



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

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# Bachelor's degree:

## English language

<b>English Language (BA degree - 6 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>

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Mathematics			
<b>TEACHER</b>	dr Joanna Wójcik			
<b>FACULTY</b>	Faculty of Management			
<b>FIELD OF STUDY</b>	Management			
<b>CYCLE</b>	first-cycle			
<b>EDUCATION PROFILE</b>	practical			
<b>SEMESTER (NUMBER)</b>	2	<b>ACADEMIC YEAR</b>	2022/2023	<b>FORM OF STUDIES</b>
<b>FORM OF CLASSES</b>	<b>FORM OF CREDITS</b>	<b>NUMBER OF HOURS</b>		<b>ECTS CREDITS</b>
<b>Lecture</b>	Examination	15		4
<b>Recitation Class</b>	Credit with grade	15		

### 2. PREREQUISITES (resulting from course succession)

Mathematics, part I
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### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

<b>Item</b>	<b>Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES</b>
P_W01	Explain the basic concepts of mathematical analysis
P_U01	Explain and illustrate the properties of the function
P_U02	Use derivatives to study monotonicity of a function
P_U03	Use integrals to the determination of the area between curves

### 4. COURSE CONTENT (separately for each form of classes)

#### Lecture

<b>Item</b>	<b>Course Content</b>
W1	Properties of functions
W2	Limit of a function
W3	Derivatives of functions. Differentiability
W4	Applications of differential calculus in economics and computer science
W5	Indefinite integral and definite integral
W6	Application of integral calculus in economics and computer science

#### Recitation Class

<b>Item</b>	<b>Course Content</b>
Cw1	Properties and limits of functions
Cw2	Derivative of a function
Cw3	Applications of the differential calculus and the use of calculation packages
Cw4	Indefinite integral and definite integral
Cw5	Applications of integral calculus

## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	test closed questions	Lecture
P_U01-PU03	test open questions	Recitation Class

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	select the correct answers in more than 50% of the questions	select the correct answers in more than 50% of the questions and less than 75% of the questions	select the correct answers in more than (or equal to) 75% of the questions and less than 90% of the questions	select the correct answers in more than (or equal to) 90% of the questions
P_U01	distinguish the properties of the function	explain the properties of the function	explain the properties of the function indicating the methods to be checked	explain the properties of the function using the examples
P_U02	use derivatives for the monotonicity test	use derivatives for monotonicity test	use derivatives for testing monotonicity apply them to check the standard examples	use derivatives for monotonicity test, easily apply them to check examples
P_U03	calculate integrals	calculate the definite integrals, is aware of the relationship between the value of the integral and the area between curves	calculate definite integrals, knows how to set a formula (write the appropriate definite integrals) to determine the area between two lines / curves	determine the area of the region contained between curves

## 7. LITERATURE

Obligatory Reading
Thomas, G. B., Weir, M. D., Hass, J., Giordano, F. R., & Korkmaz, R. (2016). Thomas' calculus. Boston, Pearson Education.

Supplementary Reading
Haeussler E. F., Paul R. S., Wood R. (2005), Introductory Mathematical Analysis, Prentice Hall.
Khan Academy materials: <a href="https://www.khanacademy.org/math/calculus-all-old">https://www.khanacademy.org/math/calculus-all-old</a>

## Statistical Methods in Management

<b>Statistical Methods in Management (BA degree - 3 ECTS)</b>	
<b>Lecture</b>	<ul style="list-style-type: none"><li>- Subject, functions and tasks of statistics. Types of statistical research;</li><li>- Structure analysis based on classical and positional parameters;</li><li>- Analysis of the interdependence of mass phenomena;</li><li>- Analysis of the dynamics of phenomena - trends and their types, indexing methods;</li><li>- Verification of statistical hypotheses.</li></ul>
<b>Laboratory</b>	<ul style="list-style-type: none"><li>- Structure analysis based on classical and positional parameters;- Analysis of the interdependence of mass phenomena;- Analysis of the dynamics of phenomena - trends and their types, indexing methods;- Verification of statistical hypotheses.</li></ul>

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Fundamentals of Finance
<b>ADMISSION YEAR</b>	2022/2023
<b>FACULTY</b>	Faculty of Management
<b>FIELD OF STUDY</b>	Management
<b>EDUCATION LEVEL</b>	first-cycle
<b>EDUCATION PROFILE</b>	practical
<b>SPECIALTY</b>	Avation Management, General Avation, International Management

Lec	Tutorial	RC	Lab	P	eL	ECTS
15	-	20	-	10	-	5

### 2. PREREQUISITES (resulting from course succession)

None
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### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

Item	Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES
P_W01	Explain the basic concepts of finance.
P_W02	Characterize selected aspects of business entity management.
P_U01	Assess the potential effects of decisions taken by business entities on the implementation of projects in the selected area.
P_U02	Apply elementary principles related to financial management of business entities to solve tasks.
P_U03	Apply theoretical knowledge to perform unit analyzes of economic phenomena and interpret the accompanying effects.
P_K01	Correctly identify and resolve dilemmas related to pursue the profession.

### 4. COURSE CONTENT (separately for each form of classes)

#### Lecture

Item	Course Content
W1	Finances and classification of financial phenomena (Systematics of basic financial categories, including revenue, income, cost-expenditure, tax and debt categories).
W2	Percentage account (Percentage, interest rate and percentage points. Limits of interest rate fluctuations. Generic categories of interest rates. Simple interest and compound interest).
W3	Time value of money (Future value of money. Current value of money. Annuity. Future value of the sum of cyclical payments. Current value of the sum of cyclical payments).
W4	Construction of financial statements (Basics of construction of the balance sheet. Profit and loss account and approaches to its construction. Cash flow statement and its informative value).
W5	Introduction to methods of assessing the profitability of investment projects (Methods for calculating investment effectiveness. Simple methods and discount methods for assessing investment projects).
W6	Income rate, risk and liquidity in the capital market (Types of financial instruments. Investment income rate. Investment risk and its categories. Investment liquidity).

### Recitation Class

Item	Course Content
Cw1	Analysis of basic financial phenomena including the use of known financial categories of revenue, income, cost and expenditure, tax and debt.
Cw2	Application of percentage account. Percentage and interest rate. Categories of interest rates. Simple and compound interest.
Cw3	Estimating the time value of money. Future and present value of money. Recurring payments - Annuities. Future value and present value of the sum of annuity payments.
Cw4	Construction and analysis of financial statements: balance sheet, profit and loss account and cash flow statement.
Cw5	Introduction to methods of assessing the profitability of investment projects. Simple methods and discount methods of investment projects evaluation.
Cw6	The rate of investment income (Classification of financial instruments and the calculation of the rate of return on investment).

### Project

Item	Course Content
P1	A simplified indicator analysis of the company's financial situation.

## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Test questions	Lecture
P_W02	Test questions	Lecture
P_U01	Problem-computational tasks	Recitation class
P_U02	Problem-computational tasks	Recitation class
P_U03	Project method	Project
P_K01	Observation of the student during the classes	Recitation class

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	Solve 50% of questions concerning the basic concepts of finance.	Solve from 50% to 75% of questions concerning the basic concepts of finance.	Solve from 75% to 90% of questions concerning the basic concepts of finance.	Solve above 90% of questions concerning the basic concepts of finance.
P_W02	Solve 50% of questions on selected aspects of business operations management.	Solve from 50% to 75% of questions on selected aspects of business operations management.	Solve from 75% to 90% of questions on selected aspects of business operations management.	Solve above 90% of questions on selected aspects of business operations management.
P_U01	Solve at least one task regarding the assessment of potential effects of decisions taken by business entities on the implementation of	Solve one task regarding the assessment of potential effects of decisions taken by business entities on the implementation of	Solve two tasks regarding the assessment of potential effects of decisions taken by business entities on the implementation of	Solve three tasks regarding the assessment of potential effects of decisions taken by business entities on the implementation of



<b>Course outcome</b>	<b>For the grade of 2 the student cannot</b>	<b>For the grade of 3 the student can</b>	<b>For the grade of 4 the student can</b>	<b>For the grade of 5 the student can</b>
	projects in the selected area.	projects in the selected area.	projects in the selected area.	projects in the selected area.
P_U02	Solve at least one task requiring the application of elementary principles related to financial management of business entities.	Solve one task requiring the application of elementary principles related to financial management of business entities.	Solve two tasks requiring the application of elementary principles related to financial management of business entities.	Solve three tasks requiring the application of elementary principles related to financial management of business entities.
P_U03	Perform a simplified analysis for at least two groups of selected indicators describing the financial situation of the enterprise.	Perform a simplified analysis for two groups of selected indicators describing the financial situation of the enterprise.	Perform a simplified analysis for three groups of selected indicators describing the financial situation of the enterprise.	Perform a simplified analysis for four groups of indicators describing the financial situation of the enterprise.
P_K01	Identify and resolve dilemmas related to performed tasks in the area of finance.	Identify one dilemma related to the tasks performed in the area of finance and propose to resolve it.	Identify two dilemmas related to the tasks performed in the area of finance and propose a resolution.	Identify three dilemmas related to the tasks performed in the area of finance and propose a resolution.

## 7. LITERATURE

<b>Obligatory Reading</b>
Sheridan Titman, Arthur J. Keown, John D. Martin, Financial Management: Principles and Applications, Global Edition, 13/E, Pearson 2018.
Raymond Brooks, Financial Management: Core Concepts, Global Edition, 3/E, Pearson 2016.

<b>Supplementary Reading</b>
Brealey Richard A., Myers Stewart C., Principles Of Corporate Finance, Boston: The McGraw-Hill, 7th ed, 2003.
Gitman Lawrence J., Principles Of Managerial Finance, Boston, Mass: Addison-Wesley, 7th ed, 2003.

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Fundamentals of Macroeconomics
<b>ADMISSION YEAR</b>	2022/2023
<b>FACULTY</b>	Faculty of Management
<b>FIELD OF STUDY</b>	Management
<b>EDUCATION LEVEL</b>	first-cycle
<b>EDUCATION PROFILE</b>	practical
<b>SPECIALTY</b>	Avation Management, General Avation, International Management

Lec	Tutorial	RC	Lab	P	eL	ECTS
15	-	20	-	-	-	3

### 2. PREREQUISITES (resulting from course succession)

Microeconomics
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### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

Item	Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES
P_W01	Knows elements of organizational structures, their functions and relationships between them.
P_W02	Knows the concepts explaining the functioning of the economy, understands the motives of behaviour of consumers and other entities on the market and describes the causes, course, scale and consequences of market changes.
P_W03	Knows the economic mechanisms occurring in the relations between economic entities and institutions.
P_U01	Is able to identify elementary problems related to organization management.

### 4. COURSE CONTENT (separately for each form of classes)

#### Lecture

Item	Course Content
W1	Introduction. Economists' disputes. Main macroeconomic events of the last century. Measurement of economic changes. National accounts. GDP decomposition. Basic macroeconomic identities.
W2	Economic growth and development. Theory and empirics of economic growth. Statistical data and economic theory. Decomposition of the economic time series. Business cycle and potential output.
W3	Aggregate demand and the basics of the short-run macroeconomics. Short-run equilibrium in the goods and services market. Keynesian multiplier mechanism. Fiscal policy. Empirical references - business cycle.
W4	Money and the banking system. Tasks of the central bank. Interest rates and monetary policy transmission. The IS-LM model.
W5	Labour market. Measuring the situation in the labour market. Flows and stocks in the labour market. Unemployment and participation. Neoclassical model of the labour market and causes of unemployment. Beveridge curve; frictions and matching in the labour market.
W6	Inflation. Price measures. Causes of inflation. The Phillips curve. Impact of expectations on the economy.
W7	The AD-AS model. Short-run stickiness. Long-run economic growth.

## Recitation Class

Item	Course Content
Cw1	Theory of economics and statistical data. Interpretation of statistical data: level, structure and trends. Decomposition of the economic time series.
Cw2	Measures of economic growth and development. National accounts. GDP decomposition.
Cw3	Short-run equilibrium in the goods and services market. Keynesian multiplier mechanism.
Cw4	Interest rates and monetary policy transmission. The IS-LM model.
Cw5	Labour market. Neoclassical model of the labour market and the Beveridge Curve. Causes of unemployment.
Cw6	Inflation. The Phillips Curve.
Cw7	The AD-AS model. The effects of economic shocks.

## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Open questions	Lecture
P_W02	Open questions	Lecture, Recitation class
P_W03	Open questions	Lecture, Recitation class
P_U01	Project	Recitation class

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	The student is not able to describe the basic organizational structures, their functions and relationships between them.	Student is able to describe half of the organizational structures, their functions and relationships between them.	Student is able to describe 75% of organizational structures, their functions and relationships between them.	Student is able to describe 90% of organizational structures, their functions and relationships between them.
P_W02	The student is not able to define the basic concepts explaining the functioning of the economy, explain the behaviour of consumers and other entities on the market and describe the causes, course, scale and consequences of market changes.	The student is able to define the basic concepts explaining the functioning of the economy, explain the behavior of consumers and other entities on the market and describe the causes, course, scale and consequences of market changes. The student answers for 50% of questions.	The student is able to define the basic concepts explaining the functioning of the economy, explain the behaviour of consumers and other entities on the market and describe the causes, course, scale and consequences of market changes. The student answers for 75% of questions.	The student is able to define the basic concepts explaining the functioning of the economy, explain the behaviour of consumers and other entities on the market and describe the causes, course, scale and consequences of market changes. The student answers for 90% of questions.
P_W03	The student is not able to describe the basic economic mechanisms occurring in the	The student is able to describe the economic mechanisms occurring in the relations between economic entities and	The student is able to describe the economic mechanisms occurring in the relations between economic entities and	The student is able to describe the economic mechanisms occurring in the relations between economic entities and

<b>Course outcome</b>	<b>For the grade of 2 the student cannot</b>	<b>For the grade of 3 the student can</b>	<b>For the grade of 4 the student can</b>	<b>For the grade of 5 the student can</b>
	relations between economic entities and institutions.	institutions. The student answers for 50% of questions.	institutions. The student answers for 75% of questions.	institutions. The student answers for 90% of questions.
P_U01	The student is not able to identify elementary problems related to organization management.	Student is able to identify elementary problems related to organization management.	The student is able to identify elementary problems related to organization management, as well as to show their basic causes and effects.	The student is able to identify elementary problems related to organization management, provide their causes and effects and propose methods to solve them.

## 7. LITERATURE

<b>Obligatory Reading</b>
1. O'Sullivan A., Sheffrin S.M., Macroeconomics: principles, applications and tools, Pearson Education (7ed), Prentice Hall, Boston 2012

<b>Supplementary Reading</b>
1. Gottheil F., Principles of Macroeconomics (2ed), South - Western College Publishing, Cincinnati 1999
2. Eugene A. Diulio, Schaum's outline of theory and problems of macroeconomics (3ed), McGraw Hill, New York 1998

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Financial Markets
<b>ADMISSION YEAR</b>	2022/2023
<b>FACULTY</b>	Faculty of Management
<b>FIELD OF STUDY</b>	Management
<b>EDUCATION LEVEL</b>	first-cycle
<b>EDUCATION PROFILE</b>	practical
<b>SPECIALTY</b>	Avation Management, General Avation, International Management

Lec	Tutorial	RC	Lab	P	eL	ECTS
-	-	-	20	-	-	2

### 2. PREREQUISITES (resulting from course succession)

Microeconomics
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### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

Item	Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES
P_U01	Based on theoretical knowledge, describe and analyze the course of processes and economic phenomena occurring on financial markets. Formulate your own opinion regarding the current market situation.
P_U02	Make preliminary forecasts for the financial markets and make investment decisions based on the carried out analysis.
P_K01	Is able to think and act in an entrepreneurial way by analyzing the situation on selected financial markets.

### 4. COURSE CONTENT (separately for each form of classes)

#### Laboratory

Item	Course Content
L1	Introduction to financial markets. Types of financial markets. The most important institutions. Introduction to the project.
L2	Investment risk and expected rate of return.
L3	Foreign exchange market and other markets.
L4	Fundamental analysis.
L5	Basic principles of technical analysis. Formations in technical analysis.
L6	Basic indicators used in technical analysis.
L7	Practical aspects of investing. Application of MetaTrader4 platform to realise individual investment strategy.

### 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

<b>Course outcome</b>	<b>Assessment method</b>	<b>Form of classes within which attaining the outcome is verified</b>
P_U01	Assessment work prepared according to the guidelines of the teacher	Laboratory
P_U02		Laboratory

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

<b>Course outcome</b>	<b>For the grade of 2 the student cannot</b>	<b>For the grade of 3 the student can</b>	<b>For the grade of 4 the student can</b>	<b>For the grade of 5 the student can</b>
P_U01	Interpret phenomena occurring on financial markets.	Initially interpret phenomena occurring on financial markets.	Comprehensively interpret phenomena occurring on financial markets.	Comprehensively interpret phenomena occurring on financial markets and explain the relations between them.
P_U02	Perform initial forecasts for financial markets and make investment decisions.	Perform initial forecasts for financial markets and make investment decisions.	Perform initial forecasts for financial markets, make investment decisions and interpret them appropriately.	Perform forecasts for financial markets and make accurate investment decisions.
P_K01	Is able to think and act in an entrepreneurial way by analysing the situation on selected financial markets.	Is able to think and act in an entrepreneurial way, broadly analysing the situation on selected known financial markets.	Is able to think and act in an entrepreneurial way, analysing in detail the situation on selected known financial markets.	Is able to think and act in an entrepreneurial way by analysing the situation on all known financial markets.

## 7. LITERATURE

<b>Obligatory Reading</b>
A. Saunders, Financial markets and institutions : an introduction to the risk management approach , Marcia Millon Cornett. - 3rd ed.. - Boston : McGraw-Hill/Irwin, cop. 2007

<b>Supplementary Reading</b>
Walmsley, Julian, The foreign exchange and money markets guide. New York ; Chichester : John Wiley & Sons, cop. 2000.

## Introduction to Business Analytics

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Introduction to Business Analytics
<b>ADMISSION YEAR</b>	2022/2023
<b>FACULTY</b>	Faculty of Management
<b>FIELD OF STUDY</b>	Management
<b>EDUCATION LEVEL</b>	first-cycle
<b>EDUCATION PROFILE</b>	practical
<b>SPECIALTY</b>	Avation Management, General Avation, International Management

Lec	Tutorial	RC	Lab	P	eL	ECTS
-	-	-	15	-	-	2

### 2. PREREQUISITES (resulting from course succession)

Information technology
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### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

Item	Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES
P_U01	prepare data for analysis (build queries, sort, filter, aggregate), perform calculations and use visualization to analyze and present results.
P_U02	formulate a problem based on the description of the situation, select the appropriate techniques, methods and tools, and prepare an analytical report containing the presentation of results and recommendations for the managerial staff

### 4. COURSE CONTENT (separately for each form of classes)

#### Laboratory

Item	Course Content
L1	Introduction to business analytics - case study analysis.
L2	Designing data models and creating queries.
L3	Basics of data processing in tabular layout. Search, filter, sort, perform simple calculations using the functions of tables and databases.
L4	Data analysis using pivot tables. Conducting calculations on record sets.
L5	Conditional Analysis. Data tables, scenarios and Goal seek ...
L6	Data visualization. Selection of visualization forms for the purpose of the presentation. Good practices in the field of visualization.
L7	Basics of creating dashboards.

### 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

<b>Course outcome</b>	<b>Assessment method</b>	<b>Form of classes within which attaining the outcome is verified</b>
P_U01	Solving business problems in the selected software environment	Laboratory
P_U02	Evaluation of the solution developed for a given business problem	Laboratory

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

<b>Course outcome</b>	<b>For the grade of 2 the student cannot</b>	<b>For the grade of 3 the student can</b>	<b>For the grade of 4 the student can</b>	<b>For the grade of 5 the student can</b>
P_U01	Prepare data for analysis. Perform a simple analysis using the built-in functions of the programming environment and create visualization of results.	Prepare data for analysis. Perform the analysis using the built-in functions of the programming environment and create appropriate visualizations of the results.	Use selected methods for a simple analysis of the data set and draw conclusions based on the calculations performed.	Comprehensively apply the learned tools to the full extent, in most tasks related to the topics covered by the program of the subject.
P_U02	Formulate the problem based on the description of the situation and indicate the techniques and methods to solve it	Formulate the problem based on the description of the situation and point out the techniques and methods to solve it	Choose the best method for your application and justify your choice	Prepare a comprehensive analytical report with a specific structure.

## 7. LITERATURE

<b>Obligatory Reading</b>
S.Pratt et. all, Valuing a business : the analysis and appraisal of closely held companies, 4th ed, McGraw-Hill, 2000
E. Haeussler et. all, Introductory mathematical analysis for business, economics, and the life and social sciences,

<b>Supplementary Reading</b>
Davenport T. H., Harris J. G.: Competing on Analytics: The New Science of Winning. Harvard Business School Press, 2007.



## 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Corporate Finance Management
<b>ADMISSION YEAR</b>	2022/2023
<b>FACULTY</b>	Faculty of Management
<b>FIELD OF STUDY</b>	Management
<b>EDUCATION LEVEL</b>	first-cycle
<b>EDUCATION PROFILE</b>	practical
<b>SPECIALTY</b>	Aviation Management, General Aviation, International Management

Lec	Tutorial	RC	Lab	P	eL	ECTS
15	-	15	-	-	-	3

## 2. PREREQUISITES (resulting from course succession)

Microeconomics, Fundamentals of finance
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## 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

Item	Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES
P_W01	Student identifies key financial variables in corporations and indicates relevant sources of information as well as appropriate analytical methods pertaining to these variables.
P_W02	Student distinguishes key types of financial decisions made in corporations (long-term vs. short-term; investing vs. financing) and describes the effect they have on the business value.
P_W03	Describes the stages of business valuation
P_U01	Selects investment projects based on the provided financial description.
P_U02	Analyses the capital structure (i.e., financing) of a corporation based on its financial statement.
P_U03	Estimates business value.

## 4. COURSE CONTENT (separately for each form of classes)

### Lecture

Item	Course Content
W1	Investment in corporations: investment project appraisal and the role of capital cost
W2	Financing in corporations: sources of funds, optimum capital structure and dividend policy
W3	Working capital: inventories, short-term receivables and liabilities, short-term investment
W4	Business value as a key financial variable and the architecture of value-based management system

### Recitation Class

Item	Course Content
Cw1	Investment project appraisal
Cw2	Capital structure optimisation and cost of capital management
Cw3	Net working capital management

Cw4	Business valuation techniques
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## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Written test, open questions	Lecture
P_W02	Written test, open questions	Lecture
P_W03	Written test, open questions	Lecture
P_U01	Written test, problem solving and numerical exercises	Recitation class
P_U02	Written test, problem solving and numerical exercises	Recitation class
P_U03	Written test, problem solving and numerical exercises	Recitation class

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	identify 5 basic corporate financial management variables	identify 5 basic corporate financial management variables	identify 6-7 basic corporate financial management variables	identify 7-8 basic corporate financial management variables
P_W02	distinguish between the key types of financial decisions made in corporations (long-term vs. short-term; investing vs. financing) in three examples	distinguish between the key types of financial decisions made in corporations (long-term vs. short-term; investing vs. financing) in three examples	distinguish between the key types of financial decisions made in corporations (long-term vs. short-term; investing vs. financing) in four examples	distinguish between the key types of financial decisions made in corporations (long-term vs. short-term; investing vs. financing) in five examples
P_W03	describe business valuation stages for one method	describe business valuation stages for one method	describe business valuation stages for two methods	describe business valuation stages for three methods
P_U01	resolve one exercise regarding the selection of investment projects	resolve one exercise regarding the selection of investment projects	resolve two exercises regarding the selection of investment projects	resolve three exercises regarding the selection of investment projects
P_U02	resolve one exercise regarding corporate capital structure being provided with the appropriate material	resolve one exercise regarding corporate capital structure being provided with the appropriate material	resolve two exercises regarding corporate capital structure being provided with the appropriate material	resolve three exercises regarding corporate capital structure being provided with the appropriate material
P_U03	resolve one exercise regarding business valuation	resolve one exercise regarding business valuation	resolve two exercises regarding business valuation	resolve three exercises regarding business valuation

## 7. LITERATURE

Obligatory Reading
A.J. Keown, J.D. Martin, J.W. Petty, D.F. Scott, Jr., Financial Management: principles and applications, Pearson - Prentice Hall, Upper Addle River 2005

Supplementary Reading
A. Damodaran, Corporate Finance theory and practice, Wiley 2003

## Operations and Infrastructure at Airports

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Operations and Infrastructure at Airports			
<b>TEACHER</b>	dr Bartłomiej Czerkowski			
<b>FACULTY</b>	Faculty of Management			
<b>FIELD OF STUDY</b>	Management			
<b>CYCLE</b>	first-cycle			
<b>EDUCATION PROFILE</b>	practical			
<b>SEMESTER (NUMBER)</b>	4	<b>ACADEMIC YEAR</b>	2022/2023	<b>FORM OF STUDIES</b>
<b>FORM OF CLASSES</b>	<b>FORM OF CREDITS</b>	<b>NUMBER OF HOURS</b>	<b>ECTS CREDITS</b>	
<b>Tutorial</b>	Credit with grade	25	4	
<b>Recitation Class</b>	Credit with grade	15		

