2017
[3] Rudnicka A., CSR- doskonalenie relacji społecznych w firmie, Wolters Kluwer Polska, 2012.

SECONDARY LITERATURE:

[1] Caroll A., Buchholtz A., Business & Society Ethics and Stakeholder Management, 2009.
[2] Żemigała M., Społeczna odpowiedzialność przedsiębiorstwa. Budowanie zdrowej, efektywnej organizacji. Corporate Social Responsibility, Wolters Kluwer, 2007.
[3] Emerling I, Wójcik-Jurkiewicz M. (red.) Ujawnianie informacji niefinansowych w zakresie CSR. Dobre praktyki, Wyd. Uniwersytetu Ekonomicznego w Katowicach, 2019.
[4] Bolibok P, Kasprzak-Czelej A., Zinczuk B., Społeczna odpowiedzialność biznesu w perspektywie zmian i wyzwań współczesnej gospodarki, Wyd. UMCS, 2020
[5] Crane, A., McWilliams, A., Matten, D., Moon, J., & Siegel, D. S. (Eds.), The Oxford handbook of corporate social responsibility, Oxford Handbooks, 2008.
[6] Blowfield M., Murray A., Corporate social responsibility, OXFORD University Press, 2019.
[7] Buczkowski et.al. , Społeczna odpowiedzialność biznesu. Studia przypadków firm międzynarodowych., Wyd. Uniwersytetu Łódzkiego, 2016.
[8] Koneczna R., CSR i jego narzędzia jako element strategii firm- praktyczny przewodnik, Wydawnictwo IGSMiE, Kraków 2014.
[9] Paliwoda-Matiolańska Adriana, Odpowiedzialność społeczna w procesie zarządzania przedsiębiorstwem, C.H. Beck, 2014.

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FACULTY of MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Strategiczne zarządzanie organizacją
Name of subject in English: Strategic management of the organization
Main field of study: Management
Specialization: Business Processes Management, Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0120
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	60			30	30
Number of hours of total student workload (CNPS)	100			75	75
Form of crediting	Examination			Crediting with grade	Crediting with grade
For group of courses mark (X) final course					
Number of ECTS points	4			3	3
including number of ECTS points for practical classes (P)				3	3
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	2,4			1,2	1,2

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Essentials of management
2. Organizational science

SUBJECT OBJECTIVES

Acquisition of knowledge, taking into account its application aspects, regarding:
C1. The strategic context of the organization's functioning.
C2. Methods and concepts used in management.
C3. The effectiveness and efficiency of the organization.
C4. Types of enterprise development strategies, including marketing strategies.
Acquisition of basic skills regarding:
C5. Participation in the process of planning the company's development strategy.
C6. Identifying management and substantive problems in the organization.
C7. Formulating and selecting solutions to management and substantive problems in the organization.

SUBJECT EDUCATIONAL EFFECTS

In the field of knowledge:
PEU_W01 - has a knowledge of the genesis and essence of strategic management
PEU_W02 - understands the strategic context of the organization's functioning
PEU_W03 - has an extended knowledge of the methods and concepts used in management
PEU_W04 - has extensive knowledge of creating a marketing strategy
PEU_W05 - knows advanced methods of measuring and evaluating the performance of

the organization as a whole. Explains the basics and importance of restructuring processes: stabilizing, development and repair in the organization.
PEU_W6 - has extensive knowledge of entrepreneurship. It indicates its determinants. Identifies factors contributing to the effectiveness of individual and team entrepreneurial behavior. He knows the principles of creating and developing various forms of entrepreneurship.
PEU_W7 - knows and understands the basic dilemmas of modern civilization

In terms of skills:
PEU_U01 - can make a strategic analysis of the organization and its environment
PEU_U02 - is able to formulate alternative strategies at the level of the organization and its domains of activity, critically evaluates and selects the appropriate variant of the strategy
PEU_U03 – can identify and analyze typical management problems
PEU_U04 - is able to formulate solutions to complex management and substantive problems in the organization at a basic level
PEU_U05 - can plan marketing activities in a modern enterprise
In the field of social competences:
PEU_K01 - is aware of the need to obtain information and develop knowledge about the company and its environment
PEU_K02 - is aware that the manager's job consists in continuous identification, analysis and resolution of strategic problems arising in the organization, which allows for the right choice of action strategy aimed at ensuring the survival of the company in an uncertain and dynamically changing environment
PEU_K03 - is prepared to communicate, convince and defend his own views

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	The genesis of strategic management. Objectives and functions of strategy in enterprise management.	4
Lec 2	Concepts and schools of strategic management. Strategic management levels.	4
Lec 3	Vision, mission and strategic goals of the company. Enterprise business model.	4
Lec 4	Strategic analysis of the further enterprise's environment (the essence and methods of research). Strategic analysis of the company's sectoral environment (concepts and research methods).	4
Lec 5	Analysis of the company's strategic potential. Assessment of the strategic position. Models of strategic choice - main types of strategies.	4
Lec 6	Lean management	4
Lec 7	Hoshin Kanri.	4
Lec 8	Process approach, Business Process Reengineering. Competing based on time - Time Based Management.	4
Lec 9	Learning organization concept.	4
Lec 10	Network organizations - intranet, internet and virtual organization.	4
Lec 11	Agile organization concept	4
Lec 12	Project organization concept	4
Lec 13	Formulating a marketing strategy as a functional strategy. Product strategy formulation.	4
Lec 14	Formulating the pricing strategy and distribution strategy	4
Lec 15	Formulating promotion and communication strategies.	4
	Total hours	60

Project		Number of hours
Proj 1	Introduction to project classes - selection of the subject of the project.	2
Proj 2	Description of the entity due to strategic criteria. Developing a vision and mission in the context of core values for the project entity.	2
Proj 3	Analysis of the macro environment and sectoral environment. Detailed competition analysis.	2
Proj 4	Analysis of the organization's resources. Strategic diagnosis.	2
Proj 5	Analysis and selection of strategic options. Strategic choice.	2
Proj 6	Hoshin Kanri - Formulating True North and Long-Term Planning.	2
Proj 7	Hoshin Kanri - Planning challenges and strategies for categories.	2
Proj 8	Hoshin Kanri - Annual Planning.	2
Proj 9	Hoshin Kanri - Implementation and execution of plans.	2
Proj10	Hoshin Kanri - Checking plans and implementing corrective actions.	2
Proj11	Creating a project organization - independent projects	2
Proj12	Creating a project organization - project portfolios and programs	2
Proj13	Product strategy formulation.	2
Proj14	Formulating the pricing strategy and distribution strategy.	2
Proj15	Formulating a promotion and communication strategy.	2
	Total hours	30

Seminar		Number of hours
Sem 1	Case study 1. Organization's vision and mission and business model.	2
Sem 2	Case study 2. Strategic diagnosis - further environment.	2
Sem 3	Case study 3. Strategic diagnosis - sectoral environment.	2
Sem 4	Case study 4. Diagnosis of the company's strategic potential.	2
Sem 5	Case study 5. Strategic options and the choice of an organization's development strategy.	2
Sem 6	Case study 6. Lean management.	2
Sem 7	Case study 7. Process approach.	2
Sem 8	Case study 8. Time based management.	2
Sem 9	Case study 9. A learning organization.	2
Sem10	Case study 10. Network organizations.	2
Sem11	Case study 11. Agile organization.	2
Sem12	Case study 12. Project organization	2
Sem13	Case study 13. Product strategy.	2
Sem14	Case study 14. Pricing strategy and distribution strategy.	2
Sem15	Case study 15. Promotion and communication strategy.	2
	Total hours	30

TEACHING TOOLS USED
N1. Traditional lecture with the use of a multimedia presentation N2. Questions asked to the audience during the lecture N3. Case studies N4. Discussion on selected issues N5. Independent analysis and assessment of the management situation of a real organization N6. Own work - independent study: preparation for classes and exam preparation N7. Presentation prepared by students

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W05 PEU_W06 PEU_W07 PEU_U01 PEU_U02 PEU_U03 PEU_U04 PEU_K01 PEU_K02 PEU_K03	Evaluation of the discussion on the discussed case studies. Evaluation of developed solutions regarding the analysis and evaluation of given aspects of the organization's reality as part of the project.
F2	PEU_W05 PEU_W06 PEU_W07	Evaluation of presentations, participation in discussions
F3	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05 PEU_W06 PEU_W07	Exam
P(lecture) = F3 P(seminar) =F2 P(project) = F1		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Krzysztof Obłój, *Praktyka strategii firmy: jak zarządzać przeszłością, radzić sobie z teraźniejszością i tworzyć przyszłość*, Poltex 2017
[2] Gierszewska G., Olszewska B., Skonieczny J., „*Zarządzanie strategiczne dla inżynierów*" PWE Warszawa 2013
[3] Daniel T. Jones, Daniel Roos, James P. Womack, *Maszyna, która zmieniła świat*, ProdPress, 2008.
[4] Hutchins David, *Hoshin Kanri - Strategiczne podejście do nieustannego doskonalenia*, Wolters Kluwer, 2010.
[5] Szpitter Agnieszka, Czerska Małgorzata, *Koncepcje zarządzania*, C.H. Beck, Warszawa 2010.

SECONDARY LITERATURE:

[1] Sokołowska Stanisława, Krawczyk-Sołtys Agnieszka, Mijal Anna, Płatkowska-Prokopczyk Laura, Szwiec Paweł, *Koncepcje organizacji i metody zarządzania*, Difin, 2016.
[2] Kotler P., Lane K.K., *Marketing*, Rebis, 2020.

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Strategie biznesowe w gospodarce o obiegu zamkniętym
Name of subject in English: Business strategies in a circular economy
Main field of study (if applicable): Management
Specialization (if applicable): Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0151S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge in the field of sustainable development, including social responsibility.
2. Ability to work in a team.

SUBJECT OBJECTIVES

C1. Transfer of knowledge in the field of circular economy (CE) and business strategies related to the concept.
C2. Transfer of theoretical and practical knowledge in the field of packaging management in Poland and globally.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W1 Characterizes, explains and interprets the norms and standards (legal, organizational, professional, moral and ethical) appropriate for the functional areas of the organization related to business strategies in the circular economy.
PEU_W02 Has an in-depth knowledge of organisational and management theory, in particular GOZ.
PEU_W03 Knows and understands the basic dilemmas of modern civilisation.

relating to skills:

PEU_U01 Can make a strategic analysis of the organization and its environment in the context of the circular economy. Analyzes, critically evaluates and selects the appropriate strategy variant for a given enterprise.
PEU_U02 Is able to use specialised normative systems related to the studied specialisation. He/she is able to select, adapt, justify and apply relevant norms and standards (legal, professional, moral and ethical) in specific actions in the organisation)

relating to social competences:

PEU_K01 understands the impact of professional work on the impact on all stakeholders in the distant and closer environment.
PEU_K02 searches for optimal, ethically correct solutions, and identifies opportunities to correct irregularities in their attitudes and behaviors related to the circular economy in the workplace.
PEU_K03 is aware of the need for an independent, critical assessment of the scope and level of his/her professional knowledge and skills both in the organisational and management sciences and in the interdisciplinary dimension. Is prepared to independently search for areas of knowledge to supplement and skills to improve. Is able to inspire and organise the learning process of others.

PROGRAMME CONTENT

	Seminar	**Number of hours**
Semin 1	Organizational matters. New challenges in the field of global socio-economic trends.	2
Semin 2	From a linear economy to a circular economy. The essence and concept of circular economy. Circular economy, sustainable development and climate protection.	2
Semin 3	Circular economy as an opportunity for business development in Poland.	2
Semin 4	Circular economy indicators in selected countries and regions. Monitoring and evaluation of circular economy indicators.	2
Semin 5	Packaging economy in Poland and in the world.	2
Semin 6	Packaging and climate change.	2
Semin 7	Circular economy strategies for packaging.	2
Semin 8	Mapping material streams in packaging management.	2
Semin 9	Identification of barriers and indication of opportunities and threats in the packaging industry.	2
Semin 10	Workshops on creative problem solving related to packaging in circular economy.	2
Semin 11	Packaging design for recycling.	2
Semin 12	Designing packaging in accordance with the Design Thinking methodology – workshop.	2
Semin 13	Designing packaging in accordance with the Design Thinking methodology – workshop.	2
Semin 14	Project presentations and discussions.	2
Semin 15	Summary of classes, SWOT analysis.	2
	Total hours	30

TEACHING TOOLS USED

N1. mini lecture
N2. case study
N3. the presentation
N4. mini-deployment

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01; PEU_02; PEU_W03; PEU_U01, PEU_U02; PEU_K01; PEU_K02; PEU_K03	Activity during classes (e.g. speaking in discussions, solving case studies)
F2	PEU_W01; PEU_02; PEU_W03; PEU_U01, PEU_U02; PEU_K01; PEU_K02; PEU_K03	Team presentation of packaging created in accordance with the circular economy concept
P=0,2*F1+ 0,8*F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Ewaluacja gospodarki o obiegu zamkniętym – wyzwania, bariery, korzyści (Kulczycka J. red), PAN, Kraków, 2021

[2] Hausner J., Przyszłość gospodarki rynkowej – od oportunistycznej do relacyjnej gry ekonomicznej, Open Eyes Book, Open Eyes Economy Summit, Kraków, 2017 https://www.pibr.org.pl/static/items/publishing/

[3] Transformacja przemysłu opakowań w kierunku gospodarki o obiegu zamkniętym. Wybrane problemy, W. Wasiak (red)., Polska Izba Opakowań, Warszawa 2018.

SECONDARY LITERATURE:

[1] M. Nasrollahi, A. Beynaghi, F. Memariyan Mohamady, M. Mozafari, Plastic Packaging, Recycling, and Sustainable Development, Springer, Cham 2019.

[2] Wyzwania zrównoważonego rozwoju w Polsce, (red. Kronenberg, J.; Bergier, T.), Fundacja Sendzimira, Kraków 2010.

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Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Seminarium dyplomowe I
Name of subject in English: Diploma Seminar
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0125S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					15
Number of hours of total student workload (CNPS)					25
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					1
including number of ECTS points for practical classes (P)					1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					0,6

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

SUBJECT OBJECTIVES

C1 The aim of the seminar is to provide students with knowledge on the initial understanding the subject of the master thesis.

C2 Creation of conditions enabling the student to choose the topic of the diploma dissertation, formulate its purpose and structure and the research problem, as well as prepare and verify the document "Declaration of the completion of the diploma thesis".

SUBJECT EDUCATIONAL EFFECTS

Relating to skills:
PEU_U01 Knows and is able to apply methods and techniques to solve problems in organization's management.
PEU_U02 Is familiar with the content of the papers about management in the organization. Can choose relevant texts.
PEU_U03 Is able to participate in discussions in the field of science about organization and management - in Polish and in a foreign language.

Relating to social competences:
PEU_K01 Is prepared to independently search for interesting areas of knowledge and gather information.
PEU_K02 Can prepare arguments for persuasion and negotiation in the name of achieving common goals.

PROGRAMME CONTENT		
Seminar		**Number of hours**
Se1-2	Introduction to a master's thesis (requirements, literature on how to develop thesis, the diploma examination procedure).	4
Se3	Discussion about the topics of master theses and indication of possible supervisors of these works.	2
Se4	Discussion about the document "Declaration of the completion of the diploma thesis" and the method of its transmission to competent organizational units.	2
Se5	Guidelines for the evaluation of the thesis (review) and diploma examination. Guidelines for developing presentations.	2
Se6	Individual consultations of students and conductor of the course with possible thesis supervisors and with organizations (production, service, production and service, etc.), on the example of which write a diploma thesis is possible.	2
Se7-8	Presentation the content of the document "Declaration of the completion of the diploma thesis", signed by the student, the supervisor of the diploma thesis and the course conductor. Presentation on approx. 10 slides.	4
	Total hours	15

TEACHING TOOLS USED
N1. Multimedia presentation. N2. Discussion. N3 Templates, patterns and materials presented on the e-portal. N4 Good practices for preparing presentations available online.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02	Preparation of the document "Declaration of the completion of the diploma thesis" approved by the supervisor and the seminar conductor (the so-called paper version). Content presentation of the Declaration at the seminar (about 10 slides - see Requirements). Preparation of the E-Declaration and sending it to competent organizational units (see E-Declaration Procedure). Submission of a written (paper) version to the Dean's Office. Attendance is obligatory.
F2	PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02	Multimedia presentation of the work concept.
P = 0.8*F1+0.2*F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Brycz ,B., Dudycz, T. (2011) Przewodnik dla piszących prac magisterskie w zakresie zarządzania, PWN, Warszawa.
[2] Grzybowski, P., Sawicki, K. (2010) *Pisanie prac i sztuka ich prezentacji*. Wyd. Impuls.
[3] Literature review that relates to the topic of the thesis
[4] Zenderowski, R. (2020) *Przewodnik po metodologii pisania I obrony pracy dyplomowej*. CeDeWu

SECONDARY LITERATURE:

[1] APA
[2] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press.
[3] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.
Oliver, P. (2013) Writing your thesis. Sage.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Seminarium dyplomowe II
Name of subject in English: Seminar II
Main field of study (if applicable): Management
Specialization (if applicable): Business process management, Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0159S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					15
Number of hours of total student workload (CNPS)					25
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					1
including number of ECTS points for practical classes (P)					1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					0,6

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

-

SUBJECT OBJECTIVES

C1 To provide knowledge on the detailed development of the master's thesis (thesis plan, use of scientific literature, technical editing of the thesis, copyright, how to present the thesis' results at the diploma exam).

SUBJECT EDUCATIONAL EFFECTS

relating to skills:
PEU_U01 Student can critically evaluate the usefulness of methods and techniques in solving research problems.
PEU_U02 Student can interpret and formulate conclusions from the Polish and foreign texts concerning management.
PEU_U03 Student can formulate and present own opinions on texts about management and quality studies.

relating to social competences:
PEU_K01 Student is aware of the individual realization of the research and also of his views about main goals.

PROGRAMME CONTENT		
Seminar		**Number of hours**
Semin 1	Providing the criteria for evaluation of the thesis (creative characteristics of the thesis, substantive and methodological correctness, logical, linguistic, and stylistic correctness, the validity of information sources, the usefulness of the thesis in practice). Discussion of the diploma examination).	1
Semin 2-3	Discussion of the stages of developing a master's thesis. The transfer of information on how to define the problem to be solved, to determine the purpose of thesis, to formulate subproblems of the work (preliminary structure of the work), to collect information necessary for the development, to determine the detailed structure of the work, to write the thesis (analysis and evaluation of the problem), to formulate conclusions, to prepare for the diploma exam. Presentation of diploma thesis sample.	4
Semin 4-5	Discussion of the thesis construction. Title page of the thesis (university data, the field of study, thesis title, thesis supervisor, place and year of study, keywords, abstract), introduction, chapters, subchapters and conclusion, list of figures and tables, list of attachments, etc. Indication in the Introduction of the motivation for taking the topic, purpose, and scope of the work, discussion of the content of the work, research methods, and sources of information. The method of presenting the results of the research. The content included in the Conclusion. The way of listing the literature: books and scripts, articles in scientific journals, papers from scientific conferences, standards, legislation, websites, lecture notes, documentation of the research object, the author's works and works "edited by scientists". Paragraphs. Footnotes, citations, thesis style, and language. Figure and table captions and references in the text. Presentation of sample presentations at the thesis exam. Presentation of a detailed Workplan.	4
Semin 6-8	Presentation of one of the prepared chapters of the master’s thesis.	6
	Total hours	15

TEACHING TOOLS USED
N1. Multimedia presentation. N2. Problem-based discussion.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03 PEU_K01	Presentation
P = F1		

PRIMARY AND SECONDARY LITERATURE
PRIMARY LITERATURE: [1] Oliver, P. (2013) Writing your thesis. Sage. [2] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press. [3] Literature review that relates to the topic of the thesis **SECONDARY LITERATURE:** [1] APA [2] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.
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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish Symulacja i wizualizacja danych
Name of subject in English Data simulation and visualisation
Main field of study (if applicable): Management
Specialization (if applicable): Business Process Management, Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0128G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15		30		
Number of hours of total student workload (CNPS)	25		50		
Form of crediting			crediting with grade		
For group of courses mark (X) final course			X		
Number of ECTS points			3		
including number of ECTS points for practical classes (P)			2		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)			1,8		

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Knowledge of basic methods and techniques of descriptive statistics.
2. Knowledge of basic methods and techniques of data mining.

SUBJECT OBJECTIVES

C1 Learning the principles of discrete simulation model construction and develop the ability to use simulation models to describe the current state and forecast future states of an organization.
C2 Learning data reporting techniques and tools in order to turn them into useful insights in the management process using advanced visual analytics.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 The student has knowledge in building discrete simulation models and using simulation to model business processes.
PEU_W02 The student has knowledge of the methods, techniques and computer tools of modern analytics and data visualization useful in reporting systems and management decision-making processes.
relating to skills:
PEU_U01 The student can apply the method of discrete computer simulation to describe and forecast the processes and results of the activities of the organization.
PEU_U02 The student is able to properly select and apply selected information technologies in order to visualize data and prepare a data report.

relating to social competences:

PEU_K01 The student is able to independently develop his knowledge and skills, is ready to identify, analyse and solve problems in the identification and analysis of decision problems with the help of data mining, visualization and reporting.

PEU_K02 The student shows responsibility for his own preparation for work, decisions made and actions carried out, and their consequences.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Presentation of requirements, regulations of the course. Discussion of the rules for passing the course	1
Lec 2	Introduction to simulation modeling. Definitions, concepts. Overview of t simulation methods. The course of simulation study.	2
Lec 3	Basics of discrete simulation approach.	2
Lec 4	Discrete Event Simulation. Case studies 1	2
Lec 5	Discrete Event Simulation. Case studies 2 Test	2
Lec 6	Introduction to the methodology and practice of using modern techniques of data exploration, analysis, visualization and reporting. Preparation of data for analysis.	2
Lec 7	Visualization of descriptive statistics – data analysis and interpretation. Iterative data mining process. Storytelling with data.	2
Lec 8	Characteristics of a professional dashboard. Visualization as an analytical tool. Good data visualization practices. Final test.	2
	Total hours	

Laboratory		**Number of hours**
Lab 1	Introduction to Arena, design of experiment, analysis of simulation results.	2
Lab 2	DES model: a simple simulation model	2
Lab 3	DES model: decision blocks, attributes	2
Lab 4	DES model: resources, work schedule, failures	2
Lab 5	DES model: Separate and Batch blocks	2
Lab 6	DES model: scalar and tables variables	2
Lab 7	Defending a project assignment. Part 1	2
Lab 8	Defending a project assignment. Part 2	1
Lab 8-9	Presentation of the rules of the final project. Preparation of data for analysis. Work with dedicated software: Tableau Prep Builder.	3
Lab 10	Visualization of descriptive statistics. Working with dedicated software: Tableau Desktop.	2
Lab 11	Basics of business data visualization. Working with dedicated software: Tableau Desktop.	
Lab 12	Designing a professional data panel. Working with dedicated software: Tableau Desktop.	2
Lab 13	Data analysis, interpretation and description. Working with dedicated software: Tableau Desktop.	2
Lab 14	Presentation of final projects.	2
Lab 15	Presentation of final projects.	2
	Total hours	30

TEACHING TOOLS USED
N1. Multimedia presentations. N2. Computer data analysis - software: Arena, Tableau Prep Builder, Tableau Desktop. N3. Microsoft Excel N3. Teaching materials published on e-portal.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01	The % grade of the project from the simulation
F2	PEU_K02	Attendance at Lab1-Lab8 labs (%)
F3	PEU_U02	The % grade of the project from the data visualization
F4	PEU_U02	The % grade of the project from the data visualization
F5	PEU_W1	Test from lectures Lec1-Lec5
F6	PEU_W1	Test from lectures Lec6-Lec8

P1 (lab) = ((F1+F2) +(F3+F4))/2
P2 (lecture)= (F5+F6)/2
P = 0.7*P1+0.3*P2

Notes:
(1) If the number of absences from laboratory classes exceeds the allowable limit, the grade P1=NDST
(2) (F1+F2); (F3+F4); F5; F6; P1; P2 are given as percentages. Each component must be greater than 50%. Otherwise, the final grade is NDST
(3) The grading scale is as follows:
Whichever of the partial grades (see Notes1 and 2) <50% ndst
50.01% - 60.0% dst
60.01% - 70.0% dst+
70.01% - 80.0% db
80.01% - 90.0% db+
90.01% - 100.0% bdb

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Nussbaumer Knaflic C., (2015) Storytelling with Data: A Data Visualization Guide for Business Professionals, J. Wiley & Sons
[2] Larose D.T., (2014) Discovering Knowledge in Data: An Introduction to Data Mining, J. Wiley & Sons
[3] Mielczarek B., Modelowanie symulacyjne w zarządzaniu. Symulacja dyskretna. Oficyna Wydawnicza PWr Wrocław 2009

SECONDARY LITERATURE:

[4] Yau N., (2013) Data points. Visualization that means something, J. Wiley & Sons
[5] Loth A., (2019) Visual Analytics with Tableau, J. Wiley & Sons
[6] Kelton WD, Zupick N, Ivey N. (2024) Simulation with Arena, McGraw Hill

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Warsztat badacza
Name of subject in English: Research workshop
Main field of study (if applicable): Management
Specialization (if applicable): Change Management, Business process management
Profile: academic
Level and form of studies: 2nd level magister studies, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0131S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					15
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					0,6

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge of the paradigms and theories of management and quality sciences.
2. Knowledge of basic methodological problems.

SUBJECT OBJECTIVES

C1: Acquiring the knowledge necessary to conduct research and publishing the results of this research.
C2: Acquiring the ability to apply knowledge in practice for the design, implementation and description of empirical research, critical analysis of literature and editing of scientific texts.

SUBJECT EDUCATIONAL EFFECTS/ SUBJECT LEARNING OUTCOMES

relating to knowledge:

PEU_W01 Knows the methods of conducting scientific research.
PEU_W02 Knows the scientific bases that should be used to conduct literature analysis.
PEU_W03 Knows the structure of a scientific article and the path of its publication.

relating to skills:

PEU_U01 Knows how to conduct a critical analysis of the literature.
PEU_U02 Knows how to search scientific databases for targeted information.
PEU_U03 Knows how to write a scientific article

PROGRAMME CONTENT		
Seminar		**Number of hours**
Sem1	Introduction – methods of conducting scientific research	1
Sem2	Methods of searching and acquiring scientific knowledge	2
Sem3	What, how and where could be published?	2
Sem4	Scientific research – characteristic, structure and editing requirements.	2
Sem5	Presentation of scientific research and public speech	2
Sem6	Methods of conducting a critical analysis of the literature - a review	2
Sem7	Methods of designing, implementing and describing empirical research - a review	2
Sem8	Crediting with a grade	2
	Suma godzin	15

TEACHING TOOLS USED
N1. Multimedia presentation

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU-W01-W03 PEU-U01-U03	Presentation of the chosen scientific paper prepared and presented by the student
P = F1		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Czakon, W. (Ed.). (2011). Podstawy metodologii badań w naukach o zarządzaniu. Wolters Kluwer Polska.

[2] Juszczyk, S. (2013). Badania jakościowe w naukach społecznych szkice metodologiczne. Katowice, Poland: Wydawnictwo Uniwersytetu Śląskiego.

SECONDARY LITERATURE:

[1] Becker, H. S. (2008). Writing for social scientists: How to start and finish your thesis, book, or article. University of Chicago Press.

[2] Jonker, J., & Pennink, B. (2010). The essence of research methodology: A concise guide for master and PhD students in management science. Springer Science & Business Media.

[3] Taylor, B., Sinha, G., & Ghoshal, T. (2006). Research methodology: A guide to for reseachers in management and social sciences. PHI Learning Pvt. Ltd..

[4] Scandura, T. A., & Williams, E. A. (2000). Research methodology in management: Current practices, trends, and implications for future research. Academy of ManagementJjournal, 43(6), 1248-1264.

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Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish Wyzwania nowoczesnego przywództwa
Name of subject in English Challenges of modern leadership
Main field of study (if applicable): Management
Specialization (if applicable): Business Processes Management, Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code W08ZZZ-SM0165G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15	30			
Number of hours of total student workload (CNPS)	50				
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	2				
including number of ECTS points for practical classes (P)		1			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1.8				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No prerequisites.

SUBJECT OBJECTIVES

C1. To acquire knowledge and familiarisation with the skills a modern leader should have in decision-making and in initiating and leading change processes and managing a team.
C2. To acquire knowledge and skills in the area of social competence necessary to deal with the challenges faced by employees of contemporary organisations.
C3. To acquire skills and competencies in the ability to integrate a group and encourage cooperation, to lead, build relationships, motivate and inspire
and generate ways to resolve conflicts.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has in-depth knowledge of leadership, decision-making, motivation, communication, group mechanisms and social influence realised in an organisation. Identifies principles for counteracting negative individual and social phenomena in the organisation.

PEU_W02 Has in-depth knowledge of the conditions (organizational, professional, moral and ethical) shaping contemporary social competences, including leadership, which make it possible to respond to challenges connected with the studied specialization.

relating to skills:

PEU_U01 is able to select, adapt, justify and apply adequate norms (legal, professional, moral and ethical) resulting from conditions shaping contemporary social competences, including leadership

PEU_U02 is able to interact and work in group and team forms of work organization (accepting various roles in them). He/she demonstrates readiness to organize and lead the work of teams independently

relating to social competences:

PEU_K01 Understands the impact of leadership on the environment and initiates actions aimed at its improvement

PEU_K02 Is able to appropriately determine priorities in his/her own work and in cooperation with others in relation to different organizational roles

PEU_K03 Is prepared to take responsibility for the tasks entrusted to him/her within the framework of assigned roles, and is characterized by responsibility for preparation for work, decisions made and actions carried out, as well as their results

PEU_K04 Demonstrates courage in communicating and defending own views. Is prepared to persuade and negotiate for the sake of achieving common goals

PEU_K05 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to his/her own and others' work; seeks appropriate solutions and opportunities to correct inadequacies in his/her attitudes and behaviour in the workplace.

PROGRAMME CONTENT

	Lecture	**Number of hours**
Lec 1	Organisational lecture- Presentation of the purpose of lecture and evaluation criteria. The leader as a creator and initiator of change in the face of challenges of the contemporary world.	1
Lec 2	Leader - concepts, terms, theoretical and practical dimensions.	2
Lec 3	The role of leadership behaviour in contemporary team management theory.	2
Lec 4	Leader's skills: interpersonal relations	2
Lec 5	Leader's skills: decision-making and negotiation techniques	2
Lec 6	Leadership skills: vision and design	2
Lec 7	Leadership skills: image	2
Lec 8	Case study. Final test.	2
	Total hours	**15**

	Classes	**Number of hours**
Cl 1	Organisational classes - discussion of the principles of organising the course and credit rules. Challenges of contemporary organisations - social and cultural conditions, challenges of leading change	2
Cl 2-3	Selected problem areas - e.g. organisational communication, collaboration and networking, motivation and incentivisation, organisational culture, trust, commitment, learning - setting up teams	4
Cl 4-5	Analysis of case studies from a selected problem area.	4

Cl 6	Analysis and description of the defined problem, development of assumptions for its solution, desk research	2
Cl 7-8	Initial development of a methodology to address the identified problem	4
Cl 9	First plenary session - presentation of proposals for solutions, work in teams - consultation on substantive issues, assessment of progress of teams' work	2
Cl 10	Development of the results of the analyses of the identified problem	2
Cl 11-12	Formulation of practical implications and suggestions for improvement for a defined problem	4
Proj 13	Development of final solutions	2
Proj 14-15	Second plenary session: presentations of developed solutions, evaluation of presentations, discussion with students	4
	Total hours	**30**

TEACHING TOOLS USED

N1. Traditional lecture with multimedia presentation means
N2. Group work, culminating in oral and written presentations.
N3. Problem-based discussion
N4. Case studies
N5. Student presentations

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01; PEU_W02	Final test
F2	PEU_W01; PEU_U02; PEU_K02; PEU_K03	Case study
F3	PEU_U02; PEU_K01; PEU_K02, PEU_K04	Evaluation of activities
F4	PEU_W02; PEU_U02; PEU_K01; PEU_K02, PEU_K03	Evaluation of group work
P (lecture)= F1 P (classes)= 0,3*F2+0,3*F3+0,4*F4 P= F1 + (0,3*F2+0,3*F3+0,4*F4)/2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Anderson G. (2019), Sztuka współpracy, ICAN Institute, Warszawa
[2] Blanchard K. (2021), Przywództwo wyższego stopnia, PWN, Warszawa
[3] Laloux F. (2015), Pracować inaczej, Wydawnictwo Studio Emka, Warszawa

SECONDARY LITERATURE:

[1] Blanchard K., Broadwell R. (red.) (2019), Servant leadership w praktyce. MT Biznes, Warszawa
[2] Carre, C. (2008). Sztuka rozwiązywania konfliktów. Katowice: VIDEOGRAF II
[3] Hamel G., Zanin M. (2022), Humanokracja, MT Biznes, Warszawa

[4] Piątkowska A. (2021), Przywództwo w świecie VUCA. Jak być skutecznym liderem w niepewnym środowisku, Onepress,
[5] Wiseman L. (2022), Inspirujący lider, Dom wydawniczy Rebis, Warszawa

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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Radosław Ryńca, radosław.rynca@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Zaawansowane zarządzanie projektami
Name of subject in English: Advanced project management
Main field of study (if applicable): Management
Specialization (if applicable: Change managment
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0142G
Group of courses YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			30	30
Number of hours of total student workload (CNPS)	50			50	50
Form of crediting	crediting with grade				
For group of courses mark (X) final course	x				
Number of ECTS points	6				
including number of ECTS points for practical classes (P)				2	2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	3,0				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Basic knowledge of cascading project management processes, basic knowledge of agile project management, ability to define, plan and control a simple project

SUBJECT OBJECTIVES

C1 To provide students with knowledge of advanced project management methods and approaches, as well as knowledge and skills to develop competences related to project team management.
C2 To develop a critical and creative approach to project management, the ability to develop individual project management solutions and the ability to cooperate within project teams.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 has an extended knowledge of methods in the processes of defining, planning, controlling and closing projects
PEU_W02 knows the principles of project portfolio and programme management and understands the concept of organisational maturity in project management
PEU_W03 knows selected hybrid techniques and approaches to project management and knows the principles of sustainable project management.
relating to skills:
PEU_U01 is able to select and apply appropriate project management methods and modify them to meet actual needs

PEU_U02 is able to collaborate with other participants in a project team, can initiate actions, communicate, delegate authority and evaluate work progress
PEU_U03 is able to use competence profiles and other tools to select a project manager and members of a team on the basis of rational premises taking into account the surrounding conditions

relating to social competences:

PEU_K01 is able to discuss problems related to project management, work out a compromise solution, initiate necessary changes and participate in their planning and implementation
PEU_K02 is willing to organise the work of a team, seek creative solutions to problems connected with project team management and take responsibility for tasks assigned to him/her
PEU_K03 is aware of group processes taking place in project teams and is able to determine priorities in his/her own work and in cooperation with others.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Organisational issues. Contemporary project management needs. Project typologies	1
Lec 2	Project management approaches (cascading, agile, hybrid).	2
Lec 3	Project success, project success criteria, project success factors	2
Lec 4	Project maturity of project organisations	2
Lec 5	Definition of project value. Project metrics	2
Lec 6	Sustainable project management	2
Lec 7	Advanced project control methods	2
Lec 8	Final test.	2
	Total hours	15

Project		**Number of hours**
Proj 1	Preparation for the development of project proposals (project stakeholder analysis)	2
Proj 2-3	Preparation for the development of project proposals (project risk analysis)	4
Proj 4-5	Preparation for drafting project proposals (project scheduling)	4
Proj 6	Preparation for drafting project proposals (project budgeting)	2
Proj 7	Preparation for developing project proposals (project profitability estimation)	2
Proj 8	Presentation of various "calls for projects", formation of student groups. Selection of "calls for projects" and topics by student groups.	2
Proj 9	Presentation of rules for writing project proposals	2
Proj 10-11	Presentation of project ideas	4
Proj 12	Results of the expert evaluation of project proposals	2
Proj 13	Lessons learned	2
Proj 14-15	Short, oral presentations of the project	4
	Total hours	30

Seminar		Number of hours
Semin 1	Introduction- organisational issues. Group dynamics and team building.	2
Semin 2-3	Team roles. Adaptation processes of teams and in teams.	4
Semin 4-5	Competency profiles of team members. Case study.	4
Semin 6-7	Competency profile of a project manager. Case study.	4
Semin 8-9	Delegating tasks and planning work in project teams. Case study.	4
Semin 10	Determinants, ways and tools of communication in project teams. Case study.	2
Semin 11	Dysfunctions of team work. Managing a team in a crisis situation. Case study.	2
Semin 12	Knowledge management in project teams. Case study.	2
Semin 13-14	Case studies of project team management.	4
Semin 15	Summary	2
	Total hours	30

TEACHING TOOLS USED
N1. Lecture based on multimedia presentation combined with discussion N2. Case studies N3. Excel N4. Project management software N5. Group work

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1 (lecture)	PEU_W01; PEU_W02; PEU_W03	Final lest
F2 (project)	PEU_U01, PEU_K01, PEU_K02	Evaluation of task preparation
F3 (project)	PEU_U01, PEU_K01, PEU_K02	Evaluation of the project proposal - assessment of the work on the project
F4 (seminar)	PEU_U03; PEU_K02	Measuring preparation for panel discussions
F5 (seminar)	PEU_U03; PEU_K02; PEU_K03	Measuring the value of group work
F6 (seminar)	PEU_U02; PEU_U03; PEU_K02; PEU_K03	Activity measurement
P (lecture) = F1 P (project) = 05*F2+0,5*F3 P (seminar) = 0,3*F4+0,4*F5+0,3*F6 P= 0,4*P(lecture)+0,3*P(project)+0,3*P(seminar)		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Grucza B. (2019), Zarządzanie interesariuszami projektu, PWE
[2] Osterwalder A. (2022), Skuteczne zarządzanie zespołem, OnePress, Gliwice
[3] Wysocki R.K. (2014), Efektywne Zarządzanie Projektami, OnePress
[4] Żeromski M. (2020), Budowanie zespołu, Wydawnictwo Helion, Gliwice

SECONDARY LITERATURE:

[1] Brzozowska A. (2021), A functional approach to sustainable project management, Taylor and Francis
[2] Gray C.F., Larson E.W., Desai G.V. (2013), Project Management, MCGraw Hill
[3] Grucza B. (2019), Zarządzanie interesariuszami projektu, PWE
[4] Hoffmann M.R. (2015), How to write effective EU proposals, EU
[5] Moustafaev J. (2015), Project scope management, CRC Press
[6] Kerzner H. (2005), Advanced Project Management Edycja Polska, Helion
[7] Kerzner H. (2017), Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project Performance, Wiley
[8] Venkataraman R.R., Pinto K.P. (2008), Cost and Value Management in Projects, John Wiley & Sons

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FACULTY OF MANAGMENT

SUBJECT CARD

Name of subject in Polish: Zarządzanie ciągłością działania
Name of subject in English: Business Continuity Management
Main field of study (if applicable): Management
Specialization (if applicable): Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0147G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			30	
Number of hours of total student workload (CNPS)	25			50	
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	3				
including number of ECTS points for practical classes (P)				2	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,8				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Knowledge of change management in the organization

SUBJECT OBJECTIVES

C1: Providing students with knowledge about the essence of crisis phenomena in organizations, their types and varieties, as well as the essence of crisis management.
C2: Familiarizing students with the methodology of securing the continuity of business processes and normative solutions in the field of business continuity management.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01Has extensive knowledge in the field of crisis management and business continuity management. Knows the standards and legal regulations in the field of business continuity management.

relating to skills:

PEU_U01 Is able to design a business continuity management system, selecting appropriate methods and tools in the context of the dynamics of phenomena and events in the organization and the existing business continuity management standards.

PEU_U02 Is able to cooperate and work in group and team forms of work organization assuming various roles in them.

relating to social competences:

PEU_K01 Is prepared to initiate changes in the organization and participate in their planning and implementation.
PEU_K02 Demonstrates readiness to identify potential problems that may disrupt the continuity of the organization's functioning and to search for and critically select methods and tools for solving problems that arise when designing changes.

PROGRAMME CONTENT

Lecture		**Number of hours**
Lec1	Introduction - organizational classes, the rules of passing.	1
Lec2	Types and kinds of crisis phenomena of an organization. Causes, distinguishing features and symptoms of organizational crisis phenomena. Crisis management and business continuity management	2
Lec3	Legal regulations and standards in the field of business continuity management.	2
Lec4	Business continuity management methodology - scope and stages. Planning for maintaining business continuity (risk analysis, business impact analysis, creating business continuity management plans - formulating strategies and procedures, assigning roles and responsibilities, etc.)	2
Lec5	Reaction to crisis phenomena - implementation of business continuity management plans (crisis management), crisis communication.	2
Lec6	Testing and updating business continuity plans (monitoring, testing and evaluating solutions, training and exercises).	2
Lec7	Building a culture of maintaining business continuity in the organization.	2
Lec8	Final test	2
	Total hours	15
Project		**Number of hours**
Proj 1	Introduction - explanation of the topic of the project and the way it is implemented. A detailed description of the tasks that make up the project work documented in the form of a written report. Creation of project teams. Project goal: development of a business continuity management plan for a selected organization	2
Proj 2	Declaration of the design object. Consultations and implementation of task no. 1: general characteristics of the organization, presentation of the organization's existing solutions in the field of business continuity management.	2
Proj 3	Consultations and implementation of task no. 1: characteristics of the strategy, the most important processes and the links between them.	2
Proj 4	Consultations and implementation of task no. 1: presentation of the organization's previous experience (survived crises) and solutions adopted in the organization in the field of business continuity management.	2
Proj 5	Consultations and implementation of task no. 2: business impact analysis – possible risk identification.	2
Proj 6	Consultations and implementation of task no. 2: business impact analysis – identification and valuation of possible future losses.	2
Proj 7	Consultations and implementation of task no. 3: formulating a strategy for maintaining business continuity of the organization, requirements for normal and disrupted processes.	2
Proj 8	Consultations and implementation of no. task 4: formulation of business continuity plans and detailed procedures (management structure – defining roles and responsibilities).	2
Proj 9-10	Consultations and implementation of no. task 4: formulation of business continuity plans and detailed procedures (critical infrastructure, critical resources, IT, communication, recovery plans, etc.).	4

Proj 11	Consultations and implementation of task no. 5: solutions for testing and updating business continuity plans and building business continuity culture.	2
Proj 12	Consultations and implementation of task no. 5: assessment and directions for improving the business continuity management system.	2
Proj 13	Discussion of the way how to present the project. Submission of written work (report).	2
Proj 14	Presentation of developed solutions and their evaluation.	2
Proj 15	Discussion of reports documenting conclusions from the diagnosis and containing design proposals. Class summary.	2
	Total hours	30

TEACHING TOOLS USED

N1: Presentation of knowledge in the form of direct communication (lecture) - audio-visual media (slides, computer projector).
N2: Lecture materials (shorten) available in ePortal.
N3: Discussion.
N4: A written report – the project of business continuity system in the selected organization.
N5: Presentation of the final report by the students – using audio-visual media (slides, computer projector)
N6: Student's own work.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01, PEU_W02	Colloquium (written test)
F2	PEU_W01, PEU_U01, PEU_K01	F21: activity F22: project – written report F23: presentation – project defense F2=0,2*F21+0,6*F22+0,2*F23 assessment according to the point scale
P=0,3*F1+0,7*F2 assessment according to the point scale		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Elliot, D., Swartz, E., Herbane, B. (2010), Business Continuity Management. A Crisis Management Approach, Routledge. New York and London.
[2] Gałaj-Emiliańczyk, K. (2022), Wdrożenie systemu zarządzania ciągłością działania zgodnie z normą ISO/IEC 22301:2020, ODDK, Gdańsk.
[3] Kaczmarek, T., Ćwiek, G. (2009), Ryzyko kryzysu a ciągłość działania, Difin, Warszawa.
[4] Zelek, A. (2003), Zarządzanie kryzysem w przedsiębiorstwie - perspektywa strategiczna, Instytut Organizacji i Zarządzania w Przemyśle ORGMASZ, Warszawa.

