



## **Outline of the Courses for Management related studies (International Management, Aviation Management and General Aviation)**

Winter semester

<b>ENGLISH LANGUAGE (BA degree - 6 ECTS, MA degree – 8 ECTS)</b>	
<b>LABORATORY</b>	<ul style="list-style-type: none"><li>• Developing vocabulary in accordance with the textbook applicable at a given level, taking into account the vocabulary from the field of science and scientific disciplines relevant to the field of study.</li><li>• Grammatical structures according to the textbook applicable at a given level.</li><li>• Practicing the comprehension of written text in accordance with the textbook applicable at a given level, taking into account topics in the field of science and scientific disciplines relevant to the field of study.</li><li>• Practicing listening comprehension in accordance with the textbook applicable at a given level.</li><li>• Developing the ability to prepare oral statements (e.g. presentations) in accordance with the textbook applicable at a given level, taking into account topics in the field of science and scientific disciplines relevant to the field of study.</li><li>• Developing the ability to prepare written statements in accordance with the textbook applicable at a given level, taking into account topics in the field of science and scientific disciplines relevant to the field of study.</li></ul>
<b>POLISH LANGUAGE (BA, MA degree- 4 ECTS)</b>	
<b>LABORATORY</b>	<ul style="list-style-type: none"><li>• Use a foreign language in writing in accordance with the B1 level (BA) / B2 level (MA) of the European System for the Description of Languages</li><li>• use a foreign language in speech in accordance with B1 level (BA) / B2 level (MA) according to the European System for the Description of Languages</li></ul>

MATHEMATICS (BA degree - 3 ECTS)	
LECTURE	<ul style="list-style-type: none"> <li>• Solving of systems of equations</li> <li>• Matrices. Matrix algebra</li> <li>• Determinant of a matrix</li> <li>• The inverse of a matrix</li> <li>• Vectors. A linear independence of vectors</li> <li>• Application of linear algebra in computer graphics and economics</li> <li>• Properties of functions</li> <li>• Limit of a function</li> <li>• Derivatives of functions. Differentiability</li> <li>• Applications of differential calculus in economics and computer science</li> <li>• Indefinite integral and definite integral</li> <li>• Application of integral calculus in economics and computer science</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Solving systems of linear equations</li> <li>• Matrices. Matrix Algebra</li> <li>• Determinant of a matrix</li> <li>• The inverse of a matrix</li> <li>• Linear combination vs linear independence of vectors</li> <li>• Application of linear algebra in computer graphics and economics</li> <li>• Properties and limits of functions</li> <li>• Derivative of a function</li> <li>• Applications of the differential calculus and the use of calculation packages</li> <li>• Indefinite integral and definite integral</li> <li>• Applications of integral calculus</li> </ul>
OPERATIONAL RESEARCH (BA degree - 3 ECTS)	
LECTURE	<ul style="list-style-type: none"> <li>• Introduction to operational research. Decision model on the example of break-even point analysis</li> <li>• The techniques used in project management, Gantt chart, network diagrams CPM and PERT, cost analysis</li> <li>• The theory of decision analysis</li> <li>• The queuing models</li> <li>• Simulation models</li> <li>• Predictive models</li> <li>• Selected models of inventory management</li> </ul>

LABOLATORY	<ul style="list-style-type: none"> <li>• History of project management, classification and application of methods for network programming</li> <li>• The basic concepts, assumptions of the network model, the stages of network building</li> <li>• Exercises from CPM and PERT networks</li> <li>• The theory of decision-making and the queuing models</li> </ul>
MICROECONOMICS (BA degree - 3 ECTS)	
LECTURE	<ul style="list-style-type: none"> <li>• The notion and concept of Economics. Genesis and development of Economics as a science. Micro- and macroeconomics. Positive and normative Economics. Goods and services. Entities in Economics. Hierarchy of needs. Stages of the economic process. Scarcity. Economic categories and laws. The place of Economics among sciences. Subject and methodology connections between Economics and other scientific disciplines. Research methods and tools in Economics. Internal and external data sources. Economic models. Principles of constructing a time series. Cross-sectional tables. Indices. Graphs.</li> <li>• Economic choice. Opportunity cost. Production possibilities curve. Determinants of production possibilities. Shapes of the production possibilities curve. Use of the production possibilities curve to analyse the situation of an enterprise and the economy.</li> <li>• The notion and functions of markets. Market classification. Demand and market determinants. Demand and quantity demand. Demand curve shift and movement along the demand curve. Supply and supply determinants. Supply and quantity supply. Supply curve shift and movement along the supply curve. Equilibrium price. Minimum price and maximum price.</li> <li>• Price, income and cross elasticity of demand. Point and arc elasticity of demand. Demand elasticity determinants. Interpreting demand elasticity results.</li> <li>• Supply elasticity. Point and arc elasticity of supply. Supply elasticity determinants. Interpreting supply elasticity results. Spider's web model.</li> <li>• Consumer as economic entity. Objective of consumer activity. Consumer tastes and preferences. Total and marginal utility. Consumer indifference curve and its features. Law of diminishing marginal rate of substitution. Budget constraint. Consumer optimum. Substitution and income effect in consumer theory.</li> <li>• The notion of enterprise. Objectives of enterprise activity. Forms of enterprise activity. Main financing sources of enterprise activity</li> <li>• Production theory. Production factors. Disproportionate productivity law. Total, average and marginal production under conditions of disproportionate performance law. Proportionality law. Total, average and marginal production under conditions of proportional productivity law.</li> <li>• Classifying production costs. Costs by type. Fixed and variable cost. Total, average and marginal costs. Long-run cost analysis. Economies and diseconomies of scale.</li> <li>• Market structures. Significance of competition. Perfect competition. Full monopoly. Monopolistic competition. Oligopoly. Modern monopoly forms.</li> <li>• The notions of total, average and marginal revenue of an enterprise. Total, average and marginal revenue curves of an enterprise in the conditions of perfect competition, monopolistic competition, oligopoly and monopoly. The notions of total, average and marginal income. Ordinary and extraordinary income.</li> <li>• Enterprise equilibrium in the conditions of various market structures. Conditions for enterprise equilibrium. Perfect competition enterprise equilibrium. Enterprise equilibrium in monopoly. Enterprise equilibrium in monopolistic competition. Enterprise equilibrium in oligopoly.</li> </ul>