### 2. PREREQUISITES (resulting from course succession)

Introduction to Aviation Management and Aviation Policy
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### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

<b>Item</b>	<b>Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES</b>
P_W01	Provide legal basis on which functioning of airport is based
P_W02	List and describe spheres of airport system surrounding and its main components
P_W03	List basic elements of landside and airside infrastructure
P_W04	Describe basic operations of landside and airside
P_W05	List and describe basic requirements from the scope of airport safety and security
P_W06	List and describe basic operations of airport services
P_U01	Describe legal and organizational rules of airport infrastructure management and airport operations management

### 4. COURSE CONTENT (separately for each form of classes)

#### Tutorial

<b>Item</b>	<b>Course Content</b>
K1	Airport Law & Regulation - International, European and State level
K2	Airport System & Environment
K3	Airport Landside - Infrastructure & Operations
K4	Airport Airside - Infrastructure & Operations
K5	Airport safety
K6	Airport security
K7	Airport services
K8	Cargo Airport Airside - Infrastructure & Operations

#### Recitation Class

Item	Course Content
Cw1	Air operations on various airport types
Cw2	Safety and security at the airport
Cw3	Case study - airport operations optimization
Cw4	Influence of laws and regulations on operational management and airport infrastructure management

## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01 P_W02 P_W03 P_W04 P_W05 P_W06	Group project realized during K8 classes Written test that consists of closed single choice questions or open questions with short answer	Tutorial
P_U01	Practical tasks, solving case study and presentation of results	Recitation class

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	List international legal basis in the scope of characteristics and functioning of airport	List international legal basis in the scope of characteristics and functioning of airport, pointing which regulations are binding and which not for airport	List international and European legal basis in the scope of characteristics and functioning of airport, pointing which regulations are binding and which not for airport. Correctly define on examples different types of derogations in the scope of SC, ELOS, DAAD	List international and European and State legal basis in the scope of characteristics and functioning of airport, pointing which regulations are binding and which not for airport. Correctly define on examples different types of derogations in the scope of SC, ELOS, DAAD. Present structure of state legal order concerning airports. Indicate transpose processes between state, European and international law.
P_W02	List and describe basic components of airport system. Present basic spheres of civil aviation system.	List and describe basic components of airport system. Present basic spheres of civil aviation system. Identify at least one element out of every sphere.	List and describe basic components of airport system. Present basic spheres of civil aviation system. Identify a few elements of particular sphere, characterizing their influence on airport functioning.	List and describe basic components of airport system. Present basic spheres of civil aviation system.- identifying in proper place the airport. Identify all elements of particular sphere, characterizing their influence on airport functioning.
P_W03	Characterize the most important areas of airport showing	Characterize the most important areas of airport showing	Characterize the most important areas of airport showing difference between landside and airside. List basic infrastructure of landside as well as the most	Characterize the most important areas of airport showing difference between landside and airside. List basic infrastructure of landside as well as all operations in this area. Identify

<b>Course outcome</b>	<b>For the grade of 2 the student cannot</b>	<b>For the grade of 3 the student can</b>	<b>For the grade of 4 the student can</b>	<b>For the grade of 5 the student can</b>
	difference between landside and airside. List basic infrastructure of landside as well as the most important operations in this area.	difference between landside and airside. List basic infrastructure of landside as well as the most important operations in this area.	important operations in this area. Identify most types of passengers and luggage. Characterize general conditions of passenger and luggage handling operations.	all types of passengers and luggage. Characterize in details full scope of passenger and luggage handling operations.
P_W04	Characterize the most important areas of airport showing difference between landside and airside. List basic infrastructure of airside as well as the most important operations in this area.	Characterize the most important areas of airport showing difference between landside and airside. List basic infrastructure of airside as well as the most important operations in this area.	Characterize the most important areas of airport showing difference between landside and airside. List most elements of infrastructure of airside. Characterize main operations realized in airside.	Characterize the most important areas of airport showing difference between landside and airside. List and describe all elements of infrastructure of airside. Characterize all operations realized in airside.
P_W05	Characterize definition of airport's safety and security and difference between definitions. Indicate main threats for airport's safety and security.	Characterize definition of airport's safety and security and difference between definitions. Indicate main threats for airport's safety and security.	Characterize definition of airport's safety and security and difference between definitions. Indicate main threats for airport's safety and security. Describe scope of main duties of employees responsible for safety and security at airport.	Characterize definition of airport's safety and security and difference between definitions. Describe legal requirements concerning airport's safety and security. Indicate main threats for airport's safety and security. Describe scope of duties of employees responsible for safety and security at airport.
P_W06	List and generally describe main services at airport.	List and generally describe main services at airport.	List and characterize describe services at airport. Characterize scope of duties of particular service.	List and characterize describe services at airport. Characterize scope of duties of particular service and infrastructure that it uses during day-to-day operations.
P_U01	Describe legal and organizational rules of airport infrastructure management.	Generally describe legal and organizational rules of airport infrastructure management	Precisely describe legal and organizational rules of airport infrastructure management.	Fully discuss legal and organizational rules of airport infrastructure management and analyze constraints of all airport infrastructure elements .

## 7. LITERATURE

### **Obligatory Reading**

A. Graham, managing airports - an international perspective 3rd edition, Butterworth-Heinemann, Wlatham/Kidlington, 2008

N.J. Ashford, P. Coutu, J.R Beasley, Airport Operations- 3rd Edition, McGraw-Hill, New York 2013

A.T. Wells, S. Young, Airport planning and management - 6th Edition, McGraw-Hill, New York 2011

R. de Neufville, A. Odoni, Airport Systems planning, design, and management, New York, 2003

### **Supplementary Reading**

N.J. Ashford, (red), Airport Engineering - Planning, Design and Development of 21st Century Airports 3rd Edition, Wiley, Hoboken 2011

J. Price, Practical Airport Operations, Safety, and Emergency Management: Protocols for Today and the Future 1st Edition, Butterworth-Heinemann, Wlatham/Kidlington, 2016

J. Price, Practical Aviation Security, Third Edition: Predicting and Preventing Future Threats 2nd Edition, Butterworth-Heinemann, Wlatham/Kidlington, 2013

R. Caves, A. Kazada, Airport Design and Operations 2nd edition, Elsevier, Oxford 2007

ICAO, Załącznik 14 - "Lotniska" Tom I - Projektowanie i eksploatacja lotnisk do Konwencji o międzynarodowym lotnictwie cywilnym (Annex 14 - "Aerodromes" vol I - Aerodrome Design and Operations of the Convention on International Civil Aviation)

B. Edwards, The modern airport terminal - New approaches to airport architecture 2nd edition, Spon Press, London/New York, 2005

R. Horonjeff (red), Planning & Design of Airports 5th edition, McGraw-Hill, New York 2010

IATA, Airport Handling Manual (AHM) 38th edition

IATA Ground Operations Manual (IGOM) 4th edition

ICAO, Doc 9184 - Airport Planning Manual, 2nd edition, 1987

ICAO, Doc 9137 - Airport Services Manual 4th edition 2015

1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Aviation Law
<b>ADMISSION YEAR</b>	2022/2023
<b>FACULTY</b>	Faculty of Management
<b>FIELD OF STUDY</b>	Management
<b>EDUCATION LEVEL</b>	first-cycle
<b>EDUCATION PROFILE</b>	practical
<b>SPECIALTY</b>	Aviation Management, General Aviation Management

Lec	Tutorial	RC	Lab	P	eL	ECTS
20	-	10	-	-	-	3

2. PREREQUISITES (resulting from course succession)

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3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

Item	Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES
P_W01	Explain basic principles from the area of the protection of industrial value and healthy competition that applied on a market for air transport services
P_W02	Identify aviation organizations and institutions that create or interpret selected aspects of aviation law
P_U01	Apply correctly sources of aviation law and selected legal norms
P_U02	Interpret legal norms from selected areas of law in terms of conducting a business

4. COURSE CONTENT (separately for each form of classes)

**Lecture**

Item	Course Content
W1	Protection of industrial value and healthy competition among the airlines
W2	Aviation institutions and organizations
W3	International regulations on safety and security in civil aviation
W4	Polish aviation law
W5	EU aviation law
W6	International aviation law

**Recitation Class**

Item	Course Content
Cw1	Analysis of internal regulations on international airports
Cw2	Air passengers' rights
Cw3	Airline registration procedures
Cw4	Analysis and design of bilateral and multilateral agreements in aviation

## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Written exam, consisting of closed questions with a single choice and open questions with a short answer	Lecture
P_W02	Written exam, consisting of closed questions with a single choice and open questions with a short answer	Lecture
P_U01	Practical tasks (solving cases in the field of aviation law), group presentation	Recitation class
P_U02	Practical tasks (solving cases in the field of aviation law), group presentation	Recitation class

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	explain the principles of protection of industrial value and healthy competition, which are applicable in the air transport market	explain the general principles of the law of protection of industrial value and healthy competition, which apply to the air transport market	explain in detail the principles of the law of protection of industrial value and healthy competition, which are applicable on the air transport market	Faultlessly explain the principles of the law of protection of industrial value and healthy competition, which apply to the air transport market, and present the entities affected by the regulations
P_W02	Tell a difference between and describe aviation organizations and institutions that create or interpret selected aspects of aviation law	Point and describe two aviation organizations (IATA, ICAO) and institutions that create or interpret selected aspects of aviation law	List and describe a range of activities of the most important global and European aviation organizations and institutions that create or interpret selected aspects of aviation law	List and describe a range of activities of the most important global and European aviation organizations and institutions that create or interpret selected aspects of aviation law and present a hierarchy of law making bodies in aviation law
P_U01	apply sources of aviation law and selected legal norms and interpret them correctly	apply sources of aviation law and selected legal norms	apply sources of aviation law and selected legal norms and interpret them correctly	apply sources of aviation law and legal norms and interpret them correctly
P_U02	point characteristic features of legal phenomenon in aviation law from a perspective of conducting business activity	point characteristic features of legal phenomenon in aviation law from a perspective of conducting business activity	point characteristic features of legal phenomenon in aviation law and analyze them from a perspective of conducting business activity	point characteristic features of legal phenomenon in aviation law, analyze and interpret them from a perspective of conducting business activity

## 7. LITERATURE



<b>Obligatory Reading</b>
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M. Bartlik, <i>The Impact of EU law on the Regulation of International Air transportation</i> , Hampshire, 2007
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F. Lyall and P.B. Larsen, <i>Space Law a Treatise</i> , Surrey, 2009
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<b>Supplementary Reading</b>
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J.G. Wensveen, <i>Air Transportation. A management perspective</i> , Hampshire, 2007
--

B. Vasigh, K. Fleming, T. Tacke, <i>Introduction to Air Transport Economics</i> , Surrey, 2008
--

P. Forsyth, D. Gillen, J. Muller, H.M. Niemeier, <i>Airport Competition</i> , Surrey, 2010
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## Accounting

### 1. BASIC INFORMATION ON THE COURSE

Lec	Tutorial	RC	Lab	P	eL	ECTS
15	-	15	-	10	-	4

### 2. PREREQUISITES (resulting from course succession)

none

### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

Item	Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES
P_W01	is able to identify basic regulations regarding the functioning of business entities in the area of accounting.
P_W02	can present the basic terminology in the field of accounting.
P_U01	can put into practice the principles of financial management and accounting.

### 4. COURSE CONTENT (separately for each form of classes)

#### Lecture

Item	Course Content
W1	Accounting system and its functions
W2	Accounting principles and techniques. Plan of the accounts. The balance method.
W3	Classification of assets and liabilities.
W4	Company assets and capital account.
W5	Analytical and synthetic records. Equivalent operations
W6	Cash flow documentation and records
W7	Classification and accounting of liabilities and receivables
W8	Documentation and material turnover records
W9	Documentation and records of trade in fixed assets
W10	Records of resulting operations. Business expenses
W11	Financial result, financial statements
W12	Analysis of the economic and financial situation of the enterprise
W13	International accounting standards

#### Recitation Class

Item	Course Content
Cw1	Introduction. Company assets and sources of its origin.
Cw2	Information scope of basic financial statements (balance sheet, profit and loss account).
Cw3	Accounting account, features, types and documentation of business operations.
Cw4	Trial balance, accounting errors.
Cw5	Classification and accounting of liabilities and receivables
Cw6	Principles of cash documentation and records.