SECONDARY LITERATURE:

[1] Al. Hour, A. (2012), Busienss continuity Management. Choosing to survive, IT Governance Publishing, Cambridgeshire.
[2] Wojciechowska-Filipek, S., Mazurek-Kucharska, B. (2018), Zarządzanie w kryzysie. Aspekty organizacyjne i psychologiczne, CeDeWu, Wraszawa.
[3] Zarządzanie w sytuacjach kryzysowych, Harvard Business Review, Helion, Gliwice 2007.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGMENT

SUBJECT CARD

Name of subject in Polish: Zarządzanie wiedzą i własnością intelektualną
Name of subject in English: Managing knowledge and intellectual property
Main field of study (if applicable): Management
Specialization (if applicable): Change management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0139G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	30			
Number of hours of total student workload (CNPS)	50	50			
Form of crediting	Examination				
For group of courses mark (X) final course	x				
Number of ECTS points	4				
including number of ECTS points for practical classes (P)		2			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	2,4				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge of legal regulations
2. Basic knowledge of the concepts related to knowledge

SUBJECT OBJECTIVES

The aim of the course is to provide knowledge about:
C1. Knowledge management in an organization, knowledge management models, intelligent and learning organizations.
C2. Intellectual property protection.
The aim of the course is to provide basic skills in the field of:
C3. selected aspects of knowledge management and strategies for managing intellectual property rights

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01: Understands the strategic importance of knowledge management in an organization. Identifies the conditions, processes, and instruments of knowledge management in the organization. Knows and understands the principles of intellectual property protection (protection of industrial property and copyright).
PEU_W02 : Understands the complexity and comprehensiveness of substantive and management problems in the organization. Interprets interdependencies that go beyond individual functions, processes, and organization. Has extended knowledge of the organization's information system.
PEU_W02: Knows advanced methods, techniques, and tools for solving managerial problems.
relating to skills:

PEU_U01: Can analyze the causes and dynamics of events and phenomena in the organization as a whole, in the context of their internal and external conditions. Is able to identify, analyze and evaluate complex management and substantive problems in the organization.
PEU_U02: Can select sources of information and use them to solve complex management and substantive problems in the organization.
PEU_U03: Has the ability to formulate solutions to complex management and substantive problems in the organization. Is able to justify, make a choice and verify solutions in accordance with the established priorities, in the context of internal and external conditions.
relating to social competences:
PEU_K01: Demonstrates readiness to identify, critically analyze, and solve problems arising in the workplace. He can anticipate the consequences of his decisions.
PEU_K02: Demonstrates readiness for independent, flexible searching and critical selection of methods and tools for solving problems arising in the workplace.
PEU_K03: Is prepared to behave in a professional and ethical manner; recognizes and formulates ethical dilemmas related to their own and others' work; seeks appropriate solutions and opportunities to correct irregularities in their attitudes and behaviors in the workplace.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Introduction to classes	11
Lec 2-3	The role of knowledge and communication in enterprise management. Knowledge pyramid. Perspectives on the perception of knowledge. Bloom's taxonomy of cognitive goals. Forgetting curve	2
Lec 4-5	Review of knowledge management models due to knowledge management perspectives. The scope of applicability of knowledge management models	2
Lec 6-7	Enterprise as a learning organization. Model of an intelligent enterprise. Network and virtual enterprises	2
Lec 8-9	Human resource management and knowledge management. The tasks of leaders in stimulating creativity and knowledge management	2
Lec10-11	The role of organizational culture and communication model in knowledge management.	2
Lec 12-13	Intellectual capital management in the context of knowledge management	2
Lec 14-15	IT systems and tools supporting knowledge management in the organization	2
Lec 16-17	Knowledge-based economy	2
Lec 18	The concept of intellectual property. Categories of intangible intellectual resources	1
Lec19	Industrial property and intellectual property	1
Lec 20	Protection of intellectual property in the enterprise as an instrument of the market game	1
Lec 21	The economic importance of intellectual property	1
Lec 22	The dual importance of patents in a market economy	1
Lec 23	The essence of intellectual property management in a company	1
Lec 24	The place of intellectual property in the enterprise management strategy	1
Lec 25	Intellectual property strategy review	1
Lec 26	Licensing strategies	1
Lec 27	The specificity of license agreements and their application in practice	1
Lec 28	Intellectual property management during its implementation	1
Lec 29	Intellectual property auctions	1
Lec 30	Patent wars in Poland and in the world	1
	Total hours	30

Classes		Number of hours
Cl 1	Introduction to classes	1
Cl 2-3	Goals of knowledge management	2
Cl 4-5	Types of knowledge	2
Cl 6-7	Systems and structures for gathering and disseminating knowledge	2
Cl 8-9	Leader's tasks in stimulating creativity and knowledge management	2
Cl 10-11	Challenges of knowledge management	2
Cl 12-13	Acquiring knowledge from the environment	2
Cl 14-15	The role of organizational culture in knowledge management	2
Cl 16	Information systems to support knowledge management	1
Cl 17-18-19	Analysis of the company's business model, business plan and marketing and development strategies of the company in terms of intellectual property protection	3
Cl 20-21	Development of an intellectual property rights management strategy based on an analysis of the state of intellectual property rights in the country and abroad and their monitoring	2
Cl 22-23	Development of internal procedures and regulations regarding intellectual property rights	2
Cl 24-25	Preparation of agreements regarding intellectual property rights as well as license agreements and pledge agreements	2
Cl 26-27	Evaluation of the possibility of commercialization of the results of research and development works	2
Cl 28	Conducting an intellectual property audit	1
Cl 29-30	Analysis of the intellectual property rights of competitors in order to assess the business advantage	2
	Total hours	30

TEACHING TOOLS USED
N1. Lectures with multimedia presentation N2. Questions for students during lectures N3. Case studies presented during lectures N4. Discussion on selected issues N5. Case studies (performed individually or together with other students) N6. Own work: preparation for individual classes and the final exam.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01; PEU_K01	Quiz cards (during classes)
F2	PEU_W01; PEU_W02; PEU_W03; PEU_U01	Case studies
F3	PEU_W02; PEU_U01; PEU__U02; PEU__U03; PEU_K01; PEU_K02 PEU_K03	Discussion & problem solving
F4	PEU_W01; PEU_W02 PEU_W03	Exam

P(classes)= 1/3F1+1/3F2+1/3F3
P(lecture)=F4
P=0,5*P(classes)+0,5*P(lecture)

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Pietrzyk S. (2021), Zarządzanie wiedzą w organizacjach, PWE Polskie Wydawnictwo Ekonomiczne, Warszawa

[2] Iwan S., Paszek A., Trajer J. (2020), Zarządzanie wiedzą, PWE Polskie Wydawnictwo Ekonomiczne, Warszawa

[3] Michniewicz G., Ochrona własności intelektualnej, Wyd. C.H. Beck, Warszawa, 2022

SECONDARY LITERATURE:

[1] Flaszewska S. (2017), Projektowanie organizacyjne w zarządzaniu wiedzą, Wydawnictwo Naukowe PWN, Warszawa

[2] pod redakcją Dariusz Jemielniak D., Koźmiński A.K (red.) (2012), Zarządzanie wiedzą, Wolters Kluwer, Warszawa,

[3] Grzybczyk K., Prawo własności intelektualnej (2022), Wolters Kluwer Polska, Warszawa

[4] Grzegorczyk T., Głowiński R (2019), External Patent Exploitation Strategies: Motives and Forms." Zeszyty Naukowe. Organizacja i Zarządzanie, Politechnika Śląska, nr 138 (1 January, s. 59–69.

[5] Bercovici A. Gotesman Bercovici E., Maftei M. (2019), Applying a Risk Management Model in Intellectual Property Management,. Quality - Access to Success, 20, s. 56–60.

[6] Adamczak A. (red.) (2018), 100 lat ochrony własności przemysłowej w Polsce : księga jubileuszowa Urzędu Patentowego Rzeczypospolitej Polskiej, Wolters Kluwer Polska, Warszawa

[7] Biga, B. (2018), Ekonomiczne uzasadnienie dopuszczalności przełamywania monopolu patentowego, Studia Prawno-Ekonomiczne 106, s. 167–80.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Zintegrowane systemy informatyczne zarządzania
Name of subject in English: Integrated Management Information Systems
Main field of study (if applicable): Management
Specialization (if applicable): Business Process Management, Change Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0129G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15		15		
Number of hours of total student workload (CNPS)	25		25		
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	2				
including number of ECTS points for practical classes (P)			1		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge of logistics.
2. Basic knowledge of production planning
3. Basic knowledge of accounting and management

SUBJECT OBJECTIVES

1. To learn about the definition and classification of management information systems.
2. To become familiar with the principles of selecting a management information system
3. To acquire knowledge about the implementation of a management information system

SUBJECT EDUCATIONAL EFFECTS

In terms of knowledge:

K2_ZARZ_W01 - Has an extended knowledge of the organisation's information system. Interprets interdependencies beyond individual functions, processes and the organisation.

K2_ZARZ_W02 - Understands the objectives, mechanisms of operation and characteristics of integrated management information systems.

In terms of skills:

K2_ZARZ_U01 - Can select sources of information and use them in solving complex management and substantive problems in the organisation.

K2_ZARZ_U02 - Can develop elements of an organisation's computerisation strategy, evaluate, select and prepare integrated management information systems for implementation. Is able to use advanced management information systems in the organisation and in its functional areas related to the studied speciality

In terms of social competences:
K2_ZARZ_K01 - Is prepared to initiate changes in the organisation and participate in their planning and implementation. He/she is able to foresee multidirectional effects of the changes introduced.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Introduction. Definitions related to management information systems.	2
Lec 2	Evolution of management information systems (from IC to MRP-CL)	2
Lec 3	Evolution of management information systems (from MRPII to ERPII)	2
Lec 4	Modern integrated management information systems.	2
Lec 5	Computerisation of the company and choice of management information system	2
Lec 6	Implementation model for management information systems	2
Lec 7	Specific applications of management information systems, development trends.	2
Lec 8	Test	1
	Total hours	15

Laboratory		**Number of hours**
Lab 1	Introduction to the laboratory, discussion of the credit rules	2
Lab 2	Analysis of the organisation's functional requirements for the implementation of a management information system	2
Lab 3	Analysis of the organisation's non-functional requirements for the implementation of a management information system	2
Lab 4	Analysis of the management information system market, selection of systems for detailed analysis	2
Lab 5	Detailed analysis of selected information systems due to identified functional and non-functional requirements	2
Lab 6	Matrix for IT system selection	2
Lab 7	Conclusion on the selection of an IT system, finalisation of the course report	2
Lab 8	Summary	1
	Total hours	15

TEACHING TOOLS USED
N1. Presentation N2. Selected management information systems, including ERP class systems N3. Materials for labs

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02	Test (lecture)
F2	PEU_U01 PEU_U02 PEU_K01	Report (laboratory)
P1 (lecture) = F1 P2 (laboratory) = F2 P = 0.5*P1+0.5*P2 Notes: 1. in the case of labs absences exceeding the set limit, the score P2= unsatisfactory. 2. the result of the P calculation is rounded up to the first possible grade. 3. a passing grade of P is conditional on obtaining passing grades of P1 and P2.		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Zbigniew Klonowski: Systemy informatyczne zarządzania przedsiębiorstwem : modele rozwoju i właściwości funkcjonalne, Oficyna Wydawnicza Politechniki Wrocławskiej, 2004

[2] Paul Bocij, Andrew Greasley: Business Information Systems: Technology, Development and Management for the Modern Business, Pearson Education, 2018

[3] R. Kelly Rainer, Hugh J. Watson: Management Information Systems, Moving Business Forward, 4th Edition, Wiley, 2019

SECONDARY LITERATURE:

[1] Computerworld magazine (https://www.computerworld.pl/)

[2] Training materials from management information system vendors (websites of selected information system vendors, according to the list given to students during the laboratory classes)

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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SPECJALNOŚĆ/SPECIALTY:

ZACHOWANIA I DECYZJE MENEDŻERSKIE

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish Analiza finansowa decyzji biznesowych
Name of subject in English Financial analysis of business decisions
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviour and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code W08ZZZ-SM0026
Group of courses NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15		15		
Number of hours of total student workload (CNPS)	25		25		
Form of crediting	crediting with grade*		crediting with grade*		
For group of courses mark (X) final course					
Number of ECTS points	1		1		
including number of ECTS points for practical classes (P)			1		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,6		0,6		

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1.Basic knowledge in the field of corporate finance and management of economic organizations.
2. Ability to use MS Office package.

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SUBJECT OBJECTIVES

C1 The aim of the course is to acquire basic knowledge in the field of economic analysis.
C2. It is expected that the student will have the following skills: to independently conduct an economic analysis based on standard economic reporting.
C3. Using the MS Office package as a tool supporting the process of economic analysis.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Understands the complexity and comprehensiveness of substantive and management problems in the organization. Interprets interdependencies that go beyond individual functions, processes and organization. Has extended knowledge of the organization's information system.
PEU_W02 Knows advanced methods of measuring and evaluating the performance of the organization as a whole. Explains the basics and importance of restructuring processes: stabilizing, development and repair in the organization.
PEU_W03 Knows advanced methods, techniques and tools for solving managerial problems
relating to skills:
PEU_U01 Has the ability to design advanced methods for measuring and evaluating the performance of the organization as a whole. He is able to comprehensively assess the organization's achievements according to the adopted goals, priorities and criteria, and propose directions for change.
PEU_U02 Has the ability to use quantitative methods, including advanced econometric and simulation methods to describe and forecast processes and results of the organization's activities.

PEU_U03 Can apply advanced methods, techniques and tools for solving managerial problems

relating to social competences:

PEU_K01 Is aware of the need for independent, critical assessment of the scope and level of his/her knowledge and professional skills both in the field of organization and management sciences, as well as in the interdisciplinary dimension. They are prepared to independently search for areas of knowledge to supplement and skills to improve. Is able to inspire and organize the learning process of others.

PEU_K02 Understands the impact of professional work on improving the social environment. It initiates actions aimed at improving the well-being of society.

PEU_K03 Is prepared to initiate changes in the organization and participate in their planning and implementation. He is able to anticipate the multidirectional effects of the introduced changes. Able to think and act in an entrepreneurial way.

PROGRAMME CONTENT

	Lecture	**Number of hours**
Lec 1	Discussion of the purpose and structure of the lecture. Specification of requirements. Organizational matters	1
Lec 2	Financial reporting as a source of analytical information according to International Accounting Standards	2
Lec 3	Objectives, tasks and methods of economic analysis	2
Lec 4	Analytical proceedings in the audit of financial statements	2
Lec 5	Liquidity and profitability study. Assessment of the property and capital situation	2
Lec 6	Assessment of the property and capital situation	2
Lec 7	Basic IT tools used in economic analysis	2
Lec 8	Financial and accounting systems	2
	Total hours	15

	Laboratory	**Number of hours**
Lab 1	Discussion of the purpose and structure of the laboratory. Specification of requirements. Organizational matters. Company allocation	1
Lab 2	Evaluation of economic liquidity in static and dynamic terms.	4
Lab 3	Analysis of profitability in absolute and relative terms. Profitability analysis	4
Lab 4	Analysis of the property and capital situation. Analysis of the company's market position	4
Lab 5	Presentations of the results	2
	Total hours	15

TEACHING TOOLS USED

N1. Presentation using multimedia technology
N2. MS Office 2021 software
N3. Templates, teaching materials published on the ePortal
N4. Case study
N5. Work in groups ended with the presentation of the results

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement

F1	PEU_W01, PEU_W02, PEU_W03, PEU_U01, PEU_U02, PEU_U03, PEU_K01	Presentation of the selected stage of the economic analysis of the company
F2	PEU_W)1, PEU_W02, PEU_W03, PEU_U01, PEU_U02, PEU_U03, PEU_K01, PEU_K02, PEU_K03	Written term work
P=F1*0,4+F2*0,6		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

1. Radosiński E., Sprawozdawczość finansowa, Wydawnictwo Naukowe PWN, Warszawa 2021
2. Radosiński E., Wprowadzenie do sprawozdawczości, Wydawnictwo Naukowe PWN, Warszawa 2010
3. Radosiński E., Systemy Informatyczne w dynamicznej analizie decyzyjnej, Wydawnictwo Naukowe PWN, Warszawa 2013
4. Nowak E., Analiza sprawozdań finansowych, Wyd. PWE, Warszawa 2016

SECONDARY LITERATURE:

1. Gołębiowski G.,i in., Analiza finansowa przedsiębiorstwa, Wyd. Difin , Warszawa 2022
2. Brojak-Trzaskowska M., i in. Analiza sprawozdań finansowych. Wybrane Zagadnienia, Wyd. CeDeWu, Warszawa 2020

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Badania Operacyjne
Name of subject in English: Operations Research
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behavior and Decisions
Profile: academic
Level and form of studies: 2nd level, uniform magister studies, full-time studies
Kind of subject: obligatory
Subject code: W08ZZZ-SM8001
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30		30		
Number of hours of total student workload (CNPS)	100		75		
Form of crediting	examination		crediting with grade		
For group of courses mark final course with (X)					
Number of ECTS points	4		3		
including number of ECTS points for practical (P) classes			3		
including number of ECTS points for direct teacher-student contact (BK) classes	1,2		1,2		

*delete as applicable

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge of algebra and logic
2. Basic skills in computer programming

SUBJECT OBJECTIVES

C1. Showing students basic optimization problems such as: linear programming, integer programming and network flow problems; an indication of the practical applications of these problems.
C2. Showing students basic methods of solving the above problems.
C3. Acquisition by students of the ability to identify decision variables, input data and objectives in practical decision situations and build a mathematical programing model.
C4. Acquisition by students of the ability to interpret the solutions of the optimization models.
C5. Presenting the software which can be used to solve optimization problems.

SUBJECT LEARNING OUTCOMES

relating to knowledge:

PEU_W01 - Has a specialized knowledge of the basic methods used in operations research.

relating to skills:

PEU_U01 - Can apply operations research methods as a tool supporting advanced decision-making analyzes.

PEU_U02 - Can use specialized software for building and solving optimization models.

PROGRAM CONTENT

Lectures		Number of hours
Lec 1	Organizational issues. Operations research methodology	2
Lec 2	Linear programming problem – formulation and applications	2
Lec 3	The simplex algorithm and sensitivity analysis for linear programming	2
Lec 4	Integer programming and its applications	2
Lec 5	Applications of integer programming in logistics and production planning	2
Lec 6	Branch and bound algorithm for integer programming	2
Lec 7	The minimum cost flow problem	2
Lec 8	The shortest path and the maximum flow problems	2
Lec 9	Project scheduling	2
Lec 10	Multicriteria optimization problem	2
Lec 11	Goal programming	2
Lec 12	Zero-sum games	2
Lec 13	Decision making under risk – utility theory	2
Lec 14	Decision trees and decision networks	2
Lec 15	Revision before the exam	2
	Total hours	**30**

Laboratory		Number of hours
Lab 1	Introduction. Presentation of optimization software. Graphical method of solving linear programming problems	2
Lab 2	Building and solving linear programming models for practical problems	2
Lab 3	Building and solving linear programming models for practical problems	2
Lab 4	Building and solving linear programming models for practical problems	2
Lab 5	Building and solving linear programming models for practical problems	2
Lab 6	Solving linear programming problems by using the simplex algorithm. Sensitivity analysis in linear programming	2
Lab 7	Building and solving integer programming models for practical problems	2
Lab 8	Building and solving integer programming models for practical problems	2
Lab 9	Building and solving integer programming models for practical problems	2
Lab 10	Solving integer programming problems using the branch and bound algorithm	2
Lab 11	Building and solving network flow models for practical problems	2
Lab 12	Building and solving network flow models for practical problems	2
Lab 13	Building and solving network flow models for practical problems	2
Lab 14	Preparation for the test	2
Lab 15	Written test	2
	Total hours	**30**

TEACHING TOOLS USED
N1. Presentation N2. Solving tasks N3. Using optimization software

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Learning outcomes number	Way of evaluating learning outcomes achievement
F1	PEK_W01	Examination
F2	PEK_U01 PEK_U02	Written test (Laboratory)
F3	PEK_U01 PEK_U02	Activity in class, preparation for classes
P=F1 (Lecture) P=0.8F2+0.2F3 (Laboratory)		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] H. Taha. Operations research. An introduction. Prentice Hall 2011
[2] F. S. Hiller, G. J. Liberman. Introduction to operations research. Mc Graw Hill 2003
[3] W. L. Winston. Operations research: applications and algorithms. PWS-KENT Publishing Company 1987
[4] H. Wagner. Badania operacyjne. PWE Warszawa 1980.

SECONDARY LITERATURE:

[1] H. P. Williams. Model building in mathematical programming. Wiley 1990.
[2] R.K. Ahuja, T. L. Magnanti, J. B. Orlin. Network flows: theory, algorithms and applications. Prentice Hall, Inc., 1993
[3] R.S. Garfinkel, G. L. Nemhauser. Programowanie całkowitoliczbowe. PWN, 1978
[4] M. S. Bazaraa, J. J. Jarvis, H. D. Sherali. Linear programming and network flows. Wiley 2010.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Adam Kasperski, adam.kasperski@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name in Polish: Controlling
Name in English: Controlling
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviour and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0027
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			15	
Number of hours of total student workload (CNPS)	25			25	
Form of crediting	Crediting with grade			Crediting with grade	
For group of courses mark (X) final course	-			-	
Number of ECTS points	1			1	
including number of ECTS points for practical (P) classes				1	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,6			0,6	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Knowledge about the fundamentals of organization and management and the fundamentals of accountancy.

SUBJECT OBJECTIVES

C1 To provide the students with the fundamental knowledge about the essence of controlling. To provide the students with the knowledge about the functional and organizational solutions of controlling. To provide the students with the knowledge about the essence of basic tools of controlling as well as the scope of their designing.
C2 Shaping and developing the ability of evaluation the achievements of the organization in conjunction of the implementation of controlling.
C3 Shaping and developing the ability of evaluation and improvement of existing or designing new functional, organizational and instrumental solutions of controlling in chosen organization.
C4 Shaping the competences of planning, initiating and implementing the changes in the organization.
C5 Shaping the competences of cooperation in team forms of works and taking the responsibility for this work.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has a knowledge abort the essence of controlling. Understands the importance of restructuring processes related to the implementation of controlling in the organization. Knows the components and functions of controlling. Has a knowledge about the controlling concepts.

PEU_W02 Knows the organizational solutions of controlling, including the solutions relating to the controllers and responsibility centers . Knows the factors influencing the formation of organizational solutions of controlling.

PEU_W03 Has knowledge about the tools of controlling, including the controlling profit and loss account, budgeting, information and reporting system, methods of measurement and evaluation of organization performance.

relating to skills:

PEU_U01 Can evaluate the organization performance relating to the implementation of controlling.

PEU_U02 Can evaluate and improve the existing or design the new solutions of controlling relating to the concept of controlling, controllers (including them responsibilities, rights and liabilities) and responsibility centers.

PEU_U03 Can evaluate and improve the existing or design the new solutions of controlling relating to the chosen tools of controlling.

relating to social competences:

PEU_K01 Is prepared to initiate changes in the organization, as well as to participate in their planning and implementing in the organization.

PEU_K02 Is prepared to cooperate and work in team forms of works. Can accurately identify their own priorities and work in partnership with others.

PEU_K03 Is aware of the responsibility for own work. Is ready to comply with the priorities set by others and take responsibility for own work or as a team performed the task.

PROGRAMME CONTENT

	Lectures	**Number of hours**
Lec 1	Introduction, overview of the lecture.	1
Lec 2	The essence and the features of controlling. Concepts of controlling.	2
Lec 3	Components and functions of controlling.	1
Lec 3	Requirements for controlling implementation and functioning. Factors influencing the shape of solutions of controlling.	1
Lec 4	Organization of controlling. Defining the controlling responsibility centers.	2
Lec 5	Profit and loss account in controlling - designing.	2
Lec 6	Budgeting in controlling - designing.	2
Lec 7	Information and reporting system in controlling - designing.	2
Lec 8	Summary (controlling developement trends). Colloquium.	2
	Total hours	15

	Classes	**Number of hours**
Proj 1	Explanation of the topic of the project, discussion of the project evaluation conditions. Creation of the project teams. Distribution of the survey questionnaires and discussion on it. Detailed explanation of the task 1: the method of the general characteristics of the organization, including the method of presentation of basic information about the organization, its organizational structure, human potential, and identification of its environment.	2
Proj 2	Detailed explanation of the task 2: in the diagnosis of existing solutions of controlling in analyzed organization (for two situations: a) when controlling is implemented in the organization, and b) if controlling solutions are not implemented in the organization). Declaration of the chosen object. Consultation of the task 1: work in project teams - consulting the substantive issues, evaluation of student progress.	2
Proj 3	Detailed explanation of the task 3: formation (b) or improvement (a) organizational solutions of controlling for the chosen organization (including solutions relating to the controlling concept, its organization and responsibility centers). The consultation of the task 2: work in project teams - consulting the substantive issues, the assessment of students progress.	2

Proj 4	Detailed explanation of the task 4: designing (b) or improvement (a) instrumental solutions of controlling for the chosen organization (including solutions relating to Profit and loss account in controlling, budgeting, information and reporting system in controlling and methods of measurement and evaluation of organization performance). The consultation of the task 3: work in project teams - consulting the substantive issues, the assessment of students progress.	2
Proj 5	Explanation of the presentation of the project. The consultation of the task 4: work in project teams - consulting the substantive issues, the assessment of students progress.	2
Proj 6-7	Presentations of the projects, evaluation of presentations, discussion with students. Overview of written reports with the findings of the diagnosis and the proposals for design.	4
Proj 8	Summary of project. Final assessment.	1
	Total hours	**15**

TEACHING TOOLS USED
N1. Traditional lecture with multimedia presentations N2. Consultations N3. Multimedia presentations prepared by students N4. Discussion of selected issues N5. Self-study –final assesment preparation N6. A written report - an analysis of the case study

EVALUATION OF SUBJECT EDUCATIONAL EFFECTS ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Educational effect number	Way of evaluating educational effect achievement
F1	PEU_W01, PEU_W02 PEU_W03	Colloquium.
F2	PEU_U01, PEU_U02 PEU_U03, PEU_K01 PEU_K02, PEU_K03	F2.1 Project of controlling solutions (written report). F2.2 Multimedia presentations relating to controlling solutions prepared by students. F2.3 Activity on the project. Participation in the discussion. Assesment based on point scale.
P(lecture)=F1 P(project)=0,6*F2.1+0,2*F2.2+0,2*F2.3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

1. Vollmuth H. J., Controlling. Planowanie, kontrola, kierowanie, Agencja Wydawnicza „Placet", Warszawa 2000.
2. Goliszewski J., Controlling. Koncepcja, zastosowania, wdrożenie, Oficyna Wolters Kluwer business, Warszawa 2015.
3. Kuc B.R., Kontroling dla menedżerów, wyd. Helion, Gliwice 2011.
4. Bieńkowska A., Kształtowanie rozwiązań i wzorce controllingu w organizacji, Oficyna Wydawnicza PWr, Wrocław 2015.

SECONDARY LITERATURE:

1. Leszczyński Z., Wnuk-Pel T, Controlling w praktyce, ODDK, Warszawa 2010.
2. Nesterak, J., Controlling zarządczy, Wolters Kluwer Polska SA., Warszawa, 2015.
3. Sierpińska M., Niedbała B. Controlling operacyjny w przedsiębiorstwie, PWN, Warszawa 2003.
4. Nowosielski S. Centra kosztów i centra zysku w przedsiębiorstwie, Wydawnictwo Akademii Ekonomicznej im. Oskara Langego we Wrocławiu, Wrocław 2001.

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Ekonomia menedżerska
Name of subject in English: Managerial Economics
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behavior and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0002
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	30			
Number of hours of total student workload (CNPS)	50	50			
Form of crediting	crediting with grade	crediting with grade			
For group of courses mark final course with (X)					
Number of ECTS points	2	2			
including number of ECTS points for practical (P) classes		2			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2	1,2			

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Basic economic terms related to conducting a business in accordance with effects of education in engineering faculty like: basic knowledge related to conduct a business and fundamental rights to create and development individual enterprise.

SUBJECT OBJECTIVES

C1 Learning and understanding the place of the economics in the economic sciences system as well as learning and understanding economic research specification.
C2 Learning and understanding key economic problems and its rights as well as the methods of their analysis in different market structures which are related to managerial decisions.
C3 Teaching students about the reasons of economy events and their effects on the market economy and other types of economies as well as about scopes of economic policy as the elements of economic regulations.
C4 Teaching skills to calculate and interpret basic economic indicators assist in managerial decision-making as well as make cause-and-effect conclusions on the basis of the observed market phenomena by using the studied definitions, laws and relationships in economics.

SUBJECT LEARNING OUTCOMES

relating to knowledge:
A student should:
PEU_W01 know about the place of economics in sciences system and its substantial and methodological relation to other sciences;
PEU_W02 know conditions, terms and economic laws connected with producer (provider) decisions on the different types of market structures, including the scope of using marginal analysis in economics and in the managerial decision process in different types of market structures.

PEU_W03 know economic terms and the impact of chosen macro- and micro- factors on the operating conditions of the company and the process of decision making.
PEU_W04 know basic tools and regulations on sectorial (microeconomic) and total (macroeconomic) levels as well as their influence on the decisions of key subjects in economy in the context of selected economic schools and in the context of chosen dilemmas of civilization (social, economic environmental).
…
relating to skills:
A student should:
PEU_U01 possess skills to identify, understand and analyze microeconomic environment factors and their influence on market structure and economic decisions of market subjects (producers/providers), including to define how the economic tools of micro- and macroeconomic policy influence market mechanism and economic decisions of market participants;
PEU_U02 be able to use the economic terms in the correct way and to calculate basic economic relationships (including indexes) and be able to interpret them;
PEU_U03 be able to use the marginal analysis and the game theory to make managerial economic decisions, especially in relation to production optimization in a company and to allocate factors of production.
…
relating to social competences:
A student should:
PEU_K01 demonstrates a willingness to identify, critically analyse and resolve economic issues arising in the workplace; be able to foresight the results of decisions taken,
PEU_K02 is prepared to initiate change in the organisation and participate in its planning and implementation; be able to foresight the results of introducing changes; be able to think and act in entrepreneurial way;
PEU_K03 be able to dispute about possible practical solutions for economy on the micro- and macroeconomic scale; be able to justify their opinion by using known definitions and economic laws.

PROGRAM CONTENT		
Lectures		**Number of hours**
Lec 1	Organizational lecture. Economics as a social science and managerial economics.	2
Lec 2	Decision making - the rationality of action. Private and public decisions in economics approach. Type of choice: ‘trade of’ and opportunity cost.	2
Lec 3	Types of economies and social and technical challenges.	2
Lec 4	Demand analysis and optimal price policy. Elasticity of demand and its types. Company total revenue and elasticity of demand.	
Lec 5	Demand analysis and consumer preferences.	2
Lec 6	Corporate targets and theories of firms (companies).	2
Lec. 7	Technological progress and efficiency. Production and production function. Optimal use of production factors.	2
Lec. 8	Benefits, costs and decisions in economic approach. Book and economic account. Economic profit: zero profit point, above-normal profit. Costs in short-run.	2
Lec 9	Company costs. Making optimal decision in short-run in company by using marginal analysis.	2
Lec 10	Market - perfect competition. Type of competitions - market structures.	2
Lec. 11	Monopoly - optimal production level and price policy. Social and economic effects as well as law-economic regulations.	2
Lec. 12	Strategic decisions taken by an oligopolies. The game theory.	2
Lec. 13	Decisions in uncertainty conditions. Asymmetric information and agency theory.	1
Lec. 14	Written test	2
Lec. 15	Firm-generated demand versus selected factor markets.	2
Lec. 16	Written test	1
	Total hours	30

Classes		Number of hours
Cl 1	Organizational Class. Basic economic terms – test, source text.	2
Cl 2	Basic problems of economic choices – and exercises, case study.	2
Cl 3	Demand, determinants of demand. Supply, determinants of supply. Price mechanism. Analysis of demand function. – case study, exercises.	2
Cl 4	Market mechanism and elasticity of demand and supply – case study, discussion, exercises. Limitation of market mechanism and their effects for market participants.	3
Cl. 5	Written test No.1	1
Cl. 6	Short-run costs in enterprise – case study, exercises.	3
Cl. 7	Production function. The choice of optimal technology – long-run analysis – exercises	2
Cl. 8	Structure of market – case study.	2
Cl. 9	Optimal level of production in perfect competition and monopoly.	2
Cl. 10	Price policy and antimonopoly policy.	2
Cl. 11	Structure of market and companies' decisions in oligopoly.	3
Cl. 12	Risk. Management decisions in uncertainty conditions. Capital-and-money market - basic economic terms and relationships.	2
Cl. 13	Written test No.2	2
Cl. 14	Inflation and the value of money in time.	1
Cl. 15	Repeating written test.	1
	Total hours	30

TEACHING TOOLS USED
Lectures N1. Information lectures N2. Multimedia presentations N3. Problem lectures Classes N4. Exercises N5. Discussion N6. Team work N7. Homework N8. Self-preparation to the classes N9. Case studies N10. Short written test

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Learning outcomes number	Way of evaluating learning outcomes achievement
F1	PEU_W01 ÷PEU_W04	Written test with lecture
F2	PEU_W01 ÷PEU_W04, PEU_K01, PEU_K03	Activeness during lessons
F3	PEU_W02 ÷PEU_W04 PEU_U01 ÷ PEU_U03 PEU_K01 ÷ PEU_K03	Activeness during classes (discussion, homework, solving exercises)

F4	PEU_W02÷PEU_W04, PEU_U02÷PEU_U03	Short written test – 10 minutes
F5	PEU_W02, PEU_W04, PEU_U02÷ PEU_U03 PEU_K01÷PEU_K03	Checking of homework
F6	PEU_W02 ÷ EU_W04 PEU_U01÷PEU_U03 PEU_K01÷PEU_K03	Written test with classes
F5		
C (lecture) = 0.85*F1+0.15*F2 C (classes) = 0.15*F3+0.15*F4+0.20*F5+0.5*F6		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[4] Froeb Luke M.,McCann Brian T., *Ekonomia menedżerska*, PWE, Warszawa, 2012.
[5] Png I., Lehman D., *Ekonomia menedżerska*, Wolters Kluwer, Warszawa 2011.
[6] Samuelson W. F., Marks S. G., *Ekonomia menedżerska*, PWE, Warszawa 2008.

SECONDARY LITERATURE:

[7] Begg D., Fischer S., Dornsbuch R., *Mikroekonomia*, t.1, PWE, Warszawa 2007.
[8] *Makro- i mikroekonomia. Podstawowe problemy współczesności*, Marciniak S. (red.), Wyd. Naukowe PWN, Warszawa 2013.
[9] *Najgorsze strategie i praktyki zarządzania. Historia upadków przedsiębiorstw*, praca zbior. pod red. Pindelskiego M., Oficyna Wydawnicza Szkoły Głównej Handlowej w Warszawie, Warszawa 2008.
[10] Ostoj I., Żelazny R., Tusińska M., Włodarczyk J., Grabowski A., *Ekonomia menedżerska – problemy decyzyjne w studiach przypadków,* Wyd. Uniwersytetu Ekonomicznego w Katowicach, Katowice 2015.
[11] Webster Th. J., *Managerial Economics. Theory and Practice*, Academic Press, Elsevier 2003.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Ekonomiczne uwarunkowania działalności gospodarczej
Name of subject in English: Economic circumstances of making a business
Main field of study (if applicable): MANAGEMENT
Specialization (if applicable): Managerial Behaviors and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0023
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15	15			
Number of hours of total student workload (CNPS)	25	25			
Form of crediting	crediting with grade	crediting with grade			
For group of courses mark final course with (X)					
Number of ECTS points	1	1			
including number of ECTS points for practical (P) classes		1			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,6	0,6			

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Student has the basic knowledge of micro and macro economy
2. Student has the basic knowledge of civil law

SUBJECT OBJECTIVES

C1: Expanding knowledge of economic conditions and legal regulations of conducting business activity.
C2: To improve knowledge on the potential effects of the applied market regulation and macroeconomic policy instruments on business in terms of assessing opportunities and threats, revenues and costs.
C3: Acquiring knowledge of trends in modern economies and the evolution of market structures and their impact on the functioning of the company and/or its business.
C4: Acquiring social competence to conduct discussions and substantiate their views.
C5: Acquiring the ability to search and select information to solve a given task or problem.

SUBJECT LEARNING OUTCOMES

relating to knowledge:
PEU_W01 Student has an extended knowledge of economic policy as an element of economic regulation - on a national, international scale and economic and integration groupings.
PEU_W02 Student knows the premises, types, directions as well as economic and legal effects of the evolution of markets, market structures and selected institutions in current economies.
PEU_W03 Student explains the impact of global conditions (including legal and economic ones), including in the context of the macroeconomic and sectoral policies, on the competitiveness of the organization and the efficiency of its functioning.
PEU_W04 Student has extended knowledge about types of legal forms of business.

…
relating to skills:
PEU_U01 Student is able to determine and analyse potential effects of economic and legal regulations introduced at the national and international level for the business activity.
PEU_U02 On the basis of statistical data, student is able to identify trends in the economy and potential opportunities and threats for doing business.
…
relating to social competences:
PEU_K01 Student can seek for the information and analyze it in order to solve the problem or given task.
PEU_K02 Student can present a subject matter in a communicative way (synthesising information and knowledge), can present a subject in a graphic form (e.g. multimedia presentation).

PROGRAM CONTENT

Lectures		**Number of hours**
Lec 1	Introduction. Current mixed economies and conditions for conducting business (limitations of economic freedom).	2
Lec 2	Economic development. Competitiveness, innovativeness of economies and the directions of technological development.	2
Lec 3	Fiscal and budget policy and conditions for business conducting.	2
Lec 4	Labour market and employment cost.	1
Lec 5	Monetary policy and exchange rate policy and conditions for business conducting.	3
Lec 6	Stabilization and anti-cyclical policy.	2
Lec 7	Environmental regulations and economic account. Sustainability development.	2
Lec 8	Final test	1
	Total hours	15**15**

Classes		**Number of hours**
Cl 1	Introduction.	1
Cl 2	Pan-European forms of doing business. Forms of doing business in Poland and other countries.	2
Cl 3	Market structures. Demonopolization effects. Effects of monopolization on selected markets. Price policy in companies. Price regulations – tariffs.	2
Cl 4	Commodity markets. Exchanges, auctions. Pricing mechanisms.	2
Cl 5	Conditions of doing business in prosperity and economic crisis: opportunities and threats.	2
Cl 6	The impact of exchange rates, tariff, non-tariff and paratrophy conditions on the conditions of conducting business activity.	2
Cl 7	Externalities in economic account.	2
	Total hours	15

TEACHING TOOLS USED

N1. Multimedia presentation
N2. Analysis of selected problems, problematic discussions, common prepared presentations, activities, papers
N3. Consultations
N4. Student's work – preparing oral presentation (using powerpoint) and writing form of the paper
N5. Student's work – solving problems

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Learning outcomes number	Way of evaluating learning outcomes achievement
F1	PEU_W01÷PEU_W04	Final test
F2	PEK_U01÷PEU_W04	Oral presentation of paper

	PEU_U01 PEU_K01, PEU_K02	
F3	PEU_W1 ÷PEU_W04, PEU_U01, PEU_U02 PEU_K01, PEU_K02	Activities
F4	PEU_W02÷PEU_W04, PEU_U01 PEU_K01	Writing form of the paper
P (lecture) = F1 C (classes) = P= α_1 F2 + α_1F3 + α_2F4, Where: α_1=0,3, α_2=0,45 $\Sigma \alpha = 1$		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Acocella N., *Zasady polityki gospodarczej*, PWN, Warszawa 2002.
[2] Byczko Sz., Katner W.J., (red. nauk.), Jakubiec A., Janeta J., Kappes A., Katner P., Kucharski B., Promińska U., Rzetelska A., Węgierski M., *Prawo gospodarcze i handlowe*, Wolters Kluwer Polska, Wyd. 2 uzupełnione, 2018Rozdziały AI-AIII, Rozdział A.X
[3] Kasprzak W.A., Pelc K. I., Innowacje – s*trategie techniczne i rozwojowe*, Oficyna Wydawnicza Politechniki Wrocławskiej, Wrocław 2012.
[4] *Makro- i mikroekonomia. Podstawowe problemy współczesności*, Marciniak S. (red.), Wyd. Naukowe PWN, Warszawa 2013.
[5] Polityka gospodarcza i finanse w teorii i praktyce, pod red. nauk. Paszewickiego A., Szczodrowskiego G., Instytut Wiedzy i innowacji, Warszawa 2011.
[6] Szczodrowski G., *Polski system podatkowy*, Wydawnictwo Naukowe PWN, Warszawa 2019.

SECONDARY LITERATURE:

[1] W. Nawrot, *Globalny kryzys finansowy XXI w. Przyczyny, przebieg, skutki, prognozy*, CEDEWU.Pl, Warszawa 2009.
[2] Ostoj I., Pietrucha J., Tusińska M. Makroekonomia. Studia przypadków, Wyd. UE w Katowicach, Katowice 2013.
[3] *Prawo handlowe*, praca zb. pod red. Ogólskiego J., Modrzejewskiej M., LEX a Wolters Kluwer business, Warszawa 2012 (Uwaga: patrz na rozdziały w których są aktualne akty prawne).
[4] Przepióra P., Podatek VAT w małych i średnich przedsiębiorstwach. Dyskusja o neutralności i kształcie regulacji podatkowych, Wydawnictwo Politechniki Poznańskiej, Poznań 2009.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

dr inż. Edyta Ropuszyńska-Surma edyta.ropuszynska-surma@pwr.edu.pl

Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Filozofia wobec wyzwań współczesnej cywilizacji
Name of subject in English Philosophy in the face of the fundamental challenges of modern civilization
Main field of study (if applicable): Zarządzanie
Specialization (if applicable): Managerial Behavior and Decisions
Profile: academic / practical*
Level and form of studies2nd level, full-time
Kind of subject: obligatory / university-wide*
Subject code W08ZZZ-SM0163W
Group of courses NO*

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15				
Number of hours of total student workload (CNPS)	25				
Form of crediting	crediting with grade*				
For group of courses mark (X) final course					
Number of ECTS points	1				
including number of ECTS points for practical classes (P)					
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0.6				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. No prerequisites.

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SUBJECT OBJECTIVES

C1. To acquaint students with philosophy as a specific kind of human knowledge.
C2. To analyse the fundamental challenges of civilization.
C3. To help students to improve their skills of critical and independent thinking.
C4. To present the determinants of engineering in the context of social responsibility of science and technology.

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:

PEU_W01: Knows and understands the fundamental dilemmas of modern civilization.

Relating do skills:

PEU_U01: Is able to lead debates.

PEU_U02: Is able to autonomously plan and implement personal lifelong learning and direct others in this area.

Relating to social competences:

PEU_K01 [P6S_KK]: Is ready to critically evaluate received information.