<b>RECITATION CLASS</b>	<ul style="list-style-type: none"> <li>• Research methods and tools in Economics. Internal and external data sources. Economic models. Principles of constructing a time series. Cross-sectional tables. Indices. Graphs.</li> <li>• Economic choice. Opportunity cost. Production possibilities curve. Determinants of production possibilities. Shapes of the production possibilities curve. Use of the production possibilities curve to analyse the situation of an enterprise and the economy.</li> <li>• The notion and functions of markets. Market classification. Demand and market determinants. Demand and quantity demand. Demand curve shift and movement along the demand curve. Supply and supply determinants. Supply and quantity supply. Supply curve shift and movement along the supply curve. Equilibrium price. Minimum price and maximum price.</li> <li>• Price, income and cross elasticity of demand. Point and arc elasticity of demand. Demand elasticity determinants. Interpreting demand elasticity results.</li> <li>• Supply elasticity. Point and arc elasticity of supply. Supply elasticity determinants. Interpreting supply elasticity results. Spider's web model.</li> <li>• Consumer as economic entity. Objective of consumer activity. Consumer tastes and preferences. Total and marginal utility. Consumer indifference curve and its features. Law of diminishing marginal rate of substitution. Budget constraint. Consumer optimum. Substitution and income effect in consumer theory.</li> <li>• Production theory. Production factors. Disproportionate productivity law. Total, average and marginal production under conditions of disproportionate performance law. Proportionality law. Total, average and marginal production under conditions of proportional productivity law.</li> <li>• Classifying production costs. Costs by type. Fixed and variable cost. Total, average and marginal costs. Long-run cost analysis. Economies and diseconomies of scale.</li> <li>• Market structures. Significance of competition. Perfect competition. Full monopoly. Monopolistic competition. Oligopoly. Modern monopoly forms.</li> <li>• The terms of equilibrium in various market structures. Conditions for enterprise equilibrium. Perfect competition enterprise equilibrium. Enterprise equilibrium in monopoly. Enterprise equilibrium in monopolistic competition. Enterprise equilibrium in oligopoly.</li> </ul>
<b>LAW (BA degree - 2 ECTS)</b>	
<b>LECTURE</b>	<ul style="list-style-type: none"> <li>• Public and private law. Hierarchy of sources of law. Concept of a legal relationship and its elements. Sources of legal relationships. Types of legal relationships. Subjects of law. Personal rights.</li> <li>• Civil law. Sources. Characteristics of civil law relationships. Basic institutions. Ownership and its protection. Law of obligations</li> <li>• Administrative law. Sources. Characteristics of administrative law relationships. Administrative power</li> <li>• Penal law. Sources. Principles of penal law. Basic institutions</li> <li>• Basic concepts: intellectual property, industrial property. Sources of law on national and international law. Protection of other rights of industrial property. Protection of rights stemming from patents. Protection of trademarks</li> <li>• Copyrights. Core of personal and commercial copyrights. Protection of personal and commercial copy-rights. Limitation for a protection of commercial copyrights. Rights related to copyrights.</li> </ul>