Cw7	Records, documentation and valuation of materials.
Cw8	Records and documentation of fixed assets. Depreciation - methods, records.
Cw9	Records and accounting for operating expenses
Cw10	Records, documentation and valuation of work products. Income and expenses in determining the financial result

### Project

Item	Course Content
P1	Student's simulation of the functioning of the enterprise during the first month of activity, including: <ol style="list-style-type: none"> <li>1. description of the enterprise</li> <li>2. company chart of accounts for the enterprise</li> <li>3. operations related to operations for the first month (approx. 15-20 operations).</li> <li>4. trial balance, proper closing balance, profit and loss account together with analysis of the company's situation.</li> </ol>

## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Descriptive questions	Lecture
P_W02	Descriptive questions	Lecture
P_U01	Practical tasks	Recitation class

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	answer correctly at least 30% of questions asked.	Answer correctly at least 30% of questions asked.	Answer correctly at least 60% of questions asked.	Answer correctly at least 90% of questions asked
P_W02	answer correctly at least 30% of questions asked.	Answer correctly at least 30% of questions asked.	Answer correctly at least 60% of questions asked.	Answer correctly at least 90% of questions asked.
P_U01	solve independently any accounting task.	solve only basic tasks in the field of accounting for balance events independently.	solve basic tasks in the field of accounting of balance and result events independently.	solve problem-based tasks in the field of accounting for balance and result events, including determining the net financial result.

## 7. LITERATURE

Obligatory Reading
Accounting Charles T. Horngren, Walter T. Harrison. 7th ed.- Upper Saddle River, N.J: Prentice-Hall, cop. 2007.
Accounting principles / Robert N. Anthony, James S. Reece. - 6th ed. - Homewood: Irwin, 1989.
Accounting for managers / Anne Abraham [et al.]. - 4th ed. - London : Cengage Learning EMEA, cop. 2008

Supplementary Reading
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Accounting best practices Steven M. Bragg. - 5th ed. - Hoboken, N.J : John Wiley & Sons, cop. 2007.

Accounting: text and cases, Robert Newton] Anthony, David F. Hawkins, Kenneth A. Merchant.- 10th ed. - 1999.

[www.principlesofaccounting.com](http://www.principlesofaccounting.com) - chapters 1-14

## Airline Network Management

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Airline Network Management			
<b>TEACHER</b>	dr inż. Ulrich Desel			
<b>FACULTY</b>	Faculty of Management			
<b>FIELD OF STUDY</b>	Management			
<b>CYCLE</b>	first-cycle			
<b>EDUCATION PROFILE</b>	practical			
<b>SEMESTER (NUMBER)</b>	4	<b>ACADEMIC YEAR</b>	2022/2023	<b>FORM OF STUDIES</b>
<b>FORM OF CLASSES</b>	<b>FORM OF CREDITS</b>	<b>NUMBER OF HOURS</b>	<b>ECTS CREDITS</b>	
<b>Lecture</b>	Examination	20	4	
<b>Recitation Class</b>	Credit with grade	20		

### 2. PREREQUISITES (resulting from course succession)

Introduction to AM and Aviation Policy, Microeconomics
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### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

<b>Item</b>	<b>Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES</b>
P_W01	Explain necessary steps in the process of planning and managing network in airlines
P_W02	Describe differences in the approach to managing and development of airline network that come from airline organizational structure and variety of legal regulations
P_U01	Analyze economic phenomenon that affect airline network management
P_U02	Evaluate the rationality of decisions taken by airlines in the process of network management and evaluate its economic efficiency

### 4. COURSE CONTENT (separately for each form of classes)

#### Lecture

<b>Item</b>	<b>Course Content</b>
W1	Process of strategic planning in airlines
W2	Air traffic structure
W3	Structure of the demand of airline market
W4	Fleet planning process
W5	Influence of passengers' behaviors on airline functioning
W6	Airline networks types
W7	Air operations planning at Hub airport

#### Recitation Class

<b>Item</b>	<b>Course Content</b>
Cw1	Case study - airline network management, European market
Cw2	Case study - airline network management, US market

Cw3	Case study - airline network management, Asian market
Cw4	Case study - airline network management, African market
Cw5	Gravity model
Cw6	Gap analysis in airline schedule

## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01 P_W02	Written exam consists of open questions with short and long answers and/or closed multiple choice questions with one or many correct answers	Lecture
P_U01 P_U02	Practical highly simulated task, solving case studies in groups	Recitation classes

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	Explain necessary steps in the process of planning and managing network in airlines	Generally explain necessary steps in the process of planning and managing network in airlines	Precisely explain necessary steps in the process of planning and managing network in airlines and present these steps in the time-scale	Fully explain necessary steps in the process of planning and managing network in airlines and present these steps in the time-scale and predict what are the consequences that will follow in case of skipping particular steps
P_W02	Describe differences in the approach to managing and development of airline network that come from airline organizational structure and variety of legal regulations	Explain differences in the approach to managing and development of airline network for network structure Hub-and-Spoke and Point-to-Point type	Describe differences in the approach to managing and development of airline network for network structure Hub-and-Spoke and Point-to-Point type and in general way describe legal limitations in constructing these structures by the airlines	Describe differences in the approach to managing and development of airline network for network structure Hub-and-Spoke and Point-to-Point and Mixed network type and in precise way describe legal limitations in constructing these structures by the airlines
P_U01	Analyze economic phenomenon that affect airline network management	Analyze economic phenomenon that affect airline network management	Analyze economic phenomenon that affect airline network management and precisely explain the demand structure on air transport market as well as characterize differences in customer behaviors	Analyze economic phenomenon that affect airline network management and precisely explain the demand structure on air transport market as well as characterize differences in customer behaviors, moreover characterize competitive ways of traveling, their influence on airline network development in relation to different passengers types

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_U02	Evaluate the rationality of decisions taken by airlines in the process of network management and evaluate its economic efficiency	Propose the set of basic data, which is necessary for airlines in the process of taking strategic decisions on airline network development and analyze rationality of decisions taking by airlines	Propose the set of basic data, which are necessary for airlines in the process of taking strategic decisions on airline network development and analyze rationality of decisions taking by airlines, moreover using basic mathematical tools assess its economic efficiency	Propose the set of basic data, which are necessary for airlines in the process of taking strategic decisions on airline network development and analyze rationality of decisions taking by airlines, moreover using advanced mathematical tools assess its economic efficiency

## 7. LITERATURE

<b>Obligatory Reading</b>
G. Burghouwt: Airline Network Development in Europe and its implication for Airport Planning, Ashgate, 2007
M. Bazargan: Airline Operations and Scheduling, Hempley, 2006

<b>Supplementary Reading</b>
S.Shaw, Airline Marketing and Management, Surrey, 2007
P.Clark, Buying the big Jets, Ashgate, 2007

## Enterprise Organisation Economics

<b>Enterprise Organisation Economics (BA degree - 2 ECTS)</b>	
<b>Lecture</b>	<ul style="list-style-type: none"><li>- Introduction to the economics of the organization of the enterprise. Basic analytical concepts;</li><li>- Organizations. Their types and coordination;</li><li>- Economics of transaction costs;</li><li>- Management of contractual relations;</li><li>- Vertical integration and effective enterprise size;</li><li>- Business boundaries and administration costs;</li><li>- Reliable commitments. One-sided and bilateral applications;</li><li>- Alternative ownership regimes and organization of work in the enterprise;</li><li>- Organizational forms of corporations. Corporate governance and corporate governance instruments;</li><li>- Natural monopolies. Dilemmas of the antimonopoly policy.</li></ul>
<b>Project</b>	<ul style="list-style-type: none"><li>- Analysis methods based on the theory of transaction costs;</li><li>- Application of the theory of transaction costs in the analysis of the practice of operation of antitrust institutions;</li><li>- Efficient approach to resolving issues related to economic organization;</li><li>- Economic analysis of legal acts;</li><li>- A critical approach to solving problems in the field of economic policy and regulation;</li><li>- Assessment of the effectiveness of decisions of antimonopoly institutions from the point of view of the economies of selected countries, enterprises and industries.</li></ul>



## Air Operations in General Aviation

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Air Operations in General Aviation
<b>ADMISSION YEAR</b>	2022/2023
<b>FACULTY</b>	Faculty of Management
<b>FIELD OF STUDY</b>	Management
<b>EDUCATION LEVEL</b>	first-cycle
<b>EDUCATION PROFILE</b>	practical
<b>SPECIALTY</b>	General Aviation

Lec	Tutorial	RC	Lab	P	eL	ECTS
-	20	10	-	-	-	3

### 2. PREREQUISITES (resulting from course succession)

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### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCE

Item	Description of the learning outcomes for the course On completing the course, the student can:
P_W01	Knows legal and organizational rules based on which general aviation operations are conducted.
P_U01	Analyze specification of aircraft and other external factors in order to optimize general aviation operations.
P_U02	Prepare a sample charter offer in general aviation sector.

### 4. COURSE CONTENT (SEPARATELY FOR EACH FORM OF CLASSES)

#### Tutorial

Item	Course Content
T1	Introduction
T2	Principles of Flight
T3	Aircraft Performance
T4	Aircraft Design
T5	Navigation
T6	Aviation Weather
T7	Ground Operations
T8	Flight Operations
T9	Aircraft Maintenance
T10	Operational Aspects

#### Recitation Class

Item	Course Content
RC1	Production lines of chosen manufacturers offering business jets and characteristics of particular aircraft

RC2	Introduction into the geographical system of earth and its meaning and influence on the aviation business
RC3	Introduction into ground support services and the elements of a Ground Handling Agreement
RC4	Introduction into the most important aspects of operational flight planning
RC5	Introduction into operational characteristics of Twin Jet operations considering ETOPS Operation.

### Project

Item	Course Content
P1	Preparation of complete schedule of charter flight for a client considering the following aspects: aircraft, crew, flight schedule matching destination and time frame (trip planning), operational flight planning, operating permits, fuel supply, hotel accommodation, inflight catering, ground handling services, transportation of crew and customer and all costs. The result shall be an commercial offer to the requesting customer.

## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES (in relation to the particular course outcomes)

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Test consisting of closed questions and open questions with short and long answer	Tutorial
P_U01	Assessment of students' activity during classes	Recitation Class
P_U02	Evaluation of the presentation prepared by students	Project

## 6. CRITERIA FOR GRADING THE ACHIEVED COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	Describe legal and organizational rules of conducting general aviation operations	Generally legal and organizational describe the most important rules of conducting general aviation operations	Extensively legal and organizational describe the most important rules of conducting general aviation operations	Extensively legal and organizational describe the all rules of conducting general aviation operations
P_U01	Analyze aircraft specification in order to optimize general aviation operations	Generally analyze aircraft specification in order to optimize general aviation operations	Generally analyze aircraft specification and other external factors in order to optimize general aviation operations	Fully analyze aircraft specification and other external factors in order to optimize general aviation operations
P_U02	Prepare a sample charter offer of general aviation aircraft	Prepare a sample charter offer of general aviation aircraft	Prepare precisely a sample charter offer of general aviation aircraft	Prepare precisely a sample charter offer of general aviation aircraft together with alternative options

## 7. LITERATURE

Obligatory Reading
F. P. Miller et. all., General aviation : civil aviation, military aviation, airline, private aviation, commercial aviation, glider (sailplane), powered parachute, jet aircraft, aircraft owners and Pilots Association, gros do-mestic product , New York, 2010.

Supplementary reading

F.P. Miller, et. all., General aviation in Europe: general aviation, aircraft, airline, International Civil Aviation Organization, military aviation, scheduled air transport, private aviation, New York, 2010.