PEU_K01: Is ready to initiate activities on behalf of the public interest.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Le 1	Introduction (course aims, programme, requirements)	1
Le 2	What is philosophy?	2
Le c 3	Philosophy and other forms of culture	2
Le 4	Selected topics in philosophy of science and technology	2
Le 5	The problem of cognition	2
Le 6	Selected topics in social philosophy	2
Le 7	Selected topics in the contemporary philosophy	2
Le 8	Summary	2
	Total hours	15

TEACHING TOOLS USED
N1. Conversational lecture supported by audiovisual materials N2. Individual work of students N3. Group work of students N4. Discussion N5. Analysis of documentaries

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_U01 PEU_U02 PEU_K01 PEU_K02	Colloquium, activity in class
F2	PEU_U01 PEU_U02 PEU_K02 PEU_K02	Presentation with discussion
P = (F1 + F2)/2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

1. Blackburn S., *Ethics: A Very Short Introduction*, Oxford University Press (2009)
2. Nagel T., *What Does It All Mean? A Very Short Introduction to Philosophy*, Oxford University Press (1987).
3. Russell B., *The Problems of Philosophy*, various editions
4. Stanford Encyclopedia of Philosophy, https://plato.stanford.edu/
5. Warburton N., *Philosophy: The Basics*, Routledge (1999)

SECONDARY LITERATURE:

1. Ayer A., *The Problem of Knowledge*, various editions
2. Ayer A., *Philosophy in the Twentieth Century*, various editions
3. Bentham J., *An Introduction to the Principles of Morals and Legislation*, various editions
4. Copleston F.C., *History of Philosophy*, Vols 1-11, Continuum (2003)
5. Descartes R., *Meditations on First Philosophy*, various editions
6. Hume D., *Treatise of Human Nature*, various editions
7. Kant I., *Groundwork of the Metaphysic of Morals*, various editions
8. Plato, *Republic*, various editions
9. Popper K.R., *The Logic of Scientific Discovery*, Routledge (2002)
10. Psillos S., *Philosophy of Science A–Z*, Edinburgh University Press (2007)
11. Singer, *Practical Ethics*, Cambridge University Press (1993)

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Załącznik nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish Fizyka Środowiska Pracy II
Name of subject in English Work Environment Physics II
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviour and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time studies
Kind of subject: obligatory
Subject code: W08ZZZ-SM019W
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15				
Number of hours of total student workload (CNPS)	30				
Form of crediting	crediting with grade				
For group of courses mark final course with (X)					
Number of ECTS points	1				
including number of ECTS points for practical (P) classes					
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,5				

*delete as applicable

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Basic mathematical and statistical skills (verified by maturity exam or higher).
A course in physics (or equivalent) completed at 1st level of studies.

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SUBJECT OBJECTIVES

C1: Acquisition of specialist knowledge of the physical factors of the work environment affecting the employee, necessary in processes of manufacturing and human resource management.

C1.1: Gaining knowledge of the physical aspects of the work environment: the reasons for the impact of physical factors on the employee, how they interact, potential psychophysical effects and ways to minimize their negative impact.

C1.2: Acquiring knowledge about the ergonomic optimization of working conditions using chosen methods and tools for measuring, assessment and design the physical work environment, taking into account the physical, sensory and mental capabilities and limitations of the employee.

SUBJECT LEARNING OUTCOMES

In the field of knowledge:

PEU_W01: student knows the individual physical factors of the work environment;

	knows for what reasons (physical, anatomical, physiological, psychological) and how they affect people in the work process. PEU_W02: student knows the chosen methods and tools for measuring and assessing these factors, as well as for designing and optimizing the physical work environment in accordance with an ergonomic approach.

PROGRAM CONTENT

	Lectures	**Number of hours**
Lec 1	Introduction. Physical work environment as part of the human-machine-environment system. Review of physical factors affecting man in the work process. An ergonomic approach in the design and assessment of the working environment.	2
Lec 2	Microclimate. Thermodynamics of the human body. Effects of thermal homeostasis disorder. Thermoregulatory mechanisms of physical and biochemical nature. Thermal insulation parameters of clothing as a barrier between man and thermal environment. Microclimate evaluation methods.	2
Lec 3	Lighting. Structure of the eye's optical path. Signal processing by the neural system. Characteristics of perception of brightness, color and geometric patterns. Requirements related to ensuring appropriate conditions for visual work. The use of color models in the design of the visual environment.	2
Lec 4	Noise. Hearing structure and its influence on hearing ability. Perception of pitch and loudness of sound as examples of phenomena subject to Weber-Fechner and Stevens laws. Noise as a harmful factor and stressor; physiological and psychological effects of being in noise. Organizational and technical measures to minimize exposure to noise in the workplace.	2
Lec 5	Spatial relations between a man and the workplace. Impact of mismatch of the position to the anthropometric features of the employee on the enforcement of body posture in biomechanical terms. Location of signaling and control devices. Application of Fitts law in human-machine interface design.	2
Lec 6	Methodology of researching the impact of the physical work environment on humans. 1. Psychophysical approach in measuring the subjective perception of physically measurable stimuli. The use of questionnaire methods and AHP approach in research and measurement of a subjective nature.	2
Lec 7	Methodology of researching the impact of the working environment on humans. 2. Designing a factor experiment. Application of statistical methods in data analysis.	2
Lec 8	Final test	1
	Total hours	**15**

TEACHING TOOLS USED

N1. Lecture with slides and multimedia materials
N2. Consultations
N3. Own student work - independent literature studies and preparation for the final test

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Learning outcomes number	Way of evaluating learning outcomes achievement
P	PEU_W01 PEU_W02	Written final test
C		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Grandjean E., Fitting the task to the man. An ergonomic approach, Taylor & Francis, London 1980
[2] Halliday D., Resnick R., Walker J., Podstawy fizyki, t. 1 i 2, Wydawnictwo Naukowe PWN, Warszawa 2006
[3] Hecht E., Optyka, Wydawnictwo Naukowe PWN, Warszawa 2012
[4] Jaroszyk F. (red.), Biofizyka, Wydawnictwo Lekarskie PZWL, Warszawa 2014
[5] Jóźwiak J., Podgórski J., Statystyka od podstaw, Polskie Wydawnictwo Ekonomiczne, Warszawa 2012
[6] Koradecka J. (red.), Bezpieczeństwo pracy i ergonomia, t. 1 i 2, Centralny Instytut Ochrony Pracy, Warszawa 1999
[7] Materiały dla studentów na stronie Laboratorium Ergonomii Wydziału Informatyki i Zarządzania PWr, http://ergonomia.ioz.pwr.edu.pl/
[8] Ozimek E., Dźwięk i jego percepcja. Aspekty fizyczne i psychoakustyczne, Wydawnictwo Naukowe PWN, Warszawa 2002
[9] Proctor R.W., Van Zandt T., Human factors in simple and complex systems. Second edition, CRC Press, 2008
[10] Taylor J.R., Mechanika klasyczna, t. 1 i 2, Wydawnictwo Naukowe PWN, Warszawa 2006
[11] Traczyk W.Z., Trzebski A. (red.), Fizjologia człowieka z elementami fizjologii stosowanej i klinicznej, Wydawnictwo Lekarskie PZWL, Warszawa 2015
[12] Wykowska M., Ergonomia jako nauka stosowana, Uczelniane Wydawnictwa Naukowo-Dydaktyczne AGH, Kraków 2009

SECONDARY LITERATURE:

[1] Alton Everest F., Pohlmann K.C., Podręcznik akustyki, Wydawnictwo Sonia Draga, Katowice 2013
[2] Bell P.A., Greene T.C., Fisher J.D., Baum A., Psychologia środowiskowa, Gdańskie Wydawnictwo Psychologiczne, Gdańsk 2004
[3] Brzeziński J., Metodologia badań naukowych i diagnostycznych [w:] Psychologia. Podręcznik akademicki, t. 1: Podstawy psychologii, Strelau J. (red.), Gdańskie Wydawnictwo Psychologiczne, Gdańsk 2000
[4] Internetowy Podręcznik Statystyki, StatSoft, http://www.statsoft.pl/textbook/
[5] Jorasz U., Wykłady z psychoakustyki, Wydawnictwo Naukowe UAM, Poznań 1998
[6] Kabza Z., Kostyrko K., Metrologia mikroklimatu pomieszczenia i środowiskowych wielkości fizycznych. cz. 1 i 2, Oficyna Wydawnicza Politechniki Opolskiej, Opole 2003/2004
[7] Karwowski W. (red.), International Encyclopedia of Ergonomics and Human Factors, Taylor & Francis, 2001

[8] Malinowski A., Bożiłow W., Podstawy antropometrii. Metody, techniki, normy, Wydawnictwo Naukowe PWN, Warszawa 1997
[9] Młodkowski J., Aktywność wizualna człowieka, Wydawnictwo Naukowe PWN, Warszawa 1998
[10] Rejmer K., Ciepło – zimno czyli termodynamika fenomenologiczna, Wydawnictwo Sorus, Poznań 2013
[11] Śliwowski L., Mikroklimat wnętrz i komfort cieplny ludzi w pomieszczeniach, Oficyna Wydawnicza Politechniki Wrocławskiej, Wrocław 2000

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Katarzyna Jach, katarzyna.jach@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Międzynarodowe otoczenie działalności przedsiębiorstwa
Name of subject in English: International Business Environment
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviors and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0024
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15	15			
Number of hours of total student workload (CNPS)	25	25			
Form of crediting	crediting with grade	crediting with grade			
For group of courses mark (X) final course					
Number of ECTS points	1	1			
including number of ECTS points for practical (P) classes		1			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,6	0,6			

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Student has the basic knowledge about micro and macro economy
2. Student has the basic knowledge about functioning of the market and market mechanism.
3. Student is able to prepare to the lectures.

SUBJECT OBJECTIVES

C1: get knowledge of functioning of the international markets, with emphasis on circumstances and regulations of customs tariff policies
C2: get basic knowledge of macroeconomic analysis
C3: get knowledge of PETS analysis and analysis of clasters.
C4: Get and develop social skills which enable successful team work

SUBJECT EDUCATIONAL EFFECTS	
Related to knowledge:	
PEU_W01	Student has knowledge of functioning of international markets. He understands the macroeconomic business environment.
PEU_W02	Students has knowledge about elements of the foreign trade, customs tariff policy and globalization.
PEU_W03	Student understands the idea of international cooperation and macroeconomic results of the globalization.
Related to skills:	
PEU_U01	Student can perform a macroeconomic analysis of the company.
PEU_U02	Student can use the basic macroeconomic terms connected with the foreign trade and business environment.

Related to social competences:	
PEU_K01	Student has social competences to work in team, to solve the problems and elaborate the case studies.
PEU_K02	Student can seek for the information and analyze it in order to solve the problem or given task.

PROGRAMME CONTENT		
Lectures		**Number of hours**
Lec 1, 2	**Introduction** **Basic economic terms:** • Market, demand and supply • Market structures • Legal forms of business	2
Lec 3	**Business environment:** • Macroeconomic environment • Demoghraphic environment • Legal environment • International environment • Social environment • Technological environment	1
Lec 4	**International cooperation** • cooperation • oligopol and other forms of international ways of cooperation	1
Lec 5,6	**Elements of the foreign trade**	2
Lec 7,8	**Customs tariff policies:** • Meaning of the customs tariff policy, • Legal regulations (domestic and in EU) • Description of the documents in the foreign trade on the example of JDA SAD	2
Lec 9,10	**Macroeconomic analysis of business environment**	2
Lec 11,12	**Globalization**	2
Lec 13, 14	**Macroeconomic results of globalization on the financial markets**	1
Lec 15	Final test	1
	Total hours	**15**

	Classes	**Number of hours**
Cw1	Introduction	1
Cw2	Main terms of business environment	2
Cw3	Foreign trade	2
Cw4	Cooperation	2
Cw5	Customs tariff policy	2
Cw6	Globalization	4
Cw7	Final test	2
	Total hours	**15**

TEACHING TOOLS USED
N1. Multimedia presentation N2. Analysis of selected problems, problematic discussions N3. consultations N4. Stundet's work – preparing oral presentation (using powerpoint) and writing form of the paper N5. Student's work – solving problems

EVALUATION OF SUBJECT EDUCATIONAL EFFECTS ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Educational effect number	Way of evaluating educational effect achievement
Lecture:		
F1=P	PEU_W01 ÷ PEU_W05	Final test
Classes:		
F1	PEU_K02, PEU_K03	Oral presentation and writing form of the paper
F2	PEU_K01 ÷ PEU_K03 PEU_U01, PEU_U02	Team work
F3	PEU_U01, PEU_U02 PEU_W02, PEU_W04, PEU_W05	Final test
P= α_1 F1 + α_2F2 + α_3F3, gdzie α_1=0,3, α_2=0,2, α_3=0,5 $\Sigma \alpha = 1$		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Treder H. (red.), PodstaLec handlu zagranicznego, Lecd. Uniwersytetu Gdańskiego, Gdańsk 2005.
[2] Białecki K., Operacje handlu zagranicznego, PWE, Warszawa 2002.
[3] Misala J., Międzynarodowa konkurencyjność gospodarki narodowej, PWE, Warszawa 2011.
[4] Breza M., Międzynarodowe transakcje gospodarcze, Lecd. WSCIL 2009.
[5] Stępień B. (red.), *Handel zagraniczny. Poradnik dla praktyków*, PWE, Warszawa 2007
[6] Budnikowski A., Międzynarodowe stosunki gospodarcze, Lecd. III PWE Warszawa 2006
[7] Krugman P., Obsfeld M., Ekonomia międzynarodowa, t. I i II, PWN, Warszawa 2008

SECONDARY LITERATURE:

[1] Bednarz J., Gostomski E,, *Działalność małych i średnich przedsiębiorstw na rynkach zagranicznych*, Lecd. Uniwersytetu Gdańskiego, Gdańsk 2009
[2] Misala J., Lecmiana międzynarodowa i gospodarka światowa. Teoria i mechanizmy funkcjonowania, Lecd. SGH, Warszwa 2005
[3] Rymarczyk J., Handel zagraniczny- organizacja i technika, PWE, Warszawa 2005.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Dr hab. inż. Małgorzata Rutkowska, malgorzata.rutkowska@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Symulacja i prognozowanie
Name of subject in English Simulation and forecasting
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviour and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0117
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15		15		
Number of hours of total student workload (CNPS)	50		25		
Form of crediting	crediting with grade*		crediting with grade*		
For group of courses mark (X) final course					
Number of ECTS points	2		1		
including number of ECTS points for practical classes (P)			1		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,6		0,6		

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Ability to model in an Excel spreadsheet
2. Knowledge of the basics of probability calculus and mathematical statistics

SUBJECT OBJECTIVES

C1 - To learn the principles of building simulation models according to selected stochastic methods
C2 - To acquire the ability to simulate and forecast using selected simulation methods
C3 - To develop the ability to use simulation models to describe the current state and forecast future states of an organization

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Knows the principles of building simulation models.
PEU_W02 Has specialized knowledge of quantitative modeling and forecasting of states and processes in an organization
relating to skills:
PEU_U01 Can use simulation methods and models in solving complex management problems.
relating to social competences:
PEU_K01 Understands the essence of ethics in business.
PEU_K02 Is able to interact and work in group and team forms of work organization

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Presentation of the requirements and regulations of the class. General introduction.	1
Lec 2	Forecasting versus simulation. Similarities and differences between simulation and forecasting. Basic concepts related to simulation and forecasting in business. Basic simulation methods. Stages of simulation.	2
Lec 3	Basics of discrete simulation. Basic blocks of a discrete simulation model (using a selected package). Part 1: selected aspects of production line modeling. Simulation experiments. Forecasting the course of the production process. Basic blocks of discrete simulation model (using selected package).	2
Lec 4	Part 2: selected aspects of service systems modeling. Simulation experiments. Forecasting the customer service process Basic blocks of a discrete simulation model (using a selected package).	2
Lec 5	Part 3: selected aspects of modeling transportation systems. Simulation experiments. Forecasting the logistics process	2
Lec 6	Collection and analysis of input data. Selection and fitting of random distributions. Generators of random numbers. Methods of generating random variables.	2
Lec 7	Verification and validation of simulation models: principles, approaches and concepts.	2
Lec 8	Credit colloquium	2
	Total hours	15
Laboratory		**Number of hours**
Lab 1	Presentation of the requirements and regulations of the class	1
Lab 2	Construction of a simple discrete simulation model: introduction	2
Lab 3	Construction of a discrete simulation model. Queuing issues. Production systems	2
Lab 4	Building a discrete simulation model. Queuing issues. Service systems	2
Lab 5	Building a discrete simulation model. Queuing issues. Transportation systems	2
Lab 6	Consultation on the project assignment	2
Lab 7	Defense and passing of the project task	2
Lab 8	Credit	2
	Total hours	15

TEACHING TOOLS USED
N1. N1. Multimedia presentation N2. Specialized software packages (Arena, Simio, ExtendSim, AnyLogic). N3. Excel spreadsheet

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01	Project % grade
F2	PEU_K01	Attendance at labs La1-La8 (% grade)
F3	PEU_U01	Grading of partial assignments (% grade)
F4	PEU_W01 PEU_W02	Credit colloquium
P1 (lab) = 0.4*F1+0.35*F2+0.25*F3 P2 (Lecture)= F4 P = 0.7*P1+0.3*P2 Notes		

(1) If the number of absences from laboratory classes exceeds the allowable limit, the grade P1=NDST
(2) All partial grades are given as a percentages. The components P1 and P2 must be greater than 50%. Otherwise, the final passing grade is NDST
(3) The grading scale is as follows:
Whichever of the partial grades (see Note1 and 2) <50% final grade = ndst
50.01% - 60.0% dst
60.01% - 70.0% dst+
70.01% - 80.0% db
80.01% - 90.0% db+
90.01% - 100.0% bdb

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] **Mielczarek B.,** *Modelowanie symulacyjne w zarządzaniu. Symulacja dyskre*tna. Oficyna Wydawnicza PWr Wrocław 2009
[2] Kelton W.D., Zupick N., Ivey N.., *Simulation with Arena 7th Edition*, McGraw Hill Higher Education, 2024
[3] Rossetti M.D., *Simulation modelling and Arena*, John Wiley and Sons, Inc., 2010

SECONDARY LITERATURE:

[1] **[1] Winston L.W., Excel 2021 i Microsoft 365. Analiza i modelowanie danych biznesowych, APN Promise, Warszawa 2019**
[2] Maciąg A., Pietroń R., Kukla S. Prognozowanie i symulacja w przedsiębiorstwie, PWE 2013
[3] Tutorials in pdf format available after installing the student version of Arena
[4] Tutorials available at https://informs-sim.org/

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Bożena Mielczarek bozena.mielczarek@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name in Polish: Podstawy zarządzania i marketingu
Name in English: Fundamentals of Management and Marketing
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviors and Decisions
Profile: academic
Level and form of studies: 2st level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0003
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	30	-	15	-
Number of hours of total student workload (CNPS)	100	50	-	25	-
Form of crediting	exam	credit with a grade	-	credit with a grade	-
For group of courses mark (X) final course	-	-	-	-	-
Number of ECTS points	4	2	-	1	-
including number of ECTS points for practical (P) classes	-	2	-	1	-
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2	1,2	-	0,6	-

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No prerequisites

SUBJECT OBJECTIVES

C1: Providing students with knowledge about the fundamentals of management and marketing (in particular about the features, elements and types of organizations, the concept of organizational effectiveness, management processes, functions, principles and instruments of management and the impact of the environment on the organization's activities).
C2: Familiarizing students with the methods of analysis and evaluation of selected features of the organization, internal and inter-organizational relations and selected elements of marketing.

SUBJECT LEARNING OUTCOMES

relating to knowledge:

PEU_W01 – Has knowledge of organization management (in particular, about the characteristics, elements and types of organization and the concept of organizational effectiveness, as well as about processes, functions, principles and management instruments).

PEU_W02 – Understands the complexity and comprehensiveness of management problems in the organization: e.g. explains and illustrates the impact of the environment and internal factors on the organization's activities, decision-making and leadership processes.

PEU_W03 – Has knowledge of selected elements of marketing and marketing activities of the organization.

relating to skills:

PEU_U01 – Can analyze and evaluate the goals, features and elements of the organization as well as internal and inter-organizational relations. Is able to convey, convince and defend own views regarding the discussed phenomena and processes in the organization.

PEU_U02 – Can identify selected elements of marketing activities, both in the online and traditional areas. Can communicate, convince and defend own views regarding the discussed phenomena and processes in the organization.

PEU_U03 – Reads professional literature, business and organizational documentation with understanding (understands texts in the field of management, is able to interpret them, draw conclusions, obtain the necessary information, interprets them and critically evaluates them).

relating to social competences:

PEU_K01 – Can properly set priorities in their own work and in cooperation with others in connection with the performance of various roles in the team.

PROGRAMME CONTENT

Lectures		**Number of hours**
Lec 1	Organizational classes - the substantive scope of classes, the rules of assessment. Management sciences - nature and subject.	2
Lec 2	Organization as an object of management. Organization typology. Models and characteristics of the organization. Organization development phases.	2
Lec 3	Environmental context of management.	2
Lec 4	The essence of organization management. Management process and scope. Management efficiency.	2
Lec 5	Management as decision-making in an organization. Types of managers. Key roles and managerial skills.	2
Lec 6	Planning as a function of management: strategic and operational planning.	2
Lec 7	Organizing as a management function: division of labor and organizational structure; structural factors and mechanisms; principles of building organizational structures, types and distinguishing features of organizational structures.	2
Lec 8	Leadership as a management function: motivating the employee to work; management styles; leadership traits theory.	2
Lec 9	Control as a management function: stages, types and functions of control; instruments and scope of control in the organization.	2
Lec 10	The organization towards the challenges of modernity - modern concepts of management.	2
Lec 11	The concept of marketing and its place in the functioning of the company. Internet marketing and traditional marketing.	2
Lec 12	Consumer behavior. Canvas business model.	2
Lec 13	Marketing mix concept: classic 4Ps, 7Ps, modern 4Ps.	2
Lec 14	Strategic brand management.	2
Lec 15	Strategy of marketing activities in the Internet environment.	2
	Total hours	30

Classes		Number of hours
Cl 1	Organizational classes - the substantive scope of classes, the rules of assesment.	2
Cl 2	Organization and its models.	2
Cl 3	Organization environment.	2
Cl 4	Organizational goals. Functions and types of goals.	2
Cl 5	Technology as a component of the organization.	2
Cl 6	Dimensions of the organizational structure.	2
Cl 7	Typology of organizational structures.	2
Cl 8	An entity in an organization.	2
Cl 9	Group and team in the organization.	2
Cl 10	Organizational culture and its importance.	2
Cl 11	Marketing research.	2
Cl 12	Consumer behavior.	2
Cl 13	Modern 4Ps on the Internet.	2
Cl14	Social media.	2
Cl 15	Content marketing.	2
	Total hours	30

Project		Number of hours
Pr 1	Organizational classes - the substantive scope of classes, the rules of assessment.	1
Pr 2	Analysis and evaluation of the goals of the selected organization.	2
Pr 3	Analysis and evaluation of the technology of the selected organization.	2
Pr 4	Analysis and evaluation of the culture of the selected organization.	2
Pr 5	Analysis and evaluation of the organizational structure of the selected organization.	2
Pr 6	Identification of the environment of the selected organization (with particular emphasis on the marketing aspect).	2
Pr 7	Analysis and assessment of the state of the brand - elements of marketing management in the traditional sense.	2
Pr 8	Analysis and assessment of the state of the brand - elements of marketing management in the Internet approach.	2
	Total hours	15

TEACHING TOOLS USED
N1. Traditional lecture with the use of a multimedia presentation N2. Case studies N3. Discussion on selected issues N4. Own work - independent studies: preparation for project classes, exercises and exam preparation N5. Presentations prepared by students N6. Project prepared by students

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Learning outcomes number	Way of evaluating learning outcomes achievement
F1	PEU_W01-3	Short test
F2	PEU_U01-3	Activity during exercises (analysis of case studies)
Classes: P1 = 0,6 *F1+ 0,4*F2		
F3	PEU_U01-3	Evaluation of the presentation of developed solutions

F4	PEU_U01-3	Evaluation of the final project
F5	PEU _K01	Activity during the project classes
Project: P2 = 0,4*F3 + 0,5*F4 +0,1*F5		
F6	PEU_W01-3	Exam *Obtaining a positive grade from the exam is conditioned by obtaining more than 50% of credits for each of the learning outcomes PEU_W01-3*
Lecture: P3 = F6		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Griffin R.W.: Podstawy zarządzania organizacjami, PWN, Warszawa 2021.
[2] Kotler Ph., Keller K., Marketing, Dom Wydawniczy REBIS, Poznań 2020.
[3] Koźmiński A.K., Piotrowski W. [red.]: Zarządzanie. Teoria i praktyka, PWN, Warszawa 2020.

SECONDARY LITERATURE:

[1] Korzeniowski L., Podstawy zarządzania organizacjami, Difin 2019.
[2] Kotler Ph, Kartajaya H., Setiawan I., Marketing 5.0 Technologie Next Tech, MT Biznes, Warszawa 2021.
[3] Mintzberg H., Zarządzanie, Nieoczywiste 2020.
[4] Robbins S.P., DeCenzo D.A.: Podstawy zarządzania, PWE, Warszawa 2002.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Dr inż. Anna Zabłocka-Kluczka (anna.zablocka-kluczka@pwr.edu.pl)
Dr inż. Anna Sałamacha (anna.salamacha@pwr.edu.pl)

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Praca dyplomowa I
Name of subject in English: Master Degree Thesis I
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviour and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0009P
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	
Number of hours of total student workload (CNPS)				175	
Form of crediting				crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				7	
including number of ECTS points for practical classes (P)				7	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				3,5	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

SUBJECT OBJECTIVES

C1 The aim is for the student to acquire the ability to write a research paper.
C2 To create conditions which enable the student to:

- to acquire knowledge of good practices for writing a research paper,
- to acquire the skills of formulating a research problem and planning research, as well as selecting research methods adequate to the subject under examination.
- to deepen their knowledge in accordance with the chosen specialisation.

C3 To create conditions for individual student consultations and support in writing the thesis

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:

PEU_W01 Has an in-depth and extended knowledge of the subject matter and management in the selected area related to the studied specialisation.

PEU_W02 Knows advanced methods, techniques and tools for solving managerial problems in the selected subject of the master's thesis.

Relating to skills:

PEU_U01 Be able to select, justify and apply methods and techniques to identify, analyse and solve complex management and substantive problems in an organisation. Be able to critically evaluate the usefulness of methods and techniques.

PEU_U02 Formulates simple hypotheses and research problems, selects adequate methods, techniques and research tools.

PEU_U03 Understands Polish and foreign texts in the field of management, is able to interpret them, draw conclusions, obtain necessary information, interpret and critically evaluate them, reads professional literature, business and organisational documentation with comprehension..

Relating to social competences:
PEU_K01 Is aware of the need for an independent, critical assessment of the scope and level of his/her professional knowledge and skills both in the organisational and management sciences and in the interdisciplinary dimension. Is prepared to independently search for areas of knowledge to complete and skills to improve. Is prepared to independently search for areas of knowledge of interest and gather information.
PEU_K02 Shows courage in communicating and defending one's own views
PEU_K03 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to own and others' work.

PROGRAMME CONTENT		
Project		**Number of hours**
Pr1-6	Literature study, the work related to theoretical part of thesis.	12
Pr7-10	Studies on the choice of research method	8
Pr11-15	The designe of research and/or design research tool.	10
	Total hours	**30**

TEACHING TOOLS USED
N1. Discussion.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02 PEU_K03	Development of Chapter I of the thesis
F2	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02 PEU_K03	Design of the research tool
F3	PEU_K01 PEU_K02 PEU_K03	Active and systematic work
P = 0,5*F1+0,4*F2+0,1*F3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Literature review that relates to the topic of the thesis

SECONDARY LITERATURE:

[2] Oliver, P. (2013) Writing your thesis. Sage.
[3] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press.
[4] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Praca dyplomowa II
Name of subject in English: Master Degree Thesis II
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviour and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0121D
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	
Number of hours of total student workload (CNPS)				300	
Form of crediting				crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				12	
including number of ECTS points for practical classes (P)				12	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				6	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

SUBJECT OBJECTIVES

C1 The aim is for the student to acquire the ability to write a research paper.
C2 To create conditions which enable the student to:

- to acquire knowledge of good practices for writing a research paper,
- to acquire the skills of formulating a research problem and planning research, as well as selecting research methods adequate to the subject under examination.
- to deepen their knowledge in accordance with the chosen specialisation.

C3 To create conditions for individual student consultations and support in writing the thesis

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:

PEU_W01 Has an in-depth and extended knowledge of the subject matter and management in the selected area related to the studied specialisation.

PEU_W02 Knows advanced methods, techniques and tools for solving managerial problems in the selected subject of the master's thesis.

Relating to skills:

PEU_U01 Able to select, justify and follow methods and techniques to identify, analyse and solve complex management and substantive problems in an organisation. Able to critically evaluate the usefulness of methods and techniques.

PEU_U02 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.

PEU_U03 Advanced research skills: formulates simple hypotheses and research problems, selects adequate research methods, techniques and tools, prepares, presents and interprets research findings, draws conclusions, indicates directions of further research with regard to management sciences.
PEU_U04 Able to prepare a well-documented study (e.g. a short scientific report showing the author's own scientific research findings) or present descriptions of detailed issues with regard to management sciences in Polish and a foreign language.

Relating to social competences:
PEU_K01 Shows courage in communicating and defending one's own views
PEU_K02 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to own and others' work.

PROGRAMME CONTENT		
Project		**Number of hours**
Pr1-12	The consultation related to: • Writing the thesis • Elaboration of the theoretical part • Research process • Elaboration of the research results	24
Pr13	Discussion about the firs version of the diploma thesis	2
Pr14	Consultation on recent amendments	2
Pr15	Presentation and discussion of the presentation prepared for the defence	2
	Total hours	**30**
TEACHING TOOLS USED		
N1. Discussion.		

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_U03 PEU_U04 PEU_K01 PEU_K02	Diploma dissertation
F2	PEU_K01 PEU_K02 PEU_K03	Active and systematic work
P = 0,8*F1+0,2*F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Literature review that relates to the topic of the thesis

SECONDARY LITERATURE:

[2] Oliver, P. (2013) Writing your thesis. Sage.
[3] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press.
[4] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Prawo gospodarcze
Name of subject in English: Economic law
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviour and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0161G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	30			
Number of hours of total student workload (CNPS)	25	50			
Form of crediting	crediting with grade				
For group of courses mark (X) final course	X				
Number of ECTS points	3				
including number of ECTS points for practical (P) classes		2			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	2,4				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge of the law

SUBJECT OBJECTIVES

C1 The aim of the course is to show the importance of economic law norms in the field of the undertaking and conducting broadly understood business activity

C2 In the course of the course, the legal forms of enterprises specified in the national and EU regulations governing starting and running a business are explained and characterized, guided by the scope of the needs of studies and future professional practice of graduates

C3 In the course of the course, legal regulations specifying the legal and organizational conditions required for starting and running a business are presented in detail

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W05: Understands the strategic importance of knowledge management in an organization. Identifies the conditions, processes, and instruments of knowledge management in the organization. Knows and understands the principles of intellectual property protection (protection of industrial property and copyright).

relating to skills:

PEU_W10 Characterizes, explains, and interprets the norms and standards (legal, organizational, professional, moral, and ethical) appropriate for the functional areas of the organization related to the studied specialty.

PEU_W12 Has extensive knowledge of entrepreneurship. It indicates its determinants. Identifies factors contributing to the effectiveness of individual and team entrepreneurial behavior. He knows the principles of creating and developing various forms of entrepreneurship.

relating to skills:

PEU_U05 Can use specialized normative systems related to the studied specialty. Is able to select, adapt, justify and apply appropriate norms and standards (legal, professional, moral, and ethical) in specific activities in the organization).

relating to social competences:

PEU_K01 Is aware of the need for an independent, critical assessment of the scope and level of his knowledge and professional skills both in the field of organization and management sciences, as well as in the interdisciplinary dimension. They are prepared to independently search for areas of knowledge to supplement and skills to improve. Is able to inspire and organize the learning process of others.

PROGRAMME CONTENT

Lectures		**Number of hours**
Lec 1	Discussion of the organization of classes and requirements related to passing the course	1
Lec 2	The concept of economic law. Types of economic law. Public economic law. Private business law.	2
Lec 3	Economic activity and the principles of its undertaking	2
Lec 4	The concept of entrepreneur and enterprise, not-for-profit entrepreneurs and non-profit entities	2
Lec 5	Principles of running cases and representation of entrepreneurs	2
Lec 6	Restrictions in running a business. Subjective, objective, and functional limitations	2
Lec 7	Protection of competition and consumers, combating unfair market practices.	3
Lec 8	Competition and combating unfair competition	2
Lec 9	Restructuring of enterprises. Bankruptcy procedures	2
Lec 10	Taxonomy of securities in economic circulation	2
Lec 11	Legal liability (civil, criminal, financial, administrative, tax) of persons managing the enterprise	2
Lec 12	Third-party liability insurance for managers	2
Lec 13	Economic judiciary. Mediation as an instrument for settling economic disputes	2
Lec 14	Legal basis for the operation of enterprises in the European Union	2
Lec 15	Conditions and principles of undertaking business activity in the territory of the European Union. European company. European cooperative	2
	Total hours	**30**

Classes		**Number of hours**
Cl 1	Discussion of the organization of classes	1
Cl 2	Individual economic activity and civil partnerships	2
Cl 3	Commercial law companies	4
Cl 4	Capital companies - types and characteristics of companies	4
Cl 5	Cooperatives, foundations, associations	3

Cl 6	Economic contracts as an instrument of conducting business activity	3
Cl 7	Typology of economic contracts. Characteristics of the most important types of contracts	3
Cl8	Characteristics of named, unnamed and mixed contracts - analysis on selected examples	3
Cl9	Procedures for concluding contracts	2
Cl10	International regulations in the field of contracts - standards and contract templates	2
Cl11	Written final test	2
	Total hours	**30**

TEACHING TOOLS USED
N1. lecture by information N2. multimedia presentation N3. lecture by have problem

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1		test
F2		written colloquium
F3		activity in class, participation in discussions
P (Lectures) = F1 P (Classes) = 0,8*F2+0,2*F3 P= 0,5*P(Lectures)+0,5*P(Classes)		

PRIMARY AND SECONDARY LITERATURE
PRIMARY LITERATURE [1] A. Kaźmierczyk (red.), J. Lic (red.) i in., Prawo handlowe dla ekonomistów, Warszawa 2019 r., [2] W. J. Katner, Prawo gospodarcze i handlowe, Warszawa, 2020 r., [3] A. Kidyba, Prawo handlowe, Warszawa 2020 r., **SECONDARY LITERATURE:** [1] „Prawo gospodarcze. Aspekty publicznoprawne" (red.) H. Gronkiewicz-Walt, M. Wierzbowski, Wyd. Wolters Kluwer, Warszawa 2020. [2] J. Broniecka, Wszystko o prowadzeniu działalności gospodarczej, Warszawa 2023. [3] A. Koch, J. Napierała, Prawo spółek handlowych, Wyd. Wolters Kluwer, 2021
SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)
Aldona Małgorzata Dereń aldona.deren@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Przedsiębiorczość i innowacje
Name of subject in English: Entrepreneurship and Innovations
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behavior and Decisions
Profile: academic
Level and form of studies: 2nd level, , full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0010
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15				15
Number of hours of total student workload (CNPS)	25				25
Form of crediting	Crediting with grade				Crediting with grade
For group of courses mark final course with (X)					
Number of ECTS points	1				1
including number of ECTS points for practical (P) classes					1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,6				0,6

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PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

SUBJECT OBJECTIVES

C1 Obtaining knowledge about entrepreneurship and innovations
C2 Knowing instruments (strategies, models and methods), that support entrepreneurship and innovations

SUBJECT LEARNING OUTCOMES

Relating to knowledge:
PEU_W01 Student knows the idea of strategic entrepreneurship
PEU_W02 Knowledge about type of entrepreneurship
PEU_W03 Familiarity with instruments (concepts, methods, models) of estimation a entrepreneurship

Relating to skills:
PEU_U01 Student is able to seek and interpret knowledge of entrepreneurship

Relating to social competences:
PEU_K01Acquire a enthusiastic approach for activity and skills in the field of innovation and creative thinking

PROGRAM CONTENT

Lectures		Number of hours
Lec 1	Introduction to entrepreneurship and innovations	1
Lec 2	Entrepreneurial organisation	2

Lec 3	Entrepreneurial people	2
Lec 4	Entrepreneurial resourcess	2
Lec 5	Entrepreneurial processes	2
Lec 6	Creating startups	2
Lec 7	Creating nnovations	2
Lec 8	Colloquium	2
	Total hours	15

Seminar		**Number of hours**
Sem 1	Introduction to seminar	1
Sem 2	Defining innovative entrepreneurship	2
Sem 3	Type of innovative etrepreneurship	2
Sem 4	Innovative entrpreneurship – models, strategies, cocepts	2
Sem 5	Process approach of innovative entrepreneurship	2
Sem 6	Innovative entrepreneurship assessment	2
Sem7	Examples of entrepreneurial organizations and innovations	2
Sem8	General remarks and summary	2
	Total hours	15

TEACHING TOOLS USED

N1 Laptop
N2. . Multimedia performance
N3. Selected statistical data and reports

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Learning outcomes number	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_W03 PEU_U01	Estimation the student activity by checking list of presence (lecture, seminar)
F2	PEU_W01 PEU_W02 PEU_W03 PEU_UO1	Estimation the knowledge by colloquium, preparing the project and seminar performance
F3	PEU_K01	Assessment of creative thinking by discussion activity on classes (lecture, seminar)
P = 0,25F1 + 0,5F2 + 0,25F3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE

[1] J. DYER, H. GREGERSEN, C.M. CHRISTEMSEN, DNA INOWATORA. ICAN INSTITUTE 2011.

[2] A. DEREŃ, J.SKONIECZNY, ZARZĄDZANIE TWÓRCZOŚCIĄ ORGANIZACYJNĄ, WYD. DIFIN WARSZAWA2016.

[3]W.KASPRZAK, K.PELC, INNOWACJE. STRATEGIE TECHNICZNE I ROZWOJOWE, WYDAWNICTWO POLITECHNIKI WROCŁAWSKIEJ, WROCŁAW, 2012

[4] G.GIERSZEWSKA, B.OLSZEWSKA, J.SKONIECZNY, ZARZĄDZANIE STRATEGICZNE DLA INŻYNIERÓW, PWE, WARSZAWA 2012

[5] J.SKONIECZNY (RED.), KSZTAŁTOWANIE ZACHOWAŃ INNOWACYJNYCH, PRZEDSIĘBIORCZYCH I TWÓRCZYCH W EDUKACJI INŻYNIERA, WYDAWNICTWO INDYGO ZAHIR MEDIA, WROCŁAW, 2011

[6] P.DRUCKER, NATCHNIENIE I FART CZYLI INNOWACJA I PRZEDSIĘBIORCZOŚĆ, WYDAWNICTWO STUDIA EMKA, WARSZAWA 2004

[7] J.SKONIECZNY, TWÓRCZOŚĆ JAKO PODSTAWA RZOWOJU ORGANIZACJI, OFICYNA WYDAWNICZA PWR, WROCŁAW, 2019.

SECONDARY LITERATURE:

[1] E. Catmull, *Kreatywność S.A*. MT Biznes, Warszawa 2014.
[2] P. Thiel, *Zero to one, Notatki o start-upach, czyli jak budować przyszłość*, MT Biznes, Warszawa 2015
[3] W. Isaacson, *Steve Jobs*, Wydawnictwo Insignis, 2011
[4] L. Kahney, *Jony Ive, genius, który zaprojektował najsłynniejsze produkty Apple*, Insignis, 2014.
[5] W. Isaacson, *Innowatorzy*, Wyd. Insignis 2014.
[6] Ph. Knight, *Sztuka zwycięstwa*, Rebis, Poznań 2017

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Jan SKONIECZNY, PhD Eng., jan.skonieczny@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Psychologia w zarządzaniu
Name of subject in English: Psychology in Management
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviour and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0162G
Group of courses YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30				30
Number of hours of total student workload (CNPS)	30				45
Form of crediting	crediting with grade				
For group of courses mark final course with (X)	X				
Number of ECTS points	3				
including number of ECTS points for practical (P) classes					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	2.4				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Ability to communicate concisely orally and in writing.
2. Knowledge of basic communication and presentation techniques.
3. Ability to work in groups.

SUBJECT OBJECTIVES

C1 Acquiring knowledge about the psychological basis of human functioning in a group and organization
C2 To make students aware of psychological methods and related consequences of managing people
C3 Acquiring knowledge to shape skills such as influencing, coping with stress, maintaining balance between the requirements related to performing various roles in the organization

SUBJECT LEARNING OUTCOMES

relating to knowledge:
PEU_W01 - the student understands and identifies psychological determinants and processes in functioning in the workplace and organization (K2_ZARZ_W05).
PEU_W02 - the student understands the role of leadership, motivation, group mechanisms and social influence in complex organizational and management problems (K2_ZARZ_W06)
relating to social competences:
PEU_K01- The student is able to anticipate the subjective effects of the changes introduced at work and in the organization. Can use psychological knowledge to increase the effectiveness of thinking and acting in working conditions and organization (K2_ZARZ_06) PEU_K02 – The student is able to express his own views and stand up for them. Is prepared to persuade and negotiate in the name of achieving common goals (K2_ZARZ_08) PEU_K03 - The student is looking for appropriate solutions and opportunities to correct irregularities in their attitudes and behaviors in the workplace (K2_ZARZ_K09).

PROGRAM CONTENT		
Lectures		**Number of hours**
Lec 1	Psychology and management sciences. The role of psychological processes in management processes. Presentation of organizational issues.	2
Lec 2	The role of individual predispositions of biological and acquired traits at work and in the organization (temperament, intelligence, abilities).	2
Lec 3	The role of personality predispositions at work and in organization (personality, temperament, abilities, attitudes)	2
Lec 4	Person-job fit and person-organization fit: organizational demands - psychological resources of an individual at work and in an organization (knowledge, abilities, skills, professional interests, attitudes, values).	2
Lec 5	Dysfunctional mechanisms at work and in the organization during social interactions (social perception, attribution mechanisms, cognitive inclinations, etc.)	2
Lec 6	Psychology of leadership, psychological bases and consequences of management styles.	2
Lec 7	Motivation to work - types of motivation (positive, negative, internal, external, achievements); psychological mechanisms of motivating to work.	2
Lec 8	Psychological determinants of effective financial and non-financial motivation at work	2
Lec 9	Individual bases of task solving processes and creative thinking.	2
Lec 10	Managerial decision making processes	2
Lec 11	Psychological aspects of decision making and risk perception in the organization	2
Lec 12	Group processes and group membership.	2
Lec 13	Stress at work and stress management in the organization. Employees' well-being.	2
Lec 14	Pathology and deviant work behavior in the organization – an individual and organization perspective	2
Lec 15	Time management and work organization.	2
	Total hours	**30**

Seminar		**Number of hours**
Sem 1	Introduction to organizational and occupational psychology. Presentation of organizational issues	2
Sem 2	Work characteristics and personal resources and functioning at work (the phenomenon of exhaustion, resistance, detachment, shaping and enriching work)	2
Sem 3	Personality characteristics of the manager and team members and their role in effective work.	2
Sem 4	The role of emotions in the employee's functioning at work. Emotional intelligence. The phenomenon of emotional work	2
Sem 5	Social influence in organizations	2
Sem 6	Attitudes towards work and organization; employees' job satisfaction and well-being.	2
Sem 7	Psychological aspects of financial and non-financial motivation at work. Principles of applying reinforcement.	2
Sem 8	Psychological mechanisms of decision making at work. Sources of bounded rationality.	2
Sem 9	Psychological risk assessment mechanisms	2
Sem 10	The role of creativity in task and decision-making processes.	2
Sem 11	Sources of stress at work and strategies for dealing with stress. Work and personal life conflict	2
Sem 12	Deviant and counterproductive behavior in the organization - diagnosis and prevention	2
Sem 13	Dysfunctional behaviors at work (e.g. burnout, workaholism, addictions) - diagnosis, causes and prevention	2
Sem 14	Managerial functions and roles at work: similarities between men and women.	2

Sem15	Summary of classes and knowledge test.	2
	Total hours	**30**

TEACHING TOOLS USED
N1. Lecture with audiovisual materials N2. Discussions N3. Multimedia presentations N4. Moderated discussion N5. Training and simulation exercises

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Learning outcomes number	Way of evaluating learning outcomes achievement
F1 (lecture)	PEU_W01 PEU_W02	Written test
F2 (seminar)	PEU_W01 - PEU_W02 PEU_W01 - PEU_K03	Test or case study 1 & 2, student's activity
P1 = (0.4*F1+0,6*F2)/2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Rożnowski, B., Fortuna, P. (2020). *Psychologia biznesu.* Warszawa: Wydawnictwo Naukowe PWN.
[2] Zawadzka, A.M. red. (2022). *Psychologia zarządzania w organizacji*. Warszawa: Wydawnictwo Naukowe PWN.
[3] Ratajczak, Z. (2016). *Psychologia w biznesie*. *Nowe perspektywy.* Warszwa: Difin.