RECITATION CLASS	<ul style="list-style-type: none"> <li>• Law - concept, functions, visions. Law as a social and political phenomenon</li> <li>• Concept of legal system and its formal features (completeness and coherence), subgroups and branches. National law, international law, EU law</li> <li>• Normative acts - concepts, structure, role</li> <li>• Rules of law making technique. Language of law (legal language and lawyers' language)</li> <li>• Enforcement and application of law</li> <li>• Subjects of law. Concept of a subject of law. Ability to be a subject of law and ability to undertake legal actions. Legal entities.</li> </ul>
<b>FUNDAMENTALS OF MANAGEMENT (BA degree - 4 ECTS)</b>	
LECTURE	<ul style="list-style-type: none"> <li>• Essence and importance of the management process, place of management sciences in the science system.</li> <li>• Organisation and its subsystems, business environment.</li> <li>• Decision making process.</li> <li>• Planning</li> <li>• Organising</li> <li>• Motivating (leading)</li> <li>• Controlling</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Case study: identification of relationship between an organisation and its environment</li> <li>• Case study: decision making process in the organisation.</li> <li>• Case study: goal and objective formulation, and activity planning in the organisation.</li> <li>• Case study: necessary changes in the company's organisational structure</li> <li>• Case study: monitoring, measurement and analysis of company performance, and necessary correcting activities.</li> </ul>
PROJECT	<ul style="list-style-type: none"> <li>• Presentation of project scenario, formulation of project teams and selection of organisations</li> <li>• Vision and mission of a selected organisation</li> <li>• Forecasting of opportunities and threats affecting the organization and identification of the organization's strengths and weaknesses based on information obtained from the environment</li> <li>• Organization portfolio analysis using the selected analysis method</li> <li>• Presentation of projects by students' teams</li> </ul>
<b>ECONOMIC LAW (BA degree - 3 ECTS)</b>	
LECTURE	<ul style="list-style-type: none"> <li>• Concept and terms of economic law. Sources and principles of economic law</li> <li>• Terms: an economic activity, an entrepreneur. Rules of starting and conducting an economic activity. Limiting an economic activity</li> <li>• Legal and organizational forms of an economic activity</li> <li>• Transformation, liquidation, insolvency of entrepreneurs</li> <li>• Selected named and unnamed commercial contracts. Personal and material securities for commercial transactions</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Rules for registering entrepreneurs and effects of registering</li> <li>• Selected personal partnerships: establishment and rules for functioning in business trading</li> <li>• Selected capital companies: establishment and rules for functioning in business trading</li> <li>• Selected commercial contracts in business trading</li> <li>• Insolvency procedure - selected issues</li> </ul>

STRATEGIC MANAGEMENT (BA degree - 3 ECTS)	
LECTURES	<ul style="list-style-type: none"> <li>• The role and importance of the company's strategy in a changing environment.</li> <li>• Principles of formulating the vision and mission of the company</li> <li>• Review of selected methods of strategic analysis</li> <li>• Principles and process of formulating strategic goals of the enterprise</li> <li>• Monitoring and improvement of the company's strategy</li> <li>• Strategy models based on competition and cooperation with other companies</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Analysis of the macro-environment and the competitive environment of the company - a case study</li> <li>• Product portfolio (activity) analysis - case study</li> <li>• Strategic potential analysis - case study</li> <li>• Principles of formulating strategic goals and ways of achieving them - practical exercises</li> </ul>
ORGANISATIONAL BEHAVIOUR (BA degree - 2 ECTS)	
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Interpersonal relations in the organization management process and their importance for shaping individual, group and organizational human behaviour.</li> <li>• Leadership in the organization management process and individual, group and organizational human behaviour.</li> <li>• Organizational culture and individual, group and organizational human behaviour.</li> <li>• Interpersonal communication and teamwork and individual, group and organizational human behaviour.</li> <li>• Solving individual and social interpersonal problems and individual, group and organizational human behaviour's</li> </ul>

**PUBLIC FINANCE MANAGEMENT (BA degree - 3 ECTS)**

**LECTURE**

- Concept and range of public finance and its role in the economy (Finance and classification of financial phenomena. General rules and functions of public finance. General government sector and its management by organizational and legal forms of general government units. Impact of the public sector on the national economy in the aspect of management decisions. Budgetary policy and its impact on the economy).
- State budget, European funds budget and the multiannual financial plan of the state as a tool for managing public funds (The concept and functions of the state budget. Budgetary principles. Budgetary classification. Budgetary procedure. Provisional budgeting. Performance budgeting. The budget of the European funds. Multiannual State Financial Plan).
- Public funds, revenues and expenses (The concept and structure of public revenues. Place of public revenues in the structure of public funds. Taxes and quasi taxes in the structure of public revenues. The scope and classification of public expenditure. General rules of public expenditure and rationalization of public expenditure)
- Budget deficit and public debt (Definition and causes of budget deficit. Public debt and sources of its financing. Economic consequences of budget deficit. Balance of public finance system and methods of its estimation. Causes and types of public debt. Public debt management. Prudential and remedial procedures.
- Management control and internal audit (The concept and objectives of management control. Groups of standards and individual management control standards. The essence of internal audit. The subject and scope of internal audit. Types of internal audit. International internal audit standards. Audit techniques)
- Local government budget in the structure of public finances (The structure of revenues and expenses of local government units. The budget procedure in local government units. Management of the budget implementation of a local government unit. Reporting and budget control as a tool for assessing the effectiveness of decisions related to the management of public funds).