## Terminal Expansion in General Aviation

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Terminal Expansion in General Aviation
<b>ADMISSION YEAR</b>	2022/2023
<b>FACULTY</b>	Faculty of Management
<b>FIELD OF STUDY</b>	Management
<b>EDUCATION LEVEL</b>	first-cycle
<b>EDUCATION PROFILE</b>	practical
<b>SPECIALTY</b>	General Aviation

Lec	Tutorial	RC	Lab	P	eL	ECTS
10	-	10	-	-	-	2

### 2. PREREQUISITES (resulting from course succession)

Air Operations in General Aviation
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### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

Item	Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES
P_W01	Describe rules of creation and expansion of terminals in general aviation.
P_W02	Describe economic conditions conducive expansion of terminals in general aviation
P_U01	Analyze a plan of terminal expansion in general aviation concerning legal and organizational rules

### 4. COURSE CONTENT (separately for each form of classes)

#### Lecture

Item	Course Content
L1	Introduction to terminals in general aviation
L2	Rules of building terminals in general aviation
L3	Rules of expanding terminals in general aviation
L4	Influence of general aviation terminals on the economy
L5	Adjustment of general aviation terminals for customers' needs

#### Recitation Class

Item	Course Content
RC1	Build plan for terminal in general aviation
RC2	Expansion plan for terminal in general aviation
RC3	Key rules and regulations concerning build/expansion plans for terminals in general aviation
RC4	Analysis of correctness of build/expansion plans for terminals in general aviation- case study

### 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

<b>Course outcome</b>	<b>Assessment method</b>	<b>Form of classes within which attaining the outcome is verified</b>
P_W01, P_W02	Final test consisting of closed questions and open questions with short answer	Lecture
P_U01	Assesment of students activity, case studies	Recitation Classes

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

<b>Course outcome</b>	<b>For the grade of 2 the student cannot</b>	<b>For the grade of 3 the student can</b>	<b>For the grade of 4 the student can</b>	<b>For the grade of 5 the student can</b>
P_W01	Describe rules of building and expanding terminal in general aviation	Describe main rules of building and expanding terminal in general aviation	Describe in details the most important rules of building and expanding terminal in general aviation	Describe in details all rules of building and expanding terminal in general aviation
P_W02	Indicate and describe economic conditions conducive building and expanding terminal in general aviation	Indicate economic conditions conducive building and expanding terminal in general aviation	Indicate and generally describe economic conditions conducive building and expanding terminal in general aviation	Indicate and precisely describe economic conditions conducive building and expanding terminal in general aviation
P_U01	Analyze a plan of terminal expansion in general aviation concerning legal and organizational rules	Generally analyze a plan of terminal expansion in general aviation concerning legal and organizational rules	Precisely analyze a plan of terminal expansion in general aviation concerning legal and organizational rules	Fully analyze a plan of terminal expansion in general aviation concerning legal and organizational rules

## 7. LITERATURE

<b>Obligatory Reading</b>
F. P. Miller et. all., General aviation : civil aviation, military aviation, airline, private aviation, commercial aviation, glider (sailplane), powered parachute, jet aircraft, aircraft owners and Pilots Association, gros domestic product , New York, 2010.
De Neufville, R., Odoni, A., Airport Systems: planning, design and management, New York : McGraw-Hill, 2003.

<b>Supplementary Reading</b>
F.P. Miller, et. all., General aviation in Europe : general aviation, aircraft, airline, International Civil Aviation Organization, military aviation, scheduled air transport, private aviation, New York, 2010.
Wells, A., Young, S., Airport planning and management, New York : McGraw-Hill, 2004.

## Airplane Financing

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Airplane Financing
<b>ADMISSION YEAR</b>	2022/2023
<b>FACULTY</b>	Faculty of Management
<b>FIELD OF STUDY</b>	Management
<b>EDUCATION LEVEL</b>	first-cycle
<b>EDUCATION PROFILE</b>	practical
<b>SPECIALTY</b>	General Aviation Management

Lec	Tutorial	RC	Lab	P	eL	ECTS
10	-	10	-	-	-	2

### 2. PREREQUISITES (resulting from course succession)

General aviation sector
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### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

Item	Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES
P_W01	Describe the importance of tools used for making rational and economically viable decisions on aircraft financing.
P_U01	Review appropriateness of decisions on aircraft financing.

### 4. COURSE CONTENT (separately for each form of classes)

#### Tutorial

Item	Course Content
W1	Introduction to aircraft financing
W2	An overview of aircraft financing options.
W3	Tools which help to make rational and economically viable decisions on aircraft financing
W4	Short and long-term consequences of making rational decisions on aircraft financing

#### Recitation Class

Item	Course Content
ĆW1	Evaluation of cost-effectiveness of an aircraft purchase through various forms of financing
ĆW2	Evaluation of cost-effectiveness of a helicopter purchase through different forms of financing
ĆW3	A comparison of the rationality of decisions on aircraft financing, with the use of different tools, and financing not based on a long-term perspective

### 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

<b>Course outcome</b>	<b>Assessment method</b>	<b>Form of classes within which attaining the outcome is verified</b>
P_W01	An examination including open and closed questions	Lecture
P_U01	Evaluation of students' active participation in class. Carrying out case studies.	Recitation classes

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

<b>Course outcome</b>	<b>For the grade of 2 the student cannot</b>	<b>For the grade of 3 the student can</b>	<b>For the grade of 4 the student can</b>	<b>For the grade of 5 the student can</b>
P_W01	Describe the importance of tools used to make rational and economically viable decisions on aircraft financing.	List the tools used to make rational and economically viable decisions on aircraft financing	List and provide a general description of tools used to make rational and economically viable decisions on aircraft financing.	List and describe in detail the tools and their importance for making rational and economically viable decisions on aircraft financing.
P_U01	Analyse the appropriateness of decisions on aircraft financing	Carry out the overall analysis of the appropriateness of decisions on aircraft financing	Carefully analyse decisions on aircraft financing and their appropriateness.	Provide a comprehensive analysis of decisions on aircraft financing and their appropriateness

## 7. LITERATURE

<b>Obligatory Reading</b>
F. P. Miller et. all., General aviation : civil aviation, military aviation, airline, private aviation, commercial aviation, glider (sailplane), powered parachute, jet aircraft, aircraft owners and Pilots Association, gros do-mestic product , New York, 2010.
B. Vasigh, K. Fleming, L.Mackay, Foundations of airline finance : methodology and practice, Farham, Surrey ; Burlington, VT : Ashgate, 2010.
P.S. Morell, Airline Finance, Aldershot, 2010.

<b>Supplementary Reading</b>
F.P. Miller, et. all., General aviation in Europe : general aviation, aircraft, airline, International Civil Aviation Organization, military aviation, scheduled air transport, private aviation, New York, 2010.
P. Clark, Buying the big jets : fleet planning for airlines, Aldershot, 2007

## Intercultural Communication (BA degree - 2 ECTS)

<b>Intercultural Communication (BA degree - 2 ECTS)</b>	
<b>Lecture</b>	<ul style="list-style-type: none"><li>- Culture- Language - Identity. An introduction to the application of a professional language to explain the concepts and definitions of international studies and multiculturalism;</li><li>- Culture as a source of barriers to intercultural communication: cultural dimensions of G. Hofstede;</li><li>- The typology of cultures of E. T. Hall, the characteristics of cultures of selected countries;</li><li>- Cultural differences in business, cultural differences in international negotiations, the impact of cultural differences on advertising and marketing;</li><li>- Intercultural Conflict- causes and dynamics and the methods of its solution;</li><li>- Basic concepts of intercultural psychology, eco-cultural context, features and attributes of a particular community.</li></ul>



## Group Project I

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Group project I				
<b>TEACHER</b>	mgr Sylwia Mazur				
<b>FACULTY</b>	Faculty of Management				
<b>FIELD OF STUDY</b>	Management				
<b>CYCLE</b>	first-cycle				
<b>EDUCATION PROFILE</b>	practical				
<b>SEMESTER (NUMBER)</b>	4	<b>ACADEMIC YEAR</b>	2022/2023	<b>FORM OF STUDIES</b>	
<b>FORM OF CLASSES</b>	<b>FORM OF CREDITS</b>	<b>NUMBER OF HOURS</b>		<b>ECTS CREDITS</b>	
<b>Project</b>	Credit with grade	45		5	

### 2. PREREQUISITES (resulting from course succession)

Marketing, Management, Microeconomy

### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

<b>Item</b>	<b>Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES</b>
P_U01	To predict the impact of economic developments on the activities of the company
P_U02	To prepare a precise business plan for the proposed project
P_U01	Propose the correct method of financing the planned project
P_K01	Evaluate the tasks to be performed in order to identify priorities for their implementation

### 4. COURSE CONTENT (separately for each form of classes)

#### Project

<b>Item</b>	<b>Course Content</b>
P1	Basic knowledge of the business plan
P2	Types of business plans
P3	Methods of gathering information for business plan
P4	The project team
P5	The strategic plan of the project
P6	Technical plan
P7	Market analysis
P8	Financial analysis and methods of financing business
P9	Management of the business plan

### 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

<b>Course outcome</b>	<b>Assessment method</b>	<b>Form of classes within which attaining the outcome is verified</b>
P_U01	Preparing and presenting a business plan	Project

<b>Course outcome</b>	<b>Assessment method</b>	<b>Form of classes within which attaining the outcome is verified</b>
P_U02	Preparing and presenting a business plan	Project
P_U03	Preparing and presenting a business plan	Project
P_K01	Preparing and presenting a business plan	Project

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

<b>Course outcome</b>	<b>For the grade of 2 the student cannot</b>	<b>For the grade of 3 the student can</b>	<b>For the grade of 4 the student can</b>	<b>For the grade of 5 the student can</b>
P_U01	Predict the impact of economic developments on the activities of the company	Create the overall analysis of the market in which the enterprise operates and in general to identify basic economic phenomena affecting its activities	Create the precise analysis of the market on which the enterprise operates and in general to identify the economic events affecting its business	Create the precise analysis of the market on which the enterprise operates and accurately identify the economic events affecting its business at the moment and the short-term future
P_U02	Prepare a precise business plan for a given project	Identify the types of business and has the ability to collect information for the preparation of a business plan	Identify the types of business plans and has the ability to collect information needed to prepare a business plan, moreover identifies individuals who are able to prepare a business plan and it is able to prepare a strategic plan of the company	Can identify the types of business plans and has the ability to collect information needed to prepare a business plan , moreover identifies individuals who are able to prepare and implement a business plan, also can prepare a technical and strategic plan of the company and identify priorities in the management of a business plan
P_U03	Propose any method of financing the planned project	Suggest a possible method of financing the planned project and assess its strengths and weaknesses and the impact on the company's liquidity (1 method)	Suggest a possible method of financing the planned project and assess its strengths and weaknesses and the impact on the company's liquidity (2 methods)	Suggest a possible method of financing the planned project and assess its strengths and weaknesses and the impact on the company's liquidity (3 methods)
P_K01	Evaluate the tasks to be performed in order to identify priorities for	Identify the tasks necessary for the implementation	Identify the tasks necessary for the implementation during the project and to identify priority tasks.	Identify the tasks necessary for the implementation during the project, to identify priority tasks and to schedule them accordingly for realization.

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
	their implementation	during the project		

## 7. LITERATURE

### Obligatory Reading

R. Stutely, The definitive business plan: the fast-track to intelligent business planning for executives and entrepreneurs - Harlow: Pearson Education, 2007

### Supplementary Reading

B. Barringer & R. Ireland, Entrepreneurship: successfully launching new ventures / Upper Saddle River, NJ: Pearson/Prentice Hall, 2008

N. Scarborough & T. Zimmerer, Effective small business management: an entrepreneurial approach, Upper Saddle River, NJ: Pearson Education, 2006

## E-Business and Electronic Services

<b>E-Business and Electronic Services (BA degree - 4 ECTS)</b>	
<b>Lecture</b>	<ul style="list-style-type: none"><li>- E-business domain concepts and buzzwords. Basic building blocks of internet enterprises and internet business model development scenario;</li><li>- Main categories of business ideas for e-commerce. Efficiency base e-business, product based e-business and niche based e-business. Business logics used in e-commerce solutions;</li><li>- The rules of thumb for domain selection. How to plan online offer architecture and value proposition;</li><li>- Revenue generation models and value net structure;</li><li>- Customer lifecycle management and e-business tools used for all of the stages of buying on-line decision making process;</li></ul>
<b>Laboratory</b>	<ul style="list-style-type: none"><li>- Case studies analysis for better understanding of e-business domain basic concepts;</li><li>- Analysis of case studies explaining by example how to plan e-business from scratch. Preparing business case for e-commerce enterprise;</li><li>- URL brainstorming technique and internet domain selection;</li><li>- Value proposition - examples analysis of how to use differentiation strategy online;</li><li>- Defining revenue generation model and value network structure;</li><li>- Planning e-marketing activities online.</li></ul>

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	International Labour Market			
<b>TEACHER</b>	mgr Sylwia Mazur			
<b>FACULTY</b>	Faculty of Management			
<b>FIELD OF STUDY</b>	Management			
<b>CYCLE</b>	first-cycle			
<b>EDUCATION PROFILE</b>	practical			
<b>SEMESTER (NUMBER)</b>	4	<b>ACADEMIC YEAR</b>	2022/2023	<b>FORM OF STUDIES</b>
<b>FORM OF CLASSES</b>	<b>FORM OF CREDITS</b>	<b>NUMBER OF HOURS</b>	<b>ECTS CREDITS</b>	
<b>Tutorial</b>	Credit with grade	15	6	
<b>Recitation Class</b>	Credit with grade	15		
<b>Project</b>		20		

### 2. PREREQUISITES (resulting from course succession)

None.

### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

<b>Item</b>	<b>Description of the learning outcomes for the course</b> <b>On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES</b>
P_W01	Student can describe basic notions in regard to labor market, analyze notions happening on the labor market and present the influence of globalization and integration on labor market.
P_U01	Student can point at problems existing in particular labour markets, name their causes and present potential solutions.