SECONDARY LITERATURE:

[1] Bajcar, B. (2019). Jasne i ciemne strony cech osobowości pracownika w organizacji. Przegląd wyników badań. *Zarządzanie Zasobami Ludzkimi, 1,* 73-83.
[2] Heszen, I. (2019). *Psychologia stresu*. *Korzystne i niekorzystne skutki stresu życiowego.* Wydawnictwo PWN.
[3] Lubrańska, A. (2017). *Psychologia pracy. Podstawowe pojęcia i zagadnienia. Wydanie 2 rozszerzone.* Warszawa: Wydawnictwo Difin.
[4] Konieczny, T. (2014). *Stres w organizacji.* Warszwa: Wydawnictwo Harmonia.

[5] Tyszka, T. (2016). *Decyzje. Perspektywa psychologiczna i ekonomiczna*. Warszawa: Wydawnictwo Scholar.

[6] Woźniak. J. (2015). *Współczesne systemy motywacyjne. Teoria i praktyka*. Warszwa: Wydawnictwo Naukowe PWN.

[7] Maslach, Ch., Letter, M P. (2011). *Prawda o wypaleniu zawodowym.* Warszawa: Wydawnictwo Naukowe PWN

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Beata Bajcar beata.bajcar@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name in Polish: Rachunkowość i finanse dla menedżerów
Name in English: Accounting and finance for managers
Main field of study (if applicable): Management
Specialization (if applicable): Managerial behaviors and decisions
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0011
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	30			
Number of hours of total student workload (CNPS)	75	50			
Form of crediting	Examination	crediting with grade			
For group of courses mark (X) final course					
Number of ECTS points	3	2			
including number of ECTS points for practical (P) classes		2			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2	1,2			

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Knowledge of fundamentals of economics.
2. Knowledge of organizational and legal fundamentals of enterprise functioning.

SUBJECT OBJECTIVES

C1 Acquainting students with principles of financial accounting and methods and tools of conducting bookkeeping operations.
C2 Acquainting students with meanings of information included in corporate financial reports.
C3 Acquainting students with basic financial mechanisms functioning in corporations.

SUBJECT LEARNING OUTCOMES

relating to knowledge:
PEU_W01 – student knows terminology of accounting and corporate finance,
PEU_W02 – student knows principles and rules of accounting functioning in enterprises,
PEU_W03 – student knows basic financial mechanisms and tools existing and used in enterprises (corporations).

relating to skills:
PEU_U01 – is able to recognize bookkeeping effects of decisions undertaken in corporation,
PEU_U02 – is able to make a basic effectiveness calculations for an enterprise (a corporation),
PEU_U03 – is able to read with understanding corporation's financial reports.

relating to social competences:
PEU_K01 – understands a need for constant developing her/his knowledge and skills in the area of financial aspects of enterprises functioning,
PEU_K02 – understands a specialist financial language and is able to comment with precision on financial aspects of corporation management,
PEU_K03 – is prepared to take part in production and investment projects, understanding their influence on financial results of corporation.

PROGRAMME CONTENT		
Lectures		**Number of hours**
Lec 1	Genesis and types of accounting	2
Lec 2	Principles and rules of accounting	2
Lec 3	Problem of valuation in accounting	2
Lec 4	Fundamental financial categories	2
Lec 5	Basics of bookkeeping operations	2
Lec 6	Balance sheet description and discussion	2
Lec 7	Sources of enterprise (corporation) financing	2
Lec 8	Presentation and discussion of Profit&Loss Statement and Cash Flow Statement	2
Lec 9	Preliminary assessment of corporation on the basis of its financial reports	3
Lec 10	Break-even point analysis	2
Lec 11	Financial leverage	2
Lec 12	Operational leverage and total leverage	2
Lec 13	Profitability and its analysis	2
Lec 14	Financial liquidity and methods of its investigation.	2
Lec 15	Summing up lecture	1
	Total hours	**30**
Classes		**Number of hours**
Cl 1	Registering bookkeeping tools of accounting	2
Cl 2	Bookkeeping balance sheet operations	4
Cl 3	Bookkeeping income/cost (result) operations	4
Cl 4	Amortization methods	2
Cl 5	Transfer from accrual to cash accounting	2
Cl 6	Preparing corporation financial statements	4
Cl 7	Cost-Volume-Profit analysis	2
Cl 8	Functioning of operational, financial and total leverages	4
Cl 9	Elaboration of basic effectiveness analysis of an enterprise	4
Cl 10	Colloquium	2
	Total hours	**30**

TEACHING TOOLS USED
N1. Lecture with multimedia presentations and discussions N2. Calculation exercises – tasks solving and discussing N3. Student own work – preparing for exercises and examination

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Learning outcomes number	Way of evaluating learning outcomes achievement
F	PEU_W01 PEU_W02 PEU_W03	Colloquium
C	PEU_W01 PEU_W02 PEU_W03	Examination

PRIMARY AND SECONDARY LITERATURE
PRIMARY LITERATURE [1] Dudycz T., Analiza finansowa jako narzędzie zarządzania finansami przedsiębiorstwa, Wydawnictwo Indygo Zahir Media, Wrocław 2011 [2] Podstawy rachunkowości, pod red. K. Sawickiego, PWE, Warszawa 2005 **SECONDARY LITERATURE** [1] Rutkowski A., Zarządzanie finansami, PWE, Warszawa 2007 [2] Gierusz B., Podręcznik samodzielnej nauki księgowania, ODiDK, Gdańsk 2008
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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Seminarium dyplomowe I
Name of subject in English: Seminar I
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviour and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0006S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					15
Number of hours of total student workload (CNPS)					25
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					1
including number of ECTS points for practical classes (P)					1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					0,6

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

SUBJECT OBJECTIVES

C1 The aim of the seminar is to provide students with knowledge on the initial understanding the subject of the master thesis.

C2 Creation of conditions enabling the student to choose the topic of the diploma dissertation, formulate its purpose and structure and the research problem, as well as prepare and verify the document "Declaration of the completion of the diploma thesis".

SUBJECT EDUCATIONAL EFFECTS

Relating to skills:
PEU_U01 Knows and is able to apply methods and techniques to solve problems in organization's management.
PEU_U02 Is familiar with the content of the papers about management in the organization. Can choose relevant texts.
PEU_U03 Is able to participate in discussions in the field of science about organization and management - in Polish and in a foreign language.

Relating to social competences:
PEU_K01 Is prepared to independently search for interesting areas of knowledge and gather information.
PEU_K02 Can prepare arguments for persuasion and negotiation in the name of achieving common goals.

PROGRAMME CONTENT		
Seminar		**Number of hours**
Se1-2	Introduction to a master's thesis (requirements, literature on how to develop thesis, the diploma examination procedure).	4
Se3	Discussion about the topics of master theses and indication of possible supervisors of these works.	2
Se4	Discussion about the document "Declaration of the completion of the diploma thesis" and the method of its transmission to competent organizational units.	2
Se5-6	Individual consultations of students and conductor of the course with possible thesis supervisors and with organizations (production, service, production and service, etc.), on the example of which write a diploma thesis is possible.	4
Se7-8	Presentation the content of the document "Declaration of the completion of the diploma thesis", signed by the student, the supervisor of the diploma thesis and the course conductor. Presentation on approx. 10 slides.	4
	Total hours	15

TEACHING TOOLS USED
N1. Multimedia presentation. N2. Discussion.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02	Preparation of the document "Declaration of the completion of the diploma thesis" approved by the supervisor and the seminar conductor (the so-called paper version). Content presentation of the Declaration at the seminar (about 10 slides - see Requirements). Preparation of the E-Declaration and sending it to competent organizational units (see E-Declaration Procedure). Submission of a written (paper) version to the Dean's Office. Attendance is obligatory.
P=F1		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Oliver, P. (2013) Writing your thesis. Sage.
[2] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press.
[3] Literature review that relates to the topic of the thesis

SECONDARY LITERATURE:

[1] APA
[2] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense

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Katarzyna Tworek, katarzyna.tworek@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Seminarium dyplomowe II
Name of subject in English: Seminar II
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviour and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0016SS
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					15
Number of hours of total student workload (CNPS)					25
Form of crediting					crediting with grade
For group of courses mark (X) final course					1
Number of ECTS points					
including number of ECTS points for practical classes (P)					1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					0,6

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

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SUBJECT OBJECTIVES

C1 To provide knowledge on the detailed development of the master's thesis (thesis plan, use of scientific literature, technical editing of the thesis, copyright, how to present the thesis' results at the diploma exam).

SUBJECT EDUCATIONAL EFFECTS

relating to skills:
PEU_U01 Student can critically evaluate the usefulness of methods and techniques in solving research problems.
PEU_U02 Student can interpret and formulate conclusions from the Polish and foreign texts concerning management.
PEU_U03 Student can formulate and present own opinions on texts about management and quality studies.

relating to social competences:
PEU_K01 Student is aware of the individual realization of the research and also of his views about main goals.

PROGRAMME CONTENT		
Seminar		**Number of hours**
Semin 1	Providing the criteria for evaluation of the thesis (creative characteristics of the thesis, substantive and methodological correctness, logical, linguistic, and stylistic correctness, the validity of information sources, the usefulness of the thesis in practice). Discussion of the diploma examination).	1
Semin 2-3	Discussion of the stages of developing a master's thesis. The transfer of information on how to define the problem to be solved, to determine the purpose of thesis, to formulate subproblems of the work (preliminary structure of the work), to collect information necessary for the development, to determine the detailed structure of the work, to write the thesis (analysis and evaluation of the problem), to formulate conclusions, to prepare for the diploma exam. Presentation of diploma thesis sample.	4
Semin 4-5	Discussion of the thesis construction. Title page of the thesis (university data, the field of study, thesis title, thesis supervisor, place and year of study, keywords, abstract), introduction, chapters, subchapters and conclusion, list of figures and tables, list of attachments, etc. Indication in the Introduction of the motivation for taking the topic, purpose, and scope of the work, discussion of the content of the work, research methods, and sources of information. The method of presenting the results of the research. The content included in the Conclusion. The way of listing the literature: books and scripts, articles in scientific journals, papers from scientific conferences, standards, legislation, websites, lecture notes, documentation of the research object, the author's works and works "edited by scientists". Paragraphs. Footnotes, citations, thesis style, and language. Figure and table captions and references in the text. Presentation of sample presentations at the thesis exam. Presentation of a detailed Workplan.	4
Semin 6-8	Presentation of one of the prepared chapters of the master’s thesis.	6
	Total hours	15

TEACHING TOOLS USED
N1. Multimedia presentation. N2. Problem-based discussion.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03 PEU_K01	Presentation
P = F1		

PRIMARY AND SECONDARY LITERATURE
PRIMARY LITERATURE: [1] Oliver, P. (2013) Writing your thesis. Sage. [2] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press. [3] Literature review that relates to the topic of the thesis **SECONDARY LITERATURE:** [1] APA [2] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.
SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)
Agnieszka Bieńkowska, agnieszka.bienkowska@pwr.edu.pl Katarzyna Tworek, katarzyna.tworek@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish Statystyka matematyczna i ekonometria
Name of subject in English Mathematical Statistics and Econometrics
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviour and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code W08ZZZ-SM0116
Group of courses NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30		30		
Number of hours of total student workload (CNPS)	75		50		
Form of crediting	crediting with grade		crediting with grade		
For group of courses mark (X) final course					
Number of ECTS points	3		2		
including number of ECTS points for practical classes (P)			2		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2		1,2		

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

SUBJECT OBJECTIVES

C1 Learning the techniques and methods of mathematical statistics used to build economic models.
C2 Mastering the skills of statistical inference and building economic models based on statistical data.
C3 Mastering the skills to use statistical software in statistical analysis and econometric modelling.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Student has basic knowledge of methods of mathematical statistics and econometrics.
PEU_W02 Knows the principles of construction of econometric models.
relating to skills:
PEU_U01 He can apply statistical methods in solving econometric problems in management processes using dedicated software.
relating to social competences:
PEU_K01 The student is able to professionally search for and select methods for solving decision-making problems. He takes responsibility for them and defends his own views related to the selection and use of these methods and tools in decision-making.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Discussion of the rules of passing the course. The procedure of building an econometric model. Types and examples of models.	2
Lec 2	Random veriables. Descriptive statistics.	2
Lec 3	Selected distributions of random variables and their parameters.	2
Lec 4	The central limit theorem and its consequences. Statistical significance.	2
Lec 5	Confidence intervals.	2
Lec 6, 7	Hypothesis testing. Selected parametric tests.	4
Lec 8, 9	Hypothesis testing. Selected non-parametric tests.	4
Lec 10	Correlation, autocorrelation, simple linear regression.	2
Lec 11	Multiple regression.	2
Lec 12	ANOVA analysis of variance.	2
Lec 13	Verification of the econometric model - statistical verification of the model.	2
Lec 14	Verification of the econometric model - significance of regression coefficients.	2
Lec 15	Final test.	2
	Total hours	**30**

Laboratory		**Number of hours**
La 1	Discussion of the rules and aims of the final project. Introduction to dedicated software: R.	2
La 2, 3	Variable specification - data management and data shaping. Distributions of variables. Working with dedicated R software	4
La 4, 5	Descriptive sttistics. Working with dedicated R software	4
La 6, 7	Graphical analysis of the shaping of variables. Model class selection. Working with dedicated R software.	4
La 8, 9	Estimation of structural parameters of the model. Working with dedicated R software.	4
La 10, 11	Verification of the econometric model – confidence intervals, statistical verification of the model. Working with dedicated R software.	4
La 12, 13	Verification of the econometric model – parametric tests. Working with dedicated R software.	4
La 14	Verification of the econometric model – non-parametric tests. Working with dedicated R software.	2
La 15	Model-based reasoning - project presentation.	2
	Total hours	30

TEACHING TOOLS USED
N1. A multimedia presentation. N2. Dedicated IT tools: R. N3. Project presesntation. N4. Final test.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01	The grade of the project.
F2	PEU_U01 PEU_K01	The grade of the presentation of the project.
F3	PEU_W01 PEU_W02	Final test.

P1 (lab) = ((F1+F2)/2
P2 (lecture)= F3
Notes:
1) If the number of absences from laboratory classes exceeds the allowable limit, the grade P1=NDST.
(2) F1 + F2 - Each component must be greater than 50%. Otherwise, the final grade is NDST.
(3) The grading scale is as follows:
50.01% - 60.0% dst
60.01% - 70.0% dst+
70.01% - 80.0% db
80.01% - 90.0% db+
90.01% - 100.0% bdb

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] [1] Amir D. Aczel: Statystyka w zarządzaniu, PWN, Warszawa 2006.
[2] G.S. Maddala: Ekonometria, PWN, Warszawa, 2006.

SECONDARY LITERATURE:

[1] Zumel N., Mount J., Język R i analiza danych w praktyce, Helion, Gliwice 2020

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Anna Skowrońska-Szmer, anna.skowronska-szmer@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Teoria i praktyka regulacji gospodarczych
Name of subject in English: Theory and practice of economic regulation
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviours and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0025
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15	15			
Number of hours of total student workload (CNPS)	25	25			
Form of crediting	crediting with grade	crediting with grade			
For group of courses mark final course with (X)					
Number of ECTS points	1	1			
including number of ECTS points for practical (P) classes		1			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,6	0,6			

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Student has knowledge of "Managerial economics" course.
2. Student has basic knowledge about civil and commercial law.

SUBJECT OBJECTIVES

C1 Learning and understanding the issue of environment for running a business on domestic and international markets under conditions of economic-legal regulations intending to support social and economic aims accepted in economy or in integration groups.
C2 Learning and understanding reasons and stages of regulation processes evolution in contemporary economies.
C3. Teaching students about regulation theories and used regulation tools of macro- and microeconomic policy as well as to achieve social goals, including ecological aims.
C4 Teaching skills to identify and analyze social cost and benefits of implemented regulation tools on some levels: international, economy groups, domestic, regional and local. Teaching skills to identify potential influence of the regulations on business decisions and on directions of changes on the markets (including structural changes).

SUBJECT LEARNING OUTCOMES

relating to knowledge:
A student should:
PEU_W01 know about the reasons and directions of regulation changes in contemporary economies, with particular consideration to globalization and regionalization processes of economies on levels: territorial, economic and social.
PEU_W02 know theory of regulations in the context of changing state functions in economy.

PEU_W03 know reasons, tools and results of the economic and legal regulations on micro- (sectorial) and macroeconomic (global) levels addressed to particular markets and enterprises.
PEU_W04 have knowledge about potential structural changes in companies and organizational groups, and on markets as a result of implemented regulations.
…
relating to skills:
A student should:
PEU_U01 be able to identify and to analyze potential effects of implemented domestic and international economic-and-legal regulations for particular organizations, markets and integration groups.
PEU_U02 be able to formulate their own opinions based on rational arguments related to economic events and phenomena influencing managerial decisions; as well as be able to use experts' opinions and advice.
PEU_U03 be able to make choice and to use information sources to perform organization analysis related to present domestic and international regulations.
PEU U4 be able to make recommendations connected to strategic and tactical decisions in enterprises under conditions of implementation economic and social regulations.
…
relating to social competences:
A student should:
PEU_K01 be prepared to seek knowledge on its own.
PEU_K02 be able to think in entrepreneurial way in the context of economic profits and losses.
PEU_K03 be able to dispute and to support their opinions by using arguments about the potential results of applied economic-and-legal regulations.

PROGRAM CONTENT		
Lectures		**Number of hours**
Lec 1	Introduction. Economy policy. The term of economic-and-social regulations.	1
Lec 2	Regulation theories. Market and its failures reasons for regulations on the microeconomic level.	2
Lec 3	Government's functions in economy. Types of economies in the context of actively managing government and regulatory government.	1
Lec 4	Welfare economics and social optimum as a reason for economic regulations.	1
Lec 5	Monopoly and oligopoly with regulations related to prices, quantities, costs, barriers to introduction on market, and ownership forms of enterprises – in the context of structural changes on market and the liberalization of economies. Long- and short-run effects of used regulation actions.	2
Lec. 6	State policy and economy groups' policy addressed to mergers of companies.	1
Lec. 7	Reasons to introduce independent regulators, their functions and aims as based on the example of infrastructural sectors.	1
Lec. 8	Tools of macroeconomic policy and their results on micro- and macroeconomic scale – tools of fiscal and income policy.	1
Lec. 9	Tools of macroeconomic policy and their results on micro- and macroeconomic scale – tools of monetary polities	1
Lec. 10	Tools of macroeconomic policy and their results on micro- and macroeconomic scale – tools of development and growth policy as well as tools to support competitiveness and innovation of economies.	1
Lec. 11	Tools of macroeconomic policy and their results on micro- and macroeconomic scale – tools of exchange rate and international trade polities	1
Lec. 12	External effects, internationalization costs, Pigouvian taxes. The rules of the external effects market on domestic and international scale.	1
Lec. 13	Written test	1
	Total hours	1515

Classes		Number of hours
Cl 1	Reasons, aims, scope and effects of long-run and short-run economic-and-legal regulations related to social policy – poverty, equal opportunities, fight against social exclusion and unemployment. Goals and managerial decisions under the conditions of social regulations.	2
Cl 2	Reasons, aims, scope and the long-run and short-run effects of economic-and-legal regulations related to asymmetric information in economy. Supporting information society and knowledge-based economy. Effects of patent law and copyright protection with monopolization of markets. Case study.	2
Cl 3	Sectorial regulations as based on the example of telecommunication industry.	2
Cl 4	Sectorial regulations as based on the example of energy industry.	2
Cl. 5	Reasons, aims, scope and the long-run and short-run effects of economic-and-legal regulations related to sustainable growth policy. The presentation and characteristics of chosen examples. Managerial decisions related to production, investment, used technologies, as well as starting and running business – case study.	2
Cl. 6	Prices regulations.	2
Cl. 7	Support tools for research, technological development and innovativeness in companies. Creation of new organizational-and-structural forms and structural changes as the effects of implemented regulations – case study.	3
	Total hours	15

TEACHING TOOLS USED
N1. Information lecture N2. Multimedia presentation N3. Problem-oriented lecture N4. Practical exercises N5. Discussion N6. Students' papers – multimedia presentation and written version of paper. N7. Self-preparation to the classes

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Learning outcomes number	Way of evaluating learning outcomes achievement
F1	PEU_W01, PEU_W03, PEU_W04 PEU_U01, PEU_U02, PEU_U04 PEU_K02÷PEU_K03	Activeness in classes (participation in discussions, self-preparation to the classes, doing exercises.
F2	PEU_W03, PEU_W04 PEU_U01÷PEU_U04 PEU_K01÷PEU_K03	Mark related to written version of papers
F3	PEU_03, PEU_W04 PEU_U01÷PEU_U04 PEU_K01, PEU_K03	Marks related to presentation
F4	PEU_W01÷PEU_W04	Mark related to final test.
P (lecture) = F4 P (classes) = 0,2*F1+0,4*F2+0,4*F3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Acocella N., *Zasady polityki gospodarczej*, PWN, Warszawa 2002.
[2] *Ekonomiczne problemy ochrony środowiska i rozwoju zrównoważonego w XXIw.*, pod red. Jeżowskiego P., Wydawnictwo Szkoły Głównej Handlowej w Warszawie, Warszawa 2007.
[3] Graczyk A., *Instrumenty rynkowe polityki ekologicznej. Teoria i praktyka*, Wyd. UE we Wrocławiu, Wrocław 2013.
[4] B. Klimczak, *Mikroekonomia*, Wydawnictwo AE im. Oskara Langego we Wrocławiu, 2006 i kolejne wydania.
[5] *Ocena skutków regulacji – poradnik OSR, doświadczenia, perspektywy*, pod red. Szpringera Wł., Rogowskiego W., Wydawnictwo C.H. BECK, Warszawa 2007.
[6] Png I., Lehman D., *Ekonomia menedżerska*, Wolters Kluwer, Warszawa 2011.
[7] Surdej A., *Determinanty regulacji administracyjnoprawnych w oddziaływaniu państwa na gospodarkę*, Wydawnictwo Akademii Ekonomicznej w Krakowie, Kraków 2006.

SECONDARY LITERATURE:

[8] Block W., *Rent Control*, in *,The Fortune Encyclopedia of Economics'* by Henderson D. R., (red.), New York, 1993.
[9] Graczyk A., Graczyk A.M., *Wprowadzenie mechanizmów rynkowych w ochronie środowiska*, PWE, Warszawa 2011.
[10] Marszałek M., Swoboda działalności gospodarczej wytwórcy –sprzedawcy energii elektrycznej, Wyd. C.H Beck, Warszawa 2015.
[11] *Regulowana gospodarka rynkowa. Wybór materiałów do studiowania polityki gospodarczej*, Kalina-Prysznic U. (red.), Oficyna Ekonomiczna, Kraków 2003.
[12] Rockoff H., *Price Controls*, in *,The Fortune Encyclopedia of Economics'* by Henderson D. R.(red.), New York, 1993.
[13] Samuelson W.F., Marks S.G., *Ekonomia menedżerska*, PWE, Warszawa 1998.
[14] J. Sloman, *Economics*, FT Prentice Hall, London, 2003.
[15] A.T. Szablewski, Liberalizacja sektora energetycznego i telekomunikacyjnego.
[16] Z. Szalbierz: *Spółki dystrybucyjne na rynku energii elektrycznej. Zmiana struktur rynku i procesów zarządzania*. Wyd. Politechniki Wrocławskiej, Wrocław 2002.
J. Trefor, Business *Economics and Managerial Decision Making*, John Wiley&Sons, 2004 (R. 18) Wrzosek W., *Funkcjonowanie rynku*, PWE, Warszawa 2002.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Dr inż. EDYTA ROPUSZYŃSKA-SURMA; edyta.ropuszynska-surma@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: **Trening kierowniczy**
Name of subject in English: Management Training
Main field of study (if applicable): Management
Specialization (if applicable): Managerial behaviors and decisions
Profile: academic
Level and form of studies: 2nd level, full-time studies
Kind of subject: obligatory
Subject code: W08ZZZ-SM0017L
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)			30		
Number of hours of total student workload (CNPS)			50		
Form of crediting			Crediting with grade		
For group of courses mark (X) final course					
Number of ECTS points			2		
including number of ECTS points for practical (P) classes			2		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)			1,2		

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge from the field of organizational management, marketing and corporate finance
2. Basic skills in MS EXCEL.

SUBJECT OBJECTIVES

C1: Improved knowledge of the construction and use of simple IT tools (MS EXCEL workbooks) supporting decision-making in an enterprise.

C2: Improved skills of identifying and solving decision-making problems which concern managers responsible for selected areas of activity of a (simulated) enterprise.

C3: Deepen the ability to analyse the causes and dynamics of the financial and economic situation of a simulated enterprise.

SUBJECT EDUCATIONAL EFFECTS

relating to skills:

PEU_U01: Can solve complex management problems in a simulated enterprise. Understands the role of established priorities in enterprise operations and is able to assess the compatibility of implemented decisions (in a simulated enterprise) in the context of changing environmental requirements.

PEU_U02: Is able to effectively use the developed computer system supporting the development of managerial decisions in the management of a simulated enterprise.

PEU_U03: Is able to identify and eliminate the main problems of inappropriate choice of analytical methods in the estimation of financial and economic results achieved by simulated enterprises operating in the same market. Is able to carry out the adaptation of selected methods and problem-solving tools to the situation of the enterprise and the market in which it operates.

Translated with www.DeepL.com/Translator (free version)

PROGRAMME CONTENT		
Form of classes - laboratory		**Number of hours**
Lab 1	Discussion of the course completion criteria and the main work stages. Introduction to the management game, and - among other things – description of the economic system simulated in the game. Initial work on the system DSS_G supporting the process of working out decisions in the game: subsystem *Materials*.	2
Lab 2	Development of the system DSS_G (continuation) - subsystems: *Work in Process; Finished Products; External Warehouses; Natural Environment.*	2
Lab 3	Development of the system DSS_G (continuation) – subsystem *Selling Price of Finished Products.*	2
Lab 4	Development of the system DSS_G (continuation) – subsystems: *Necessary Production Personnel and Necessary Production Machines; Credits; Cash Flow.* Discussion of the requirements to be met during the test game. Test checking students' knowledge.	2
Lab 5	*Test Game*. Correcting errors in the system DSS_G . Corrective (supplementary) test checking students' knowledge.	2
Lab 6	Correcting errors in the system DSS_G (continuation). Discussion of the scenario for the *Main Game*.	2
Lab 7	Running the *Main Game*.	2
Lab 8	Running the *Main Game* (continuation).	2
Lab 9	Running the *Main Game* (continuation).	2
Lab 10	Running the *Main Game* (continuation).	2
Lab 11	Running the *Main Game* (continuation).	2
Lab 12	Running the *Main Game* (continuation).	2
Lab 13	Discussion of the main results achieved by the teams in the management game (teaching person). Presentation of the Final Reports prepared by teams (students).	2
Lab 14	Presentation of the Final Reports prepared by teams (continuation).	2
Lab 15	Presentation of the Final Reports prepared by teams (continuation). Course summary.	2
	Total hours	30

TEACHING TOOLS USED
N1. Knowledge transfer with the use of multimedia (teaching person). N2. Student self-studying: preparatory work for laboratory classes. N3. Discussion. N4. Problem solving exercises. N5. Simulation Game/Simulation. N6. Presentation of the Final Reports with the use of multimedia (students).

EVALUATION OF SUBJECT EDUCATIONAL EFFECTS ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Educational effect number	Way of evaluating educational effect achievement
F1	PEU_U01	Answering questions; Discussions; Tests, Progress in developing computer decision support system; *Test Game*
F2	PEU_U02	Answering questions; Discussions; Final Report

F3	PEU_U02	Results of the *Main Game*
F4	PEU_U03	One of the compulsory elements of the Final Report; Discussions;
P=0,2*F1+0,1*F2+0,4*F3+0,3*F4		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Rzońca W., Gra kierownicza *SPÓŁKA* - podręcznik uczestnika wraz z załącznikami oraz materiałami pomocniczymi (materiały dostępne na stronie Internetowej)

[2] Nowak E., Rachunkowość. Kurs podstawowy, PWE Warszawa 2011 (wybrane fragmenty)

[3] Sierpińska M., Jachna T., Ocena przedsiębiorstwa według standardów światowych , PWN, Warszawa 2011 (wybrane fragmenty)

[4] Szapiro T., Decyzje menedżerskie z Excelem, PWE Warszawa 2000 (wybrane fragmenty)

SECONDARY LITERATURE:

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Mariusz Mazurkiewicz Mariusz.mazurkiewicz@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Zachowania i Decyzje Menedżerskie.
Name of subject in English: Managerial Behavior and Decisions
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behavior and Decisions
Profile: academic
Level and form of studies: 2nd/ full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0018
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15				15
Number of hours of total student workload (CNPS)	25				25
Form of crediting	Crediting with grade				Crediting with grade
For group of courses mark (X) final course					
Number of ECTS points	1				1
including number of ECTS points for practical (P) classes					1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,6				0,6

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Possesses knowledge, skills and social competencies in:
basics of management, managerial economics, personnel management and decision making psychology

SUBJECT OBJECTIVES

The aim of the course is that the students:
1. understand the essence of managerial decision behavior of modern organizations.
2. Identify roles and ways (methods) of fulfilling them in a dynamic, open and non-predictive environment.
3. guide the behavior of modern organizations and decision-making choices under conditions of uncertainty and risk.

SUBJECT EDUCATIONAL EFFECTS

In terms of knowledge:
PEU_W01 - Has extensive knowledge of all problems related to the management of the organization and the accompanying conditions for managerial actions and decisions.
PEU_W02 - Has extensive knowledge of methods and tools related to management, and consequently in the field of managerial behaviors supporting and influencing the effectiveness of the implementation of objectives in different substantive and time perspectives.

In terms of skills:
PEU_U01 - Able to identify the key factors shaping managerial behavior in relation to various practical situations and apply apt methods and techniques necessary to solve management and substantive problems in the organization.
PEU_U02 - Is able to perceive in managerial decisions their complexity and cause-effect mechanisms.

PEU_U03 - Skilfully uses sources of information in solving complex organizational management problems

In terms of social competence:
PEU_K01 Is oriented to ethical and responsible behavior in the practice of organizational functioning.
PEU_K02 Is aware of the need for cooperation and personal responsibility when working out many decisions in a modern organization.
PEU_K03 Has a sophisticated attitude in the formation of honest relations occurring between manager and subordinate

PROGRAMME CONTENT		
Lectures		**Number of hours**
Lec 1	Organization and rules for the implementation and completion of the course. Organization and Institution Management. Authority in organization	2
Lec 2	Organizing functions and tasks of managers. Effectiveness, efficiency and proficiency of manager's decision	2
Lec 3	Manager as a visionary. Framer and creator of innovative solution	2
Lec 4	Manager as a controller of mechanism and in organization processes	2
Lec 5	Leadership in organization. Leader and role and tasks	2
Lec 6	Entrepreneurial manager. Models of business behavior	2
Lec 7	Manager as a negotiator and spokesman of the organization. Public Relation and instruments of forming of rates with environment	2
Lec 8	Verification and evaluation of knowledge's level of student. Test	1
	Total hours	**15**

Seminar		**Number of hours**
Sem 1	Organization, roles and principles of realization and graduation of course.	1
Sem 2	Authority and position of manager in organization. Styles and techniques of prosecution of authorities. Effectiveness, efficiency and proficiency of elastic organizational solutions. Net organizations	2
Sem 3	Innovative knowledge Management. Knowledge- identification, acquiring , storing, diffusion and deploying and protecting	2
Sem 4	Business models vs. joint ownership, co-liability (co-responsibility) and co-management. Legal and organizational forms of business's activity.	2
Sem 5	Organizational behavior. Leadership and motivation's system – contemporary approach.	2
Sem 6	Cooperation, competition and cooperences. Strategic choices.	2
Sem 7	*Soft* instruments of competing. PR vs. construction, and keeping on image and reputation. Relationship with environment	2
Sem 8	Social Responsible Organization – The choice between to be or to have.	2
		15

TEACHING TOOLS USED
N1. Traditional lecture with the use of multimedia presentation N2. Discussion (panel, internet) N3. Individual work (essays, literature study)

EVALUATION OF SUBJECT EDUCATIONAL EFFECTS ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Educational effect number	Way of evaluating educational effect achievement
F1	PEU_W01, PEU_W02	Assessment of formal presence
F2	PEU_W02, PEU_U01, PEU_U02,	Assessment of individual media presentation

	PEU_U03	
F3	PEU_W02, PEU_U02, PEU_K01, PEU_K03 PEU_03	Assessment of activity on Seminar
F4	PEU_U02, PEU_K02	Assessment of individual work (essay)
F5	PEU_W01, PEU_W02	Final evaluation and/or exam
P (lecture) = 0,4F1+0,6F5 P (seminar) = 0,2 F1+0,3F2+ 0,3F3+0,2F4		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Koźmiński A., Zarządzanie w warunkach niepewności, PWN Warszawa, 2011.
[2] Malara Z., Przedsiębiorstwo w globalnej gospodarce. Wyzwania współczesności, PWN, Warszawa 2007.
[3] Michalski E. Zarządzanie przedsiębiorstwem. Podręcznik akademicki. PWN. Warszawa, 2022.

SECONDARY LITERATURE:

[1] Blanchard K., Przywództwo wyższego rzędu, PWN Warszawa, 2011.
[2] Czarniawska B., Trochę inna teoria organizacji. Organizowanie jako konstrukcja sieci działań, PWN Warszawa 2012.
[3] Malawski M., Wieczorek A., Sosnowska H., Konkurencja i i kooperacja. Teoria gier w ekonomii i naukach społecznych, PWN Warszawa 2006.
[4] Morgan G., Obrazy organizacji, PWN Warszawa, 2006.
[5] Zimniewicz K., Współczesne koncepcje i metody zarządzania, PWN Warszawa, 2011.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Zbigniew Malara zbigniew.malara@pwr.edu.pl; Radosław Ryńca radosław.ryńca@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Zarządzanie jakością
Name in English: Quality management
Main field of study (if applicable): Management
Specialization (if applicable):): Managerial Behavior and Decisions
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0019
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			15	
Number of hours of total student workload (CNPS)	25			25	
Form of crediting	crediting with grade			crediting with grade	
For group of courses mark final course with (X)					
Number of ECTS points	1			1	
including number of ECTS points for practical (P) classes				1	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,6			0,6	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Knowledge of the basics of organizational management.

SUBJECT OBJECTIVES

C1. To acquire the basic knowledge of quality management systems.
C2. To acquire the knowledge in the field of quality management methods and techniques.
C3. To acquire the ability to use quality management methods and techniques in practical applications.

SUBJECT LEARNING OUTCOMES

relating to knowledge:
PEU_W01 – Student has basic knowledge of quality management, implementation and maintenance of quality management systems and of quality management tools.

relating to skills:
PEU_U01 – Student is able to use quality management methods and techniques to improve the organisation's business processes.

relating to social competences:
PEU_K01 – Student is aware of the importance of quality in an organization.
PEU_K02 – Student demonstrates a readiness to identify, critically analyse and resolve quality problems arising in organisations.

PROGRAM CONTENT		
Lectures		**Number of hours**
Lec 1	Introduction to the lecture. Basic concepts (quality, quality management)	1
Lec 2	The history of quality management. Idea of Kaizen.	2
Lec 3	The concepts of quality management according to the philosophers of the quality.	2
Lec 4	The principles of quality management.	2
Lec 5	Review the quality management tools.	2
Lec 6	Standardization of quality management systems.	2
Lec 7	ISO 9000 series standards. Requirements of ISO 9001:2015.	2
Lec 8	A summary of the lecture. Final test.	2
	Total hours	**15**

Project		**Number of hours**
Proj 1	Introduction to classes. Discussion of organizational matters. An overview of the scope of the project.	1
Proj 2	An overview of selected quality management instruments.	2
Proj 3	An overview of selected quality management instruments. Preparation and consultation of the first part of the project (company characteristics).	2
Proj 4	Preparation and consultation of the second part of the project (description and analysis of processes of the chosen company).	2
Proj 5	Preparation and consultation of the third part of the project (description and analysis of quality problems in the company).	2
Proj 6	Preparation and consultation of the forth part of the project (description and analysis of the proposed quality improvement actions).	2
Proj 7	Final projects presentations.	2
Proj 8	Final projects presentations. The evaluation of projects.	2
	Total hours	15

TEACHING TOOLS USED
N1.Traditional lecture - presentation using a slide projector. N2. Own work - independent study and preparation for the test and exercises. N3. Project development.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Learning outcomes number	Way of evaluating learning outcomes achievement
F1	PEU_W01	Test
F2	PEU_U01	Evaluation on project
Lecture: C=F1 Project: C=F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

1. Materials published on the course website an ePportal.
2. Brajer-Marczak R., „Doskonalenie zarządzania jakością procesów i produktów w organizacjach", Wyd. Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław 2015.
3. Hamrol A., *Strategie i praktyki sprawnego działania: lean, six sigma i inne*, Wydawnictwo Naukowe PWN, Warszawa 2016.
4. Hamrol A., *Zarządzanie jakością z przykładami*, Wydawnictwo Naukowe PWN, Warszawa 2012.
5. Zymonik Z., Hamrol A., Grudowski P., *Zarządzanie jakością i bezpieczeństwem*, PWE, Warszawa 2012.

SECONDARY LITERATURE:

1. Dobrowolska A., *Podejście procesowe w organizacjach zarządzanych przez jakość*, Poltext, Warszawa 2017.
2. Grudowski P., Leseure- Zajkowska E., *LSS Plutus - Lean Six Sigma dla małych i średnich przedsiębiorstw,* Wydawnictwo WNT, Warszawa 2013.
3. Imai M., *Kaizen: klucz do konkurencyjnego sukcesu Japonii*, Wydawnictwo MT Biznes, Warszawa 2007.
4. Imai M., *Gemba kaizen: zdroworozsądkowe, niskokosztowe podejście do zarządzania*, Wydawnictwo MT Biznes, Warszawa 2006.
5. Łuczak J., Matuszak-Flejszman A., *Metody i techniki zarządzania jakością*, Quality Progress, 2007.
6. Szczepańska K, *Kompleksowe zarządzanie jakością TQM : przeszłość i teraźniejszość*, Oficyna Wydawnicza Politechniki Warszawskiej, Warszawa 2010.
7. Szczepańska K., *Zarządzanie jakością: koncepcje, metody, techniki, narzędzia*, Wydawnictwo Politechniki Warszawskiej, Warszawa 2015.
8. Zymonik Z., *Koszty jakości w zarządzaniu przedsiębiorstwem*, Oficyna Wydawnicza Politechniki Wrocławskiej, Wrocław 2003.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Anna Dobrowolska, anna.dobrowolska@pwr.edu.pl

FACULTY W08N/ DEPARTMENT K48

SUBJECT CARD

Name in Polish: Zarządzanie Logistyczne w Przedsiębiorstwie
Name in English: Logistics Management in an Enterprise
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviors and Decisions
Level and form of studies: 2nd level, full-time studies
Kind of subject: obligatory
Subject code: W08ZZZ-SM0118
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30		15		
Number of hours of total student workload (CNPS)	50		25		
Form of crediting	Exam		Crediting with grade		
For group of courses mark (X) final course					
Number of ECTS points	2		1		
including number of ECTS points for practical (P) classes			1		
including number of ECTS points for direct teacher-student contact (BK) classes	1,2		0,6		

*delete as applicable

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Knowledge of basics of management.
2. Knowledge of GNU MathProg (GLPK), Excel, Project.

SUBJECT OBJECTIVES

C1 Getting to know the basics of logistics management and decision-making problems of a business organization's operational activities.

C2 Understanding the essence and principles of the functioning of market and efficiency-oriented operational management systems, with special emphasis on the logistics aspects of material flows in the internal supply chain.

SUBJECT LEARNING OUTCOMES

Relating to knowledge:

PEU_W01 Knows the most important concepts, goals and strategies of logistics management of operational activities and its connections with other functional areas of the organization.

PEU_W02 Has basic knowledge of structure and operation of production systems.

PEU_W03 Knows the core principles of functioning of classic and modern systems of logistics management of a business organization's operational activities.

Relating to skills:

PEU_U01 Can identify and diagnose decision-making problems of enterprises in the area of operational and logistics activities.

PEU_U02 Can analyze and evaluate the functioning of existing production and service logistics management systems.

PEU_U03 Can formulate alternative solutions in logistics management of operations activity.

Relating to social competences:

PEU_K01 Understands the role and importance of logistics and operational activities in the overall activity of the organization.

PEU_K02 Understands the role and importance of modern logistics management of production and service systems in increasing the market effectiveness and operational efficiency of business organizations.

PROGRAMME CONTENT		
Lectures		**Number of hours**
Lec 1	The nature, goals and tasks of logistic management in a business organization. Software programs used in the course. Grading system used in the course.	2
Lec 2	Product, process, production structure, production environment.	2
Lec 3	Sales and Operations Planning (SOP) - Aggregate Planning. - PowerPoint presentation and discussion.	2
Lec 4	Sales and Operations Planning (SOP) - Aggregate Planning. - group work in small teams using software.	2
Lec 5	Short Term Planning - parameters and methods. PowerPoint presentation and discussion.	2
Lec 6	Short Term Planning - parameters and methods. – group work in small teams using software.	2
Lec 7	Stock Control Systems SCS. PowerPoint presentation and discussion.	2
Lec 8	Stock Control Systems SCS. – group work in small teams using software.	2
Lec 9	Logistics Management using MRP/MRPII. PowerPoint presentation and discussion.	2
Lec 10	Logistics Management using MRP/MRPII. - group work in small teams using software.	2
Lec 11	Logistics Management using the JIT/LP strategy. PowerPoint presentation and discussion.	2
Lec 12	Logistics Management using the JIT/LP strategy. - group work in small teams using software.	
Lec 13	Logistics Management with OPT/TOC. PowerPoint presentation and discussion.	2
Lec 14	Logistics Management with OPT/TOC. - group work in small teams using software.	
Lec 15	Summary of the course	2
	Total hours	**30**
Laboratory		**Number of hours**
Lab 0	Organizational info	1
Lab 1	OPT Simulation Game - Sales and Production Control	2

Lab 2	Aggregate Production Planning. - Pure and Mixed Planning Strategy	2
Lab 3	Aggregate Production Planning - User Defined Strategy	2
Lab 4	Inventory Management- FOQ System - EOQ Model + Reorder Point	2
Lab 5	Inventory Management -Variants of the EOQ Model	2
Lab 6	OPT Simulation Game - Sales and Production Planning	2
Lab 7	Course summary + grades	2
	Total hours	**15**

TEACHING TOOLS USED

N1. Lecture: multimedia presentation, discussion, software programs: GNU MathProg (GLPK), Excel, Project, Anylogic.
N2. Laboratory classes: problem sets

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1 – Problem set 1 F2 – Problem set 2 F3 – Problem set 3 F4 – Problem set 4 F5 – Problem set 5 F6 – active class participation	PEU_W02, PEU_W03, PEU_U03, PEU_K02	Grading of the solved problem sets
F7 – active class participation F8 - exam	PEU_W01, PEU_W02, PEU_W03, PEU_U01, PEU_U02, PEU_U03, PEU_K01, PEU_K02	Active participation in software (Lectures 4,6,8,10,12,14) Grading of the exam
P (lecture) = 1/2*(F7+F8) P (laboratory) = 1/6*(F1+F2+F3+F4+F5+F6)		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Zbroja T., Zarządzanie produkcją. Podręcznik, WSO WL, Wrocław (2015).
[2] Heizer J., Render B., Munson C., Operations Management: Sustainability and Supply Chain Management, Global Edition. Pearson Education Limited; 13th edition (2019)
[3] E. Goldratt E. Theory of Constraints Handbook. McGraw Hill; 1st edition (2010).

SECONDARY LITERATURE:

[1] Balter J.F., Zbroja T., Zarządzanie logistyczne w przedsiębiorstwie, Oficyna Wydawnicza CL Consulting i Logistyka, Wrocław 2003.
[2] Waters D., Zarządzanie operacyjne. Towary i usługi, PWN, Warszawa 2001.
[3] Bozarth C.C., Handfield R.B., Wprowadzenie do zarządzania operacjami
i łańcuchem dostaw: kompletny podręcznik logistyki i zarządzania dostawami, Helion, Gliwice 2007.
[4] Zarządzanie produkcją w praktyce, Wydawnictwo „Wiedza i Praktyka", Warszawa 2006.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Zarządzanie pracownikami
Name of subject in English: Personnel management
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviour and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0013
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30			15	
Number of hours of total student workload (CNPS)	50			25	
Form of crediting	Crediting with grade			Crediting with grade	
For group of courses mark (X) final course	-			-	
Number of ECTS points	2			1	
including number of ECTS points for practical (P) classes				1	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2			0,6	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Knowledge about the fundamentals of organization and management o an enterprise.