**RECITATION CLASS**

- The concept and scope of public finances and their role in a market economy
- State budget, the budget of European funds and the multiannual financial plan of the state as a tool for managing public funds
- Public funds, revenues and expenses
- Budget deficit and public debt
- Management control and internal audit
- Local government budget in the structure of public finances

**BUSINESS COMMUNICATION (BA degree - 2 ECTS)**

**RECITATION CLASSES**

- Process of communication
- Verbal and non-verbal communication
- Intercultural communication
- Written business communication
- Effective team communication
- Preparing presentations

INTRODUCTION TO AVIATION MANAGEMENT AND POLICY (BA degree - 5 ECTS)	
LECTURES	<ul style="list-style-type: none"> <li>• Civil aviation as an essential element for the functioning of the global economy and analysis of the behaviour of different types of passengers</li> <li>• Identification of key institutions and organizations active in the air transport market</li> <li>• Production factors affecting the results achieved by airlines - aircraft types, their technical diversification and optimal fleet utilization</li> <li>• Airport as a key element of aviation infrastructure - technical analysis of individual terminal components and runway systems</li> <li>• Ground Handling</li> <li>• Airline business models and airline alliances</li> <li>• Elements of planning and expanding the network of airline connections</li> <li>• Yield management in airlines</li> </ul>
RECITATION CLASSES	<ul style="list-style-type: none"> <li>• Analysis of optimal fleet structure for an airline - case study</li> <li>• Airline and airport marketing analysis - case study</li> <li>• Developing an optimal airline network for given traffic demand volumes on specified routes - case study</li> <li>• Airline yield management</li> </ul>
AVIATION MARKETING (BA degree - 4 ECTS)	
TUTORIAL	<ul style="list-style-type: none"> <li>• Introduction to Aviation Marketing</li> <li>• Principles and basics of aviation marketing</li> <li>• Analysis of marketing environment</li> <li>• Consumers and their behaviours in the aviation market</li> <li>• Airline marketing strategy</li> <li>• Airport marketing strategy</li> <li>• Marketing mix</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Airport as a business entity</li> <li>• Product market segmentation</li> <li>• Market analysis, decisive buying factors and market drivers</li> <li>• Competition and resource analysis</li> <li>• Porter five forces analysis</li> </ul>
AIR CARGO MANAGEMENT (BA degree - 3 ECTS)	
TUTORIAL	<ul style="list-style-type: none"> <li>• The overview of structures, processes, and cooperants in supply chains.</li> <li>• The supply chain operations from order to cash.</li> <li>• The infrastructure for air cargo.</li> <li>• Air cargo network planning.</li> <li>• Yield management and IT tools in the air cargo industry.</li> </ul>



RECITATION CLASS	<ul style="list-style-type: none"> <li>• Decision making within the chain of supply.</li> <li>• The study of the company environment profile and its potential.</li> <li>• The selection of the market and products of a company.</li> <li>• Decisions on setting the goals and ways of their achieving.</li> <li>• Designation of strategic financial factors for the management and investors.</li> </ul>
<b>AIRPORT COMMERCIAL MANAGEMENT (BA degree - 3 ECTS)</b>	
TUTORIAL	<ul style="list-style-type: none"> <li>• Airport business models</li> <li>• Business environment of particular airport types</li> <li>• Influence of legislation and liberalization on the airport market</li> <li>• Airport financial management</li> <li>• Strategic planning process at airports</li> <li>• Region's influence on the airport management process</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Airport's ownership and organizational structures</li> <li>• Airport competition</li> <li>• Analysis of the regional impact of an airport</li> <li>• Regional airports market in Poland</li> </ul>
<b>AIRLINE SALES AND PROFIT MANAGEMENT (BA degree - 3 ECTS)</b>	
TUTORIAL	<ul style="list-style-type: none"> <li>• Introduction to Airline Sales and Revenue Management</li> <li>• Airline Passenger Demand</li> <li>• Airline Pricing System</li> <li>• Booking Classification</li> <li>• Seat Inventory Control</li> <li>• Spoilage Management</li> <li>• Group booking management</li> <li>• Strategies on yield improvement</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Forecasting demand</li> <li>• Airline cost calculation</li> <li>• Concept of linear and integer programming</li> <li>• Seat allocation and inventory control</li> <li>• Overbooking</li> </ul>

GROUND HANDLING (BA degree - 3 ECTS)	
TUTORIAL	<ul style="list-style-type: none"> <li>• Introduction to the Ground Handling Services market</li> <li>• Ground handling services contract structures</li> <li>• The effects of globalization on the GS market</li> <li>• The influence of technological development on managing companies that offer ground handling services</li> <li>• Competitive analysis of market players in Europe</li> <li>• Quality management, audits and reporting</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Optimising the use of equipment and human resources</li> <li>• Case study - restructuring of a ground handling company</li> <li>• Business plan for a ground handling company</li> </ul>
AIR NAVIGATION AND AIRCRAFT OPERATION (BA degree - 2 ECTS)	
TUTORIAL	<ul style="list-style-type: none"> <li>• Organization of Air Traffic Control around the world</li> <li>• Legal aspects of Air Traffic Control organization</li> <li>• Financial aspects of Air Traffic Control organization</li> <li>• Technical aspects of Air Traffic Control organization</li> <li>• Influence of technical development on Air Traffic Control</li> <li>• Safety in aircraft operations</li> <li>• Risk Management in aircraft operations</li> </ul>
AVIATION AND ENVIRONMENT (BA degree - 3 ECTS)	
LECTURE	<ul style="list-style-type: none"> <li>• Microeconomics factors that affect aviation</li> <li>• Environment protection policy</li> <li>• Emission oriented policy</li> <li>• Threats to environment from the aviation industry</li> <li>• Environment protection management in airlines</li> <li>• Environment protection management at the airports</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Case study: Critical approach to the problem of environment protection and noise emission from the perspective of different stakeholders on aviation market</li> <li>• Case study: Optimal approach to the problem of night curfew at European airports</li> <li>• Group work: Emission Trading System/Scheme</li> </ul>