### 4. COURSE CONTENT (separately for each form of classes)

#### Tutorial

<b>Item</b>	<b>Course Content</b>
W1	Labor market - introduction
W2	Theoretical foundations of labor market analysis in the international dimension
W3	Globalization and integration of the labor market
W4	Challenges ahead of labor market
W5	Forecasts regarding Polish and European labor market

#### Recitation Class

<b>Item</b>	<b>Course Content</b>
Cw1	Freedom of movement for persons
Cw2	The mutual recognition of diplomas
Cw3	Equality on European labor market
Cw4	Comparison of Polish labor market with other member states labor markets

#### Project

Item	Course Content
P1	Conditions of job taking in EU member states. A comparison perspective with Polish labor market.

## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Exam (written) with test and open-ended questions	Lecture
P_U01	Exam (written) with test and open-ended questions	Recitation Class + Project

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	Describe fluently basic notions in regard to labor market, analyze phenomena occurring on the labor market and present influence of globalization and integration on labor market	Describe fluently basic notions in regard to labor market, analyze phenomena occurring on the labor market and present influence of globalization and integration on labor market (3 correct answers out of 5)	Describe fluently basic notions in regard to labor market, analyze phenomena occurring on the labor market and present influence of globalization and integration on labor market (4 correct answers out of 5)	Describe fluently basic notions in regard to labor market, analyze phenomena occurring on the labor market and present influence of globalization and integration on labor market (5 correct answers out of 5)
P_U01	Indicate problems occurring at particular labor markets	Indicate problems occurring at particular labor markets	Indicate problems occurring at particular labor markets and explain reasons behind them.	Indicate problems occurring at particular labor markets, explain reasons behind them and name potential solutions.

## 7. LITERATURE

Obligatory Reading
Hill Ch. International Business, 7 ed., McGraw Hill, 2011
Europe 2020 strategy for smart, sustainable and inclusive growth
Materials released by instructor

Supplementary Reading
Paul R. Krugman, Maurice Obstfeld, Marc J. Melitz., International economics : theory and policy - Pearson, cop. 2012.
Henderson, D., The Changing Fortunes of Economic Liberalism. Yesterday, Today, and Tomorrow, London, Institute of Economic Affairs, 2001

# Master's degree:

## English Language

English Language (MA degree – 8 ECTS)	
<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>

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Managerial Economics
<b>ADMISSION YEAR</b>	2022/2023
<b>FACULTY</b>	Faculty of Management
<b>FIELD OF STUDY</b>	Management
<b>EDUCATION LEVEL</b>	second-cycle
<b>EDUCATION PROFILE</b>	practical

Lec	Tutorial	RC	Lab	P	eL	ECTS
16	-	-	-	-	-	2

### 2. PREREQUISITES (resulting from course succession)

none

### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

Item	Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES
P_W01	He/she can discuss the scope of managerial decisions.
P_W02	She/he can characterise management decision-support tools.
P_U01	He/she can solve management-related problems.

### 4. COURSE CONTENT (separately for each form of classes)

#### Lecture

Item	Course Content
W1	Problems related to economic decision-making. The nature of decision-making process and its phases. Different types of economic decisions. Optimal decision-making using marginal analysis.
W2	Price strategies. Economies of scale and scope. Understanding of market- and sector-related changes. Market research. Determinants of demand and its elasticity. The significance of market analysis for the firm's pricing policy. Demand appraisal. Sources of information. Applications of regression analysis. Elements of econometric forecasting.
W3	Production. Inputs and scale of production. Technologies. Production in short- and long-run. Costs of production. Economies and diseconomies of scale. Average vs marginal costs. Cost analysis as the basis of optimisation process.
W4	Decisions of firms operating under different market structures. Decision-makers under monopolistic competition. Stable and unstable oligopoly. Price leadership under oligopoly.
W5	Decision-making under conditions of uncertainty and informational asymmetry. Uncertainty, probability and risk. Decision trees and sequential decision-making. Risk aversion and risk preference. The value of information and informational asymmetry.
W6	Strategic decisions. Auctions. Application of elements of game theory in the analysis of competition.

### 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES



<b>Course outcome</b>	<b>Assessment method</b>	<b>Form of classes within which attaining the outcome is verified</b>
P_W01	Examination - open questions	Lecture
P_W02	Examination - open questions	Lecture
P_U01	Examination - open questions	Lecture

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

<b>Course outcome</b>	<b>For the grade of 2 the student cannot</b>	<b>For the grade of 3 the student can</b>	<b>For the grade of 4 the student can</b>	<b>For the grade of 5 the student can</b>
P_W01	answer selected exam questions to get at least 50 points out of 100 possible	answer selected exam questions to get 50-69 points out of 100 possible	answer selected exam questions so that student get 70-89 points out of 100 possible	answer selected exam questions in order to get at least 90 points out of 100 possible
P_W02	answer selected exam questions to get at least 50 points out of 100 possible	answer selected exam questions to get 50-69 points out of 100 possible	answer selected exam questions so that student get 70-89 points out of 100 possible	answer selected exam questions in order to get at least 90 points out of 100 possible
P_U01	answer selected exam questions to get at least 50 points out of 100 possible	answer selected exam questions to get 50-69 points out of 100 possible	answer selected exam questions so that student get 70-89 points out of 100 possible	answer selected exam questions in order to get at least 90 points out of 100 possible

## 7. LITERATURE

<b>Obligatory Reading</b>
M. R. Baye, Managerial economics and business strategy, 7th edition, Irwin/McGraw-Hill, 2010

<b>Supplementary Reading</b>
M. Cook, C. Farquaharson, Business economics, Pitman Publishing, 1998
I. Png, Managerial Economics, 2nd edition, Blackwell Publishers, 2002

## Management Accounting

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Management Accounting				
<b>TEACHER</b>	dr Marta Czyżewska				
<b>FACULTY</b>	Faculty of Management				
<b>FIELD OF STUDY</b>	Management				
<b>CYCLE</b>	second-cycle				
<b>EDUCATION PROFILE</b>	practical				
<b>SEMESTER (NUMBER)</b>	2	<b>ACADEMIC YEAR</b>	2022/2023	<b>FORM OF STUDIES</b>	full-time
<b>FORM OF CLASSES</b>	<b>FORM OF CREDITS</b>	<b>NUMBER OF HOURS</b>		<b>ECTS CREDITS</b>	
<b>Lecture</b>	Examination	10		3	
<b>Recitation Class</b>	Credit with grade	20			

### 2. PREREQUISITES (resulting from course succession)

none

### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

<b>Item</b>	<b>Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES</b>
P_W01	Student knows, understands and considers from the point of view of management sciences selected methods and tools for obtaining data, description, modeling and identifying regularities occurring in organizational structures
P_W02	Student has in-depth knowledge of selected systems, norms and rules (legal, organizational, professional and other) defining the functioning of organizational structures and considers them from the perspective of management sciences
P_W03	Student knows and understands the principles of creating and developing forms of individual entrepreneurship, referring to knowledge in the field of management, economics, finance and law
P_U01	Student is able to use theoretical knowledge in the discipline of management science and disciplines: economics, finance, law and public policy to identify, analyze and interpret causes and course of social processes and phenomena (economic, financial, legal and other)
P_U02	Student is able to forecast and model complex social processes covering phenomena from various areas of social life (economic, financial, legal and other) using advanced methods and tools in the discipline of management science and disciplines: economics, finance, law and public policy
P_U03	Student efficiently uses normative systems (economic, financial, legal and other), as well as the resulting rules to solve problems related to organization management
P_U04	Student is able to identify, analyze and solve decision problems using the organization's economic information system and assess the usefulness of typical methods, procedures and appropriate practices to implement tasks related to various areas of the organization's activities

### 4. COURSE CONTENT (separately for each form of classes)

#### Lecture

<b>Item</b>	<b>Course Content</b>
W1	Management accounting in the enterprise account-ing system. Financial and management accounting. The concept of costs and their classification for management accounting purposes
W2	Cost accounting - traditional and modern approach

W3	Full and variable costing
W4	Sensitivity Analysis. Determining critical points of profit, price, costs etc
W5	Enterprise budgeting

### Recitation Class

Item	Course Content
Cw1	Cost calculation (calculations: division, process and additional).
Cw2	Modern methods of cost calculation (activity costings, target costing, product life cycle)
Cw3	Methods for dividing costs into fixed and variable costs
Cw4	Application of variable cost accounting in making managerial decisions
Cw5	Breakeven point analysis
Cw6	Analysis of the company's sensitivity to changes in: revenues, prices, costs, etc.
Cw7	Mechanism and effects of operational, financial and total leverage
Cw8	Enterprise budgeting. Effectiveness analysis.

## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	open questions (descriptive) or choice test	lecture
P_W02	open questions (descriptive) or choice test	lecture
P_W03	open questions (descriptive) or choice test	lecture
P_U01	Problem tasks	recitation class
P_U02	Problem tasks	recitation class
P_U03	Problem tasks	recitation class
P_U04	Problem tasks	recitation class

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	characterize 50% of the management accounting methods and tools provided in the examination form	characterize 51-75% of management accounting methods and tools provided in the examination form	characterize 76-90% of management accounting methods and tools provided in the examination form	characterize at least 91% of management accounting methods and tools provided in the examination form
P_W02	characterize 50% of the management accounting areas specified in the examination form based on the company's statutory financial and accounting reporting system	characterize 51-75% of the management accounting areas specified in the examination form based on the company's statutory financial and accounting reporting system	characterize 76-90% of the management accounting areas specified in the examination form based on the company's statutory financial and accounting reporting system	characterize at least 91% of the management accounting areas specified in the examination form based on the company's statutory financial and accounting reporting system

<b>Course outcome</b>	<b>For the grade of 2 the student cannot</b>	<b>For the grade of 3 the student can</b>	<b>For the grade of 4 the student can</b>	<b>For the grade of 5 the student can</b>
P_W03	indicate the application of any management accounting tool in individual business activities in the industry of their choice	indicate the use of at least one management accounting tool in individual business activities in the industry of their choice	indicate the use of at least two management accounting tools in individual business activities in the industry of their choice	indicate the use of at least three management accounting tools in individual business activities in the industry of their choice
P_U01	solve 1 task on the cause and effect analysis of management effects in an enterprise using traditional management accounting tools	solve one task concerning a cause and effect analysis of management effects in an enterprise using traditional management accounting tools	solve 2 tasks regarding cause and effect analysis of management effects in an enterprise using traditional management accounting tools	solve three tasks concerning the cause-and-effect analysis of management effects in an enterprise using traditional management accounting tools
P_U02	solve 1 task on the cause and effect analysis of management effects in an enterprise using modern, advanced management accounting tools	solve one task regarding cause and effect analysis of management effects in an enterprise using modern, advanced management accounting tools	solve 2 tasks regarding cause and effect analysis of management effects in an enterprise using modern, advanced management accounting tools	solve 3 tasks regarding cause and effect analysis of management effects in an enterprise using modern, advanced management accounting tools
P_U03	solve 1 task on the cause-effect analysis of management effects in an enterprise using the full cost accounting	solve one task concerning a cause-and-effect analysis of management effects in an enterprise using the full cost accounting	solve 2 tasks regarding cause-effect analysis of management effects in an enterprise using the full cost accounting	solve 3 tasks regarding cause and effect analysis of management effects in an enterprise using full cost accounting
P_U04	solve 1 task on the cause-and-effect analysis of management effects in an enterprise using financial statements	solve 1 task regarding cause and effect analysis of management effects in an enterprise using financial statements	solve 2 tasks regarding cause-effect analysis of management effects in an enterprise using financial statements	solve 3 tasks regarding cause and effect analysis of management effects in an enterprise using financial statements

## 7. LITERATURE

<b>Obligatory Reading</b>
Accounting for Managers. Abraham A.; Glynn J.; Murphy M.; Wilkinson B.; Andover 2008, Cengage Learning EMEA
Managerial Accounting. Garrison R.; Noreen E.; Brewer P.; Boston 2008, McGraw-Hill/Irwin.
Cost Accounting: a Managerial Emphasis. Horngren Ch.; Upper Saddle River 2009, Prentice Hall
Horngren, Charles T. Management and cost accounting, cop. 1999, London: Prentice Hall Europe, Prentice Hall International

<b>Supplementary Reading</b>
Introduction to Management Accounting. Horngren Ch.; Sundem G.; Stratton W.; Upper Saddle River 2005, Prentice Hall
Management and Cost Accounting. Horngren Ch.; London 1999, Prentice Hall Europe

1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Marketing Management				
<b>TEACHER</b>	mgr Bartłomiej Białas				
<b>FACULTY</b>	Faculty of Management				
<b>FIELD OF STUDY</b>	Management				
<b>CYCLE</b>	second-cycle				
<b>EDUCATION PROFILE</b>	practical				
<b>SEMESTER (NUMBER)</b>	2	<b>ACADEMIC YEAR</b>	2022/2023	<b>FORM OF STUDIES</b>	full-time
<b>FORM OF CLASSES</b>	<b>FORM OF CREDITS</b>	<b>NUMBER OF HOURS</b>		<b>ECTS CREDITS</b>	
<b>Recitation Class</b>	Credit with grade	14		3	
<b>Project</b>		20			

2. PREREQUISITES (resulting from course succession)

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3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

<b>Item</b>	<b>Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES</b>
P_W01	describe the essence and types of decisions made in the process of formulating marketing strategies
P_U01	formulate brand positioning strategy, recognizing and taking into account the most important positioning pitfalls and consumer reference systems
P_U02	identify factors influencing strategic marketing decisions
P_U03	apply strategies to change consumer attitudes and consumer perception
P_K01	using strategic thinking, cooperate in a team carrying out tasks related to solving marketing problems

4. COURSE CONTENT (separately for each form of classes)

**Recitation Class**

<b>Item</b>	<b>Course Content</b>
Cw 1	Segmentation, targeting and positioning: assessment of market potential, understanding customer behavior, customer segments, brand equity
Cw 2	Marketing communication: effective ways of marketing communication
Cw 3	Company pricing policy
Cw 4	Strategic brand: effective strategic brand management

**Project**

<b>Item</b>	<b>Course Content</b>
P 1	Designing the structure of the product or service launch system, including identification of the company's information needs, determining the methods of selecting and acquiring customers and permanently connecting them with the product / service.

## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Open ended question/s	Recitation Class
P_U01	Open ended question/s	Recitation Class
P_U02	Preparing the project	Project
P_U03	Observation of behavior during classes	Recitation Class
P_K01	Preparing the project	Project

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	describe the essence and types of decisions made in the process of creating marketing strategies to a minimal extent	describe the essence and types of decisions made in the process of creating marketing strategies to a minimal extent	describe the essence and types of decisions made in the process of creating marketing strategies, pointing out the differences between them	describe the essence and types of decisions made in the process of creating marketing strategies, pointing out the differences between them and showing the consequences of specific assumptions
P_U01	list factors influencing strategic marketing decisions	list factors influencing strategic marketing decisions	list and describe factors influencing strategic marketing decisions	list and describe the factors affecting strategic marketing decisions by prioritizing them
P_U02	plan a strategic brand positioning plan	plan a strategic brand positioning plan, recognizing and taking into account the most important positioning "pitfalls" and consumer reference systems, with considerable help from the teacher	plan a strategic brand positioning plan, recognizing and taking into account the most important positioning "pitfalls" and consumer reference systems, with little help from the teacher	plan a strategic brand positioning plan, recognizing and taking into account the most important positioning "pitfalls" and consumer reference systems, fully independently
P_U03	apply strategies of consumer attitudes' change and consumer perception	apply strategies of consumer attitudes' change and consumer perception, using colloquial vocabulary	apply strategies of consumer attitudes' change and consumer perception, using both colloquial and professional vocabulary	apply strategies of consumer attitudes' change and consumer perception, using both colloquial and professional vocabulary, referring to the theory of management sciences
P_K01	get involved in the work of the group	get involved in group work, cooperating with group participants in the basic scope of the project implementation	get involved in the work of the group, actively cooperating with group participants, significantly affects the results of its work	get involved in the work of the group, assuming the role of leader and key participant in the work on the project

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
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## 7. LITERATURE

<b>Obligatory Reading</b>
Marketing management and strategy. Autorzy: Peter Doyle, Phil Stern. 2006. Wydawca: Harlow [etc.]: Financial Times Prentice Hall; Prentice Hall International
Transnational management: text, cases, and readings in cross-border management. Autorzy: Christopher Bartlett, Sumantra Ghoshal, Paul W. Beamish. 2008. Wydawca: Boston, McGraw-Hill/Irwin
Marketing management. Autorzy: Philip Kotler, Kevin Lane Keller. 2016. Wydawca: Boston [etc.], Pearson

<b>Supplementary Reading</b>
Management in international business. Autorzy: Mariusz Sagan. 2015. Wydawca: Warsaw School of Economics, Warszawa
Principles of marketing. Autorzy: Philip Kotler, Gary Armstrong, Marc Oliver Opresnik. 2018. Wydawca: Harlow [etc.], Pearson Education Limited

## Strategic Management II

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Strategic Management II			
<b>TEACHER</b>	dr hab., prof. WSiIZ Stefan Markowski			
<b>FACULTY</b>	Faculty of Management			
<b>FIELD OF STUDY</b>	Management			
<b>CYCLE</b>	second-cycle			
<b>EDUCATION PROFILE</b>	practical			
<b>SEMESTER (NUMBER)</b>	2	<b>ACADEMIC YEAR</b>	2022/2023	<b>FORM OF STUDIES</b>
<b>FORM OF CLASSES</b>	<b>FORM OF CREDITS</b>	<b>NUMBER OF HOURS</b>	<b>ECTS CREDITS</b>	
<b>Lecture</b>	Examination	16	4	
<b>Project</b>	Credit with grade	16		

### 2. PREREQUISITES (resulting from course succession)

None

### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

<b>Item</b>	<b>Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES</b>
P_W01	Characterise different elements of the concept of strategic management.
P_W02	Describe different concepts of strategy development by a business enterprise and different types of strategies to be developed.
P_U01	Analyse sources of and barriers to organisational competitiveness.
P_U02	Plan organisational activities aimed at the development of organisational competitiveness.
P_K01	Critically assess organisational activities aimed at the enhancement of the organisation's market position.

### 4. COURSE CONTENT (separately for each form of classes)

#### Lecture

<b>Item</b>	<b>Course Content</b>
W1	Strategic management concepts - Origins of strategic management - Determinants of the strategic management system - Different approaches to strategic management and emergent trends.
W2	Strategic analysis - The scope of strategic analysis - Selected methods of planning and analysis in strategic management.
W3	The strategy formation process in business enterprise - Strategy development - Vision-driven entrepreneurial approach - Emergent approach.
W4	Types of organisational strategy - Competitive strategies - Diversification strategies



	<ul style="list-style-type: none"> <li>- Cooperation strategies</li> <li>- Strategic alliances</li> <li>- Mergers and acquisitions</li> <li>- Functional strategies.</li> </ul>
W5	Strategy implementation <ul style="list-style-type: none"> <li>- Strategic functional programmes</li> <li>- Balanced score card</li> </ul> Strategic control.

### Project

Item	Course Content
P1	Application of a strategic control tool for a selected enterprise using the Balanced Score Card.

## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Written examination Open questions	Lecture presentations
P_W02	Written examination Open questions	Lecture presentations
P_U01	Assessment of in-class participation, project records	Project
P_U02	Assessment of in-class participation, project records	Project
P_K01	Assessment of in-class participation, project records	Project

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	answer satisfactorily neither of the two outcome-related examination questions	answer satisfactorily at least one of the two outcome-related examination questions	answer comprehensively one of the two outcome-related examination questions and partially the other	answer comprehensively both outcome-related examination questions
P_W02	answer satisfactorily neither of the two outcome-related examination questions	answer satisfactorily at least one of the two outcome-related examination questions	answer comprehensively one of the two outcome-related examination questions and partially the other	answer comprehensively both outcome-related examination questions
P_U01	perform an analysis that identifies the sources and barriers to the competitiveness of the organization	perform an analysis that identifies the sources and barriers to the competitiveness of the organization, to a minimum	perform an analysis that identifies the sources and barriers to the competitiveness of the organization, but uses limited argumentation	perform an analysis that identifies the sources and barriers to the competitiveness of the organization, using full argumentation
P_U02	plan the organization's activities	plan the organization's activities to a minimal extent	plan the organization's activities, but uses limited argumentation	plan the organization's activities using the full argument

<b>Course outcome</b>	<b>For the grade of 2 the student cannot</b>	<b>For the grade of 3 the student can</b>	<b>For the grade of 4 the student can</b>	<b>For the grade of 5 the student can</b>
P_K01	assess the in-class developed project solutions	assess the in-class developed project solutions only when prompted to do so	only assess the in-class developed project solutions using a limited range of arguments	assess the in-class developed project solutions using a wide range of relevant arguments

## 7. LITERATURE

<b>Obligatory Reading</b>
R. Grant, Contemporary Strategic Management, 6th edition, Blackwell Publishing, 2014.
J. A. Pearce II and R. B. Robinson Jr, Strategic Management: Formulation, Implementation, and Control. 12th edition (or later), Boston: McGraw-Hill International Edition, 2011.
R. Kaplan and D. Norton, Balanced Scorecard: Translating strategy into action. Boston: Harvard Business School Press, 1996.
R. Abrams, Business Plan: Secrets and Strategies, 4th edition, The Planning Shop, 2003.

<b>Supplementary Reading</b>
R. W. Griffin and M. W. Pustay, International Business: A Managerial Perspective, 5th edition (or later), Prentice Hall International.
W. G. Nickels and J. M. McHugh, Understanding Business, Boston: McGraw-Hill Irwin, 2005.
N. Slack, S. Chambers, and R. Johnston, Operations Management, 6th edition (lub późniejsza), Prentice Hall, 2010.
<a href="http://hbr.org/">http://hbr.org/</a>

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	HR Management in Modern Organisations			
<b>TEACHER</b>	mgr Roman Wieczorek			
<b>FACULTY</b>	Faculty of Management			
<b>FIELD OF STUDY</b>	Management			
<b>CYCLE</b>	second-cycle			
<b>EDUCATION PROFILE</b>	practical			
<b>SEMESTER (NUMBER)</b>	2	<b>ACADEMIC YEAR</b>	2022/2023	<b>FORM OF STUDIES</b>
<b>FORM OF CLASSES</b>	<b>FORM OF CREDITS</b>	<b>NUMBER OF HOURS</b>	<b>ECTS CREDITS</b>	
<b>Tutorial</b>	Credit with grade	14	3	
<b>Recitation Class</b>	Credit with grade	12		

### 2. PREREQUISITES (resulting from course succession)

Contemporary concepts of management, Managerial economics
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### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

<b>Item</b>	<b>Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES</b>
P_W01	Discuss the essence and importance of the concept of human resources management in the creation and functioning of modern organizational structures
P_W02	Identify and interpret human behavior at the individual and team level
P_U01	Present and argue assumptions from the point of view of management sciences, participate in discussions and communicate with persons who are not specialists in the field of management
P_U02	Choose appropriate methods to support the planning and implementation of self-learning processes and other people's learning

### 4. COURSE CONTENT (separately for each form of classes)

#### **Tutorial**

<b>Item</b>	<b>Course Content</b>
W1	Standards and trends in recruitment and selection processes
W2	Traditional and modern techniques of motivating
W3	Training systems and staff development
W4	Standards and trends in the employee evaluation process
W5	Theories of change management in the organization
W6	Control styles in organizations
W7	Coaching in human resource management
W8	Globalization processes and modern technologies vs. human resource management

#### **Recitation Class**

<b>Item</b>	<b>Course Content</b>
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RC1	Technologies supporting personnel selection processes, implementation of KPI quality indicators and SLA
RC2	Identifying and interpreting employee needs, techniques of individual, team and system motivation
RC3	Effective planning, implementation and evaluation of trainings, talent management in the organization
RC4	Techniques and methods of employee evaluation, effective use of evaluation results
RC5	Managing the process of introducing changes, motivating and self-motivating to changes
RC6	Managing the comfort and discomfort zones of the employee, the ability to listen and ask questions

## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	open ended questions	Lecture
P_W02	open ended questions	Lecture
P_U01	practical task	Recitation Class
P_U02	practical task	Recitation Class

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	correctly discuss one theoretical problem	correctly discuss one theoretical problem	correctly discuss two theoretical problems	correctly discuss three theoretical problems
P_W02	correctly discuss one concept in the area of identifying and interpreting human behavior	correctly discuss one concept in the area of identifying and interpreting human behavior	correctly discuss two concepts in the area of identifying and interpreting human behavior	correctly discuss three concepts in the area of identifying and interpreting human behavior
P_U01	in team work, correctly present and argue assumptions from the perspective of management sciences and participate in the discussion	in team work, correctly present and argue assumptions from the perspective of management sciences and participate in the discussion	in team work, correctly present and argue assumptions from the perspective of management sciences and participate in the discussion as well as communicate with persons who are specialists in the field of management	in team work, correctly present and argue assumptions from the perspective of management sciences and participate in the discussion as well as communicate with persons who are specialists in the field of management and those who aren't
P_U02	in team work, correctly choose one method of planning and implementation of self-learning processes and	in team work, correctly choose one method of planning and implementation of self-learning processes and	in team work, correctly choose two methods of planning and implementation of self-learning processes and other people's learning	in team work, correctly choose three methods of planning and implementation of self-learning processes and other people's learning

<b>Course outcome</b>	<b>For the grade of 2 the student cannot</b>	<b>For the grade of 3 the student can</b>	<b>For the grade of 4 the student can</b>	<b>For the grade of 5 the student can</b>
	other people's learning	other people's learning		

## 7. LITERATURE

<b>Obligatory Reading</b>
S. Borkowska, Human Resource Management , Warsaw, 2002
W.Mondy, Human Resource Management, Prentice Hall, Boston, 2012

<b>Supplementary Reading</b>
Personel i Zarządzanie - <a href="http://personel.infor.pl">http://personel.infor.pl</a>

## 1. BASIC INFORMATION ON THE COURSE

Course name	IT management in organization
Academic year	2022/2023
Faculty	Faculty of Management
Field of study	Management
Education level	Second-cycle – postgraduate
Education profile	Practical
Specialty	-

## 2. PREREQUISITES (RESULTING FROM THE SEQUENCE OF COURSES)

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## 3. LEARNING OUTCOMES AND THE METHOD OF CARRYING OUT ACTIVITIES

### 3.1. Course learning outcomes - knowledge, skills and social competences,

No.	Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES
P_U01	Collect and analyze data and present the current situation of the company in the development of specific areas of e-business using advanced data analysis and visualization techniques.
P_U02	Propose the use of various innovative Internet-based business models in the operation of a company (both existing and newly created) and assess the value of the new model.
P_U03	Take an active part in the discussion on business models, tools and IT solutions used in the company and present their ideas to the public forum with the support of audiovisual techniques
P_K01	Taking into account the constant changes in Internet technologies and their effects on the functioning of enterprises, the student understands the need for constant improvement of knowledge in this area.