SUBJECT OBJECTIVES

C1 To provide the students with the knowledge about the personnel function and the personnel management process, as well as their relations with other elements of the enterprise management system. To provide the students with the knowledge about the philosophy, policy and strategy of personnel function as well as the human resource planning. To provide the students with the knowledge about the building and functioning of the teams in the organization. To understand the principles of communication in the organization.

C2 Shaping and developing the ability of the assessment of human resources and new approaches relating to the personnel management in the organization, as well as the ability of improving the existing or design new solutions for selected elements of the personnel function.

C3 Shaping the competences of planning, initiating and implementing the changes in the organization, as well as cooperation in team forms of works and taking the responsibility for this work.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Has a knowledge about the personnel function and the personnel management process. Understands the relations of the personnel management with other elements of the enterprise management system.

PEU_W02 Knows the basic rules of building and functioning of the teams in the organization, as well as the factors influencing on the teams efficiency. Knows the roles of the leader and the team members in the organization. Knows the principles of communication in the organization.

relating to skills:

PEU_U01 Can evaluate the human resources and the methods of operations in field of human resources in an organization.

PEU_U02 Can improve the existing or design new solutions for selected elements of the personnel function.

relating to social competences:

PEU_K01 Is prepared to initiate changes in the organization, as well as to participate in their planning and implementing in the organization.

PEU_K02 Is prepared to cooperate and work in team forms of works. Can accurately identify their own priorities and work in partnership with others.

PEU_K03 Is aware of the responsibility for own work. Is ready to comply with the priorities set by others and take responsibility for own work or as a team performed the task.

PROGRAMME CONTENT		
Lectures		**Number of hours**
Lec1	Introduction, overciew the lecture.	1
Lec1	The concept and essence of personnel function, goals of personnel management, conditions, meaning and the evolution of personnel function.	1
Lec2	Personnel Function in the context of the organisation management system. Task structure and the scope of personnel management process.	2
Lec3-4	Philosophy, policy and strategy of personnel function. Comparative analysis: Human Resources Management (HRM) and Personnel Management (PM). Strategic aspects of Human Resources Management.	4
Lec5	Human Resources Planning. Goals, conditions and stages of planning. Personnel Audit. Realisation control – personnel controlling.	2
Lec6	Recruitment, selection and introduction to the work processes. Competences management in personnel management. .	2
Lec7	Aims and concepts of employee evaluation. Periodical Employee Evaluation System (SOOP). Criteria, methods and rules of the employee evaluation. Effectiveness of the SOOP.	2
Lec8	Colloquium (1).	2
Lec9-10	Remuneration policy. Aims and principles of wage differentiation. The essence and goals of work evaluation. Criteria and methods of the work evaluation.	4
Lec11	Forms of remuneration. Functions of remuneration. Basic wages, bonuses and other elements of wages.	2
Wy12	Workforce potential. Influencing the employee development. Trainings; goals, types, evaluation of effectiveness. Career paths.	2
Wy13	The principles of building and functioning the teams in an organization, factors influencing on the teams efficiency. Roles of the leader and the team members in the organization.	2
Wy14	The principles and the systems of communication in the organization. The ffeatures an efficient communication process.	2
Wy15	Summary of the lecture. Colloquium (2).	2
	Total hours	**30**

Project		Number of hours
Proj1	Explanation of the topic of the project, discussion of the project evaluation conditions. Creation of the project teams.	1
Proj2	Work in project teams – consulting the choice of the subject area and methods of preparing an offer of the research expertise. Consulting the substantive issues, evaluation of student progress.	2
Proj3	The first plenary session - presentation of the offers of the research expertise (an oral presentation and submission of a written statement).Work in project teams – consulting the substantive issues, evaluation of student progress.	2
Proj4	Work in project teams – consulting the substantive issues in the scope of diagnosis of human resources and approaches in the area of personnel, evaluation of student progress.	2
Proj5	Work in project teams – consulting the substantive issues in the scope of improvement and development of specific solutions of selected elements of the personnel function, evaluation of student progress. Explanation of the methods of project presentation.	2
Proj6-7	The second plenary session: presentations of the projects, evaluation of presentations, discussion with students. Overview of written reports with the findings of the diagnosis and the proposals for design.	4
Proj8	Summary of the project. Final assessment.	2
	Total hours	**15**

TEACHING TOOLS USED
N1. Traditional lecture with multimedia presentations N2. Consultations N3. Multimedia presentations prepared by students N4. Discussion of selected issues N5. Self-study –final assesment preparation N6. A written report - an analysis of the case study

EVALUATION OF SUBJECT EDUCATIONAL EFFECTS ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Educational effect number	Way of evaluating educational effect achievement
F1	PEU_W01, PEU_K03	Colloquium 1.
F2	PEU_W01, PEU_W02 , PEU_K03	Colloquium 2.
F3	PEU_U01, PEU_K02, PEU_K03	Submission and presentation of the offers of the research expertise
F4	PEU_U01, PEU_U02 PEU_K01, PEU_K01, PEU_K02, PEU_K03	Project of solutions in the scope of personnel management in a written form.
F5	PEU_U01, PEU_U02 PEU_K01, PEU_K02, PEU_K03	Multimedia presentation of the project of solutions in the scope of personnel management prepared by students.
F6	PEU_U01, PEU_U02 PEU_K01, PEU_K02, PEU_K03	Activity on the project. Participation in the discussion.
P(lecture)=0,5*F1+0,5*F2 P(project)=0,1*F3+0,6*F4+0,2*F5+0,1*F6		

PRIMARY AND SECONDARY LITERATURE
PRIMARY LITERATURE: 1. Armstrong M., Zarządzanie zasobami ludzkimi, Oficyna Wolters Kluwer, Warszawa 2011. 2. Listwan T. (red.), Zarządzanie kadrami, CH Beck, Warszawa 2010. 3. Pocztowski A., Zarządzanie zasobami ludzkimi, PWE, 2018. . Kostera M., Zarządzanie personelem, PWE, Warszawa 2010. **SECONDARY LITERATURE:** 1. Oleksyn T., Zarządzanie zasobami ludzkimi w organizacji, Oficyna Wolters Kluwer Polska, Warszawa 2011. 2. Moczydłowska J., Zarządzanie zasobami ludzkimi w organizacji: podręcznik akademicki, Difin, Warszawa 2010. 3. Pocztowski A., Zarządzanie zasobami ludzkimi: strategie – procesy – metody, PWE, Warszawa 2006.
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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Zarządzanie Projektami
Name of subject in English: Project Management
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviors and Decisions
Profile: academic
Level and form of studies: 1stlevel studies, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0020
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	15			
Number of hours of total student workload (CNPS)	50	25			
Form of crediting	Exam	Crediting with grade			
For group of courses mark (X) final course					
Number of ECTS points	2	1			
including number of ECTS points for practical (P) classes		1			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2	0,6			

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Basic knowledge of cascading project management processes, basic knowledge of agile project management, ability to define, plan and control a simple project

SUBJECT OBJECTIVES

C1 To provide Students with knowledge of the importance of project management in business, professional organisations in this field, as well as basic project management methodologies.
C2 To provide Students with practical skills in using methods and applying techniques and tools of project management.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Knows the specifics of project management in traditional and adaptive approaches
PEU_W02 Knows selected methods, techniques and tools of project management

relating to skills:
PEU_U01 Be able to solve project management problems of different types
PEU_U02 Be able to use the most important project management tools

relating to social competences:
PEU_K01 Understands the essence of project management and its role in the modern world
PEU_K02 Is aware of the importance of professional organisations for the development of project management in the country and globally
PEU_K03 Is aware of existing barriers and limitations in the implementation of project management

PROGRAMME CONTENT		
Lectures		**Number of hours**
Lec 1	Organisational issues. Introduction to project management - basic concepts and definitions. Classic (TPM) vs. adaptive (APM) project management methodologies	2
Lec 2	TPM: Project initiation, including: stakeholder analysis, project planning as the most important project management process	2
Lec 3	TPM: Project scope planning: scope definition, *Work Breakdown Structure*, work package, responsibility matrix	1
Lec 4	TPM: Project time planning: network planning methods, project schedule	3
Lec 5	TPM: Project resource planning, resource balancing, project cost planning	2
Lec 6	*Earned Value Method* of project cost control	2
Lec 7	Project risk management	4
Lec 8	Methods for estimating project profitability (static methods, dynamic methods)	2
Lec 9	Project human resources management (leadership, commitment and motivation, selection of project team members, teamwork)	2
Lec 10	APM: Adaptive Project Management Methodologies - Introduction	2
Lec 11	APM: Scrum - Scrum Team, Product Owner, Scrum Master	2
Lec 12	APM: Events in Scrum - Sprint, Sprint planning	2
Lec 13	APM: Events in Scrum - Sprint monitoring, Sprint retrospective	2
Lec 14	APM: Scrum Artifacts - Product Backlog, Sprint Backlog, Incremental	2
	Total hours	**30**

Classes		**Number of hours**
C 1	Organisational activities: division of students into teams, definition of their own projects	1
C 2	Drafting the *Project Charter*	2
C 3	Drafting the WBS (*Work Breakdown Structure*)	2
C 4	Application of CPM (*Critical Path Method*)	2
C 5	Risk management plan	2
C 6	APM - case study	2
C 7	APM - case study	2
C 8	Test	2
	Total hours	**15**

TEACHING TOOLS USED
N1. Lecture based on multimedia presentation combined with discussion N2. Case studies N3. Excel N4. Project management software N5. Group work

EVALUATION OF SUBJECT EDUCATIONAL EFFECTS ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Educational effect number	Way of evaluating educational effect achievement
F1 (classes)	PEU_U01 PEU_U02 PEU_K01	Classes preparation, activity, team work quality
F2 (classes)	PEU_W01 PEU_W02 PEU_U01 PEU_U02	Test
F3 (lecture)	PEU_W01	Exam

	PEU_W02 PEU_K01 PEU_K02 PEU_K03	
P1 = 0,2*F1 + 0,8*F2 P2 = F3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

1. Trocki M. (red.), Nowoczesne zarządzanie projektami, Polskie Wydawnictwo Ekonomiczne, Warszawa, 2013
2. Wysocki R. K., McGarry R., Efektywne zarządzanie projektami, Wyd. VII, Helion, 2018
3. Żmigrodzki M., Zarządzanie projektami dla początkujących. Jak zmienić wyzwanie w proste zadanie, Wydanie II, Onepress, 2018

SECONDARY LITERATURE:

4. NCB National Competence Baseline (Polskie Wytyczne Kompetencji IPMA, wersja 4.0), https://ipma.pl/publikacje/
5. Prince2: skuteczne zarządzanie projektami, Axelos. Instytucja sprawcza, 2018
6. PMBOK® Guide (A Guide to the Project Management Body of Knowledge) – wydanie 6, 2017

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

dr hab. inż. Agata Klaus-Rosińska, prof. uczelni agata.klaus-rosinska@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Zarządzanie Strategiczne
Name of subject in English: Strategic management
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviour and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time studies
Kind of subject: obligatory
Subject code: W08ZZZ-SM0021
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30			15	
Number of hours of total student workload (CNPS)	50			25	
Form of crediting	Examination			crediting with grade	
For group of courses mark final course with (X)					
Number of ECTS points	2			1	
including number of ECTS points for practical (P) classes				1	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2			0,6	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

SUBJECT OBJECTIVES

To provide basic knowledge, taking into account its application aspects, regarding:
C1. the strategic context of organizational functioning,
C2. external and internal conditions affecting the competitiveness of the organization,
C3. the strategic management process of the organization,

SUBJECT LEARNING OUTCOMES

relating to knowledge:
PEU_W01 - Understands the strategic context of organizational performance. Explains the impact of global conditions (including legal and economic) on the competitiveness of the organization and the efficiency of its operation. Knows the essence of the organization's strategy. Has knowledge of the essence, stages and methods of strategic management.
PEU_W02 - Understands the complexity and comprehensiveness of substantive and management problems in an organization. Interprets interdependencies beyond individual functions, processes and organization. Has an expanded knowledge of the organization's information system.
PEU_W03 - Knows advanced methods of measuring and evaluating the performance of the organization as a whole. Explains the basis and importance of restructuring processes: stabilizing, developmental and corrective in the organization.
PEU_W04 - Has an expanded knowledge of methods and techniques used in management.
PEU_W05 - Knows advanced methods, techniques and tools for problem solving
relating to skills:

PEU_U01 - Has the ability to formulate solutions to complex management and substantive problems in an organization. Able to justify, select and verify solutions in accordance with established priorities, in the context of internal and external conditions
PEU_U02 - Can make a strategic analysis of the organization and its environment. Is able to formulate alternative strategies at the level of the organization and its domains of activity, analyzes, critically evaluates and selects the appropriate strategy option. Can select and evaluate instruments of strategic control
PEU_U03 - Can apply advanced methods, techniques and tools for solving managerial problems.
relating to social competences:
PEU_K01 - Is prepared to initiate changes in the organization and participate in their planning and implementation. He is able to anticipate the multidirectional effects of the implemented changes. Is able to think and act in an entrepreneurial manner

PROGRAM CONTENT

Lectures		**Number of hours**
Lec 1	Organizational classes. The genesis of strategic management	2
Lec 2	The essence and concept of strategy	2
Lec 3	Strategic management schools	2
Lec 4	Strategic management process	2
Lec 5	Business concept - company mission (concept)	2
Lec 6	Functions and role of the company's mission	2
Lec 7	Macro environment analysis - the essence, methods and tools	2
Lec 8	Microenvironment analysis - the essence, methods and tools	2
Lec 9	Resource analysis - the essence, methods and tools	2
Lec 10	Competition analysis	2
Lec 11	Global level strategy options	2
Lec 12	Business level strategy options	2
Lec 13	Strategic goals system	2
Lec 14	Strategy implementation – Balance scorecard	2
Lec 15	Strategic control	2
	Total hours	**30**
Project		**Number of hours**
Proj 1	Organizational classes. Development of mission and vision	2
Proj 2	Macro environment analysis	2
Proj 3	Microenvironment analysis	2
Proj 4	Organization resources analysis	2
Proj 5	Identification of strategic problems using the SWOT matrix	1
Proj 6	Analysis and selection of a strategic option at the enterprise level	2
Proj 7	Analysis and selection of a strategic option at the domain level	2
Proj 8	Development of implementation tools for the selected strategy	2
	Total hours	**15**

TEACHING TOOLS USED

N1. Traditional lecture using multimedia presentation
N2. Questions asked to students during the lecture
N3. Case studies
N4. Discussion of selected problems

N5. Independent analysis and assessment of the strategic position of the actual organization N6. Own work - independent studies: preparation for classes and preparation for the exam N7. Presentation prepared by students

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Learning outcomes number	Way of evaluating learning outcomes achievement
F1	PEU_U01-3	Ongoing checking of project progress
F2	PEU_U01-3, PEU _K01	Evaluation of the developed solutions
P1	The project grade includes F1 (50%), F2 (50%)	
F4	PEU_W01-5	Exam
P2	The lecture grade includes F4	

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

1. Moszkowicz M., Zarządzanie Strategiczne - systemowa koncepcja biznesu, PWE, Warszawa 2005
2. Steinmann H.G., Schreyogg G., Zarządzanie – podstawy kierowania przedsiębiorstwem. Koncepcje funkcje przykłady, Oficyna wydawnicza Politechniki Wrocławskiej, Wrocław 2001
3. Porter M., Strategia konkurencji – metody analizy sektorów i konkurentów, MT Biznes, Warszawa 2010
4. Obłój K., Strategia organizacji, PWE, Warszawa 2014

SECONDARY LITERATURE:

1. Krupski R, Zarządzanie strategiczne, Wyd. AE Wrocław 2007
2. Pierścionek Z., Zarządzanie strategiczne w przedsiębiorstwie, PWN, Warszawa 2011

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Piotr Kubiński, piotr.kubiński@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name in Polish: Zarządzanie wartością przedsiębiorstwa
Name in English: Value Based Management
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviour and Decisions
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM0028
Group of courses NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			15	
Number of hours of total student workload (CNPS)	25			25	
Form of crediting	crediting with grade			crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points	1			1	
including number of ECTS points for practical (P) classes				1	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,6			0,6	

*delete as applicable

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1 Knowledge of methods of time value of money calculation
2 Knowledge of the basic financial statements
3 Ability to perform simple mathematical calculations

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SUBJECT OBJECTIVES

C1 Concept of organization value and the factors influencing the value
C2 Understanding the purpose and function of the organization valuation
C3 Knowledge of methods of organization valuing and use them in the management process

SUBJECT LEARNING OUTCOMES

relating to knowledge:
PEU_W01 knows the objectives and functions of the valuation
PEU_W02 knows methods of company valuation
PEU_W03 knows the tools of value pricing and their use in management

relating to skills:
PEU_U01 understand the objectives of the company value pricing
PEU_U02 can use assets valuation methods to company valuation

PEU_U03 can develop a financial model and prepare a company value by income methods, including DCF

relating to social competences:
PEU_K01 Is conscious the role of company value in the economy

PROGRAMME CONTENT		
Lectures		**Number of hours**
Lec 1	Introduction. The concept of value and the company value	2
Lec 2	The objectives and functions of the pricing process	2
Lec 3	Classification of the factors of values	2
Lec 4	Classification of methods of pricing	2
Lec 5	Assets and Comparative Methods	2
Lec 6	Income methods	2
Lec 7	Value based management process	2
Lec 8	test	1
	Total hours	**15**

Form of classes - project		**Number of hours**
Proj 1	Introduction	2
Proj 2	Valuation of the selected company by assets method	6
Proj 3	Valuation of the selected company by DCF method	6
Proj 4	Presentation of results	1
	Total hours	**15**

TEACHING TOOLS USED
N1. Multimedial lecture N2. Problems resolving N3. Computational exercises

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Learning outcomes number	Way of evaluating learning outcomes achievement
P1	PEU_W01 ÷ PEU_W03, PEU_U01 ÷ PEU_U03, PEU_K01	Test

P1	PEU_W01 ÷ PEU_W03, PEU_U01 ÷ PEU_U03, PEU_K01	Project evaluation
P1=1		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] BRIGHMAN E.F., *Podstawy zarządzania finansami*, PWN, Warszawa, 1995.
[2] ICKIEWICZ J., *Strategia finansowania przedsiębiorstwa*, Poltext, Warszawa, 1993.
[3] WILIMOWSKA Z., *Metodyka budowy efektywnego portfela projektów inwestycyjnych*, Oficyna Wydawnicza Politechniki Wrocławskiej, Wrocław 1997.
[4] WILIMOWSKA Z., WILIMOWSKI M., *Sztuka zarządzanie finansami.*, Bydgoszcz, TNOiK OPO, 2001

SECONDARY LITERATURE:

[1] [JAJUGA T., PLUTA W., *Inwestycje. Capital Budgeting*, AE, Wrocław 1994.
[2] Pluta W., *Strategie inwestowania*, Wyd. PLACET, Warszawa, 1995.
[3] Levy H., Sarnat M., *Capital investment and Financial Decisions*, Prentice Hall, Hrertforshire, 1994
[4] LUMBY S., *Investment Appraisal and Financial Decisions*, London, Chapman & Hall, 1996
[5] Cwynar A., Systemy VBM i zysk ekonomiczny : projektowanie, wdrażanie, stosowanie, 2010
[6] Damodaran A., Finanse korporacyjne : teoria i praktyka 2007

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Tadeusz Dudycz, Tadeusz.dudycz@pwr.edu.pl

Załącznik nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Zintegrowane systemy informatyczne zarządzania
Name of subject in English: Integrated Management Information Systems
Main field of study (if applicable): Management
Specialization (if applicable): Managerial Behaviors and Decisions
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM0022
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30		15		
Number of hours of total student workload (CNPS)	50		25		
Form of crediting	crediting with grade		crediting with grade		
For group of courses mark (X) final course					
Number of ECTS points	2		1		
including number of ECTS points for practical (P) classes			1		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2		0,6		

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Knowledge about:

1. theory of organisation and management
2. essentials of enterprise management
3. basics of computer science

SUBJECT OBJECTIVES

C1 Knowledge of integrated management information systems (IMIS)
C2 Ability to use ERP IMIS
C3 Knowledge of the implementation of IMIS

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 – knowledge of MIS classifications
PEU_W02 – knowledge of rules of MIS integration
PEU_W03 – knowledge of basic functions in business areas of MIS
PEU_W04 – knowledge of MIS history and new approaches
PEU_W05 – knowledge of the MIS implementation in the organization
PEU_W06 – knowledge of rules of selecting MIS
PEU_W07 – knowledge of human aspects of the MIS implementation
PEU_W08 – knowledge of gathering requirements before the MIS implementation (e.g. business process modeling)
PEU_W09 – knowledge of risk factors in the MIS implementation

relating to skills:

PEU_U01 – ability to classify a MIS
PEU_U02 – ability to find differences between MRP – MRPCL – MRPII – MRPIII – ERP – ERPII
PEU_U03 – ability to plan implementation of MIS
PEU_U04 – ability to find and minimalize risk factors during the MIS implementation
PEU_U05 – ability to set goals for the MIS implementation
PEU_U06 – ability to plan trainings for users of MIS
PEU_U07 – ability to analyze functionality of ERP system
PEU_U08 – ability to model business process
PEU_U09 – ability to prepare and present own approach to the MIS implementation

relating to social competences:

PEU_K01 – ability to searching for information and analyzing
PEU_K02 – developing ability to think independently and creatively
PEU_K03 – understand the importance of business requirements in the design and implementation of information systems
PEU_K04 – developing entrepreneurial thinking
PEU_K05 – developing the skills of group working

PROGRAMME CONTENT

Form of classes - lecture		**Number of hours**
Lec 1	Introduction	2
Lec 2	Management Information Systems	2
Lec 3	Typology of informational systems at the angle of primary criterions. Types MPR II/ERP.	2
Lec 4	APICS standards (MRP, MRPII)	2
Lec 5	Classification of integrated systems according to APICS standards (MRP, MRP-CL, MRPII, MRPII+/MRPIII)	2
Lec 6	ERP systems	2
Lec 7	ERP II systems	2
Lec 8	CRM and PRM systems	2
Lec 9	Service Oriented Architecure (SOA) and mobile technologies in management	2
Lec 10	General characteristics of management information system sets	2

Lec 11	Informatics strategies of enterprise management	2
Lec 12	Choosing and implementation of system set	2
Lec 13	Training and coaching during IMIS implementation	2
Lec 14	Implementation risks	2
Lec 15	Conclusion	2
	Total hours	30

Form of classes - class		**Number of hours**
Form of classes - laboratory		**Number of hours**
Lab 1	Introduction to ERP system	2
Lab 2	General settings	2
Lab 3	Calculation of product's costs	2
Lab 4	Purchasing orders (PO)	2
Lab 5	Work orders (WO)	2
Lab 6	MRP planning	2
Lab 7	Analysis of selected area of ERP system	2
Lab 8	Conclusion	1
	Total hours	15

TEACHING TOOLS USED

N1. Traditional lecture
N2. Using MIS tool
N3. Work with the teacher
N4. Self-learning – for labs
N5. Self-learning – for lectures

EVALUATION OF SUBJECT EDUCATIONAL EFFECTS ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Educational effect number	Way of evaluating educational effect achievement
F1	PEU_W01 – PEU_W09 PEU_U01–PEU_U06 PEU_K01 PEU_K03	Exam (test)
F2	PEU_U07 –PEU_U09 PEU_K01 PEU_K02 PEU_K04 PEU_K05	Evaluation of the seminar and lab work
C = F1 + F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Jerzy Kisielnicki: MIS Systemy informatyczne zarządzania, PLACET, 2009
[2] Zbigniew Klonowski: Systemy informatyczne zarządzania przedsiębiorstwem : modele rozwoju i właściwości funkcjonalne, Oficyna Wydawnicza Politechniki Wrocławskiej, 2004
[3] James O'Brien, George Marakas: Management Information Systems, McGraw-Hill/Irwin, 2010
[4] Ken Laudon, Jane Laudon: Management Information Systems, Prentice Hall; 11 edition, 2009
[5] R. Kelly Rainer, Hugh J. Watson: Management Information Systems, Moving Business Forward, Wiley, 2012

SECONDARY LITERATURE:

[1] Computerworld magazine

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Adam Wasilewski, adam.wasilewski@pwr.edu.pl

SPECJALNOŚĆ/SPECIALTY:

HUMAN RESOURCE MANAGEMENT

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Warsztat analityczny (badania jakościowe)
Name of subject in English: Analytical workshop (qualitative data)
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8025P
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	
Number of hours of total student workload (CNPS)				50	
Form of crediting				Crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				2	
including number of ECTS points for practical classes (P)				2	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				1,2	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge about methods of research in social sciences.

SUBJECT OBJECTIVES

C1 Familiarizing students with different approaches to knowledge and information analysis
C2 Acquiring skills in qualitative data analysis

SUBJECT EDUCATIONAL EFFECTS

relating to skills:
PEU_U01 Ability to plan and execute the research activities with the use of different analytical approaches
PEU_U02 Ability to use qualitative methods to gather problem relevant data and information
PEU_U03 Ability to analyse and report research findings

PROGRAMME CONTENT

Project		**Number of hours**
Proj 1	Course introduction. Information on subject educational effects and their evaluation.	2
Proj 2	Choice of research area	2
Proj 3	Qualitative research design and ensuring quality	2

Proj 4	Methods of qualitative analysis (thematic, discourse, narrative…)	2
Proj 5	Performing qualitative interviewing and focus groups	2
Proj 6	Data transcription	2
Proj 7	Results discussion and analysis	2
Proj 8	Observation and fieldwork	2
Proj 9	Results discussion and analysis	2
Proj 10	Collection of documented material and artifacts	2
Proj 11	Results discussion and analysis	2
Proj 12	Online ethnography	2
Proj 13	Results discussion and analysis	2
Proj 14	Writing research report	2
Proj 15	Final assessment	2
	Total hours	30

TEACHING TOOLS USED
N1. Assignments N2. Discussion N3. Written report N4. Presentations

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1 Assignments	PEU_U01,	Discussion
F2 Presentation	PEU_U02	Presentation assessment
F3 Written report	PEU_U03	Grade
P = 0,25 F1+ 0,25 F2+ 0,5 F3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Dennis Howitt, Introduction to Qualitative Research Methods in Psychology, 3rd Edition, Pearson, 2016
[2] Corrine Glesne, Becoming Qualitative Researchers: An Introduction, 5th Edition, Pearson, 2016
[3] Helle Neergaard, John P. Ulhøi, Handbook of Qualitative Research Techniques and Analysis in Entrepreneurship, Edward Elgar Publishing, 2017

SECONDARY LITERATURE:

[1] Norman K. Denzin, Yvonna S. Lincoln, The SAGE Handbook of Qualitative Research, 5th Edition, 2017
[2] Barney G Glaser, Anselm L Strauss, Discovery of Grounded Theory: Strategies for Qualitative Research, Routlege, 2017
[3] John W. Creswell, Cheryl N. Poth, Qualitative Inquiry and Research Design. Choosing Among Five Approaches, SAGE 2017

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Adam Dzidowski, adam.dzidowski@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Podstawy nauk społeczych
Name of subject in English: Basis of social science
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8001W
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30				
Number of hours of total student workload (CNPS)	50				
Form of crediting	crediting with grade				
For group of courses mark (X) final course					
Number of ECTS points	2				
including number of ECTS points for practical classes (P)	0				
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No prerequisites.

SUBJECT OBJECTIVES

C1 To acquaint students with fundamental and contemporary concepts in the field of social sciences.
C2. To acquaint students with the challenges, consequences and opportunities arising from the concept of management and quality sciences as social sciences.

SUBJECT EDUCATIONAL EFFECTS

In the field of knowledge:
PEU_W01 has in-depth, systematic knowledge of key concepts and recent concepts in the social sciences, including characterising, explaining and interpreting socio-cultural, organisational, moral and ethical norms and standards relevant to human resource management in contemporary organisations.
PEU_W02 has a systemised, in-depth knowledge of the basic processes, mechanisms and social changes affecting group processes and the phenomenon of leadership in organisations.
PEU_W03 has in-depth knowledge of the determinants and effectiveness of individual and team actions, including the identification of factors conditioning the possibility of the development of innovation, creativity and entrepreneurship

In the field of skills:
PEU_U01 identifies and classifies the basic terminology and theories dominating within the disciplines in social sciences
PEU_U02 is able to use the basic research tools in the field of social sciences and knows the rules of their construction
In the field of social competences:

PEU_K01 is aware of the importance of social processes for the functioning of modern organizations PEU_K02 shows readiness to take into account social mechanisms to analyze and interpret social and professional attitudes

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec1-2	Organisational issues- presentation of rules and conditions for passing. Introduction - the contemporary face, subject, condition and challenges of social sciences	4
Lec3-4	Social psychology and business psychology - the most important contemporary concepts- individual, perception, personality, competencies and skills, quality of life, social influence, meaningfulness of work, handling demanding interpersonal interactions, interpretive approach etc.)	4
Lec5	Social psychology and business psychology - the most important contemporary concepts- meaningfulness of work, handling demanding interpersonal interactions, interpretive approach etc.)	2
Lec6-7	Sociology and sociology of organization - the most important contemporary concepts (group, hierarchy and structure, dependence, power and subjectivity in social and organizational structures)	4
Lec8	Sociology and sociology of organization - the most important contemporary concepts (neo-institutional theory, institutional practices, social capital, social networks, trust etc.)	2
Lec9-10	Anthropology and ethnography of the organization - the most important contemporary concepts (culture, metaphors and archetypes, rituals, hidden meanings, etc.)	4
Lec11	Anthropology and ethnography of the organization - the most important contemporary concepts (ethnographic study of the organization, etc.)	
Lec12	Social science tools. Research methods and techniques	2
Lec13-14	Challenges and opportunities of management and quality sciences as social sciences	4
Lec 15	Final test	2
	Total hours	30

TEACHING TOOLS USED
N1. multimedia techniques (presentation) N2. discussion N3. case studies

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
P	PEU_W01; PEU_W02; PEU_W03; PEU_U01; PEU_U02; PEU_K01; PEU_K02	assessment on the basis of final test
P=F1		

PRIMARY AND SECONDARY LITERATURE
PRIMARY LITERATURE: [1] Zulke J.H, Kirley J.P.: Through the Eyes of Social Science, Prospect Heights: Waveland Press 2002 [2] Chiapello E.: Management Tools. A Social Sciences Perspective, Patrick Gilbert, IAE Paris 2019 [3] Amann W., Dierksmeier C., von Kimakowitz E., Pirson M., Spitzeck H.: Humanistic Management in Practice, Springer Palgrave Macmillan, 2014 **SECONDARY LITERATURE:** [1] Elgin H.,Colander D.: Social Science: An Introduction to the Study of Society, Allyn and Bacon, Boston, 2002 [2] Cialdini R.: Influence: Science and Practice, 5th edition, Pearson, 2008 [3] Handel M.J. (ed.): The Sociology of Organizations: Classic, Contemporary, and Critical Readings (Theory, Culture & Society, Sage publications ltd, 2021
SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)
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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Etyka biznesu
Name of subject in English: Business ethics
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM8039
Group of courses: yes

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30				15
Number of hours of total student workload (CNPS)	50				
Form of crediting	crediting with grade				crediting with grade
For group of courses mark (X) final course	x				
Number of ECTS points	2				
including number of ECTS points for practical classes (P)					1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1.8				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No prerequisites

SUBJECT OBJECTIVES

C1 Analyze the meaning and role of ethics in modern business
C2 To solve problems of social responsibility to the environment
C3 To show and analyze situations in which ethical problems may arise
C4 To sensitize students to ethical problems

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 – student has a basic knowledge about major theories of ethics
PEU_W02 – student reasons ethical issues and challenges typically encountered by the company in dealing with different stakeholder groups
relating to skills:
PEU_U01 – student analyzes and evaluates management issues using major theories of ethics
PEU_U02 - student identifies and analyzes ethical issues and challenges typically encountered by the company in dealing with different stakeholder groups
relating to social competences:
PEU_K01 – student is prepared to behave in a professional and ethical manner, to recognize and formulate the ethical dilemmas associated with his/her own and others' work; to seek appropriate solutions and opportunities to correct deficiencies in their attitudes and behaviors in the workplace

PROGRAMME CONTENT

Lecture		Number of hours
Lec 1	Organizational classes: discussion of the framework scope of the course, conditions for assessment and learning outcomes. Framing business ethics	2
Lec 2	Fundamentals of business ethics	4
Lec 3	History of ethics and business ethics	2
Lec 4	Corporate Social Responsibility	2
Lec 5	Ecoethics	2
Lec 6	Ethics in marketing and advertising	2
Lec 7	Ethics in public relations	2
Lec 8	Ethics in selected business activities	2
Lec 9	Business ethics in a global perspective	2
Lec 10	Economic crises as a source of changes in moral values	2
Lec 11	Ethical trade	2
Lec 12	Ethics in science: ethics and morality in scientific research	2
Lec 13	Evaluation	2
Lec 14	Summary	2
	Total hours	30

Seminar		Number of hours
Semin 1	Organizational meeting	1
Semin 2	Modern concepts of ethics	2
Semin 3	Ethical standards of companies and employees	2
Semin 4	Injustice in the economy	2
Semin 5	Ethics of information	2
Semin 6	Human responsibility to the environment	2
Semin 7	Fair trade	2
Semin 8	Integrity in scientific research	2
	Total hours	15

TEACHING TOOLS USED
N1. Conversational lecture supported by audiovisual materials N2. Individual work of students N3. Group work N4. Case study N5. Presentation

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01-W02, PEU_K01	written assessment, students' involvement during lecture
F2	PEU_U01-U02, PEU_K01	presentation
P = F1*0,7+0,3*F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] M. J. Sandel, Justice, Macmillan Usa, 2010.

[2] A.McIntyre, A Short History of Ethics, 1996.

SECONDARY LITERATURE:

[1] G. D. Chrissides, J. H. Kaler, An Introduction to Business Ethics, 1993.

[2] Chrysides G.D., Kaler J.H.: Essentials of business ethics, McGrawhill, 1996.

[3] Crane, A., McWilliams, A., Matten, D., Moon, J., & Siegel, D. S. (Eds.). The Oxford handbook of corporate social responsibility, Oxford Handbooks, 2008.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Coaching
Name of subject in English: Coaching
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8017S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. basic knowledge in the field of human resource management
2. basic knowledge of social sciences

SUBJECT OBJECTIVES

C1. To acquaint students with the genesis, types and applications of coaching.
C2. Raising competences in the area of social skills (communication, empathy and understanding, giving feedback, assertiveness) as the basis for coaching support.
C3. Developing the ability to apply coaching practices in difficult team and managerial situations.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Has in-depth knowledge of the area of coaching. Knows what the coaching style of management is characterized by. Indicates individual coaching models. Knows the basic features of the contract and the way of developing a coaching session.
PEU_W02 Has in-depth knowledge of the goals and elements of the coaching process.

relating to skills:
PEU_U01 Has the ability to effectively use advanced methods and techniques to make decisions in the field of human resource management and to motivate them by asking questions.
PEU_U02 Has the ability to identify, interpret and evaluate the behavior of members of the organization and to select optimally designed coaching sessions.
relating to social competences:

PEU_K01 Aware of the need of independent, critical evaluation of the scope and of the level of their professional knowledge and skills, both in terms of organisation and management sciences as well as in the interdisciplinary aspect. Prepared to search for fields of knowledge to supplement and skills to improve unassisted. Able to inspire and organise the process of learning of other people.

PEU_K02 Able to cooperate and work in group and team forms of work organisation (assuming different roles in them). Shows readiness to organise and manage the work of teams unassisted

PROGRAMME CONTENT		
Seminar		**Number of hours**
Semin 1	Course's organizational issues. Introduction to the coaching model. Learning theories. Coaching style of management.	2
Semin 2-3	Basic characteristics of the contract and coaching session. Preparation for coaching. Stage 1: Identifying the needs and goals of coaching. Practice – microsessions. Feedback/ peer feedback.	4
Semin 4-5	Stage 2: Agreeing on specific development needs. Step 3: Develop a detailed coaching plan. Practice – microsessions. Feedback/ peer feedback.	4
Semin 6-7	Stage 4: Completing the task or activity. Step 5: Performance review and planning for better performance. Practice – microsessions. Feedback/ peer feedback.	4
Semin 8-9	Stage 6: Ending the coaching. Practice – microsessions. Feedback/ peer feedback. Third party initiated coaching. Skills (analytical and soft). Analysis of case studies.	4
Semin 10-11	Third party initiated coaching. Skills (analytical and soft). Analysis of case studies.	4
Semin 12-13	Summary. Part 1 – presentation of the previously recorded microsessions. Feedback/ peer feedback.	4
Sem 14-15	Summary. Part 2 – presentation of the previously recorded microsessions. Feedback/ peer feedback.	4
	Total hours	**30**

TEACHING TOOLS USED
N1. mini lectures N2. case studies N3. coaching microsessions

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_K01 PEU_K02	Activity during class
F2	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_K01 PEU_K02	Presentation from coaching microsession
P=0,2F1+0,8F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Thorpe, S., Clifford, J., The Coaching Handbook: An Action Kit for Trainers and Managers, Kogan Page, 2003.
[2] van Oosten, E., Smith M., Boyatzis, R.E., Helping People Change: Coaching with Compassion for Lifelong Learning and Growth, Harvard Business Press, 2019.
[3] Eckstrom, B., The Coaching Effect: What Great Leaders Do to Increase Sales, Enhance Performance, and Sustain Growth, Greenleaf Book Group Press, 2019.

SECONDARY LITERATURE:

[1] Dixon, B., Start with Your People: The Daily Decision that Changes Everything, Zondervan, 2019
[2] Kaye, B., Winkle Giulioni, J., Help Them Grow or Watch Them Go: Career Conversations Organizations Need and Employees Want, Berrett-Koehler Publishers, 2019.
[3] Walsh Phillips, K., Asaad, D. et al, Behind the Scenes: Secrets from the Top Coaches, Experts, and Consultants, Year of the Book Press, 2019.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Komunikacja w mediach społecznościowych
Name of subject in English: Communication in social media
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM8030S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Basic knowledge of social sciences

SUBJECT OBJECTIVES

C1 Knowledge and awareness about the use of social media communication
C2 Capability to build a strong professional, personal, and social network
C3 Capability to understand, evaluate and influence social media communication of other

SUBJECT EDUCATIONAL EFFECTS

Relating to skill:

PEU_U01: Can choose, adapt, justify and apply appropriate norms and standards (legal, professional, moral and ethical) in social media, for personal, professional and social communications.

PEU_U02: Has the ability to formulate, justify, select, and verify social media communication policies in accordance with the established priorities, in the context of internal and external conditions.

PEU_U03: Has the skills to understands simple spoken and read texts, can establish social contacts, expresses coherently on a known topic, can create basic social media content, and can identify, interpret, evaluate and influence the behavior of members of the organization, especially in context of communication through social network.

Relating to social competences:

PEU_K01: Is able to cooperate and communicate in a group, and demonstrates readiness to independently organize and manage the work of teams.

PEU_K02: Shows courage and patience in communicating and defending own views, and is also prepared to persuade and negotiate for the sake of achieving common goals, on social media and other platforms.

PEU_K03: Is prepared to behave in a professional and ethical manner; sees and formulates ethical dilemmas related to his own and someone else's work; looks for appropriate solutions and the possibility of correcting irregularities in their attitudes and behavior in the workplace.

PROGRAMME CONTENT		
Seminar		**No. Of hours**
Sem 1	Introduction to communication in Social Media, a personal, professional and social perspective	2
Sem 2	vSmart – Virtual Social Media Personality – group discussion	2
Sem 3	Creating, implementing and analyzing personal communication and influence	2
Sem 4	Creating, implementing and analyzing professional communication and influence	2
Sem 5	Creating, implementing and analyzing social communication and influence	2
Sem 6	Organizational social media communication policy: an HR perspective – group discussion	2
Sem 7	Intra-networks: social networks within the organization – group discussion	2
Sem 8	Organizational interaction with society and employer branding – group discussion	2
Sem 9	Case studies in social media communication	2
Sem 10	Student team presentations on various cases of social media communication in HR and proposal of solutions	2
Sem 11		2
Sem 12		2
Sem 13		2
Sem 14		2
Sem 15		2
	Total hours	30

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01, PEU_U03, PEU_K01, PEU_K02	Group work during the semester
F2	PEU_U02, PEU_U03, PEU_K01, PEU_K03	Team presentation
F3	PEU_U01, PEU_U03, PEU_K02, PEU_K03	Individual course journal
P = F1 * 30% + F2 * 30% + F3 * 40% To pass the course student requires at least 50% in each F1, F2 and F3 respectively (3.5 from 55%, 4.0 from 65%, 4.5 from 75%, 5.0 from 85%, 5.5 from 95%)		

TEACHING TOOLS USED

N1. Documentation and debriefing
N2. Multimedia presentation by students
N3. Collaboration and group discussion
N4. Team work on Microsoft Teams or similar teamwork software/web-platform

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Dulworth, M. and Dulworth, M. The connect effect: Building strong personal, professional, and virtual networks. Berrett-Koehler Publishers. 2008
[2] Lipschultz, J.H., 2017. Social media communication: Concepts, practices, data, law and ethics. Taylor & Francis.

SECONDARY LITERATURE:

[1] Salpeter, M., Social networking for career success. New York, NY: Learning Express. 2013

[2] Qualman, E., Socialnomics: How social media transforms the way we live and do business. John Wiley & Sons. 2012
[3] Evans, D., Social media marketing: the next generation of business engagement. John Wiley & Sons. 2010
[4] Madia, S.A., 2011. Best practices for using social media as a recruitment strategy. Strategic HR Review.
[5] Bizzi, L., 2020. Should HR managers allow employees to use social media at work? Behavioral and motivational outcomes of employee blogging. The International Journal of Human Resource Management, 31(10), pp.1285-1312.
[6] Doherty, R., 2010. Getting social with recruitment. Strategic HR review.
[7] Wollan, R., Smith, N. and Zhou, C., The social media management handbook: Everything you need to know to get social media working in your business. John Wiley & Sons. 2011

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Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Wynagradzanie i premiowanie
Name of subject in English: Compensation and rewarding
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8018P
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	
Number of hours of total student workload (CNPS)				50	
Form of crediting				crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				2	
including number of ECTS points for practical classes (P)				2	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				1,2	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Knowledge concerning compensation and rewarding.

SUBJECT OBJECTIVES

C1 Students are able to create various compensation systems, choose the best one for given organization and reshape it based on the needs of the organization.
C2 Students are able to choose appropriate rewarding system and reshape it based on the needs of the organization.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Student knows various compensation and rewarding systems.
PEU_W02 Student knows elements of labour law.
PEU_W03 Student knows the assumptions of renumeration and salery design.

relating to skills:
PEU_U01 Student is able to design compensation systems in a strategic context of an organization.
PEU_U02 Student is able to design rewarding and pay rise systems.
PEU_U03 Student is able to take into account strategic context and assumptions of various management methods during compensation, rewarding and pay rise design.

relating to social competences:
PEU_K01 Student is able to properly work in a team.
PEU_K02 Student is able to analyze complex issues and predict results of introduced changes.
PEU_K03 Student is able to solve problems.