HUMAN RESOURCES MANAGEMENT IN AVIATION (BA degree - 2 ECTS)	
TUTORIAL	<ul style="list-style-type: none"> <li>• Introduction to the topic of human resources management in civil aviation</li> <li>• HRM in low cost airlines on the example of Southwest Airlines- case study</li> <li>• HRM in traditional airlines on the example of Continental Airlines- case study</li> <li>• Aspects of HRM in aircraft manufacturers' companies on examples of Boeing and Airbus- case study</li> <li>• Aspects of HRM on example of JetBlue Airways- case study</li> <li>• Aspects of HRM on example of Ryanair- case study</li> <li>• Crew Resources Management</li> </ul>
AVIATION PROJECT I (BA degree - 4 ECTS)	
PROJECT	<ul style="list-style-type: none"> <li>• Methods of implementation and organization of work on research projects</li> <li>• Identification of the chosen airport's business model</li> <li>• Identification of the ownership and organizational structure of the airport</li> <li>• Analysis of the impact of economic expansions at the airport</li> <li>• Methods of determination of airport catchment area</li> <li>• Assessment of the level of competition between airports</li> <li>• Methods of analysis of socio-economic data and their relevance to the market of airports</li> <li>• The essence of development of air service network for the airports</li> </ul>
GENERAL AVIATION BUSINESS (BA degree - 3 ECTS)	
TUTORIAL	<ul style="list-style-type: none"> <li>• Introduction to the general aviation market</li> <li>• Place of the general aviation sector in the air transport market</li> <li>• Actions related to running a business operating in the general aviation market</li> <li>• Introduction to aviation law in the general aviation sector</li> <li>• Certifying process of aircraft in general aviation</li> <li>• Aircraft ownership law in general aviation</li> <li>• Aircraft insurance</li> <li>• Aviation operator's role</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Flight operations' costs</li> <li>• Navigation and ground handling costs</li> <li>• Maintenance of aircraft</li> <li>• Airfields' role in general aviation</li> <li>• Requirements and validation of aircraft crew</li> </ul>
PROJECT	<ul style="list-style-type: none"> <li>• Steps taken by the company operating in the general aviation market related to aircraft registration, from purchasing till introducing chosen type of aircraft to flight operations</li> </ul>

CULTURAL CONDITIONS OF INTERNATIONAL BUSINESS (MA degree - 4 ECTS)	
TUTORIAL	<ul style="list-style-type: none"> <li>• Culture - definitions, features, elements</li> <li>• Models of cultural classification</li> <li>• Religion, values and attitudes and their impact on business operations</li> <li>• Language and its influence on communication. Non-verbal communication</li> <li>• Mutual determinism of climate. Ecocultural models</li> <li>• Education and the coefficient of state enrolment as conditions of international business</li> <li>• Problems of a multicultural environment (gender role, political correctness, stereotypes and prejudices, COE, NIH syndrome)</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Contemporary conditions of international business</li> <li>• External conditions for doing business in different countries and cultures (selected classifications of external factors, bureaucracy, role of trade unions, corruption, ethics and legal approach)</li> <li>• Specificity of business activities in the European cultural area</li> <li>• Specificity of business activities in the North American cultural area</li> <li>• Specificity of business activities in the Chinese business community</li> <li>• Specificity of business activities in South Asia, South-East Asia and the Pacific region</li> <li>• Specificity of business activities in Africa (including differences)</li> </ul>
HUMAN RESOURCE MANAGEMENT (BA degree - 4 ECTS)	
TUTORIAL	<ul style="list-style-type: none"> <li>• Genesis, concept, goals and development of human resource management.</li> <li>• Standards and trends in recruitment and selection processes.</li> <li>• Traditional and modern techniques of motivating.</li> <li>• Training systems and personnel development.</li> <li>• Standards and trends in the employee appraisal process.</li> <li>• Change management theories in an organization.</li> <li>• Management styles in production and service organizations and public institutions.</li> <li>• Coaching in human resource management.</li> <li>• Globalization processes and modern technologies versus human resource management.</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Technologies supporting personnel selection processes, implementation of KPI and SLA quality indicators.</li> <li>• Identifying and interpreting employee needs, techniques of individual, team and system motivation.</li> <li>• Effective planning, implementation and evaluation of training, talent management in the organization.</li> <li>• Techniques and methods of employee evaluation, effective use of evaluation results.</li> <li>• Managing the process of introducing changes, motivating and automating changes.</li> <li>• Management of the employee's comfort and discomfort zones, the ability to listen and ask questions.</li> </ul>
INTERNATIONAL LAW (BA degree - 6 ECTS)	
LECTURE	<ul style="list-style-type: none"> <li>• Introductory issues - public international law. International community</li> <li>• Subjects of international law. Sources of public international law</li> <li>• Law of treaties</li> <li>• A place of international law in a national legal order</li> <li>• Resolving international disputes. International arbitration</li> </ul>

RECITATION CLASS	<ul style="list-style-type: none"> <li>• Legal status of international organizations</li> <li>• Sources of private international law. Collision rules in private international law (types of norms, factors considered for a choice of law )</li> <li>• Identification and application of a proper law for selected commercial contracts</li> <li>• Vienna Convention on International Sales of Goods</li> </ul>
PROJECT	<ul style="list-style-type: none"> <li>• Basic regulations of international maritime law</li> <li>• Basic regulations of international aviation law</li> <li>• Basic regulations of international space law</li> <li>• Basic regulations of international diplomatic and consular law</li> <li>• Emerging of new states in the light of international public law</li> <li>• Mediation as a form of resolving international disputes (on the basis of a particular example)</li> <li>• Humanitarian interventions from a perspective of public international law (on the basis of a particular example)</li> <li>• Basic regulations of international refugee law</li> <li>• International law and terrorism</li> <li>• International regulations on a protection of intellectual and industrial property</li> <li>• Transnational corporations as subjects of public international law</li> </ul>
<b>INTERNATIONAL MARKETING (BA degree - 6 ECTS)</b>	
TUTORIAL	<ul style="list-style-type: none"> <li>• Introduction to marketing, basic marketing orientations, principles, misconceptions and pitfalls</li> <li>• Analysis of marketing environment</li> <li>• Consumer behaviour</li> <li>• Enterprise marketing strategy</li> <li>• Marketing mix</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Analysis of marketing environment</li> <li>• Consumer markets and the buying behaviour of the ultimate consumer</li> <li>• Enterprise marketing strategy</li> <li>• Marketing mix</li> </ul>
PROJECT	<ul style="list-style-type: none"> <li>• Preparation of a marketing plan for the selected venture</li> </ul>

## MARKETING IN TRANSPORT AND LOGISTICS (MA degree - 3 ECTS)

### RECITATION CLASS

- Define marketing in logistics
- Marketing rules
- Marketing mix
- Management process
- Marketing in logistics and transport: strategies and decision making
- Strategic vs. operational decision making
- Customer service and its behaviour
- Product and its marketing
- Global marketing initiatives

## INFRASTRUCTURE MANAGEMENT (MA degree - 2 ECTS)

### RECITATION CLASS

- Basic elements - importance of infrastructure
- The economic effects of infrastructure:
  - Infrastructure and economic growth
  - Infrastructure and economic development
  - Infrastructure and ground accessibility
- Economic theory and infrastructure provision:
  - Infrastructure as a public good - Public provision
  - Infrastructure and externalities - Public provision
  - Public Private Partnerships (PPP)
  - Private provision of infrastructure and the theory of incomplete contracts
  - Private provision of infrastructure and risks
- Infrastructure regulation:
  - The meaning of regulation
  - Problems associated with infrastructure regulation
  - Position based regulatory options
  - Price based regulatory options
  - Additional regulatory options: Benchmarking methods and regulatory menus
  - Regulation and infrastructure investments: regulatory risks
- Infrastructure pricing:
  - Marginal cost pricing
  - Fully distributed costs
  - Peage systems
  - Peak-load pricing
  - Ramsey pricing schedules
- Non-linear pricing
- Infrastructure project assessment - Elements of Cost-Benefits-Analysis
- Experiences with private infrastructure provision:
  - Tolls in Europe
  - Airports around Europe and the problem on noise
  - The problems with Mega-Projects

**LOGISTICS IN INTERNATIONAL TURNOVER (BA degree - 7 ECTS)****LECTURE**

- Make purchasing and sourcing decisions.
- Inventory and warehouse management - decisions and process optimization.
- Production logistics - processes, decisions, methods.
- Transport management - decisions and process optimization.
- Structures and models of supply chain optimization

**RECITATION CLASS**

- Basic principles of logistics
- Management models in logistics.
- Optimization of the supply chain process, warehousing and production - tools and methods ..
- Logistics in business contracts - rules and regulations and practice
- Distribution in logistics - instruments and processes

**PROJECT**

- Presentation of the project scenario, organization of teams, selection of project tasks.
- Decision situation analysis.
- Choice of solution with justification.
- Description of the expected effects and possible consequences and risks.