PROGRAMME CONTENT		
Project		**Number of hours**
Proj 1	Organizational classes: PEU characteristic and evaluation procedure. Teams organization.	2
Proj 2	Selection of the organization and presentation of its basic characteristics in the context of compensation and rewarding needs.	2
Proj 3	Analysis of existing job positions and their relations and job evaluation.	2
Proj 4	Job positions overview – presentation.	2
Proj 5	Initial proposition of the compensation strategy.	2
Proj 6	Compensation design – initial proposition of the compensation system.	2
Proj 7	Compensation design – compensation system presentation.	2
Proj 8	Initial proposition of goals and assumptions for rewarding strategies.	2
Proj 9	Rewarding design – initial proposition of two different rewarding systems.	2
Proj 10	Rewarding design – presentation of critical comparison of proposed systems.	2
Proj 11	Pay rise design – indication of applicable the pay rise system.	2
Proj 12	Pay rise design – presentation of applicable variants of pay rise systems.	2
Proj 13-14	Final report presentations.	4
Proj 15	Finale debate and conclusions	2
	Total hours	30

TEACHING TOOLS USED
N1. Multimedia presentations. N2. Teamwork. N3. Students debate.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01-W03	Presentations during the semester.
F3	PEU_U01-U04	Final report
F2	PEU_K01-K03	Teamwork during the semester. Presentation with group discussion.
P=50%F3+50%((F1_F2)/2)		

PRIMARY AND SECONDARY LITERATURE
PRIMARY LITERATURE:
[1] Armstrong, M., & BARON, A. (1995). The job evaluation. London: IPD. [2] BERGER, L. A., & BERGGER, D. R. (2020). The compensation handbook. A state-of-the-art guide to compensation strategy and design. McGraw Hill. [3] Heneman, R. L. (Ed.). (2002). Strategic Reward Management: Design, Implementations, and Evaluation. IAP.
SECONDARY LITERATURE:
[1] Lawler III, E. E. (2000). Rewarding excellence: Pay strategies for the new economy. Jossey-Bas
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Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Zarządzanie kompetencjami
Name of subject in English: Competences management
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time studies
Kind of subject: obligatory
Subject code: W08ZZZ-SM8009P
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	
Number of hours of total student workload (CNPS)				50	
Form of crediting				crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				2	
including number of ECTS points for practical classes (P)				2	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				1,2	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. basic knowledge in the field of human resource management

SUBJECT OBJECTIVES

C1 Developing the ability to select appropriate methods in order to create a competency model for a selected organization
C2. Developing the ability to identify and define the competence portfolio in the organization, to create competence profiles and to identify and define competencies for a given position
C3 Developing the ability to design and use professional competency management tools in human resource management

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:
PEU_W01 Knows the principles and methods of creating competency catalogues, maps and profiles
PEU_W02 Has knowledge of tools for measuring competences relevant for a given position
PEU_W03 Knows what is management by competences in particular areas of human resource management: selection, development, evaluation and remuneration of employees

Relating to skills:
PEU_U01 Is able to create a competency model for a selected organization and apply the competency approach to a selected area of human resource management
PEU_U02 Is able to design tools for competency assessment
PEU_U03 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 competency management.

Relating to social competences:
PEU_K01 Is prepared to initiate changes in the organization and participate in planning and implementation.
PEU_K02 Is able to cooperate and work in groups in the organization. Can properly set priorities in own work and in cooperation with others.
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

PROGRAMME CONTENT		
	Project	**Number of hours**
Proj 1	Presentation of the purpose of the classes and assessment criteria. Explanation of the project topic, a detailed explanation of how the project is to be implemented. Establishment of project teams.	2 2
Proj 2	Overview of the method of carrying out tasks in the project work. Discussion of the structure of the written report.	2
Proj3-4	Working in project teams 1 - designing a competency model for a selected organization Consulting, assessing the advancement of students' work.	4
Proj5	Presentation of project teams no. 1 - competency model for a selected organization	2
Proj6-8	Working in project teams 2 - creating job profiles along with the levels of fulfillment of competences for selected positions in the organization. Consulting, assessing the advancement of students' work	6
Proj9	Presentation of project teams no. 2 - competency profiles for selected positions in the organization	2
Proj10-12	Working in project teams. 3 - designing the application of the competency approach and creating tools to assess competencies for a selected area of human resource management Consulting, assessing the advancement of students' work	6
Proj13-14	Presentation of project teams no. 3 - applying the competency approach in a selected area of human resource management	4
Proj15	Summary of classes. Discussion of conclusions from the evaluation of written reports	22
	Total hours	30

TEACHING TOOLS USED
N1. Consultations N2. Student presentation using media for multimedia presentations N3. Problem discussion N4. Case study N5. Written report N6. Field research in a selected organization N7. Self-study using the e-learning platform

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01-3 PEU_U01-3 PEU_K01-3	Team work, activity during classes
F2	PEU_W01 PEU_U01 PEU_U03 PEU_K02-3	Evaluation of the substantive content and presentation of the developed competency catalog and competency map for the selected organization
F3	PEU_W01 PEU_U01 PEU_U03 PEU_K02-3	Evaluation of the substantive content and presentation of the developed competency profiles for selected job positions and its presentation
F4	PEU_W02 PEU_U02 PEU_U03 PEU_K02-3	Evaluation of the substantive content of the competence assessment tools for the selected organization and its presentation
F5	PEU_W03 PEU_U01 PEU_K01	Project of a competency model for a selected organization and its application in a selected area of human resource management in the form of a written report
P = F1 + F2 + F3 + F4 + F5 The student must obtain min. 60% of grades in each form of evaluation		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] David D. Duboise, William J. Rothwell, Deborah Jo King Stern, Linda K. Kemp: Competency-Based Human Resource Management, Davies-Black Publishing, 2004

[2] Copies of scientific articles about HRM for lectures (available on e-learning platform)

SECONDARY LITERATURE:

[1] Mahesh Kuruba: Role Competency Matrix A Step-By-Step Guide to an Objective Competency Management System, Springer, 2019.

[2] Ganesh Shermon: Competency Based HRM A Strategic Resource for Competency Mapping, Assessment and Development Centres, McGraw-Hill, 2004.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Współczesne zarządzanie
Name of subject in English: Contemporary management
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8002
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30				30
Number of hours of total student workload (CNPS)	50				75
Form of crediting	crediting with grade				crediting with grade
For group of courses mark (X) final course					
Number of ECTS points	2				3
including number of ECTS points for practical classes (P)					3
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2				1,2

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

none

none-

SUBJECT OBJECTIVES

C1.To ensure knowledge about the context of contemporary business and dynamics of organizational environment,
C2. To ensure knowledge about the management concepts.
C3. To ensure skills to choose, justify and apply the management methods and techniques when complex management and substantive issues in the organization are identified, analyzed and solved.

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:
PEU_W01 – Student explains and illustrates the impact of global environment on organizational competitiveness
PEU_W02 – Student has an expanded knowledge about management methods and concepts.
PEU_W03 – Student recognises the complexity of substantive and managerial problems in the organization. Interprets the interdependencies that go beyond separated functions, processes and organization.

Relating to skills:
PEU_U01 - Student analyses the causes and dynamics of events and phenomena in the organization as a whole, in the context of their internal and external conditions. Identifies, analyses and evaluates complex management and substantive problems in the organization.

PEU_U02 – Student has the ability to formulate solutions to complex management and substantive problems in the organization. Justifies, selects and verifies solutions in accordance with the established priorities, in the context of internal and external conditions.
PEU_U03 – Student has the ability to design complex changes in the organization.

relating to social competences:
PEU_K01 – Student is prepared to behave professionally and ethically; recognizes and formulates ethical dilemmas related to his own and others' work; searches for proper solutions and opportunities to correct irregularities in his attitudes and behaviours at work.
PEU_K02 – Student shows readiness to identify, critically analyse and resolve problems arising at the workplace. Able to anticipate the effects of made decisions.
PEU_K03 – Student shows readiness to unassisted to conduct flexible searches and use critical selection of methods and tools in solving problems arising at the workplace.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Introducing Modern Management: Concepts and Skills	2
Lec 2	Management and Entrepreneurship: Handling Start-Ups and New Ventures	2
Lec 3	Society, Ethics and Sustainability	2
Lec 4	Management and Diversity	2
Lec 5	Managing in the Global Arena	2
Lec 6	Creativity and Innovation	2
Lec 7	Making Decisions	2
Lec 8	Strategic Planning: Strategies, Tactics, and Competitive Dynamics	2
Lec 9	Responsibility, Authority, and Delegation	2
Lec 10	Changing Organizations: Stress, Conflict, and Virtuality	2
Lec 11	Leadership	2
Lec 12	Groups and Teams	2
Lec 13	Building Organization Culture	2
Lec 14	Controlling, Information, and Technology	2
Lec 15	Final assesment	2
	Total hours	30

Seminar		**Number of hours**
Semin 1	Introduction. Presentation of the conditions for passing and the assumed subject learning outcomes	2
Semin 2	Scenario planning	2
Semin 3-4	Business model development workshop	4
Semin 5	Business process design – process identification	2
Semin 6	Business process design – process mapping	2
Semin 7	Developing key performance indicators	2
Semin 8	Employee experience	2
Semin 9	Change management – organizational development	2
Semin 10	Shaping of organizational culture	2
Semin 11	Management concepts cooperation oriented: virtual and network organization	2
Semin 12	Management concepts knowledge-oriented: learning organization and knowledge management	2
Semin 13	Corporate Social Responsibility	2
Semin 14-15	Managing differently: management innovations case studies	4
	Total hours	30

TEACHING TOOLS USED
N1. Traditional lecture with multimedia presentations N2. Case studies N3. Workshops N4. Students' presentations N5. Discussion of selected issues N6. Self-study: final assessment preparation

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01-W03	involvement during lecture
F2	PEU_W01-W03	written assessment
F3	PEU_U01-U03, PEU_K01-K03	presentation
F4	PEU_U02-U03, PEU_K01-K03	workshop participation
F5	PEU_U02-U03, PEU_K01-K03	case studies solving
P1 = 0,4*F1 + 0,6*F2 P2 = 0,3*F3 + 0,3*F4+0,4*F5		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Certo S.C., Certo S.T., Modern Management: Concepts and Skills, Pearson 2019
[2] Ebert R.J., Griffin R.W., Business Essentials: Global Edition, Pearson 2019
[3] Barringer B.R., Ireland R.D., Entrepreneurship: Successfully Launching New Ventures, Pearson 2019

SECONDARY LITERATURE:

[1] Hatch M. J., Cunliffe A. L., Organization Theory (3rd edit), 2013.
[2] McKee A., Management: A Focus on Leaders, 2nd Edition, 2014.
[3] Hamel G., What matters now. How to win in a world of relentless change, ferocious competition, and unstoppable innovation, Jossey-Bass, 2012.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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Dr Jolanta Maj jolanta.maj@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Społeczna odpowiedzialność biznesu
Name of subject in English: Corporate social responsibility
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM8038G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30				15
Number of hours of total student workload (CNPS)	50				
Form of crediting	crediting with grade				crediting with grade
For group of courses mark (X) final course	X				
Number of ECTS points	2				
including number of ECTS points for practical classes (P)					1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,8				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No prerequisites

SUBJECT OBJECTIVES

C1. To deliver the basic conceptual foundations of corporate social responsibility
C2. To explore main issues and challenges typically encountered by the company in managing social responsibilities in relations with different stakeholders.
C3. To encourage making thoughtful judgments when faced with social responsibilities in business practice

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 - has a basic knowledge about corporate social responsibility agenda and perspectives
PEU_W02 - has a basic knowledge about managing corporate social responsibility
PEU_W03 – understands main issues and challenges typically encountered by the company in managing social responsibilities in relations with different stakeholder groups

relating to skills:
PEU_U01 – identifies, analyzes and evaluates application of CSR in relations with different stakeholder groups
PEU_U02 – identifies and analyzes main issues and challenges typically encountered by the company in CSR management

relating to social competences: PEU_K01 – is prepared to behave in a professional and ethical manner, to recognize and formulate the ethical dilemmas associated with his/her own and others' work; to seek appropriate solutions and opportunities to correct deficiencies in their attitudes and behaviors in the workplace

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Organizational activities: discussion of the framework scope of the course, conditions for passing and learning outcomes. Theory of Corporate Social Responsibility (CSR).	2
Lec 2	Differences in perspectives on CSR. The business case for CSR	2
Lec 3	Actors and drivers of CSR	2
Lec 4	Applying CSR in the marketplace	2
Lec 5	Applying CSR in the workplace	2
Lec 6	Applying CSR in the community	2
Lec 7	Managing CSR: Corporate Governance and CSR	2
Lec 8	Managing CSR: Developing CSR strategy	4
Lec 9	Managing CSR: CSR reporting and auditing CSR	4
Lec 10	CSR Manager: Skills of Responsible Leader	2
Lec 11	Managing CSR: Responsibility in supply chain. Partnerships and self-Regulation	2
Lec 12	CSR Strategy for SMEs	2
Lec 13	Final assessment	2
	Total hours	30

Seminar		**Number of hours**
Semin 1	Organizational classes: discussion of the framework scope of the course, conditions for assessment and learning outcomes.	1
Semin 2	Applying CSR in the marketplace	2
Semin 3	Applying CSR in the workplace	2
Semin 4	Applying CSR in the community	2
Semin 5	Applying CSR and the ecological environment	2
Semin 6	Developing CSR strategy – case study	2
Semin 7	CSR reporting and auditing CSR – case study	2
Semin 8	Partnerships and self-Regulation – case study	2
	Total hours	15

TEACHING TOOLS USED
N1. Traditional lecture with multimedia presentations N2. Case studies N3. Students' presentations N4. Discussion of selected issues N5. Self-study: final assessment preparation

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01-W03, PEU_K01	students' involvement during lecture

F2	PEU_W01-W03	written assessment
F3	PEU_U01-U02, PEU_K01	students' presentation
F4	PEU_U01-U02, PEU_K01	students' involvement during case study solving
P=0,1*F1+0,4*F2+0,3*F3+0,2*F4		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Crane, A., McWilliams, A., Matten, D., Moon, J., & Siegel, D. S. (Eds.), The Oxford handbook of corporate social responsibility, Oxford Handbooks, 2008.
[2] Blowfield M., Murray A., Corporate social responsibility, OXFORD University Press, 2019.

SECONDARY LITERATURE:

[1] Crane, A., Matten, D., & Spence, L. (Eds.), Corporate social responsibility: Readings and cases in a global context, Routledge, 2019.
[2] Chrysides G.D., Kaler J.H.: Essentials of business ethics, McGrawhill, 1996.
[3] Crane A., Matten D., Glozer, S., & Spence, Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press, 2019.
[4] Ferrell O. C., Business ethics: ethical decision making and cases, Houghton Mifflin Co., New York 2005.
[5] Gini A. [ed.], Case studies in business ethics, Pearson Pretice Hall, Upper Saddle River 2005.
[6] Giacalone R.A., Jurkiewicz C.L., Dunn C. [ed.], Positive psychology in business ethics and corporate responsibility, Information Age Pub., Greenwich 2005.
[7] Murphy P.E., Laczniak G.R., Marketing ethics: cases and readings, Pearson Prentice Hall, Upper Saddle River 2006.
[8] Sternberg E.: Just Business, Oxford University Press, New York 2002.
[9] Journals like "Journal of Business Ethics".

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Twórcza praca grupowa
Name of subject in English: Creative group work
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8003S
Group of courses NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No prerequisites.

SUBJECT OBJECTIVES

C1. Students know the methods and tools supporting the creativity of individual and group activities.
C2. Students are able to independently prepare activities supporting creativity thinking and activities in a group and organization (creativity training).

SUBJECT EDUCATIONAL EFFECTS

Relating to skills:
PEU_U01
Can select, justify and apply methods and techniques of creative solving of complex management problems in the organization. Can make a critical assessment of the usefulness of methods and techniques for creative problem solving.
PEU_U02
Can read and understand a simple text in a foreign language and write a simple note of the tasks performed in the foreign language.
PEU_U03
Has an extended ability to organize and manage their own creative work and the creative work of others, as well as to creatively analyze emerging management problems together with formulating variants of their solution.

Relating to social competences:
PEU_K01

Able to cooperate and work in group and team forms of work organization (assuming different roles in them). Demonstrates readiness to independently organize and manage the work of creative teams. PEU_K02 Ready to search, select and create tools to increase the level of creativity in the team and organization. PEU_K03 Prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to their own and someone else's creative work.

PROGRAMME CONTENT		
Seminar		**Number of hours**
Sem 1	Introduction. Rules of evaluation.	2
Sem 2-3	Techniques for recognizing problems	4
Sem 4-5	Techniques for identifying problems	4
Sem 6-7	Individual processes for generating creative alternatives – part I	4
Sem 8-9	Individual processes for generating creative alternatives – part II	4
Sem 10-11	Group processes for generating creative alternatives – part I	4
Sem 12-13	Group processes for generating creative alternatives – part II	4
Sem 14	Group processes for generating creative alternatives – part III	2
Sem 15	Summary of seminars. Final assessment.	2
	Total hours	30

TEACHING TOOLS USED
N1. Discussion N2. Individual work (literature overview) N3. Multimedia techniques (presentation prepared by students) N4. Group work

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_K01 PEU_K03	Students' presentations
F2	PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02 PEU_K03	Students' activity during seminars
P=0,7*F1+0,3*F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Higgins J.M., (2006), 101 Creative Problem Solving Techniques : The Handbook of New Ideas for Business, New Management Pub Co.
[2] Proctor T., (2010), Creative Problem Solving for Managers, Routledge.
[3] Kallet M., (2014), Think Smarter: Critical Thinking to Improve Problem-Solving and Decision-Making Skills, Wiley.

SECONDARY LITERATURE:

[1] Shalley C.R, Hitt M.A, Zhou J., (2015), The Oxford Handbook of Creativity, Innovation, and Entrepreneurship, Oxford University Press.
[2] Orloff M., (2006), Inventive Thinking through TRIZ A Practical Guide, Springer.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Rafał Miśko, rafal.misko@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Rozwijanie kompetencji kulturowych
Name of subject in English: Developing cultural competences
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM8032S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					75
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					3
including number of ECTS points for practical classes (P)					3
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

basic knowledge of social sciences

SUBJECT OBJECTIVES

C1 To acquaint students with concepts and tools relating to apply and communicate understanding of the importance of diversity and difference experiences in practice.
C2 To acquaint students with concepts and tools relating to apply awareness to identify and manage the influence of biases and values in working with diverse clients and employees.
C3 To acquaint students with concepts and tools relating to principles of cultural humility and identify skills and practices to advance cultural humility in work with diverse clients and employees.

SUBJECT EDUCATIONAL EFFECTS

In the field of knowledge:
PEU_W01 has systematic knowledge of culture management
PEU_W02 has systematic knowledge of different type of cultures

In the field of skills:
PEU_U01 is able to recognize and use cultural strategies
PEU_U02 is able to skillfully use the techniques of cultural strategic thinking
PEU_U03 is able to manage culture inside the company
In the field of social competences:
PEU_K01 is aware of the importance of self-assessment
PEU_K02 demonstrates readiness to communicate and negotiate with different nations

PROGRAMME CONTENT		
Seminar		**Number of hours**
Semin 1	Introduction: what is cultural competence and why is important?	2
Semin 2	Cultural characterstic	2
Semin 3	Dimension of cultures	2
Semin 4	What cultural competence model is needed?	2
Semin 5	How globalization and immigration are changing the world?	2
Semin 6	Developing the foundation cultural competencies	2
Semin 7	Culture management	2
Semin 8	Type of organizational culture	2
Semin 9	Communicating with culturally diverse employees	2
Semin 10	Effective leadership in cultural diversity	2
Semin 11	Cultural strategies and cultural strategic thinking	2
Semin 12	Cross cultural competence	2
Semin 13	Cultural competency for executive, managers and employees	2
Semin 14	Building a culturally competent organization	2
Semin 15	Discussion	2
	Total hours	30

TEACHING TOOLS USED
N1. multimedia techniques (presentation) N2. discussion N3. own work (literature studies, essays) N4. group work N5. case studies

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01,PEU_W02, PEU_W03	Measurement of activity through attendance
F2	PEU_W01,PEU_W02, PEU_U02, PEU_U03, PEU_K02	Presentation preparation measurement
F3	PEU_W01,PEU_W02, PEU_U02, PEU_U03, PEU_K02	Measurement of preparations for the panel discussion
F4	PEU_U01, PEU_U02, PEU_K01	Measurement of the value of own studies
P P= 0,25F1+0,25F2 +0,25F3 +0,25F4		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Espiridion Borrego ,III Johnson, Richard Greggory 2011): Cultural Competencef or Public Managers,Managing Diversity in Today's World
[2] Milek Hogan (2017) : The Four Skills of Cultural Diversity Competence

SECONDARY LITERATURE:

[1] Oluremi B. Ayoko, Charmine E.J. Härtel (2006): Cultural diversity and leadership: A conceptual model of leader intervention in conflict events in culturally heterogeneous workgroups, Cross Cultural Management: An International Journal
[2] Miranda, A. H. (2002). Best Practices in Increasing Cross-Cultural Competence. In A. Thomas & J. Grimes (Eds.), Best practices in school psychology IV (p. 353–362). National Association of School Psychologists.
[3] D.D. Warrick (2017) :What leaders need to know about organizational culture, Business Horizons, Volume 60, Issue 3, pp.365-404

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Rozwój potencjału osobistego
Name of subject in English: Development of personal potential
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM8031S
Group of courses NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

basic knowledge of social sciences

SUBJECT OBJECTIVES

C1 To acquaint students with concepts and tools relating to the ability to assess and plan personal professional development.
C2 To acquaint students with concepts and tools relating to the planning the resources required for personal professional development
C3 To acquaint students with concepts and tools relating to implement, evaluate and support the personal development plan

SUBJECT EDUCATIONAL EFFECTS

relating to skills:
PEU_U01 is able to choose, adapt, justify and apply appropriate concepts and tools necessary for planning and developing personal potential
PEU_U02 is able to formulate a strategy of planning the resources required for personal professional development

relating to social competences:
PEU_K01 is aware of the need for an independent, critical assessment of the scope and level of their knowledge and professional skills.
PEU_K02 is prepared to independently search for areas of knowledge, competences and skills to complete.
PEU_K03 is prepared to behave in a professional manner, sees and formulates ethical dilemmas related to his/her own work and personal development; looks for appropriate solutions and the possibility of correcting irregularities in his/her attitudes and behavior.

PEU_K04 is prepared to take responsibility for the tasks entrusted to his/her within the framework of designated organizational roles and to be responsible for his/her own preparation for work, decisions made and actions taken, and their effects.

PROGRAMME CONTENT		
Seminar		**Number of hours**
Semin 1	Introduction - the concept and meaning of development of personal potential	2
Semin 2-3	Identification and importance of continual self-development in achieving personal and organisational objectives	4
Semin 4-5	Assessment of skills and competencies against defined role requirements, personal and organisational objectives	4
Semin 6-7	Assessment of competency gap in relation to development of personal potential	4
Semin 8-10	Identification development opportunities to meet current and future defined needs (in relation to the development Kolb cycle, personal learning style ect.)	6
Semin 11-13	Preparation personal potential development plan with: key tasks; SMART objectives; performance indicators; milestones, review dates, required resources.	6
Semin 14-15	Discussion on the processes required to implement the personal development plan and on the evaluation the impact of development of personal potential plan on the achievement of personal and organisational objectives.	4
	Total hours	30

TEACHING TOOLS USED
N1. multimedia techniques (presentation) N2. discussion N3. own work (literature studies, essays) N4. group work N5. case studies

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01; PEU_U02; PEU_K01;PEU_K02; PEU_K03; PEU_K04	Measurement of activity through attendance
F2	PEU_U01; PEU_U02; PEU_K01;PEU_K02; PEU_K03; PEU_K04	Presentation preparation measurement
F3	PEU_U01; PEU_U02; PEU_K01;PEU_K02; PEU_K03; PEU_K04	Measurement of preparations for the panel discussion
F4	PEU_U01; PEU_U02; PEU_K01;PEU_K02; PEU_K03; PEU_K04	Measurement of the value of own studies
P= 0,25F1+0,25F2 +0,25F3 +0,25F4		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Pedler M., Burgoyne J., Boydell T. (2013), *A Manager's Guide to Self-Development*, UK Professional Business Management / Business
[2] Personality Improvement Institute (2016), *How to Develop Your Potential. Book Collection Part 1. An Inspiring Guide: Finding Professional and Personal Fulfillment*
[3] Richards S. (2016), *Personal Development Plan*

SECONDARY LITERATURE:

[1] Buckingham M., (2015), *StandOut 2.0 : Assess Your Strengths, Find Your Edge, Win at Work*, Harvard Business Review Press
[2] Buckingham M., (2011), *Standout : The Groundbreaking New Strengths Assessment from the Leader of the Strengths Revolution*, Thomas Nelson Publishers
[3] Cialdini R. (2008), *Influence: Science and Practice*, 5th edition, Pearson

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Jagoda Mrzygłocka-Chojnacka, jagoda.mrzyglocka-chojnacka@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Zarządzanie różnorodnością
Name of subject in English: Diversity management
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time studies
Kind of subject: optional
Subject code: W08ZZZ-SM8033S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					75
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					3
including number of ECTS points for practical classes (P)					3
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

basic knowledge of social sciences

SUBJECT OBJECTIVES

To ensure knowledge (including application aspects) about:
C1 individual perspectives of diversity
C2 Primary and Secondary Dimensions of Diversity as well as stereotypes and privileges
C3 Managing Diversity in Terms of the Ethical, Legal, Media and Marketing Issues

SUBJECT EDUCATIONAL EFFECTS

relating to skills:
PEU_U01 Has the ability to select sources of information and use them to solve problems related to diversity in the organization
PEU_U02 Has the ability to identify, analyze and solve problems related to diversity in the organization as well as formulate solutions to problems related to diversity in the organization. He can justify, select and verify solutions related to diversity in the organization in accordance with the established priorities, in the context of internal and external conditions.
PEU_U03 Has the ability to select, adapt, justify and apply appropriate norms and standards (legal, professional, moral and ethical) in activities related to diversity in the organization.

relating to social competences:
PEU_K01 Is aware of the need for an independent, critical assessment of the scope and level of his knowledge and skills in the field of diversity in the organization. Is prepared to independently search for areas of

knowledge to supplement and skills to improve. He can inspire and organize the learning process of other people.
PEU_K02 Has the ability to interact and work in group and team forms of work organization (assuming different roles in them). Demonstrates readiness to independently organize and manage the work of teams.
PEU_K03 Demonstrates readiness to identify, critically analyze and resolve problems related to diversity in the organization. He can predict the effects of decisions made.

PROGRAMME CONTENT		
Seminar		**Number of hours**
Se1	Organizational information. presentation of the conditions for passing the seminar and the assumed subject learning outcomes. Introduction to diversity management,	2
Se2	Understanding individual perspectives of diversity	2
Se3	Increasing Multicultural Understanding: cultural classifications	2
Se4	Increasing Multicultural Understanding: Uncovering Stereotypes	2
Se5	Increasing Multicultural Understanding: Uncovering Privileges	2
Se6	Understanding the Primary Dimensions of Diversity such as Race & Ethnicity	2
Se7	Understanding The Primary Dimensions of Diversity such as Age, Gender	2
Se8	Understanding The Primary Dimensions of Diversity such as Physical and Mental Challenges	2
Se9	Understanding The Secondary Dimensions of Diversity such as Social Class, Religion	2
Se10	Understanding The Secondary Dimensions of Diversity such as Language & Communication	2
Se11	Understanding The Secondary Dimensions of Diversity such as Appearance/ Weight and Military Service	2
Se12	Understanding Intercultural Communications in Today's Global Environment	2
Se13	Managing Diversity in Terms of the Ethical, Legal, Media and Marketing Issues	2
Se14	Managing Organizational Change and Diversity: Current Issues	2
Se15	Good Practices for Understanding and Managing Diversity	2
	Total hours	

TEACHING TOOLS USED
N1. Presentations prepared by students N2. Questions to students during seminar N4. Discussion of selected issues N6. Self-study: seminar preparation

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02 PEU_K03	Assessment of student presentations (during the seminar)
F2	PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02	Assessment of student involvement (during the seminar)

	PEU_K03	
P Final mark consists of F1(60%) and F2 (40%)		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Harvey, C. P., & Allard, M. (2015). *Understanding and managing diversity: Readings, cases, and exercises*. Pearson.

[2] Plummer, D. L. (2003). *Handbook of diversity management: Beyond awareness to competency based learning*. University Press of America.

SECONDARY LITERATURE:

[1] Diversity in a Box. In The Inclusion Breakthrough. BerrettKoehler Publishers, San Francisco, CA. The Inclusion Paradox -1 st and second edition Tapia, A. T. (2009). The Inclusion Paradox, 1st ed. Hewitt Associates, Lincolnshire, IL. Tapia, A. T. (2013).

[2] Diversity in the Workforce: Current Issues and Emerging Trends Byrd, M. Y., Scott, C. L. (2014). Diversity in the Workforce: Current issues and emerging trends. New York, NY. Routledge.

[3] Diversity Resistance in Organizations (2008) Thomas, K. T. (2008). Diversity Resistance in Organizations, Taylor & Francis, New York, NY. Making Diversity Work (2008) Thiederman, S. (2008).

[4] Kandola, B. (2009). The Value of Difference: Eliminating Bias in Organizations, Pearn Kandola Publishing, Oxford, Great Britain. Understanding and Managing Diversity, 4th Edition (2009) Harvey, C. P, Allard, J. M. (2009).

[5] Kirton, G & Greene, A (2010), The dynamics of managing diversity: a critical approach. 3 edition. Oxfod: Else vier Butterworth-Heinemann Remark: Tillgänglig för kursstudener gratis genom ebook central på HKR-biblioteket.

[6] Klarsfeld, A (2010), International handbook on diversity management at work: country perspectives and equal treatment. Cheltenham: Edward Elgar (346 p). Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.

[7] Konrad, A M & Prasad, P & Pringle, Judith K (2009), Handbook of workplace diversity. Sage Publications, London Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.

[8] Making Diversity Work, Kaplan Publishing, New York, NY. Managing Diversity: People Skills for a Multicultural Workplace (2009) Carr- Ruffino, N. (2012).

[9] Managing Diversity: People Skills for a Multicultural Workplace, 9 th Edition. Pearson Custom Publishing. The Inclusion Breakthrough (2002) Miller, F. A., Katz, J. H. (2002).

[10] Mattiske, C. (2012). Understanding and Managing Diversity,

[11] Moss, G (2011), Lessons on profiting from diversity. Basingstoke: Palgrave Macmillan Basingstoke (296 p). Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.

[12] Orlando C. R, 2017,Racial Diversity, Business Strategy, and Firm Performance: A Resource-Based View, Academy of Management Journal Vol. 43, No. 2

[13] Schwabenland, C (2012), Metaphor and Dialectic in Managing Diversity. Palgrave Macmillan, Basingstoke Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.

[14] The Inclusion Paradox, 2nd ed. Tapia, The Psychology and Management of Workplace Diversity (2004) Stockdale, M. S., Crosby, F. J. (2004).

[15] The Psychology and Management of Workplace Diversity, Blackwell Publishing, Malden, MA. The Value of Difference: Eliminating Bias in Organizations (2009)

[16] Thomas D. A., Diversity as Strategy, Harvard Business Review, September 2004

[17] Understanding and Managing Diversity: Readings, Cases, and Exercises, 4th ed. Prentice Hall, Upper Saddle River, NJ.

[18] Wright P., S. P. Ferris, J. S. Hiller, M. Kroll, 2017, Competitiveness through Management of Diversity: Effects on Stock Price Valuation, Academy of Management JournalVol. 38, No. 1

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Motywacja i zaangażowanie pracowników
Name of subject in English: Employee motivation and engagement
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8004
Group of courses NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30			15	
Number of hours of total student workload (CNPS)	50			25	
Form of crediting	crediting with grade			crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points	2			1	
including number of ECTS points for practical classes (P)				1	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1.2			0.6	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

-

SUBJECT OBJECTIVES

C1. Understanding the theoretical approach to the issues of motivating employees to work in the field of psychology and management sciences.
C2. Acquiring the ability to develop organizational system of work motivation
C3. Gaining knowledge about the psychological mechanisms of motivation in management.
C4. Acquiring the ability to select effective methods of employees motivation to apply in the organization.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Has extended knowledge of the methods and techniques of work motivation used in management.

relating to skills:

PEU_U1: Knows how to select, justify and apply methods and techniques to identify, analyze and solve complex motivational problems in the organization. Is competent in making a critical assessment of the usefulness of methods and techniques

PEU _U02 Has the ability to identify, interpret and evaluate the behavior of members of the organization and use current methods and techniques to work motivation.

relating to social competences:
PEU_K01 Is able to work in organized groups and teams (assuming motivational and leading roles). Demonstrates readiness to independently organize a motivational system for different employees groups.

PEU_K02 Demonstrates readiness to identify, critically analyze and resolve motivational problems arising in the workplace. Is able to predict the consequences of these problems.

PROGRAMME CONTENT		
Lectures		**Number of hours**
Lec 1	Introduction. Work motivation and engagement - psychological perspective	2
Lec 2	Theories of motivation: classic and current concepts of motivation to work	2
Lec 3	Motivating process from the perspective of reinforcement system. Theory of behavior modification	2
Lec 4	Financial motivation and non-financial motivators to work	2
Lec 5	Subjective determinants of work motivation. Internal motivation factors - implications for the organization	2
Lec 6	Work engagement and organizational commitment as determinants of work motivation	2
Lec 7	Using principles of job design to motivate employees	2
Lec 8	Training and development as motivating factors	2
Lec 9	Motivating through empowerment and autonomy	2
Lec 10	Job satisfaction in relation to work motivation and organizational commitment	2
Lec 11	Assessment and evaluation in motivating employees	2
Lec 12	Cultural differences in motivating employees	2
Lec 13	Obstacles and problems in effective motivation from the personal perspective	2
Lec 14	Obstacles and problems in effective motivation from the organizational perspective	2
Lec 15	Summary of lectures. Final test.	2
	Total hours	30
Project		**Number of hours**
Pr 1	Principles of employee’s motivation. Criteria for assessing organizational systems of work motivation	1
Pr 2	Developing an organizational system of work motivation - general assumptions	2
Pr 3	Reinforcements at work. Selection of rewards and penalties to in accordance with the work type.	2
Pr 4	Selection of work motivators and diversification of motivation rules	2
Pr 5	Developing an organizational system of work motivation. Selection and differentiating of work motivators.	2
Pr 6	Selection and differentiation of financial motivators in the organizational system of work motivation	2
Pr 7	Selection and differentiation of non-financial motivators in the organizational system of work motivation	2
Pr 8	Analysis and evaluation of the selection and differentiation of work motivators in terms of effectiveness. Final evaluation.	2
	Total hours	15

TEACHING TOOLS USED

N1. Lecture
N2. Discussions
N3. Multimedia presentations
N4. Moderated discussion
N5. Training and simulation exercises

EVALUATION OF SUBJECT EDUCATIONAL EFFECTS ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating educational effects outcomes achievement
F1 (lecture)	PEU_W01	Graded test
F2 (student's project)	PEU_U01 PEU_U02 PEU_K01 PEU_K02	Written report
F3 (case study)	PEU_U01 PEU_U02 PEU_K01 PEU_K02	Written report
P (lecture) F1 P (project) 0,5*F2 + 0,5*F3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

1. Armstrong, M. (2007). *A Handbook of Employee Reward Management and Practice*. London and Philadelphia: Kogan Page.
2. Furnham, A, MacRae, I. (2017). *Motivation and Performance: A Guide to Motivating a Diverse Workforce.* London: Kogan Page.
3. Kanfer, R., Chen, G., Pritchard, R.D. (2008). *Work Motivation: Past, Present and Future.* New York: Routledge Taylor & Francis Group.
4. Gagné, M. (2014). *The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory.* New York: Oxford University Press.
5. Jex, S.M., Britt, T.W. (2014). *Organizational Psychology: A Scientist-Practitioner Approach*. New Jersey: Wiley and sons. Part 9, 10.

SECONDARY LITERATURE:

1. Nohria, Groysberg, Lee (2008). *Employee Motivation: A Powerful New Model*. Harvard Business Review, July, 2008.
2. HBR Guide to Motivating People. Harvard Business Review book. https://store.hbr.org/product/hbr-guide-to-motivating-people/10233

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Jolanta Babiak jolanta.babiak@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Ocena wydajności pracowników
Name of subject in English: Employee performance appraisal
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8010C
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)		30			
Number of hours of total student workload (CNPS)		50			
Form of crediting		crediting with grade			
For group of courses mark (X) final course					
Number of ECTS points		2			
including number of ECTS points for practical classes (P)		2			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)		1,2			

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

basic knowledge in the field of human resource management

SUBJECT OBJECTIVES

C1 To acquaint students with concepts and tools relating to the ability to effective performance appraisals that help motivate employees to achieve higher productivity and performance.

SUBJECT EDUCATIONAL EFFECTS

in the field of knowledge:
PEU_W01 has in-depth, systematized knowledge of key concepts and the latest concepts in the field employee performance appraisal
PEU_W02 has a systematized, in-depth knowledge about the benefits and challenges of using various methods of employee performance appraisal

relating to skills:
PEU_U01 is able to choose, adapt, justify and apply appropriate concepts and tools necessary for the Performance Appraisal and Potential appraisal.
PEU_U02 is able to choose, adapt, justify and apply appropriate concepts and tools necessary for to having a meaningful discussion of performance, initiating continuous coaching, avoiding common mistakes made by managers and encourage employees to prepare for a performance discussion.

relating to social competences:
PEU_K01 is prepared to demonstrate the basic concepts, of Performance Appraisal and Potential appraisal and evaluate the current issues and trends of appraisal.
PEU_K02 is prepared to use various objective , scope, function and techniques of Performance appraisal and potential appraisal.
PEU_K03 is prepared to applicant of Performance Appraisal and potential appraisal in the organisation.

PROGRAMME CONTENT		
Classes		**Number of hours**
Cl1	Organizational classes: discussion of the subject matter, presentation of the learning outcomes and the evaluation requirements. Introduction to performance appraisal: the past and the future, human resource development and performance appraisal, planning performance and role clarity, accountability and effectiveness	2
Cl 2	Introduction to performance appraisal: the past and the future, human resource development and performance appraisal, planning performance and role clarity, accountability and effectiveness	2
Cl3	Process of performance appraisal measuring performance – objectives and indicators, methods of appraisal – contemporary and modern methods, performance feedback and counselling – case study	2
Cl4	Setting performance criteria, principles of setting performance criteria, objectives and characteristics of performance criteria – case study	2
Cl5	Methodologies of performance planning, performance management system- issues and dilemmas. concept and method of creating and developing key result areas – case study	2
Cl6-7	The practical side of employee performance appraisal – role play	4
Cl8	360 degree feedback - definition, methodology, advantages/disadvantages of feedback, RSDQ Model and criteria for success,	2
Cl9-10	Design a 360 degree assessment and implement it and draw conclusions.	4
Cl11	Potential assessment - concept, difference between performance assessment and potential assessment, performance inventory and inventory of potential competency maps and potential assessment - case studies	2
Cl12	Performance management application and development, organizational culture and performance management appraisal system design	2
Cl13	Building and leading high performing team performance management, creating high performance organization performance management system	4
Cl14	Discussion on ways/methods of assessing employee performance and conclusions.	2
	Total hours	30

TEACHING TOOLS USED
N1. multimedia techniques (presentation) N2. discussion N3. own work (literature studies, essays) N4. group work N5. case studies N6. Role-play technique

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01; PEU_W02; PEU_U01;PEU_K02; PEU_K03;	Way of evaluating learning outcomes achievement

F2	PEU_U01; PEU_U02; PEU_K01;PEU_K02; PEU_K03;	Measurement of activity through attendance
F3	PEU_U01; PEU_U02; PEU_K03;	Presentation preparation measurement
F4	PEU_W01 PEU_W02; PEU_U02; PEU_K01;PEU_K02; PEU_K03;	Measurement of preparations for the panel discussion
P= 0,25F1+0,25F2 +0,25F3 +0,25F4		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] DeSimone R. L., Werner J.M; (2021), Human Resource Development 6th Edition,
[2] Srivastava D.K.(2005), Strategies For Performance Management, New Delhi
[3] Sandler C., Keefe J. (2003),Performance Appraisals Phrase Book: The Best Words, Phrases, and Techniques for Performace Reviews, Simon and Schuster

SECONDARY LITERATURE:

[1] Kirkpatrick D.L. (2006), Improving Employee Performance Through Appraisal and Coaching, Amacom
[2] Grote G. (2011), How to Be Good at Performance Appraisals: Simple, Effective, Done Right Hardcover, Harvard Business Review Press
[3] Deblieux M.: Performance Appraisal Source Book: A Collection of Practical Samples, Society For Human Resource Management, 2003

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Marta Nowakowska, marta.nowakowska@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Ocena potencjału pracownika
Name of subject in English: Employee potential assessment
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time studies
Kind of subject: obligatory
Subject code: W08ZZZ-SM8011G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	30			
Number of hours of total student workload (CNPS)		75			
Form of crediting		crediting with grade			
For group of courses mark (X) final course					
Number of ECTS points		3			
including number of ECTS points for practical classes (P)		2			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)		2.4			

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

- basic knowledge in the field of human resource management

SUBJECT OBJECTIVES

C1 Acquiring knowledge of tools for assessing employee potential
C2 Acquiring of knowledge in the field of designing a Development Center as a comprehensive method of assessing employee potential
C3. Developing the ability to create tools to assess the employee's potential and to prepare a Development Center report

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:
PEU_W01 Has knowledge of tools for assessing employee potential
PEU_W02 Has knowledge of the stages of designing Development Center sessions

Relating to skills:
PEU_U01 Is able to create tools to assess the employee's potential
PEU_U02 Is able to design individual and group tasks, case studies and simulations to assess the employee's potential
PEU_U03 Is able to carry out tasks as part of the Development Center and to evaluate the performance of these tasks
PEU_U04 Is able to prepare a Development Center report

Relating to social competences:
PEU_K01 Is prepared to initiate changes in the organization and participate in planning and implementation.
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.
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.

PROGRAMME CONTENT

	Lectures	**Number of hours**
L1	Organisational lecture. Presentation of the purpose of the class, its proceedings and assessment criteria.	2
L2-3	Characterisation of concepts related to human potential in an organisation. Defining potential in the context of competence and performance. Components of potential assessment.	4
L4	Human Capital Management Model in organisational strategy	2
L5-6	Human capital management in the organisation: employee selection , periodic evaluation, development path design.	4
L7	Job descriptions including identification and definition of employee potential.	2
L8	Methods for assessing staff potential and their evaluation. Assessing potential for key and mandatory positions. Influence on potential assessment strategy.	2
L9-10	Assesment Centre and Development Centre (AC/DC) integrated assessment	4
L11	Competency-based interviewing as a technique to support the assessment centre	2
L12-13	Managing high-potential employees (HIPOs) and their role in the organisation.	4
L14	Personal portfolios	2
L15	Summary and test evaluation	2
	Total hours	30

	Classes	**Number of hours**
Cl 1	Presentation of the purpose of the classes and assessment criteria. Establishment of project teams. Detailed explanation of the ways of carrying out tasks in teams. Selection of tasks to be carried out in teams from the scope indicated by the teacher.	2
Cl 2	Discussion of the application and specificity of the Development Center as a method of assessing the employee's potential.	2
Cl 3-4	Students develop a selected scope of material in the field of Development Center based on the recommended literature - case study	4
Cl 5-6	Students develop tasks for the Development Center session for a specific job and competency profile, along with instructions for tasks and indicators for evaluating individual tasks	4
Cl 7-8	Teams carry out developed Development Center tasks among the group members. Teacher and students assessment according to the developed criteria.	4
Cl9-10	Rotation between members of teams. The newly created teams prepare a comprehensive report on the conducted Development Center session.	4
Cl 11-12	Students work in groups on a selected range of Assesment Center material based on a previous project	4
Cl13-14	The exercise teams carry out the Assesment Center tasks developed among the group members	4
Cl 15	A comparison of the Development Centre and the Assesment Centre. Summary of classes.	2
	Total hours	30

TEACHING TOOLS USED

N1. Team development of assigned tasks and exercises N2. Presentation of final reports by groups N3. Task simulations N4. test

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02	test
F2	PEU_U01 PEU_U02 PEU_K02 PEU_K03	development of tasks for Development Center sessions (tasks, instructions, indicators), presentation and discussion in a group
F3	PEU_U03 PEU_K03	carrying out the developed tasks
F4	PEU_U03	preparation of the results of the tasks carried out
F5	PEU_U04 PEU_K01	Report (written report, presentation)
P = (F1+F2+F3+F4+F5)/5 The student must obtain min. 60% of points in each form of evaluation		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Thornton G.C., Rupp D.E.: Assessment Centers in Human Resource Management Strategies for Prediction, Diagnosis, and Development, Lawrence Erlbaum Associates, Inc., 2006.
[2] Ian Taylor M.B: A Practical Guide to Assessment Centres and Selection Methods Measuring Competency for Recruitment and Development, Kogan Page, 2007.

SECONDARY LITERATURE:

[1] Robert Edenborough: Assessment Methods in Recruitment, Selection Performance A Managers Guide to Psychometric Testing, Interviews and Assessment Centres, Kogan Page, 2005.
[2] Copies of scientific articles about HRM for lectures (available on e-learning platform)

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Marta Nowakowska, marta.nowakowska@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Zarządzanie marką pracodawcy
Name of subject in English: Employer branding
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time studies
Kind of subject: obligatory
Subject code: W08ZZZ-SM8026C
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)		30			
Number of hours of total student workload (CNPS)		50			
Form of crediting		crediting with grade			
For group of courses mark (X) final course					
Number of ECTS points		2			
including number of ECTS points for practical classes (P)		2			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)		1,2			

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No prerequisites

SUBJECT OBJECTIVES

C1 To familiarize students with the problems of building and diagnosing an entrepreneur's brand.
C2. To familiarize students with the problems of using tools and methods to create an entrepreneur's brand.
C3. To familiarize students with the problems of evaluating implemented solutions in the field of creating an entrepreneur's brand.

SUBJECT EDUCATIONAL EFFECTS

relating to skills:
PEU_U01 The student is able to analyze the current situation of the employer's brand.
PEU_U02 The student is able to design and implement activities related to the creation of internal and external employer branding.
PEU_U03 The student is able to evaluate and improve the designed activities concerning the employer's brand management. relating to skills:

relating to social competences:
PEU_K01 The student is ready to lead and work in a team
PEU_K02 The student presents initiative, creativity, specificity and model approach in formulating, transferring and defending own solutions and views
PEU_K03 The student is prepared to take responsibility in the field of enterprise management, not only in terms of essential issues but also ethics

PROGRAMME CONTENT		
Classes		**Number of hours**
Cl 1	Introduction to the subject of the course, explanation of the rules of assessment.	2
Cl 2	Employer brand management in the context of marketing management	2
Cl 3	Building an employer branding strategy	2
Cl 4	Employer brand reputation	2
Cl 5	Symbolic and functional attributes of the employer brand	2
Cl 6	Internal employer branding - Employee Value Proposition	2
Cl 7	Internal employer branding - internal communication	2
Cl 8	Internal employer branding - loyalty	2
Cl 9	Internal employer branding - satisfaction	2
Cl 10	External employer branding – image-building activities	2
Cl 11	External employer branding - communication on the Internet: recruitment websites	2
Cl 12	External employer branding - communication on the Internet: other information channels	2
Cl 13	Employee leaving the organization	2
Cl 14	Return on investment in employer branding	2
Cl 15	Final test	2
	Total hours	30

TEACHING TOOLS USED
N1. Multimedia presentation N2. Case studies N3. Discussion on selected problems N4. Questions and tasks asked to students during exercises N5. Independent or team analysis and evaluation of given aspects N6. Own or team work: preparation for exercises N7. Presentation prepared by students

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03	Tasks carried out during the semester
F2	PEU_U01 PEU_U02 PEU_U03	Presentations given during the semester
F3	PEU_K01 PEU_K02 PEU_K03	Observation of activity during classes
F4	PEU_U01 PEU_U02 PEU_U03	Final test
P = 0,2*F1 + 0,3*F2 + 0,1*F3 + 0,4*F4		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Rana, G., Agarwal, S., & Sharma, R. (Eds.). (2021). Employer Branding for Competitive Advantage: Models and Implementation Strategies. CRC Press.

[2] GehrelsEmployer S., (2019). Branding for the Hospitality and Tourism Industry: Finding and Keeping Talent. Emerald Publishing.

SECONDARY LITERATURE:

[1] Kotler Ph., Keller K.L.(2012). Marketing Management., Rebis, Poznań.

[2] Theurer, C.P., Tumasjan, A., Welpe, I.M. and Lievens, F. (2018), Employer Branding: A Brand Equity-based Literature Review and Research Agenda. International Journal of Management Reviews, 20: 155-179.

[3 Arasanmi, C.N. and Krishna, A. (2019), "Employer branding: perceived organisational support and employee retention – the mediating role of organisational commitment", Industrial and Commercial Training, Vol. 51 No. 3, pp. 174-183.

[4] Brusch, I., Brusch, M. and Kozlowski, T. (2018), "Factors influencing employer branding: Investigations of student perceptions outside metropolitan regions", International Journal of Quality and Service Sciences, Vol. 10 No. 2, pp. 149-162

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Anna Sałamacha, anna.salamacha@pwr.edu.pl

Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Analityka zasobów ludzkich
Name of subject in English: Human resource analytics
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time studies
Kind of subject: obligatory
Subject code: W08ZZZ-SM8005
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30		30		
Number of hours of total student workload (CNPS)	50		50		
Form of crediting	crediting with grade		crediting with grade		
For group of courses mark (X) final course					
Number of ECTS points	2		2		
including number of ECTS points for practical classes (P)			2		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2		1,2		

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

-

SUBJECT OBJECTIVES

C1 Create and visualize key performance indicators
C2 Model and solve decision problems
C3 Measure the overall performance of an organization
C4 Employ machine learning models to make predictions

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU_W01 Student has knowledge of developing quantitative models and tools to support decision making in the field of human resource management.

PEU_W02 Student has knowledge of building and using machine learning models to make predictions based on patterns extracted from historical data.

relating to skills:

PEU_U01 Student can identify and propose models to solve decision problems.
PEU_U02 Student is able to build useful tools for predictive data analytics.

relating to social competences:
PEU_K01 Student can enlarge his knowledge and abilities, as well as to work in groups to derive insights from data and to support decisions.

PROGRAMME CONTENT

Lecture		Number of hours
Lec 1	Analytics, HR indicators and data visualization	1
Lec 2	Introduction to Linear Programming - The Human Resource Allocation problem	2
Lec 3	Linear models and Operations Research methods	2
Lec 4	Multiple Criteria Decision Making - Personnel selection	2
Lec 5	Assessing a firm's overall performance – Benchmarking	2
Lec 6	Decision Trees	2
Lec 7	Clustering algorithms	2
Lec 8	Association rules	2
	Total hours	15

Laboratory		Number of hours
Lab 1	Introduction to MATLAB: Numerical computations and data visualization	2
Labs 2-3	Solving the HR Allocation problem - Team work	4
Labs 4-5	Implemention of OR methods - Team work	4
Labs 6-7	Personnel selection under different preference structures - Team work	4
Labs 8-9	Performance measurement and target identification - Team work	4
Lab 10	Classification and regression analysis with decision trees - Team work	2
Labs 11-12	Implementation of clustering algorithms - Team work	4
Labs 13-14	Discovering rules in big datasets - Team work	4
Lab 15	Computer test	2
	Total hours	30

TEACHING TOOLS USED

N1. Slide Presentations
N2. Step-by-step solutions of examples
N3. Set of HR problems to be addressed in the laboratory
N4. Computational software (MATLAB)

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement

F1	PEU_U01, PEU_U02, PEU_K01	Report of team work results
P	PEU_W01, PEU_W02, PEU_U01, PEU_U02	Computer test

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Greco, S., Figueira, J., & Ehrgott, M. (2016). Multiple criteria decision analysis (Vol. 37). New York: Springer.
[2] Kelleher, J. D., Mac Namee, B., & D'arcy, A. (2020). Fundamentals of machine learning for predictive data analytics: algorithms, worked examples, and case studies. MIT press.

SECONDARY LITERATURE:

[1] Hillier, F. S. (2012). Introduction to operations research. Tata McGraw-Hill Education.
[2] Cooper, W. W., Seiford, L. M., & Zhu, J. (Eds.). (2011). Handbook on data envelopment analysis.
[3] Nijjer, S., & Raj, S. (2020). Predictive Analytics in Human Resource Management: A Hands-on Approach. Taylor & Francis.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Zarządzanie zasobami ludzkimi
Name of subject in English: Human resource management
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time studies
Kind of subject: obligatory
Subject code: W08ZZZ-SM8006W
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30				
Number of hours of total student workload (CNPS)	75				
Form of crediting	examination				
For group of courses mark (X) final course					
Number of ECTS points	3				
including number of ECTS points for practical classes (P)	0				
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2				

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. no entry requirements

SUBJECT OBJECTIVES

C1 Provide students with knowledge about the essence of the HR function and HR management process and their relations with other elements of the enterprise management system, as well as knowledge in the field of philosophy, HR policy, strategy and human resources planning.
C2 Provide students with knowledge about the selection of employees (recruitment, selection and introduction to work) and leaving the organization by employees, employee evaluation, remuneration of employees, employee development.
C3. Providing students with knowledge in the field of new trends in human resource management: HR audit and controlling, shaping employee well-being, management of candidate and employee experience, virtualization and computerization of HRM, competence and evidence-based approach, international HRM and expat management, legal aspects in human resource management, including modern forms of employment

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Has knowledge of the essence of the human resource function and the human resource management process. Understands the relationship of human resources management with other elements of the enterprise management system and the roles of job positions in the areas of human resource management. Understands the essence of philosophy, politics and HR strategy, knows the principles of strategic human resource management

PEU_W02 Has knowledge of recruitment, selection and induction processes, employee evaluation, employee remuneration, employee development PEU_W03 Has knowledge and understands the essence of new trends in human resource management, i.e. competency approach to human resource management, 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, international human resource management and the essence of expatriate management, legal aspects of human resource management, including modern forms of employment

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Introduction, discussion of the lecture program. Presentation of organizational information, planned learning outcomes and credit conditions	1
Lec1	The concept and essence of the personal function. - The objectives of human resources management, conditions, importance and evolution of the HR function. - HR function and the enterprise management system. Task structure and content of the human resource management process. HRM entities and the division of roles between them.	1
Lec2	Strategic human resource management. - Philosophy, policies and HR strategy. HRM strategy and business strategy	2
Lec3	Competency approach in human resource management. - Types of competencies, models and competency profiles and their application in human resource management	2
Lec4	Selection of employees. - Job analysis and defining job requirements. Sources of employee recruitment and its types. Traditional and modern techniques of selecting employees. Onboarding programs.	2
Lec5	Development of people in the organization. - The meaning and forms of professional development. Training cycle in the organization. Analysis of training needs, methods and techniques of employee improvement, active training techniques, conducting training, evaluation of training effectiveness. Employee potential assessment and career path planning. Self - management.	2
Lec6	Modern employee evaluation systems. - Objectives and concepts of employee evaluation. Periodic employee evaluation system. Criteria, methods and principles of employee evaluation. Effectiveness of the periodic employee appraisal system.	2
Lec7	Compensation and benefits in the organization. - The essence and goals of job evaluation. Criteria and methods of job evaluation. Construction of the employee salary package.	2
Lec8	Employees separations - outplacement programs	2
Lec9	New trends in HRM - E-HRM. Digitalization and virtualization of HRM	2
Lec10	New trends in HRM - Audit and HR controlling.	2
Lec11	New trends in HRM - Managing the candidate's and employee's experience. Employee well-being.	2
Lec12	New Trends in HRM - Evidence-Based HRM.	2
Lec13	International HRM - outline and strategies. Expatriate management.	2
Lec14	Legal aspects of human resource management, including modern forms of employment	2
Lec15	Manager's competencies in the field of HRM. Summary of the lecture	2
	Total hours	30

TEACHING TOOLS USED
N1. Guided self-study on e-learning platform supported with written and recorded materials N2. Pre and post lecture tasks for students on e-learning platform N3. Presentation of knowledge in the form of direct transmission (lecture) - audiovisual media. N4. Moderated discussion

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01-03	Permanent evaluation (self-directed study - participation in and contribution to the tutorials and activities with the use of online platform)
P	PEU_W01-03	End-of-term evaluation (exam)
The condition for taking the exam is receiving a positive grade for F1		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Michael Armstrong: Armstrong's Handbook of Human Resource Management Practice, 13th Edition, Kogan Page, 2014.
[2] Alex Vanderstraeten: Strategic HRM and Performance. A conceptual framework. London, MacMillanPalgrave, 2019.
[3] Christopher Brewster, Elizabeth Houldsworth, Paul Sparrow, Guy Vernon: International Human Resource Management., Chartered Institute of Personnel and Development, 2016.

SECONDARY LITERATURE:

[1] Copies of scientific articles about HRM for lectures (available on e-learning platform)
[2] Diane Arthur: Recruiting, Interviewing, Selecting, Orienting New Employees, American Management Association, 2006.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Kamila Ludwikowska, kamila.ludwikowska@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Systemy informatyczne w zarządzaniu personelem
Name of subject in English: Information systems for Human Resource Management
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8019
Group of courses NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30			30	
Number of hours of total student workload (CNPS)	50			50	
Form of crediting	crediting with grade			crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points	2			2	
including number of ECTS points for practical classes (P)				2	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2			1,2	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Essentials of domain management information systems
2. Basic knowledge about theory of organization and management, especially human resource management
3. Basic knowledge of the principles of designing and selecting information systems
4. Ability to define and analyze users' information requirements

SUBJECT OBJECTIVES

C1.To familiarize students with concepts and tools of choosing Human Resource Information system for a given organization
C2. Acquainting students with exemplary Information systems supporting HR management
C3 Acquainting students with the functional scope of exemplary IT tools supporting human resources management
C4 Acquainting students with designing or using existing IT tools, which support the analysis of data used in solving complex problems in human resource management.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 knowledge of HRM systems definition and basic functions

relating to skills:
PEU_U01 has the ability to make a critical analysis in the selection of data and statistical methods for the analysis of measurement indicators used in human resource management.
PEU_U02 has the ability to analyze and visualize complex data using modern IT tools and is able to draw correct conclusions based on the available data.

PEU_U03 has the ability to create IT tools supporting the analysis of measurement indicators used in solving complex problems in human resource management.

relating to social competences:
PEU_K01 ability to searching for information and analyzing data
understand the importance of business requirements in the design and implementation of human resource information systems
PEU_K02 developing skills of group of people

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Introduction. Processes related to personnel management in the organization. Methods and principles of selecting a human resource IT tools as a part of integrated management information systems - business needs analysis. The process of implementing IT tools supporting HR management	4
Lec 2	Defining the organizational structure with the support of integrated management information systems. Creating an employee profile. Personnel records management	4
Lec 3	Employee recruitment with the support of IT tools	4
Lec 4	Managing employee development with the support of IT tools. Staff training. Assessment of employee efficiency, effectiveness and commitment	4
Lec 5	Group work supportive tools	4
Lec 6	Payroll systems and services	4
Lec 7	Management of the staff benefits system	4
Lec 8	Conclusion. Final test	2
	Total hours	30
Laboratory		**Number of hours**
Lab 1	Introduction	2
Lab 2	Processes related to personnel management in the organization	2
Lab 3	Methods and principles of selecting a human resource IT tools as a part of integrated management information systems - business needs analysis	2
Lab 4	The process of implementing IT tools supporting HR management	2
Lab 5	Defining the organizational structure with the support of integrated management information systems	2
Lab 6	Creating an employee profile	2
Lab 7	Employee recruitment with the support of IT tools	2
Lab8	Personnel records management	2
Lab9	Managing employee development with the support of IT tools	2
Lab10	Staff training	2
Lab11	Group work supportive tools	2
Lab12	Assessment of employee efficiency, effectiveness and commitment	2
Lab13	Payroll systems and services	2
Lab14	Management of the staff benefits system	2
Lab15	Conclusion	2
	Total hours	**30**

TEACHING TOOLS USED
N1. multimedia techniques (presentation) N2. discussion N3. own work (literature studies, lecture content) N4. group work N5. office hours N6. essay

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
P1	PEU_W01	test
F1	PEU_U01 PEU_U02 PEU_U03	evaluation of the lab work
F2	PEU_U01 PEU_U02 PEU_U03	essay
F3	PEU_K01 PEU_K02	measurement of students' activity during class
PLEC= P1 PLAB=F1+F2+F3		

PRIMARY AND SECONDARY LITERATURE
PRIMARY LITERATURE: [1] Laudon J., Laudon K. *Management Information Systems*, Prentice Hall; 16th edition, 2020 [2] Johnson R., Carlson K. Kavanagh M., *Human Resource Information Systems*, 5th edition, SAGE Publications, 2020 [3] Schwartz D., *Decisions support systems*, ML Books International – IPS, 2015 [4] Waters S., Streets V., McFarlane L., Johnson-Murray R., *The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions,* Society for Human 2018 **SECONDARY LITERATURE:** [1] Training notes of software producers
SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)
Anna Lamek, anna.lamek@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Gospodarka oparta na wiedzy
Name of subject in English: Knowledge economy
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8012
Group of courses NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	30			
Number of hours of total student workload (CNPS)	75	50			
Form of crediting	examination	crediting with grade			
For group of courses mark (X) final course					
Number of ECTS points	3	2			
including number of ECTS points for practical (P) classes		2			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1.2	1.2			

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Essential of Economics
2. Essentials of Management
3. Basic Knowledge of Law Regulations

SUBJECT OBJECTIVES

C1.To acquire the basic knowledge about the conditions, models and concepts of the development of modern organizations in the conditions of the knowledge-based economy.
C2. To acquire skills of a holistic approach to people and management problems.
C3.To acquire skills for the effective functioning of a manager and employee in the modern economy and society, in particular the need to develop creative behaviors and independent, creative thinking.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Has extended knowledge of economic sciences and their place in the system of sciences and relations to other social sciences.
PEU_W02 Knows the premises, types, directions and economic and legal consequences of the evolution of markets, market structures and institutions, as well as economic and integration groups.
PEU_W03 Understands the strategic importance of knowledge management in an organization. Identifies the conditions and tools of knowledge management in the organization.

relating to skills:

PEU_U01 Is able to identify and analyse the potential effects of the introduced national and international economic and legal regulations for individual organizations, markets and integration groups.
PEU_U02 Is able to select, adapt, justify and apply appropriate norms and standards (legal, professional, moral and ethical) in specific activities in the organization.

relating to social competences:
PEU_K01 It is able to interact and work in group and team forms of work organization (assuming different roles in them).
PEU_K02 It demonstrates readiness to identify, critically analyse and resolve problems arising in the workplace.
PEU_K03 It can predict the effects of decisions made and is prepared to take responsibility for the tasks entrusted to him within the framework of designated organizational roles.

PROGRAMME CONTENT

Lectures		**Number of hours**
Lec.1	Organisational lecture – rules of evaluation. Introduction to the Knowledge Based Economy (KBE); 4 Basic Pillars of a Knowledge-Based Economy (KBE)	2
Lec 2	KBE as the Challenge of the Present times	2
Lec 3-Lec 4	KBE and the Fourth Industrial Revolution	4
Lec 5	Intellectual property	2
Lec 6 Lec 7	Innovations as a Factor Determining the International Competitiveness of Enterprises.	4
Lec 8	Social Inequalities and Economic Growth	2
Lec 9 Lec 10	Aging of societies. Solver Ecocomy.	4
Lec 11 Lec 12	Social Security – Social insurance	4
Le.13	KBE Development Strategies	2
Lec14	Poland on tha Path to a KBE	2
Lec15	Summary of the lecture	2
	Total hours	30

Classes		**Number of hours**
Cl 1	Organisational classes – rules of evaluation. Development of the Knowledge-Based Economy (KBE) in Europe and Poland	2
Cl 2	Globalization of the Economy – presentations and discussion	2
Cl 3	Indicators KBE - exercises	2
Cl 4	Assessment of KBE – Indicators - exercises	2
Cl 5-6	On Respect for Knowledge – Industry 4.0 – presentations and discussion	4
Cl 7-8	Green Management, Sustainable Development – exercises	4
Cl 9-10	KBE and the Labour Market – presentations and discussion	4
Cl 11-12	KBE and Society Aging – presentations and discussion	4
Cl 13	Advantages and Threats of KBE - exercises	2
Cl 14	Oxford debate	2
Cl 15	Test	2
	Total hours	30

TEACHING TOOLS USED
N1. visual: blackboard, slides, film, drawings, photos, illustrations from magazines, folders, etc. N2. visual auditory: multimedia computer programs N3. automating: computers

EVALUATION OF SUBJECT EDUCATIONAL EFFECTS ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating educational effect achievement
F1 final Test	PEU W01- W03	Passing the final test for min. 60%.
F2 test	PEU_U01 - U02	Passing a test of exercises.
P test	PEU K01 - K03	Passing a test of exercises.
P(lecture)= F1 P(classes)= 0.5F2+0.5F3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Ashoka Chandra (Editor), M K Khanijo (Editor) (2009), *Knowledge Economy: The Indian Challenge First Edition*, SAGE Publications Pvt. Ltd; First edition.

[2] Unger R. M. (2019), *The Knowledge Economy*.

[3] Westeren K. I. (2012), *Foundations of the Knowledge Economy*, Nord-Trøndelag University College, Norway.

SECONDARY LITERATURE

[4] McGivney, E. and Winthrop, R., 2016. *Education's Impact on Economic Growth and Productivity*. [online] Brookings.edu. Available at: <https://www.brookings.edu/wp-content/uploads/2017/12/educations-impact-on-productivity.pdf> [Accessed 31 January 2020].

[5] May T., Perry B. (2017), *Cities and the Knowledge Economy Promise, Politics and Possibilities*.

[6] Powell, W. and Snellman, K., 2004. *THE Knowledge Economy*. [online] Scholar.harvard.edu. Available at: <https://scholar.harvard.edu/files/kaisa/files/powell_snellman.pdf> [Accessed 31 January 2020].

[7] Ronald L. Jacob (2019), *Work Analysis in the Knowledge Economy*, Springer International Publishing AG.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Małgorzata Rutkowska, malgorzata.rutkowska@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Przywództwo w organizacji
Name of subject in English: Leadership in organizations
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8020
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	30			
Number of hours of total student workload (CNPS)	50	50			
Form of crediting	examination	crediting with grade			
For group of courses mark (X) final course					
Number of ECTS points	2	2			
including number of ECTS points for practical classes (P)		2			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2	1,2			

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

basic knowledge of social sciences

SUBJECT OBJECTIVES

C1 Acquaint students with the psychological foundations of organizational dynamics from the leadership perspective
C2 Bringing about leadership processes that move employees to take actions “beyond expectations”
C3 Making students aware of the psychological processes related to the use of power and its consequences
C4. Developing skills associated with coming to leadership role and leadership position

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Has in-depth knowledge of leadership, motivation as well as mechanisms related to group and social influence in the organization. Indicates the principles to counteract the negative individual and social actions in the organization.
PEU_W02 Is aware of the need for an independent, critical assessment of the scope and level of his knowledge and professional skills in the field of leadership. Is prepared to independently search for areas of knowledge to supplement and skills to improve.

relating to 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
PEU_U02 Is able to use psychological knowledge in leading and managing people in the organization and in project tasks as well as assuming the role of a leader.

relating to social competences:
PEU_K01 Can convey his own views and stand up for them. Is prepared to persuade and negotiate for the sake of achieving common goals.
PEU_K02 Communicates effectively and empathetically with others, while respecting different perspectives and worldviews

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Leadership and management in organizations: dynamics and processes	2
Lec 2	Individual factors in leadership: mental abilities and personality	2
Lec 3	Individual factors in leadership: need for power, personal values, and ethics	2
Lec 4	Cultural factors in leadership: dynamics and influences	2
Lec 5	Leadership and impact of social perception	2
Lec 6	Leader-member exchanges. Stress of social interactions	2
Lec 7	Leadership styles: Full Range Leadership and Instrumental Leadership	2
Lec 8	Value-based leadership styles: authentic, ethical, and servant	2
Lec 9	Leadership, management, authority, and substitutes for leadership	2
Lec 10	Communication and organizational reputation	2
Lec 11	Dysfunctional leadership: personal perspective (narcissism, Machiavellianism, psychopathy)	2
Lec 12	Dysfunctional leadership: organizational perspective	2
Lec 13	Leading diversity in organizations	2
Lec 14	Becoming a better leader: self-management and behavior modification strategies	2
Lec 15	Virtual organizations. Virtual groups. Virtual leadership. Test of knowledge	2
	Total hours	3030
Classes		**Number of hours**
Cl 1, 2, 3	Overview of ***personal leadership development plan*** assignment. Outline of what leadership means to a student personally. Identification of passion, interests, intentions and legacy an individual student would like to leave in the workplace. Formulation of a project that would help the student to achieve the goals of her leadership vision: ends with a personal leadership paper 4-5 pages long, double-spaced.	6
Cl 4,5,6	Presentation of project papers, Q&A sessions, discussions, students' critical appraisals and defense.	6
Cl 7, 8, 9	Leadership in practice: group task activity. Outcomes: Analysis of group processes in the team. Evaluation of team performance. Listing suggestions for actions to improve team performance. Evaluating the dynamics of the leadership processes and suggesting ways to improve leader-member exchanges.	6
Cl 10,11,12	Leadership in practice: group task activity. Outcomes: Analysis of group processes in the team. Evaluation of team performance. Listing suggestions for actions to improve team performance. Evaluating the dynamics of the leadership processes and suggesting ways to improve leader-member exchanges.	6
Cl 13,14,15	Presentation of project papers, Q&A sessions, discussions, students' critical appraisals and defense.	6
	Total hours	30

TEACHING TOOLS USED
N1. Lectures N2. In-class reading N3. Case studies N4. Moderated group discussion and assessment N5. In-class video material/discussion N6. Multimedia presentation

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
P1 (lecture)	PEU_W01 PEU_W02	Test
F1 (written assignment)	PEU_U01 PEU_U02	Assessment of the formal value and practical implication of the written assignment.
F2 (in-class activity)	PEU_K01 PEU_K02	Appraisal of in-class activity and group work
P2 (seminar) F1 + F2		

PRIMARY AND SECONDARY LITERATURE
PRIMARY LITERATURE: [1] Organizational Behavior: openstax.org/details/books/organizational-behavior [2] Whetten D.A., Cameron, K.S. (2016; 9th ed.) *Developing Management Skills.* Pearson [3] Yukl, G. (2019, 9th global ed.) *Leadership in Organizations.* Pearson – prentice Hall **SECONDARY LITERATURE:** [1] Current issues of *Leadership Quarterly*; articles selected by the instructor [2] Current issues of *Academy of Management Review*; articles selected by the instructor
SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)
Jolanta Babiak, jolanta.babiak@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Rachunkowość zarządcza
Name of subject in English: Managerial accounting
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8021
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15	15	15		
Number of hours of total student workload (CNPS)	50	50	25		
Form of crediting	examination	crediting with grade	crediting with grade		
For group of courses mark (X) final course					
Number of ECTS points	2	2	1		
including number of ECTS points for practical classes (P)		2	1		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,6	0,6	0,6		

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. The student should have basic management knowledge

SUBJECT OBJECTIVES

C1 Acquiring knowledge about the essence of management accounting and cost accounting models, their genesis as well as classification and specificity
C2 Acquiring the ability to analyse the costs of their planning, forecasting and optimization as well as calculations
C3 Acquiring knowledge of budget and financial statement preparation

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:
PEU_W01 Is able to demonstrate ordered knowledge of the nature of management accounting and cost accounting as well as their genesis and development stages in Poland and around the world.
PEU_W02 Is able to characterize and know the methods and concepts of cost accounting and management accounting tools.
PEU_W03 Knows the ways of constructing a budget and describes the individual documents of financial statements.

Relating to skills:

PEU_U01 Is able to list, discuss, and indicate the differences between cost accounting models and their impact on the financial result.
PEU_U02 Is able to, in practice, perform cost calculations and perform cost analyses, their planning, forecasting and optimization.
PEU_U02 Is able to compile a company budget and show the effect recorded in financial statements.

Relating to social competences:
PEU_K01 Is aware of the importance of management accounting in business practice, primarily, its role in providing the management of the organization with economic information necessary to secure the organization's management processes, including the performance of its basic functions.
PEU_K02 Is prepared to collect, process and present financial and non-financial information about the project and the company and its environment, which aims to support managers in making operational and strategic decisions.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Information on credit conditions. The essence and scope of managerial accounting - its place in the infernal system in management, genesis and evolution.	1
Lec 2	Concept, classification, grouping and cost settlement procedures - rules, stages, directions.	2
Lec 3	Calculation of costs - essence, subject, tasks of calculation (division and additional calculation, detailed calculation methods).	2
Lec 4	Cost accounting models in management accounting - concepts of cost accounting models and criteria for their classification, cost accounting models, material and time scope, variations of cost accounting, control and decision accounts and their types (variable cost accounting, standard cost accounting, activity cost accounting).	2
Lec 5	Other cost accounting models (product life cycle costing, target costing, continuous improvement costing, costing, quality).	2
Lec 6	Price decisions and short-term decision accounts - price-setting factors, price determination methods, setting boundaries, assortment structure selection and production technology.	2
Lec 7	Budgeting as an enterprise management method - the essence, role and classification of budgets, budgeting methods, structure and stages as well as enterprise budget procedures.	2
Lec 8	Financial statements	2
	Total hours	15
Classes		**Number of hours**
Cl 1	Information on credit conditions. Grouping of costs in accounting records	1
Cl 2	Costs accountable	2
Cl 3	Calculation of costs	2
Cl 4	Classic cost accounts	2
Cl 5	Other cost accounting models	2
Cl 6	Pricing and selection of assortment structure and technology	2
Cl 7	Budgeting, preparation of financial statements and deviation analysis	2
Cl 8	Final test	2
	Total hours	15
Laboratory		**Number of hours**
Lab 1	Information on credit conditions. Reporting the transactions of a business- introduction to the laboratory	1
Lab 2	Classification of costs, product costs: materials, labour and overheads	2
Lab 3	Break-even analysis and short–term decision making	2
Lab 4	Standard costs	2
Lab 5	Performance evaluation and feedback reporting	2

Lab 6	Capital investment appraisal	2
Lab 7	Preparing Budget	2
Lab 8	Reporting cash flows- preparing a statement	2
	Total hours	15

TEACHING TOOLS USED
N1. Informative lecture N2. Multimedia presentation N3. Practical exercises

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01, PEU_W02 PEU_W03 PEU_K01 PEU_K02	Written final test = EXAM
F2	PEU_U01, PEU_U02 PEU_U03 PEU_K01 PEU_K02	Assessment of the degree of commitment to the problems being solved
F3	PEU_U01, PEU_U02 PEU_U03	Assessment of the budget semester task
F4	PEU_U01, PEU_U02 PEU_U03	Final test
C (Lec) =F1 C (Cl) = 0,2*F2+0,3*F3+0,5*F4 C (Lab)= 0,5 F3+0,5 F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] P. Weetman, Financial and management accounting : an introduction, Harlow : Pearson, 2019
[2] Joannidès de Lautour, VassiliStrategic Management Accounting, Volume I: Aligning Strategy, Operations and Finance,: Cham: Springer International Publishing AG, 2018
[3] K. Alex , Cost Accounting , ChennaiIndia Pearson India, 2012

SECONDARY LITERATURE:

[1] Li, Wing Sun, Strategic Management Accounting: A Practical Guidebook with Case Studies, 2017
[2] P. Schuster, Transfer Prices and Management Accounting, Springer International Publishing, 2015
[3] R. W. Scapens, Management Accounting, Macmillan Education UK, 1991

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Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Praca dyplomowa I
Name of subject in English: Master Degree Thesis I
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8022P
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	
Number of hours of total student workload (CNPS)				125	
Form of crediting				crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				5	
including number of ECTS points for practical classes (P)				5	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				2,5	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

SUBJECT OBJECTIVES

C1 The aim is for the student to acquire the ability to write a research paper.
C2 To create conditions which enable the student to:

- to acquire knowledge of good practices for writing a research paper,
- to acquire the skills of formulating a research problem and planning research, as well as selecting research methods adequate to the subject under examination.
- to deepen their knowledge in accordance with the chosen specialisation.

C3 To create conditions for individual student consultations and support in writing the thesis

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:

PEU_W01 Has an in-depth and extended knowledge of the subject matter and management in the selected area related to the studied specialisation.

PEU_W02 Knows advanced methods, techniques and tools for solving managerial problems in the selected subject of the master's thesis.

Relating to skills:

PEU_U01 Be able to select, justify and apply methods and techniques to identify, analyse and solve complex management and substantive problems in an organisation. Be able to critically evaluate the usefulness of methods and techniques.

PEU_U02 Formulates simple hypotheses and research problems, selects adequate methods, techniques and research tools.

PEU_U03 Understands Polish and foreign texts in the field of management, is able to interpret them, draw conclusions, obtain necessary information, interpret and critically evaluate them, reads professional literature, business and organisational documentation with comprehension..

Relating to social competences:
PEU_K01 Is aware of the need for an independent, critical assessment of the scope and level of his/her professional knowledge and skills both in the organisational and management sciences and in the interdisciplinary dimension. Is prepared to independently search for areas of knowledge to complete and skills to improve. Is prepared to independently search for areas of knowledge of interest and gather information.
PEU_K02 Shows courage in communicating and defending one's own views
PEU_K03 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to own and others' work.

PROGRAMME CONTENT		
Project		**Number of hours**
Pr1-6	Literature study, the work related to theoretical part of thesis.	12
Pr7-10	Studies on the choice of research method	8
Pr11-15	The designe of research and/or design research tool.	10
	Total hours	**30**

TEACHING TOOLS USED
N1. Discussion.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02 PEU_K03	Development of Chapter I of the thesis
F2	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02 PEU_K03	Design of the research tool
F3	PEU_K01 PEU_K02 PEU_K03	Active and systematic work
P = 0,5*F1+0,4*F2+0,1*F3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Literature review that relates to the topic of the thesis

SECONDARY LITERATURE:

[2] Oliver, P. (2013) Writing your thesis. Sage.
[3] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press.
[4] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.

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Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Praca dyplomowa II
Name of subject in English: Master Degree Thesis II
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8028D
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	
Number of hours of total student workload (CNPS)				400	
Form of crediting				crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				16	
including number of ECTS points for practical classes (P)				16	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				8	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

SUBJECT OBJECTIVES

C1 The aim is for the student to acquire the ability to write a research paper.
C2 To create conditions which enable the student to:

- to acquire knowledge of good practices for writing a research paper,
- to acquire the skills of formulating a research problem and planning research, as well as selecting research methods adequate to the subject under examination.
- to deepen their knowledge in accordance with the chosen specialisation.

C3 To create conditions for individual student consultations and support in writing the thesis

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:

PEU_W01 Has an in-depth and extended knowledge of the subject matter and management in the selected area related to the studied specialisation.

PEU_W02 Knows advanced methods, techniques and tools for solving managerial problems in the selected subject of the master's thesis.

Relating to skills:

PEU_U01 Able to select, justify and follow methods and techniques to identify, analyse and solve complex management and substantive problems in an organisation. Able to critically evaluate the usefulness of methods and techniques.

PEU_U02 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.

PEU_U03 Advanced research skills: formulates simple hypotheses and research problems, selects adequate research methods, techniques and tools, prepares, presents and interprets research findings, draws conclusions, indicates directions of further research with regard to management sciences.
PEU_U04 Able to prepare a well-documented study (e.g. a short scientific report showing the author's own scientific research findings) or present descriptions of detailed issues with regard to management sciences in Polish and a foreign language.

Relating to social competences:
PEU_K01 Shows courage in communicating and defending one's own views
PEU_K02 Is prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to own and others' work.

PROGRAMME CONTENT		
Project		**Number of hours**
Pr1-12	The consultation related to: • Writing the thesis • Elaboration of the theoretical part • Research process • Elaboration of the research results	24
Pr13	Discussion about the firs version of the diploma thesis	2
Pr14	Consultation on recent amendments	2
Pr15	Presentation and discussion of the presentation prepared for the defence	2
	Total hours	**30**
TEACHING TOOLS USED		
N1. Discussion.		

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_U03 PEU_U04 PEU_K01 PEU_K02	Diploma dissertation
F2	PEU_K01 PEU_K02 PEU_K03	Active and systematic work
P = 0,8*F1+0,2*F2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Literature review that relates to the topic of the thesis

SECONDARY LITERATURE:

[2] Oliver, P. (2013) Writing your thesis. Sage.
[3] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press.
[4] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Nowoczesne trendy w zarządzaniu kapitałem ludzkim
Name of subject in English: Modern trends in Human Resource Management
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8027S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

- basic knowledge in the field of human resource management

SUBJECT OBJECTIVES

C1 The student acquires the ability to search and analyze content in the field of modern methods of human resource management.
C2. The student acquires the ability to critically evaluate the usefulness of human resource management methods.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Student knows objectives and mechanisms of functioning and characteristics of integrated IT management systems dedicated for HRM.
relating to skills:
PEU_U01 Student is able to perform strategic analysis of human resources in the organization and their relation with its environment.
PEU_U02 Student is able to formulate alternative strategies for human resource management.
PEU_U03 Student is able to analyze, interpret and evaluate trends of modern methods and techniques for human resource management to effectively use advanced methods and techniques of decision-making.
relating to social competences:
PEU_K01 Student is able to search for fields of knowledge concerning human resource management and to supplement and skills to improve in an unassisted manner.
PEU_K02 Student is able to inspire and organize the process of learning others.
PEU_K03 Student is able to work in a team.

PROGRAMME CONTENT		
Seminar		**Number of hours**
Semin 1	Organizational seminar. Presentation of the subject matter of the course, the assumed learning outcomes and the requirements for evaluation.	2
Semin 2	Basics of literature data bases search.	2
Semin 3	Principles of critical analysis of scientific papers.	2
Semin 4	Articles selection and discussion	2
Semin 5-6	Team work on scientific papers on modern trends in human resource management – modern management methods.	4
Semin 7-8	Team work on scientific papers on modern trends in human resource management – modern IT management systems.	4
Semin 9-10	Team work on scientific papers on modern trends in human resource management – management in crisis and high dynamics of environment.	4
Semin 11-12	Presentation of scientific papers on modern trends in human resource management – modern IT management systems.	4
Semin 13-14	Presentation of scientific papers on modern trends in human resource management – management in crisis and high dynamics of environment.	4
Semin 15	Conclusions and discussion.	2
	Total hours	30

TEACHING TOOLS USED
N1. Multimedia presentation. N2. Structured discussion. N3. Teamwork.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01-U04 PEU_K01-K03	Teamwork during the semester, partial tasks implementation.
F2	PEU_W01 PEU_U01-U04 PEU_K01-K03	Teamwork during the semester, presentation at the end of the semester.
P = (F1 + F2)/ 2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Jesson, J., Matheson, L., & Lacey, F. M. (2011). Doing your literature review: Traditional and systematic techniques. Sage.
[2] Armstrong, M., & Taylor, S. (2020). Armstrong's handbook of human resource management practice. Kogan Page.

SECONDARY LITERATURE:

[1] Analoui, F. (Ed.). (2017). The changing patterns of human resource management. Routledge.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Katarzyna Tworek, katarzyna.tworek@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Zarządzanie wydajnością w zarządzaniu zasobami ludzkimi
Name of subject in English: Performance management in Human Resource Management
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8029
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	15			
Number of hours of total student workload (CNPS)	50	25			
Form of crediting	examination	crediting with grade			
For group of courses mark (X) final course					
Number of ECTS points	2	1			
including number of ECTS points for practical classes (P)	0	1			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2	0,6			

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

Basic knowledge in the field of Human Resource Management

SUBJECT OBJECTIVES

C1. Students are able to plan and implement performance management system.
C2. Student can prepare and calculate KPIs for measuring performance in HRM.

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:
PEU_W01
Has extended knowledge with regard to methods and techniques used in HRM.

PEU_W02
Has deepened and extended substantive knowledge regarding performance management in HRM.
PEU_W03
Knows advanced methods of measuring and evaluating performance in the recruitment, selection, training and development of employees.

Relating to skills:
PEU_U01

Able to identify, analyse and evaluate complex problems regarding to build performance evaluation indicators.
PEU_U02
Can make a critical assessment of the suitability of methods and techniques in building performance evaluation indicators.
PEU_U03
Has the ability to formulate solutions to complex problems related to the evaluation of performance.
PEU_U04
Has the ability to design changes to the performance evaluation system.
PEU_U05
Has the ability to effectively use advanced methods and techniques to make decisions in the field of performance evaluation.

Relating to social competences:
PEU_K01
It is ready to identify, critically analyze and resolve problems that arise in the implementation of a performance evaluation system.
PEU_K02
Demonstrates readiness to independent, flexible search and critical selection of methods and tools when building a performance evaluation system.
PEU_K03
Is prepared to initiate changes to the performance evaluation system and participate in their planning and implementation.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Introduction to Performance Management in HRM. Rules of evaluation.	2
Lec 2-3	Performance Management Process	4
Lec 4-5	Performance Management and Strategic Planning	4
Lec 6-7	Defining Performance and Choosing a Measurement Approach	4
Lec 8-9	Measuring Results and Behaviors	6
Lec 10-11	Gathering Performance Information	4
Lec 12-13	Implementing a Performance Management System	4
Lec 14-15	Summary of material	2
	Total hours	30
Classes		**Number of hours**
Cl 1	Introduction. Rules of evaluation.	1
Cl 2	Performance in recruitment - practical exercises	2
Cl 3	Performance in selection - practical exercises	2
Cl 4	Performance in training - practical exercises	2
Cl 5	Performance in development - practical exercises	2
Cl 6-7	Performance in assessment - practical exercises	4
Cl 8	Summary and written quiz	2
	Total hours	15

TEACHING TOOLS USED
N1. Traditional lecture with multimedia presentations N2. Practical exercises

N3. Discussion

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_W03	Exam
F2	PEU_U01 PEU_U02 PEU_U03 PEU_U04 PEU_U05	Written quiz
F3	PEU_K01 PEU_K02 PEU_K03	Discussion
P(lecture)=F1 P(classes)=0,8*F2+0,2*F3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Aguinis, H. (2013). Performance management, 3rd ed., Pearson.
[2] Ashdown L. (2018). Performance Management A Practical Introduction, CIPD - Kogan Page.
[3] Brulan A. (ed.) (2015). The Human Resources KPI Dictionary: 370+ Key Performance Indicator definitions, CreateSpace Independent Publishing Platform.

SECONDARY LITERATURE:

[1] Prem Ch. (2012). Performance Management, Macmillan.
[2] Hutchinson, S. (2013). Performance management, Chartered Institute of Personnel and Development.
[3] Parmenter D. (2015). Key Performance Indicators. Developing, Implementing and Using Wining KPIs, Wiley.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Rafał Miśko, rafal.misko@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Zarządzanie marką osobistą
Name of subject in English: Personal branding
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: optional
Subject code: W08ZZZ-SM8036
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

basic knowledge of social sciences

SUBJECT OBJECTIVES

C1. To acquaint students with concepts and tools relating to apply the concepts of advertising and marketing to personal branding.
C2.To acquaint students with concepts and tools relating to various strategies related to building, measuring, and managing a personal brand.