COMPETITION AND CONSUMER PROTECTION (MA degree - 3 ECTS)	
LECTURE	<ul style="list-style-type: none"> <li>• Basic concepts of competition and consumer law: competition, unfair competition, consumer, relevant market, unfair market practices. Goals of competition and consumer protection. System of enforcement of competition and consumer rules</li> <li>• Competition restricting practices (anticompetitive agreements, abuse of a dominant position)</li> <li>• Mergers and acquisitions and protection of competition. Duty to notify a concentration</li> <li>• Unfair competition acts. Unfair use of contractual advantage</li> <li>• Anti-consumer practices. Practices violating collective consumer interests; abusive clauses</li> <li>• Anti-competitive and anti-consumer activities arising from infringements of industrial and intellectual property rights</li> <li>• Compliance programmes in area of competition and consumer protection</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Analysis of examples of anticompetitive horizontal practices (cartels, bid rigging)</li> <li>• Analysis of examples of anticompetitive practices in distribution of goods and services</li> <li>• Analysis of examples of abuse of a dominant position</li> <li>• Analysis of notification processes and assessments of concentrations</li> <li>• Strategies of enterprises in case of committing anti-consumer practices</li> </ul>
DECISION-MAKING THEORIES (MA degree - 5 ECTS)	
LECTURE	<ul style="list-style-type: none"> <li>• Basic concepts of decision-making theory in the game conditions: sequential decision-making and decision-making within a cooperative game by two or more persons</li> <li>• Decision models, including statistical models. Decision Matrix</li> <li>• Individual and group decision-making. Social choice theory</li> <li>• Decision-making under the conditions of uncertainty and the conditions of incomplete information</li> <li>• Bayesian network analysis in decision-making</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Decision Models - Elements, Stages, Examples</li> <li>• Individual and group decision-making</li> <li>• Statistical methods for decision-making - the relevance of descriptive methods and statistical inference methods in decision-making</li> <li>• Bayesian network analysis in decision-making</li> </ul>
FINANCIAL INVESTMENTS (MA degree - 2 ECTS)	
LABORATORY	<ul style="list-style-type: none"> <li>• Building an investment strategy in practice.</li> <li>• Practical aspects of investing. Using the selected platform to implement your own investment strategy.</li> <li>• Making investment decisions based on a fundamental analysis</li> <li>• Making investment decisions based on technical analysis</li> <li>• Analysis and evaluation of the investment decisions made.</li> </ul>



INTERNATIONAL TRADE (MA degree - 4 ECTS)	
TUTORIAL	<ul style="list-style-type: none"> <li>• Institutional underpinnings of Global Economy.</li> <li>• Theory of management and Multinational Enterprise.</li> <li>• Analysis of selected trade policy instruments.</li> </ul>
PROJECT	<ul style="list-style-type: none"> <li>• Operational management and Foreign Direct Investments.</li> <li>• Contemporary management methods and multinational enterprises.</li> <li>• Review of sources of knowledge in multinational organizational management.</li> </ul>
INVESTMENT PROJECT EVALUATION (MA degree - 3 ECTS)	
LECTURE	<ul style="list-style-type: none"> <li>• Criteria and principles for evaluation of investment projects.</li> <li>• Estimating cash flow and discount rate.</li> <li>• Simple methods of investment projects evaluation: payback period, rate of return, break-even point.</li> <li>• Methods of investment projects evaluation taking into account the time value of money: discounted payback period, NPV (net present value), IRR (internal rate of return), MNPV (modified net present value), MIRR (modified internal rate of return).</li> <li>• Sensitivity and scenario analysis.</li> <li>• Development of investment programs.</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Estimating cash flow and discount rate.</li> <li>• Simple methods of investment projects evaluation: payback period, rate of return, break-even point.</li> <li>• Methods methods of investment projects evaluation taking into account the time value of money: discounted payback period, NPV (net present value), IRR (internal rate of return), MNPV (modified net present value), MIRR (modified internal rate of return).</li> <li>• Sensitivity and scenario analysis.</li> <li>• Development of investment programs.</li> </ul>
MANAGEMENT ACCOUNTING (MA degree - 5 ECTS)	
LECTURE	<ul style="list-style-type: none"> <li>• Management accounting in the enterprise accounting system. Financial and management accounting. The concept of costs and their classification for management accounting purposes</li> <li>• Cost accounting - traditional and modern approach</li> <li>• Full and variable costing</li> <li>• Sensitivity Analysis. Determining critical points of profit, price, costs etc</li> <li>• Enterprise budgeting</li> </ul>
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Cost calculation (calculations: division, process and additional).</li> <li>• Modern methods of cost calculation (activity costings, target costing, product life cycle)</li> <li>• Methods for dividing costs into fixed and variable costs</li> <li>• Application of variable cost accounting in making managerial decisions</li> <li>• Breakeven point analysis</li> <li>• Analysis of the company's sensitivity to changes in: revenues, prices, costs, etc.</li> <li>• Mechanism and effects of operational, financial and total leverage</li> <li>• Enterprise budgeting. Effectiveness analysis.</li> </ul>