SUBJECT EDUCATIONAL EFFECTS

In the field of knowledge:
PEU_W01 has systematic knowledge to identify and establish brand positioning and values to build customer based brand equity

In the field of skills:
PEU_U01 is able to tap into the power of social media to showcase his/her brand
PEU_U02 is able to skillfully use the techniques to build his/her personal brand to authentically stand out from the crowd
PEU_U03 is able to create a system for on-going personal brand maintenance

In the field of social competences:
PEU_K01 is aware of the importance of understanding of the mission statement for his/her personal brand
PEU_K02 demonstrates readiness to build a board of directors for their personal brand

PROGRAMME CONTENT		
Seminar		**Number of hours**
Semin 1	Personal Branding: Its essence, goals and classification	2
Semin 2	Personal branding in Social Media	2
Semin 3	Personal branding and the challenges	2
Semin 4	E-branding and traditional branding	2
Semin 5	Personal brand creation on social Media	2
Semin 6	Establish your proffessional purpose	2
Semin 7	Embrace and Expound your experience	2
Semin 8	Make your Personal Brand discoverable	2
Semin 9	Learning Empathy	2
Semin 10	Personal Brand Management	2
Semin 11	Creating your Brand's Maintenance Plan	2
Semin 12	Your Online Identity: How reputation and digital privacy affect your Brand.	2
Semin 13	How to Build a Personal Brand with Content Marketing	2
Semin 14	Personal branding vs business branding	2
Semin 15	Personal branding strategy	2
	Total hours	30

TEACHING TOOLS USED
N1. multimedia techniques (presentation) N2. discussion N3. own work (literature studies, essays) N4. group work N5. case studies

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01; PEU_U01; PEU_U02; PEU_U03; PEU_K01, PEU_K02	Measurement of activity through attendance
F2	PEU_W01; PEU_U01; PEU_U02; PEU_U03; PEU_K01, PEU_K02	Presentation preparation measurement
F3	PEU_W01; PEU_U01; PEU_U02; PEU_U03; PEU_K01, PEU_K02	Measurement of preparations for the panel discussion
F4	PEU_W01; PEU_U01; PEU_U02; PEU_U03; PEU_K01, PEU_K02	Measurement of the value of own studies
P P= 0,25F1+0,25F2 +0,25F3 +0,25F4		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Mateusz Grzesiak (2018): Personal Brand Creation in the Digital Age
[2]Jak Gary (2019): Social Media Marketing 2019 + Personal Branding Strategy Bundle: Build Your Brand Fast, Become an Influencer on Instagram, Youtube, Facebook and Twitter, Advertising and Seo, Start Guide

SECONDARY LITERATURE:

[1] I.Labrecquea, Ereni Markosb, George R.Milnec (2011) : Online Personal Branding: Processes, Challenges, and Implications,February 2011, Pages 37-50
[2] Irina PETRUCĂ (2016) : PERSONAL BRANDING THROUGH SOCIAL MEDIA, International Journal of Communication Research, pp. 388-392
[3] Ifan D. H. Shepherd (2010): From Cattle and Coke to Charlie: Meeting the Challenge of Self Marketing and Personal Branding,Journal of Marketing Management, pp. 589-606

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Yasmin Ziaeian, yasmin.ziaeian@pwr.edu.pl

Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Filozofia wobec wyzwań współczesnej cywilizacji
Name of subject in English Philosophy in the face of the fundamental challenges of modern civilization
Main field of study (if applicable): Zarządzanie
Specialization (if applicable): Human Resource Management
Profile: academic / practical*
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory / university-wide*
Subject code W08ZZZ-SM8040W
Group of courses NO*

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15				
Number of hours of total student workload (CNPS)	25				
Form of crediting	crediting with grade*				
For group of courses mark (X) final course					
Number of ECTS points	1				
including number of ECTS points for practical classes (P)					
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0.6				

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. No prerequisites.

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SUBJECT OBJECTIVES

C1. To acquaint students with philosophy as a specific kind of human knowledge.
C2. To analyse the fundamental challenges of civilization.
C3. To help students to improve their skills of critical and independent thinking.
C4. To present the determinants of engineering in the context of social responsibility of science and technology.

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:

PEU_W01: Knows and understands the fundamental dilemmas of modern civilization.

Relating do skills:

PEU_U01: Is able to lead debates.

PEU_U02: Is able to autonomously plan and implement personal lifelong learning and direct others in this area.

Relating to social competences:

PEU_K01 [P6S_KK]: Is ready to critically evaluate received information.

PEU_K01: Is ready to initiate activities on behalf of the public interest.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Le 1	Introduction (course aims, programme, requirements)	1
Le 2	What is philosophy?	2
Le c 3	Philosophy and other forms of culture	2
Le 4	Selected topics in philosophy of science and technology	2
Le 5	The problem of cognition	2
Le 6	Selected topics in social philosophy	2
Le 7	Selected topics in the contemporary philosophy	2
Le 8	Summary	2
	Total hours	15

TEACHING TOOLS USED
N1. Conversational lecture supported by audiovisual materials N2. Individual work of students N3. Group work of students N4. Discussion N5. Analysis of documentaries

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_U01 PEU_U02 PEU_K01 PEU_K02	Colloquium, activity in class
F2	PEU_U01 PEU_U02 PEU_K02 PEU_K02	Presentation with discussion
P = (F1 + F2)/2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

1. Blackburn S., *Ethics: A Very Short Introduction*, Oxford University Press (2009)
2. Nagel T., *What Does It All Mean? A Very Short Introduction to Philosophy*, Oxford University Press (1987).
3. Russell B., *The Problems of Philosophy*, various editions
4. Stanford Encyclopedia of Philosophy, https://plato.stanford.edu/
5. Warburton N., *Philosophy: The Basics*, Routledge (1999)

SECONDARY LITERATURE:

1. Ayer A., *The Problem of Knowledge*, various editions
2. Ayer A., *Philosophy in the Twentieth Century*, various editions
3. Bentham J., *An Introduction to the Principles of Morals and Legislation*, various editions
4. Copleston F.C., *History of Philosophy*, Vols 1-11, Continuum (2003)
5. Descartes R., *Meditations on First Philosophy*, various editions
6. Hume D., *Treatise of Human Nature*, various editions
7. Kant I., *Groundwork of the Metaphysic of Morals*, various editions
8. Plato, *Republic*, various editions
9. Popper K.R., *The Logic of Scientific Discovery*, Routledge (2002)
10. Psillos S., *Philosophy of Science A–Z*, Edinburgh University Press (2007)
11. Singer, *Practical Ethics*, Cambridge University Press (1993)

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

dr Mateusz Kotowski, mateusz.kotowski@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Wystąpienia publiczne
Name of subject in English: Public speaking
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8037
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. -

SUBJECT OBJECTIVES

C1 Gaining experience in the preparation and implementation of a speech on their subject.
C2. Acquiring the ability to convey substantive content in a consistent and attractive way for the audience, and to establish contact with and control the audience.
C3. Development and consolidation 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.

SUBJECT EDUCATIONAL EFFECTS

relating to skills:
PEU_U01 Has the ability to present content adequately to the needs and priorities of a potential audience
PEU_U02 He can prepare and make a presentation to both a small group of employees and a large audience at a conference or international event
PEU_U03 Has the ability to choose the right style of presentation
PEU_U04 Has the ability to seamlessly integrate slides smoothly into the other aspects of your presentations
PEU_U05 Has the ability to construct talks that are rational, coherent, easy to understand, and cover all the points you want to hit. Storytelling and humor help, and you must know how to use them.
PEU_U06 Has the ability to attract the attention of the public with a powerful opening
PEU_U07 Has the ability to maintain eye contact with the public and provides an energetic, physical presence
PEU_U08 Has the ability to modulate the vocal tone to emphasize important points and avoid monotonous presentation
PEU_U09 Has the ability to provide compelling evidence to support themes
PEU_U10 Has the ability to summarize topics to be discussed at the beginning of a speech to provide context for participants and to tell stories to illustrate points
PEU_U11 Has the ability to schedule time the speech in advance to make sure it meets the allotted time
PEU_U12 Has the ability to speak in a crisis situation

relating to social competences:
PEU_K01 Has the ability to engage contact with the audience
PEU_K02 Has the ability to control performance anxiety
PEU_K03 Has the ability to deal with objections and criticism
PEU_K04 Presents courage in conveying and defending their views. Prepared to persuade and negotiate in order to achieve common goals.

PROGRAMME CONTENT

Seminar		**Number of hours**
Semin 1	Public speaking - organizational activities. Elements of a good performance. Myths and truths. Manager - situations in which he does the public speaking	2
Semin 2	My speaker's workshop, the ability to present myself	2
Semin 3	Purpose of the speech - what do I want to achieve,	2
Semin 4	Who am I talking to - Assessing the needs and priorities of a potential audience, communication effectiveness - building contact	2
Semin 5-6	Who am I talking to - linguistic techniques, choice of words, and the results achieved, the language of benefits	4
Semin 7	What my body says - the principle of consistency, techniques for dealing with stress and stage fright	2
Semin 8-9	Building an effective message - structure of the speech, beginning, building relationships with the audience, selecting evidence, storytelling, short texts, figures in presentations, rhetorical figures, conclusion and ending	4
Semin 10	How to prepare for a speech - tools, presentation of a speech	2
Semin 11	How to integrate your slides smoothly into the other aspects of your presentations- best practices	2
Semin 12-13	Dealing with the audience - contract, question and answer session, feedback, deal with objections and criticism, crisis situations in speech, appearances in crisis situations	4
Semin 14	Working with a camera, media interviews	2
Semin 15	Demonstrating practical skills	2
	Total hours	30

TEACHING TOOLS USED
N1. Presentation with the use of slides N2. Discussion on the issues posed, looking for the best solutions, sharing experiences N3. Working in groups and pairs - students present their own individual and group solutions to tasks or problems; discussion on the proposed solutions N4. Student's own work - individual studies, preparation for communication exercises and speeches during classes. N5. Student's own work - individual studies and preparation for the crediting with grade.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU _U02 PEU _U03 PEU_U04 PEU_U05 PEU_U06 PEU_U07 PEU_U08 PEU_U09 PEU_U10 PEU_U11 PEU_U12	Test (with descriptions of behavior, action plans)
F2	PEU_U01	Individual oral answers, class discussions
F3	PEU_U01 PEU _U02 PEU _U03 PEU_U04 PEU_U05 PEU_U06 PEU_U07 PEU_U08 PEU_U09 PEU_U10 PEU_U11 PEU_U12 PEU_K01 PEU_K02 PEU_K03 PEU_K04	Active participation in exercises in subgroups and in individual exercises
F4	PEU_U01 PEU _U02 PEU _U03 PEU_U04 PEU_U05	Final public speaking

	PEU_U06 PEU_U07 PEU_U08 PEU_U09 PEU_U10 PEU_U11 PEU_U12 PEU_K01 PEU_K02 PEU_K03 PEU_K04	
P = F1 = F2*0,2 + F3*0,2 + F4*0,6		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Michael J. Dowling, Presenting with Style: Advanced Strategies for Superior Presentation
[2] Duarte Nancy, Slide:ology: The Art and Science of Presentation Design
[3] J. Kevin Morreale, Sherwyn P.; Spitzberg, Brian H.; Barge, Human Communication: Motivation, Knowledge, Skills
[4] Patrick King, How to Listen with Intention: The Foundation of True Connection, Communication, and Relationships (How to be More Likable and Charismatic)

SECONDARY LITERATURE:

[1] Futrell Charles M. ABC's of Relationship Selling through Service
[2] Goman C. Kinsey, The Nonverbal Advantage: Secrets and Science of Body Language at Work
[3] Judith Hall, Ron King, Practical Spelling Skills
[4] Mark Leary, Self-presentation: Impression Management And Interpersonal Behavior
[5] Peter F. Anthonissen, Crisis Communication: Practical PR Strategies for Reputation Management & Company Survival

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Marek Sikora, m.sikora@pwr.edu.pl
Kaczmarek Anna anna.kaczmarek@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Metody badawcze w zarządzaniu zasobami ludzkimi
Name of subject in English: Research methods in Human Resource Management
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: : 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8013
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15	15	15		
Number of hours of total student workload (CNPS)	90	60	60		
Form of crediting	Examination	crediting with grade	crediting with grade		
For group of courses mark (X) final course					
Number of ECTS points	3	2	2		
including number of ECTS points for practical classes (P)	0	2	2		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	2,1	1,4	1,4		

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

none

SUBJECT OBJECTIVES

C1 The student acquires the ability to search and analyze content in the field of modern methods of human resource management.

C2. The student acquires the ability to critically evaluate the usefulness of human resource management methods.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01 Knows advanced methods of measurement and evaluation of achievements of employees.
PEU_W02 Knows research methods useful for the analysis of human resource management.

relating to skills:
PEU_U01 Student is able select, justify and follow research methods and techniques to analyze various human resource management aspects in organization.
PEU_U02 Student is able to formulates simple hypotheses and research problems and selects adequate research methods, formulate research findings and draws conclusions concerning human resources in organization
PEU_U03 Student is able to efficiently use software for statistical analysis in order to support the scientific reasoning.

relating to social competences:

PEU_K01 Student is able to identify, critically analyze and resolve problems concerning human resource management.
PEU_K02 Student is able to search, identify and critically analyze research problems in the area of human resource management.

PROGRAMME CONTENT

Lecture		**Number of hours**
L 1	Human Resource Management as a scientific research subject. Organizational information – subject educational effects and their evaluation.	2
L 2	Job performance as a main measure of employees' effectiveness. Job related attitudes as employees' characteristics	2
L 3	Scientific reasoning – hypotheses development and measurement methods in Human Resource Management.	2
L 4	Questionnaire as a basic measurement method in HRM. Principles of questionnaire development, Types of questions and scales in questionnaire	2
L 5	Methods of sample selection and data gathering.	2
L 6	Methods for data analysis – statistical analysis of data: scales development and analysis, statistical analysis of data: correlation, regression.	2
L 7	Qualitative research methods	2
L 8	Qualitative data analysis.	1
	Total hours	15
Classes		**Number of hours**
C 1	Organizational classes. Team establishment.	2
C 2	Research aims, objectives, research questions.	2
C 3	Operationalization of variables	2
C 4	Research questionnaire development	2
C 5	Pilot study	2
C 6	Development of the final research tool. Distribution of the questionnaire - sample selection, ways of data gathering.	2
C 7	Qualitative research in HRM – analysis of qualitative data	2
C 8	Conclusions and final results.	1
	Total hours	15
Laboratory		**Number of hours**
L1	Organizational laboratory. Team establishment.	2
L2	Basics of SPSS – software for statistical analysis.	2
L3	Variables building.	2
L4	Scales reliability analysis.	2
L5	Basic descriptive statistics.	2
L6	Exploratory and Confirmatory Factor Analysis.	2
L7	Correlation and regression analysis.	2
L8	Final results.	1
	Total hours	15

TEACHING TOOLS USED

N1. Multimedia presentation.
N2. Discussion.
N3. Teamwork.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01-W02	Final exam - test
P1 (classes)	PEU_U01-U03 PEU_K01-K02	Teamwork during the semester, tasks implemented during the semester.
F2	PEU_U01-U03 PEU_K01-K02	Teamwork during the semester, tasks implemented during the semester.
F3	PEU_U01-03	Final results obtained during laboratory.
P (Lecture) = F1; P (Classes) = P1; P (Lab) = (F3 + F2) / 2		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Sweet, S. A., & Grace-Martin, K. (1999). Data analysis with SPSS (Vol. 1). Boston, MA: Allyn & Bacon..
[2] Anderson, Valerie, et al. Research Methods in Human Resource Management. Available from: Kogan Page, (4th edition). Kogan Page, 2019.

SECONDARY LITERATURE:

[1] Babbie, E. R., Halley, F., & Zaino, J. (2007). Adventures in social research: data analysis using SPSS 14.0 and 15.0 for Windows. Pine Forge Press.
[2] Sirkin, R. M. (2005). Statistics for the social sciences. Sage Publications..

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

Jolanta Maj jolanta.maj@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Rozwiązywanie konfliktów grupowych
Name of subject in English: Resolving group conflicts
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time studies
Kind of subject: obligatory
Subject code: W08ZZZ-SM8014S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark final course with (X)					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,2

*delete as applicable

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Basic knowledge in social sciences.

SUBJECT OBJECTIVES

C1. Getting practical knowledge in the area of interpersonal, group and organizational conflicts.
C2. Familiarizing students with the methods of conflict resolution in groups and organizations.
C3. Increasing conflict management competences in groups, teams and organizations.

SUBJECT LEARNING OUTCOMES

relating to knowledge:
PEU_W01 - Has knowledge of the causes, course, dynamics and resolution of group conflicts.
relating to skills:
PEU_U01 - Is able to use knowledge of psychological mechanisms and processes determining the formation and development of conflict.
PEU_U02 - Is able to independently analyze the conflict situation.
relating to social competences:

PEU_K01 Is ready to search, select and create tools for solving problems appearing in teams and organizations. PEU_K02 Is ready to critically assess and resolve problems arising during professional activity and leadership in conflict management at the workplace, bearing in mind the good of the team, organization and social.

PROGRAM CONTENT		
Seminar		**Number of hours**
Sem 1-2	Organizational classes: conditions for passing, presentation of goals and learning outcomes to be achieved. Conflict - psychological, social and organizational determinants	4
Sem 3-4	Analysis of conflict areas in contemporary markets and organizations - case studies	4
Sem 5	Phenomena accompanying conflicts - aggression, prejudices, stereotypes	2
Sem 6	The course, conflict dynamics, identification of conflict situation features	2
Sem 7	Ways of conflict resolution - diagnosis of individual styles of conflict resolution	2
Sem 8	Simulation of a conflict situation - group A	2
Sem 9	Simulation of a conflict situation – group B	2
Sem 10	Simulation of a conflict situation – group C	2
Sem 11	Simulation of a conflict situation – group D	2
Sem 12	Simulation of a conflict situation – group E	2
Sem 13	Simulation of a conflict situation – group F	2
Sem 14-15	Presentation and analysis of student reports	4
	Total hours	30

TEACHING TOOLS USED
N1. Group exercises and discussions N2. Simulations in small groups N3. Discussion of problems and results of works N4. Presentation of reports prepared by students

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming (during semester), C – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1 Activity during classes	PEU_U01-U02 PEU_K01-K02	Activity measurement – oral feedback
F2 Works prepared in groups	PEU_W01 PEU_U01-U02 PEU_K01-K02	Measurement of the presentation and negotiation game (simulations)
F3 Student analytical report	PEU_W01 PEU_U01-U02 PEU_K01-K02	
P = 25%F1+25%F2+50%F3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

1. Ramsbotham, Woodhouse, Miall (2016) *Contemporary Conflict Resolution*. Polity Press
2. Liddle (2017) *Managing Conflict.* Kogan Page
3. Levinger (2013) *Conflict Analysis: Understanding Causes, Unlocking Solutions*. United States Institute of Peace

SECONDARY LITERATURE:

1. Duhigg (2017) *Smarter Faster Better.* Random House Books
2. Lenski (2014) *The Conflict Pivot.* MyriaccordMedia

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

dr Michał Kłosowski michal.klosowski@pwr.edu.pl

Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Analiza ryzyka w projektach realizowanych w organizacji
Name of subject in English: Risk analysis in the realization of organizational projects
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8007
Group of courses NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	15	30		
Number of hours of total student workload (CNPS)	75	25	75		
Form of crediting	examination		crediting with grade		
For group of courses mark (X) final course					
Number of ECTS points	3	1	3		
including number of ECTS points for practical classes (P)			3		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,2	0,6	1,2		

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

-

SUBJECT OBJECTIVES

C1 Developing the ability to collect and analyse statistical data in solving problems related to the implementation of projects.
C2. Developing the ability to comprehensively look at risk in project implementation.
C3 Developing the ability to critically evaluate the results of quantitative analysis.

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:
PEU_W01 Has extended knowledge about selected methods of mathematical statistics.

PEU_W02 Has extended knowledge about selected methods of econometric modelling.
PEU_W03 Knows the basics of the theory of forecasts and simulations.

Relating to skills:
PEU_U01 Is able to plan and carry out the process of acquiring / collecting information on the implementation of projects in the organization for the purposes of risk analysis.
PEU_U02 Is able to use selected statistical and econometric methods in risk analysis in projects.
PEU_U03 Is able to construct comprehensive risk analysis models regarding project implementation using elements of statistics, econometrics, forecasting and operational research.

Relating to social competences:
PEU_K01 Is able to critically assess the usefulness of the results obtained with quantitative methods in the risk analysis of projects.
PEU_K02 Demonstrates readiness to identify, analyse and solve problems in the field of risk analysis.
PEU_K03 Recognizes the potential of selected methods of operational research, econometrics, forecasting and simulation as tools for risk analysis in projects.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Organisational activities. Conditions for passing the course. Requirements for course participants. Introduction.	2
Lec 2	The concepts of risk in quantitative view.	3
Lec 3	Risk management in projects. Quantitative methods in risk analysis.	3
Lec 4	Parametrical and non-parametrical statistical tests, the theoretical background.	2
Lec 5	Examples of direct use statistical tests outcomes in risk analysis.	2
Lec 6	Identification and modelling of risk factors. Applications of classical econometric models.	2
Lec 7	The general model selection criteria.	2
Lec 8	The logistic regression model. Direct risk modelling.	2
Lec 9	Practical aspects of logistic regression modelling in risk analysis.	4
Lec 10	The concept of forecast. Basics of forecasting and simulation.	4
Lec 11	Assessment of the forecasts quality. The role of forecasts in risk analysis.	2
Lec 12	Use of forecasts in risk estimation and evaluation. Time series models.	3
Lec 13	Scenarios.	2
	Total hours	30
Classes		**Number of hours**
Cl 1	Organisational activities. Conditions for passing the classes.	1
Cl 2	The concept of random variable in view of risk analysis. Probability theory and it’s interpretation in applications.	3

Cl 3	Parametrical hypothesis. Main tests. Concept of p-value. The power of statistical test. Assumption and its role.	2
Cl 4	Non-parametrical statistical tests. Requirements for use. Practical interpretation of results.	2
Cl 5	Classical econometric model. The Ordinary Least Squares Method. Basic features.	2
Cl 6	The concept of time series. ARMA models.	3
Cl 7	Final test.	2
	Total hours	15
Laboratory		**Number of hours**
La1	Organisational activities. Conditions for passing the laboratory. Requirements for participants. Introduction.	2
La2	Performing statistical tests in the SPSS program.	2
La3	Non-parametric tests with simple application examples in risk analysis.	2
La4	Linear (simple and multiple) regression and its applications.	2
La5	Model selection criteria.	2
La6	Models supporting decision making in investment projects.	2
La7	Econometric forecasting. Risk evaluation.	2
La8	Logistic regression in risk analysis.	2
La9	Time series models - forecasting.	1
La10	Risk concepts in probabilistic terms.	1
La11	An example of a project in an organization. Risk modeling.	2
La12	Comprehensive analysis of the project in the organization. Case study.	2
La13	The potential of forecasting models. Project cost analysis. Case study.	3
La14	Time of implementation of the project in the organization. Risk factor analysis. Case study.	3
La15	Assesment.	2
	Total hours	30

TEACHING TOOLS USED
N1. Presentations. N2. Team work. N3. Statistical software. Gretl. SPSS. N4. Consultations. N5. Final test. N6. Written reports.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P –	Learning outcome code	Way of evaluating learning outcomes achievement

concluding (at semester end)		
F-Le	PEU_W01 PEU_W02 PEU_W03	Written exam.
F_Cl	PEU_W01 PEU_U02 PEU_U03	Written test.
F-La	PEU_W01 PEU_W02 PEU_W03 PEU_U01 PEU_U02 PEU_U03	Written reports during the implementation of tasks. Verification students' ability to use statistical software.
F-La	PEU_U01 PEU_U02 PEU_U03 PEU_S01 PEU_S02 PEU_S03	Assessment and discussion preceded by the presentation of the analyses results which were carried out in the laboratory.
P-La =40% F-La1+ 60% F-La2.		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

1. Newbold P., Statistics for Business and Economics, Global Edition, Persons Education Limited, 2019
2. Levin R.I., Statistics for Management: Pearson New International Edition. Pearson Education Limited 2013.
3. Aczel, A.D. Complete Business Statistics, Wohl Publishing, 2012.

SECONDARY LITERATURE:

1. Herzog M. H., Understanding Statistics and Experimental Design. Springer Nature Switzerland AG, 2019
2. Henry D.,Forecasting, Yale University Press 2019.
3. Field C., Data Science Handbook, JOHN WILEY & SONS, LTD, 2017

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Seminarium dyplomowe I
Name of subject in English: Seminar I
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8015S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					15
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					0,6

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No prerequisites.

SUBJECT OBJECTIVES

C1 The aim of the seminar is to provide students with knowledge on the initial understanding the subject of the master thesis.

C2 Creation of conditions enabling the student to choose the topic of the diploma dissertation, formulate its purpose and structure and the research problem, as well as prepare and verify the document "Declaration of the completion of the diploma thesis".

SUBJECT EDUCATIONAL EFFECTS

Relating to skills:
PEU_U01 Knows and is able to apply methods and techniques to solve problems in organization’s management.
PEU_U02 Is familiar with the content of the papers about management in the organization. Can choose relevant texts.
PEU_U03 Is able to participate in discussions in the field of science about organization and management - in Polish and in a foreign language.

Relating to social competences:
PEU_K01 Is prepared to independently search for interesting areas of knowledge and gather information.
PEU_K02 Can prepare arguments for persuasion and negotiation in the name of achieving common goals.

PROGRAMME CONTENT		
Seminar		**Number of hours**
Se1-2	Introduction to a master's thesis (requirements, literature on how to develop thesis, the diploma examination procedure).	4
Se3	Discussion about the topics of master theses and indication of possible supervisors of these works.	2
Se4	Discussion about the document "Declaration of the completion of the diploma thesis" and the method of its transmission to competent organizational units.	2
Se5-6	Individual consultations of students and conductor of the course with possible thesis supervisors and with organizations (production, service, production and service, etc.), on the example of which write a diploma thesis is possible.	4
Se7-8	Presentation the content of the document "Declaration of the completion of the diploma thesis", signed by the student, the supervisor of the diploma thesis and the course conductor. Presentation on approx. 10 slides.	4
	Total hours	15

TEACHING TOOLS USED
N1. Multimedia presentation. N2. Discussion.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02	Preparation of the document "Declaration of the completion of the diploma thesis" approved by the supervisor and the seminar conductor (the so-called paper version). Content presentation of the Declaration at the seminar (about 10 slides - see Requirements). Preparation of the E-Declaration and sending it to competent organizational units (see E-Declaration Procedure). Submission of a written (paper) version to the Dean's Office. Attendance is obligatory.
P=F1		

PRIMARY AND SECONDARY LITERATURE
PRIMARY LITERATURE: [1] Oliver, P. (2013) Writing your thesis. Sage. [2] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press. [3] Literature review that relates to the topic of the thesis **SECONDARY LITERATURE:** [1] APA [2] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.
SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)
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FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Seminarium dyplomowe II
Name of subject in English: Seminar II
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8023S
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					15
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					2
Number of ECTS points					
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					0,6

*delete as not necessary

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

No prerequisites.

SUBJECT OBJECTIVES

C1 To provide knowledge on the detailed development of the master's thesis (thesis plan, use of scientific literature, technical editing of the thesis, copyright, how to present the thesis' results at the diploma exam).

SUBJECT EDUCATIONAL EFFECTS

relating to skills:
PEU_U01 Student can critically evaluate the usefulness of methods and techniques in solving research problems.
PEU_U02 Student can interpret and formulate conclusions from the Polish and foreign texts concerning management.
PEU_U03 Student can formulate and present own opinions on texts about management and quality studies.

relating to social competences:
PEU_K01 Student is aware of the individual realization of the research and also of his views about main goals.

PROGRAMME CONTENT		
Seminar		**Number of hours**
Semin 1	Introduction, presentation of the seminar programme, organizational information, planned educational effects and evaluation conditions. Providing the criteria for evaluation of the thesis (creative characteristics of the thesis, substantive and methodological correctness, logical, linguistic, and stylistic correctness, the validity of information sources, the usefulness of the thesis in practice). Discussion of the diploma examination).	1
Semin 2-3	Discussion of the stages of developing a master's thesis. The transfer of information on how to define the problem to be solved, to determine the purpose of thesis, to formulate subproblems of the work (preliminary structure of the work), to collect information necessary for the development, to determine the detailed structure of the work, to write the thesis (analysis and evaluation of the problem), to formulate conclusions, to prepare for the diploma exam. Presentation of diploma thesis sample.	4
Semin 4-5	Discussion of the thesis construction. Title page of the thesis (university data, the field of study, thesis title, thesis supervisor, place and year of study, keywords, abstract), introduction, chapters, subchapters and conclusion, list of figures and tables, list of attachments, etc. Indication in the Introduction of the motivation for taking the topic, purpose, and scope of the work, discussion of the content of the work, research methods, and sources of information. The method of presenting the results of the research. The content included in the Conclusion. The way of listing the literature: books and scripts, articles in scientific journals, papers from scientific conferences, standards, legislation, websites, lecture notes, documentation of the research object, the author's works and works "edited by scientists". Paragraphs. Footnotes, citations, thesis style, and language. Figure and table captions and references in the text. Presentation of sample presentations at the thesis exam. Presentation of a detailed Workplan.	4
Semin 6-8	Presentation of one of the prepared chapters of the master’s thesis.	6
	Total hours	15

TEACHING TOOLS USED
N1. Multimedia presentation. N2. Problem-based discussion.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03 PEU_K01	Presentation
P = F1		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Oliver, P. (2013) Writing your thesis. Sage.
[2] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press.
[3] Literature review that relates to the topic of the thesis

SECONDARY LITERATURE:

[1] APA
[2] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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Katarzyna Tworek, katarzyna.tworek@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Pozyskiwanie talentów i zarządzaniem procesem doboru personelu
Name of subject in English: Talent acquisition and recruitment management
Main field of study (if applicable): Management
Specialization (if applicable): Human Resources Management
Profile: academic
Level and form of studies: 2nd level, full-time
Kind of subject: obligatory
Subject code: W08ZZZ-SM8008
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			30	
Number of hours of total student workload (CNPS)	50			50	
Form of crediting	crediting with grade			crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points	2			2	
including number of ECTS points for practical classes (P)				2	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,6			1,2	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

- No prerequisites.

SUBJECT OBJECTIVES

C1 Familiarize students with the importance of processes for acquiring employees with competencies that match job requirements. To indicate the necessity of attracting talent to the organization. To explain the role of dynamic capabilities of employees.
C2 To transfer the knowledge on the process of job analysis and creation of a job description, the various stages of the selection process: recruitment, selection, induction, and the tools and methods used during recruitment and selection of candidates.
C3 To form the skills of designing and conducting a job analysis, creating a job description, designing the selection process for a selected position, designing and conducting an interview.

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge
PEU_W01: Has specialist knowledge of human resources in the organization. Understands the necessity of acquiring talents for the organization and knows the specificity of their functioning in the organization. Has specialist knowledge of the dynamic abilities of employees.
PEU_W02: Knows the process of job analysis and creating a job description.

PEU_W03: Knows traditional and innovative rules and instruments used in the selection (recruitment, selection and introduction to work) of personnel (also talents in the organization) and understands the conditions for their effective use.

Relating to skills:
PEU_U01: Is able to identify - at an advanced level - management and substantive problems in the area of personnel selection in the organization and formulate assessments of the existing state and indicate ways to solve problems or improve the implementation of the personnel selection process, including the selection of sources of information and apply techniques for their acquisition, interpret them, as well as draw conclusions and formulate and justify opinions in the area of personnel selection.
PEU_U02: Has the ability to prepare an expert opinion in the form of a written report. Has the ability to present diagnostic findings and defend the conclusions presented.
PEU_U03: Has the ability to design and conduct an interview.

Related to social competences:
PEU_K01: Is aware of the need of independent, critical evaluation of the scope and of the level of professional knowledge and skills, both in terms of organization and management sciences. Presents courage in conveying and defending own views. Is prepared to persuade and negotiate in order to achieve common goals.
PEU_K02: Is able to interact and work in group and team forms of work organization. Demonstrates readiness to independently organize and direct the work of teams. Is prepared to take responsibility for assigned tasks within the framework of designated organizational roles. Demonstrates responsibility for his/her own preparation for work, decisions made and actions carried out, and their consequences.
PEU_K03: Demonstrates a willingness to identify, critically analyze and resolve problems that arise in the workplace. Is able to anticipate the consequences of decisions made. Is prepared to initiate changes in the organization and participate in their planning and implementation. Is able to anticipate the multidirectional effects of implemented changes. Is able to think and act in an entrepreneurial manner. Demonstrates readiness for independent flexible exploration and critical selection of methods and tools for solving problems arising in the workplace.

PROGRAMME CONTENT		
Lecture		**Number of hours**
Lec 1	Introduction, discussion of the lecture program. Presentation of organizational information, planned learning outcomes and credit conditions.	1
Lec1	The issue of the optimal selection of employees to the organization.	1
Lec 2	Job analysis, creating a job description.	2
Lec 3	Dynamic abilities of employees - role and importance in the organization.	2
Lec 4	Selection process - recruitment (planning the recruitment method and channels, rules for creating a job advertisement). Modern methods of acquiring candidates.	2
Lec 5	Selection process - selection (methods and tools used in the selection process, candidate selection).	2
Lec 6	Selection process - introduction to work (onboarding programs).	2
Lec 7	Evaluation of the selection process, the impact of the selection process on the employment structure in the organization.	2
Lec 8	Final test	1
	Total hours	15
Project		**Number of hours**
Proj 1	Presentation of the purpose of the classes and assessment criteria. Explanation of the project topic, a detailed explanation of how the project is to be implemented. Establishment of project teams.	2

Proj2	Overview of individual tasks that make up the project work. Discussion of the structure of the written report.	2
Proj3-4	Work in project teams - designing the job analysis process.	4
Proj5	Work in project teams - development of job description cards based on the performed job analysis.	2
Proj6	Presentation 1 - presentation of the results of the work analysis process and the design of the job description card.	2
Proj7	Working in project teams - designing the recruitment process for the selected job position.	2
Proj8-9	Working in project teams - designing the selection and induction process for the selected job position.	4
Proj10-11	Presentation 2 - presenting projects of the selection process for a selected job position	4
Proj12-14	Conducting interviews for selected job positions. Discussion. Assessment of interviews. Indication of advantages and disadvantages.	6
Proj15	Summary of classes. Discussion of conclusions from the evaluation of written reports.	2
	Total hours	30

TEACHING TOOLS USED
N1. Presentation of knowledge in the form of direct transmission (lecture) - audiovisual media. N2. Lecture, lecture materials available in electronic form. N3. Work in diagnostic teams - consultations with the teacher N4. Problem discussion. N5. Student's own work - independent studies and preparation for a final test. N6. Written report. N7. Student presentation using media for multimedia presentations. N8. Simulation talks.

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
P_w = F1 (last lecture)	PEU_W01 - PEU_W03	Test checking the knowledge at the end of the semester. Passing each effect: at least 50% of points possible to get from the questions assigned to a given effect.
F2	PEU_U01 - PEU_U02; PEU_K01- PEU_K03	F21: Evaluation of the content and preparation of an expert opinion in the form of a written report. F22: Evaluation of the ability to present the results of diagnostic tests.
F3	PEU_U03; PEU_K01- PEU_K03	Assessment of the project and conducting the interview (during the simulation interview).
P_p = 0,5*F21 + 0,2*F22 + 0,3*F3		

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Armstrong, M., & Taylor, S. (2020). Armstrong's handbook of human resource management practice.
[2] Bieńkowska A., Tworek K., Job performance model based on Employees' Dynamic Capabilities (EDC). Sustainability. 2020, vol. 12, nr 6, art. 2250, s. 1-25.
[3] Newell, S. (2005). Recruitment and selection. Managing human resources: Personnel management in transition, 115-147.

SECONDARY LITERATURE:

[1] Lewis, R. E., & Heckman, R. J. (2006). Talent management: A critical review. Human resource management review, 16(2), 139-154.
[2] Cappelli, P. (2008). Talent management for the twenty-first century. Harvard business review, 86(3), 74.
[3] Lievens, F., & Chapman, D. (2010). Recruitment and selection. The SAGE handbook of human resource management, 135-154.

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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Kamila Ludwikowska, kamila.ludwikowska@pwr.edu.pl

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Szkolenie i rozwój
Name of subject in English: Training and development
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time studies
Kind of subject: obligatory
Subject code: W08ZZZ-SM8024G
Group of courses: YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	30
Number of hours of total student workload (CNPS)				75	
Form of crediting				Crediting with grade	Crediting with grade
For group of courses mark (X) final course				x	
Number of ECTS points				3	
including number of ECTS points for practical classes (P)				2	1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				2.4	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. basic knowledge in the field of human resource management

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SUBJECT OBJECTIVES

C1. Developing competences to identify and analyze training needs in an organization
C2. Developing competences in planning, designing and running a training program in an organization
C3. Developing competencies in the evaluation of a training program

SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:
PEU_W01 He knows what phases make up the training process and knows the tools and methods of designing activities at each stage

Relating to skills:
PEU_U01 Is able to design the process and analyze training needs in an organization
PEU_U02 Is able to design a training program for a selected organization
PEU_U03 Is able to select the appropriate scope of training and teaching methods for the proposed training program in a selected organization
PEU_U04 Can design tools to evaluate the effectiveness of a training program
PEU_U05 Can develop a comprehensive training project program in the form of a written report for a selected organization
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.

Relating to social competences:
PEU_K01 Is prepared to initiate changes in the organization and participate in their planning and implementation.
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.
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.
PEU_K04 Understands the essence of a comprehensive approach to designing training programs in an organization

PROGRAMME CONTENT

	Project	**Number of hours**
Proj 1	Presentation of the purpose of the classes and assessment criteria. Explanation of the project topic, a detailed explanation of how the project is to be implemented. Establishment of project teams. Overview of individual tasks of the project work. Discussion of the structure of the written report.	2
Proj 2-3	Work in project teams - diagnostic phase - design and conduct the process of researching training needs Consultation, evaluation of the progress of the students' work.	4
Proj 4	Presentation of project teams 1- diagnostic phase	2
Proj 5-6	Work in project teams - design phase - planning training and performance evaluation process Consultation, evaluation of the degree of progress of the students' work	4
Proj7	Presentation of project teams 2- design phase	2
Proj8-10	Working in project teams - implementation phase - designing a piece of the training program for the selected organization. Consultation, evaluation of the degree of progress of the students' work.	6
Proj11-14	Presentation of project teams No. 3 - implementation phase - conducting a piece of the training program for the selected organization.	8
Proj15	Summary of classes. Discussion of conclusions from the evaluation of written reports.	2
	Total hours	30

TEACHING TOOLS USED

N1. Consultations
N2. Student presentation using media for multimedia presentations
N3. Problem discussion
N4. Cases study
N5. Individual and group exercises
N6. Written report
N7. Field research in a selected organization
N8. Self-study using the e-learning platform

TREŚCI PROGRAMOWE

Forma zajęć - seminarium		**Liczba godzin**
Sem1	Presentation of the purpose of the class, its course and evaluation criteria. Formation of project teams. Terms, definitions and models for managing training processes	2
Sem 2	Determination of training needs (identification of needs, developed annual training plan)	2
Sem 3-4	Training needs analysis - methods, tools	4
Sem 5	Training design (objectives, organization)	2
Sem 6-7	Designing the training effectiveness evaluation process	4
Sem 8-10	Training implementation - methods, tools, personal competencies	6
Sem 10-11	Auditing the effectiveness of training and development policy processes	4
Sem 13	Post-training activities	2

Sem 14	Credit work	2
Pr15	Summary of the class.	2
	Total hours	30

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03 PEU_U04 PEU_K02 PEU_K03	Group work, activity during classess
F2	PEU_U01	Presentation of the plan and tools for analyzing and identifying training needs in a selected organization
F3	PEU_U01 PEU_U06	Presentation of the report on the analysis of training needs
F4	PEU_U02 PEU_U03 PEU_U04 PEU_K04	Presentation the draft of the training program for the selected organization
F5	PEU_W01 PEU_U05 PEU_K01 PEU_K04	A draft training program for the selected organization in the form of a written report
F6	PEU_W01 PEU_U01 – U05	Final work - case study

P1 = F1+F2+F3+F4+F5
The student must obtain min. 60% of points in each form of evaluation
P2 = F6
The student must obtain min. 60% of points

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

[1] Stanley C. Ross: Training and Development in Organizations. An Essential Guide for Trainers, Routledge, 2019
[2] P. Nick Blanchard, James W. Thacker: Effective Training, Systems, Strategies, and Practices, Pearson, 2013.
[3] Tom Boydell, Malcolm Leary: Identifying Training Needs, Beekman Books, Incorporated, 2000.
[4] Leslie Rae: Effective Planning in Training and Development, Kogan Page, 2000.
[5] Donald L Kirkpatrick: Evaluating Training Programs, The Four Levels, Berrett-Koehler Publishers, Inc., 2006.
[6] Patricia Phillips, Jack J. Phillips, Ron Stone, Holly Burkett: The ROI Fieldbook: Strategies for Implementing ROI in HR and Training, Butterworth-Heinemann, 2007.

SECONDARY LITERATURE:

[1] Human Resource Development Learning and Training for Individuals and Organizations by John P Wilson, John P. Wilson
[2] Effective Planning in Training and Development. Leslie Rae
[3] Copies of scientific articles about HRM for lectures (available on e-learning platform)

SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)

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Zał. nr 5 do ZW 16/2020

FACULTY OF MANAGEMENT

SUBJECT CARD

Name of subject in Polish: Fizyka środowiska pracy II
Name of subject in English: Work environment physics II
Main field of study (if applicable): Management
Specialization (if applicable): Human Resource Management
Profile: academic
Level and form of studies: 2nd level, full-time studies
Kind of subject: obligatory
Subject code: W08ZZZ-SM8016P
Group of courses: NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				15	
Number of hours of total student workload (CNPS)				50	
Form of crediting				crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				2	
including number of ECTS points for practical classes (P)				2	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				0,6	

PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES

1. Intermediate computer skills (text editing, spreadsheets, basics of editing raster graphics).

SUBJECT OBJECTIVES

C1: Practical mastery of methods and tools for measuring physical factors of the work environment and assessing their impact on the employee.
C2: Mastering the practical methods and tools of ergonomic adjustment of working conditions to the requirements, needs and limitations of a person.

SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:
PEU_W01: student understands the difference between the objective and subjective approach to the problems of measuring and assessing the impact of the physical environment on the employee.
PEU_W02: the has the knowledge that allows the correct selection of methods and tools for the implementation of a comprehensive assessment of working conditions at a given workstation.
relating to skills:
PEU_U01: student is able to measure selected factors of the physical work environment, determine the degree of fulfillment of selected parameters specified in European standards, interpret their results in the context of the impact on the employee, and then formulate recommendations to improve his well-being.
PEU_U02: student is able to assess the level of ergonomic adjustment of working conditions and to ix the direction and details of technical changes to their improvement.
relating to social competences:
PEU_K01: student uses the potential of group work, actively participating in the assignment of tasks and their implementation on time.

PROGRAMME CONTENT		
Project		**Number of hours**
Proj 1	Introduction to the course. Explanation of the rules and conditions for passing.	1
Proj 2	Technical aspects of measuring physical factors of the work environment. Measurements of lighting intensity, noise level and basic microclimate parameters.	2
Proj 3	Modeling the influence of the microclimate on the employee. Determining the range of values of microclimatic parameters enabling comfortable work with a given degree of physical activity.	2
Proj 4	Noise in the workplace. Optimization of the mutual position of noise sources and workplaces, the use of barriers and sound-absorbing systems to reduce noise exposure.	2
Proj 5	Subjective methods of assessing the influence of the physical environment and working conditions on the employee. Measurement of subjective work-related fatigue.	2
Proj 6	Application of selected principles of universal design in the design of workplaces.	2
Proj 7	Physical work nuisance factors. Assessment of static workload with the selected method.	2
Proj 8	Physical work nuisance factors. Assessment of the degree of monotypic work with the selected method.	2
	Total hours	15

TEACHING TOOLS USED
N1. Materials and instructions available on the eportal N2. Forms supporting group activity - e.g. padlet, menti.com N3. Presentation of the results of project work by students

EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02	Individual activity in the classroom, documentation of project work
F2	PEU_U01 PEU_U02	Assessment for a project carried out in a group of three or two
F3	PEU_W01 PEU_W02 PEU_U01 PEU_U02	Presentation of the project results or its selected part
P	P=0,4F1+0,3*F2+0,3*F3	

PRIMARY AND SECONDARY LITERATURE

PRIMARY LITERATURE:

1. Guastello S.G., Human factors engineering and ergonomics : a systems approach. Lawrence Erlbaum Associates, 2006.
2. Nowak E., Atlas antropometryczny populacji polskiej - dane do projektowania. The Anthropometric Atlas of Polish Population - Data for Design, IWP Warszawa, 2001
3. European standards in the ergonomic field

SECONDARY LITERATURE:

1. Kroemer, Karl H. E., Ergonomics: how to design for ease and efficiency, Prentice Hall, 2001
2. Proctor R.W., Van Zandt T., Human factors in simple and complex systems. Second edition, CRC Press, 2008
3. Salvendy, Gavriel (red), Handbook of Human Factors and Ergonomics, John Wiley & Sons, 2006; electronic access
4. Preiser, W. F., Smith, K. H. Universal Design Handbook. New York: Mcraw-Hill, 2011
5. Grandjean E., Fitting the task to the man. An ergonomic approach, Taylor & Francis, London 1980
6. Norman D., The design of everyday things, Currency and Doubleday, 1990

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