MODERN ORGANISATIONS AND MANAGEMENT CONCEPTS (MA degree - 2 ECTS)	
LECTURE	<ul style="list-style-type: none"> <li>• Changing paradigms of business enterprise and typologies of management concepts.</li> <li>• Evolution of management concepts: from administrative, through systemic, to evolutionary perspectives.</li> <li>• Quality-oriented management concepts and associated management processes (lean management, outsourcing, Just-in-Time approach, business process re-engineering, benchmarking, customer relationship management, 6 Sigma approach, 5XWhy).</li> <li>• People-oriented management concepts (business social responsibility, organisational culture, talent management, human capital development, strategic management of human resources).</li> <li>• Knowledge-oriented management concepts (virtual organisation, learning organisation, knowledge-based management, key competences management).</li> <li>• Total Quality Management (Juran's and Ishikawa's approaches, business models of Shewhart and Deming).</li> <li>• Process management. Change management. Engendering entrepreneurship in operations management.</li> </ul>
OPERATIONAL MANAGEMENT (MA degree - 4 ECTS)	
RECITATION CLASS	<ul style="list-style-type: none"> <li>• The essence of operational management. Operational management and production management. Capacity planning. Operational functions in business. Object scope of operational management.</li> <li>• The role of operations in shaping competitiveness. Measures of competitiveness in the operational field. Building a competitive advantage.</li> <li>• Operational strategy versus company strategy. Components of the operational strategy model. The evolution of operational priorities. Operational management models.</li> <li>• The role of forecasting in operational management. Objective scope of forecasting. Quantitative and qualitative methods.</li> <li>• Product design. Contemporary challenges in the field of design. Product design stages. Customer-oriented design and production.</li> <li>• Process design. Attributes and measures of the process. Process analysis tools.</li> <li>• Location design. Location models. Supply / distribution system. Location of service outlets.</li> <li>• Ongoing control and operational control of implemented processes. Operational controlling functions in operational management.</li> </ul>
PROJECT	<ul style="list-style-type: none"> <li>• The task of the students forming the project teams will be to analyse by themselves the operational strategy of the selected economic entity.</li> </ul>
MARKETING RESEARCH IN INTERNATIONAL MARKETS (MA degree - 3 ECTS)	
RECITATION CLASS	<ul style="list-style-type: none"> <li>• Cultural Values. Culture and global communication.</li> <li>• Intercultural marketing research. High context and low context communication.</li> <li>• Impact of culture on attitudes towards advertising.</li> <li>• Individualism and collectivism. Consumer ethnocentrism.</li> <li>• Qualitative research tools.</li> <li>• Quantitative research methods.</li> <li>• Scaling techniques and attitudes.</li> </ul>

<b>PROJECT</b>	<ul style="list-style-type: none"> <li>As part of the project, students should prepare a written essay (Word format) covering issues implemented during classes. It should relate to the design of a specific marketing research, proposed by the student in consultation with the teacher.</li> </ul>
<b>MEANS OF TRANSPORT AND MODELS IN AIR AND SEA TRANSPORT (MA degree - 2 ECTS)</b>	
<b>RECITATION CLASS</b>	<ul style="list-style-type: none"> <li>Organization of air transport</li> <li>Organization of maritime transport</li> <li>Air transport economics</li> <li>Economics of maritime transport</li> <li>Competitiveness of companies operating on the transport market</li> <li>Forwarding and warehousing</li> <li>The essence of the operation of ports in air and maritime transport</li> <li>Managing a logistics company</li> <li>Supply chain in air transport</li> <li>Supply chain in maritime transport</li> </ul>
<b>PROJECT MANAGEMENT (BA degree - 7 ECTS)</b>	
<b>TUTORIAL</b>	<ul style="list-style-type: none"> <li>Basic terminology of project management (PM): project, project management, programme, portfolio, PM areas, PM triangle, project success</li> <li>Project manager: roles and responsibilities</li> <li>Popular PM methodologies: PMI, IPMA, PRINCE2, PCM. Principles, certification systems.</li> <li>Project life cycle: phases, milestones. Basic documents for the project: project management plan, project charter.</li> <li>Project initiation phase: project goals, stakeholder analysis, business case</li> <li>Project planning: organisation structure, project roles, responsibility assignment matrix, project in the organisation.</li> <li>Project planning: work breakdown structure, schedule, resources, budget, risk.</li> <li>Project implementation: project monitoring, responsibilities of project manager, change management, working with subcontractors.</li> <li>Project closing: formal procedures, acceptance of the final products, lessons learned.</li> </ul>
<b>PROJECT</b>	<ul style="list-style-type: none"> <li>Presentation of the project charter template and ideas for project case studies. Selection of project teams (2-3 persons). Teamwork on project ideas and particular parts of the project charter.</li> <li>Presentation of the projects.</li> </ul>
<b>RECITATION CLASS</b>	<ul style="list-style-type: none"> <li>Defining project success and project success criteria - case study.</li> <li>Defining project phases and milestones - case study.</li> <li>Analysis of stakeholders - case study.</li> <li>Project organisation structure - case study.</li> <li>Work breakdown structure - case study.</li> <li>Project schedule, network diagram, critical path - case study.</li> <li>Resources and costs of the project - case study.</li> <li>Project implementation - case study.</li> </ul>