### 3.2. Forms of classes and number of hours and ECTS credits

Lec	Tutorial	RC	Lab	P	eL	ECTS
-	-	-	16	-	-	2

### 3.3. Learning content (separately for each form of classes)

#### RECITATION CLASS

No.	Learning content
L1	Modern concepts of management information systems. e-business and management of new economy enterprises. Trends of ICT development in the aspect of their economic use. The problem of mutual relations between business strategies and IT strategy in a company.

L2	Advanced data processing for the enterprise. Power Pivot and Data Mining tools for Excel.
L3	Methods of visualizing business data. Key Performance Indicators (KPIs). Managerial dashboard. Data visualization using web techniques.
L4	Review and analysis of innovative e-business models operating in global and domestic markets. Principles and stages of designing new e-business models.
L5	Studies on the effectiveness of e-business projects, criteria for the selection of data collection strategies supporting web analytics. Improvement of business project effectiveness.

### 3.4. Methods of verification of learning outcomes

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_U01	Current evaluation of the presented results of group activities carried out during the exercises	Laboratory
P_U02	Current evaluation of the presented results of group activities carried out during the exercises	Laboratory
P_U03	Current evaluation of the presented results of group activities carried out during the exercises	Laboratory
P_K01	Current evaluation of the presented results of group activities carried out during the exercises	Laboratory

### 3.5. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For grade 2 the student cannot	For grade 3 the student can	For grade 4 the student can	For grade 5 the student can
P_U01	make a basic analysis of data concerning the company and its environment in the context of introducing an innovative e-business model	make a basic analysis of data concerning the company and its environment in the context of introducing an innovative e-business model	make a detailed analysis of data concerning the company and its environment in the context of introducing an innovative e-business model	make an exhaustive analysis of data concerning the company and its environment in the context of introducing an innovative e-business model and propose own methods of analysis and presentation of this data
P_U02	propose an innovative business model that can be implemented and justify your choice	propose an innovative business model that can be implemented with minor faults	propose an innovative business model that can be implemented and indicate the appropriate IT tools necessary for its implementation	propose and evaluate an innovative business model that can be implemented and identify the appropriate IT tools necessary for its implementation by providing a comprehensive justification of the decisions taken
P_U03	Speak in discussion or prepare a multimedia presentation to support your statement	Take a limited part in the discussion by presenting your position with the support of uncomplicated multimedia presentations	take an active part in the discussion by presenting their position with the support of various audiovisual techniques	take an active part in the discussion, using advanced audio-visual techniques also proposed independently

P_K01	seek and analyze current information on new IT solutions and new e-business models based on Internet sources (including industry portals), books and scientific articles, conferences and industry meetings	basically look for and analyze current information about new IT solutions and new e-business models based on Internet sources (including industry portals), books and scientific articles, conferences and industry meetings	seek and analyze current information about new IT solutions and new e-business models (based on Internet sources, including industry portals, books and scientific articles, conferences and industry meetings), making minor mistakes	seek and analyze current information about new IT solutions and new e-business models (based on online sources, including industry portals, books and scientific articles, conferences and industry meetings) without making mistakes
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### 3.6. Literature

<b>Obligatory literature</b>
Laudon K., Traver C. (2018), <i>E-commerce 2018: business, technology, society</i> , 14/e, Pearson Education.
Chaffey D. (2011), <i>E-business and e-commerce management: strategy, implementation and practice</i> , 5/e, Prentice Hall.
Turban E., King D. (2003), <i>Introduction to e-commerce</i> , Pearson Education.
<b>Supplementary literature</b>
Laudon K. J., (2006), <i>Management information systems</i> , 8/e, Prentice Hall.
Wilimowska Z., (2010), <i>Information systems architecture and technology: IT models in management process</i> , Oficyna Wydawnicza Politechniki Wrocławskiej.



## 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	International Enterprise Management			
<b>TEACHER</b>	mgr Javed Imran			
<b>FACULTY</b>	Faculty of Management			
<b>FIELD OF STUDY</b>	Management			
<b>CYCLE</b>	second-cycle			
<b>EDUCATION PROFILE</b>	practical			
<b>SEMESTER (NUMBER)</b>	2	<b>ACADEMIC YEAR</b>	2022/2023	<b>FORM OF STUDIES</b>
<b>FORM OF CLASSES</b>	<b>FORM OF CREDITS</b>	<b>NUMBER OF HOURS</b>	<b>ECTS CREDITS</b>	
<b>Tutorial</b>	Credit with grade	15	4	
<b>Recitation Class</b>	Credit with grade	15		

## 2. PREREQUISITES (resulting from course succession)

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## 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

<b>Item</b>	<b>Description of the learning outcomes for the course</b> <b>On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES</b>
P_W01	Describe the definition of globalization and identify the motives and forms of internationalization of the enterprise
P_W02	Describe the organizational structures of international enterprises
P_U01	Adapt the internationalization strategy to the development phase of an international enterprise
P_U02	Propose a marketing strategy for the development phase of an international enterprise

## 4. COURSE CONTENT (separately for each form of classes)

### Tutorial

<b>Item</b>	<b>Course Content</b>
K1	The definition and features of globalization. Dimensions of globalization. Factors affecting the processes of globalization. Benefits and threats of the globalization process. Challenges and opportunities for enterprises in the conditions of globalization.
K2	The definition and forms of internationalization of enterprises. Motives of internationalization of enterprises. Sources of competitive advantage of enterprise internationalization. Conditions of the development of international enterprises. Problems of enterprise internationalization.
K3	Analysis of the international enterprise environment (economic, political, socio-cultural, technological).
K4	Enterprise internationalization strategy. Determinants of the internationalization strategy. Selected strategies of enterprise internationalization: coordination and configuration Porter's model, H. Perlmutter's model.
K5	Organizational structures of international enterprises. An European company as a form of internationalization of an enterprise.
K6	Marketing strategies of international enterprises. Globalization vs. local adaptation.

### Recitation Class

Item	Course Content
Cw1	Case study about enterprise globalization.
Cw2	Case study about motives, forms and problems related to the internationalization of enterprises.
Cw3	Case study about analysis of the international company's environment.
Cw4	Case study about enterprise internationalization strategies.
Cw5	Case study about organizational structures of international enterprises.
Cw6	Case study about marketing strategies of international enterprises.

## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Test - closed questions of single choice and/or the true - false	Tutorial
P_W02	Test - closed questions of single choice and/or the true - false	Tutorial
P_U01	Test - closed questions of single choice	Rectation class
P_U02	Test - closed questions of single choice	Rectation class

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	to choose correct answers in more than a 50% of questions	to choose correct answers in more than a 50% of questions and fewer than a 60% of questions	to choose correct answers in more than (or equal) the 60% of questions and fewer than a 80% of questions	to choose correct answers in more than (or equal) 80% of questions
P_W02	to choose correct answers in more than a 50% of questions	to choose correct answers in more than a 50% of questions and fewer than a 60% of questions	to choose correct answers in more than (or equal) the 60% of questions and fewer than a 80% of questions	to choose correct answers in more than (or equal) 80% of questions
P_U01	to choose correct answers in more than a 50% of questions	to choose correct answers in more than a 50% of questions and less than 60% of the questions	to choose correct answers in more than a 60% of questions and less than 80% of the questions	to choose correct answers in more than (or equal) 80% of questions
P_U02	to choose correct answers in more than a 50% of questions	to choose correct answers in more than a 50% of questions and less than 60% of the questions	to choose correct answers in more than a 60% of questions and less than 80% of the questions	to choose correct answers in more than (or equal) 80% of questions

## 7. LITERATURE

Obligatory Reading
Sagan, M., Management in international business, Warszawa: SGH, 2015.

Morley, M., How to manage your global reputation: a guide to the dynamics of international public relations, Basingstoke: Palgrave, 2002.

**Supplementary Reading**

Min, Ch., Asian management systems : Chinese, Japanese, and Korean styles of business, New York: Routledge, 1995.

Bartlett, Ch. A., et. al. Transnational management : text, cases, and readings in cross-border management .

## Ethics in International Relations

<b>Ethics in International Relations (MA degree - 5 ECTS)</b>	
<b>Tutorial</b>	<ul style="list-style-type: none"> <li>- Introduction. The role of values in the modern world;</li> <li>- Business ethics and normative theories (Kant, Mill, utilitarianism, relativism);</li> <li>- Global economy in ethical terms (dynamics of changes in global economy, principles of capitalist economy, principles of socialist economy, mixed model);</li> <li>- The political sphere (governance, power, theories concerning the state-citizen relationship, democratic states, authoritarian states, states in transit);</li> <li>- Right aspects of ethics (law and morality, common parts between law and ethics, implications of international law for business);</li> <li>- Ethical considerations on international trade (imperialism, globalization, domestic trade policies, bilateral agreements, challenges facing the WTO).</li> </ul>
<b>Recitation class</b>	<ul style="list-style-type: none"> <li>- Corporate social responsibility (genesis, essence and premises, evolution, model of operation);</li> <li>- Codes of ethics and professional standards;</li> <li>- The influence of culture on the ethical conditions of business;</li> <li>- Clashes between local and global culture (case studies);</li> <li>- Marketing and advertising - ethical considerations;</li> <li>- Ethical leadership.</li> </ul>
<b>project</b>	<ul style="list-style-type: none"> <li>- Overview of the principles of project preparation and the methodology of working on it;- Discussion of potential project topics in the field of ethics in international business. Selection of the project topic by students;- Presentation of the project in front of the group. Discussion on the project.</li> </ul>

## International Quality Standards

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	International Quality Standards			
<b>TEACHER</b>	dr Grzegorz Zając			
<b>FACULTY</b>	Faculty of Management			
<b>FIELD OF STUDY</b>	Management			
<b>CYCLE</b>	second-cycle			
<b>EDUCATION PROFILE</b>	practical			
<b>SEMESTER (NUMBER)</b>	4	<b>ACADEMIC YEAR</b>	2022/2023	<b>FORM OF STUDIES</b>
<b>FORM OF CLASSES</b>	<b>FORM OF CREDITS</b>	<b>NUMBER OF HOURS</b>	<b>ECTS CREDITS</b>	
Lecture	Examination	15	4	
Project	Credit with grade	15		

### 2. PREREQUISITES (resulting from course succession)

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### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

Item	Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES
P_W01	Has the necessary knowledge to make management decisions, including in particular integrated quality assurance systems in the organisation
P_W02	Can describe the main analytical methods for solving the quality standards and optimizing the flow of value streams
P_U01	Correctly uses normative systems and selected standards and rules (legal, professional, ethical) to solve a specific qualitative problem related to the management of the organisation
P_U02	Can perform a basic qualitative analysis and assess the usefulness of results in the research discipline of management

### 4. COURSE CONTENT (separately for each form of classes)

#### Lecture

Item	Course Content
W1	Goals, features, and methods for organization management
W2	The basics of standardisation and its importance
W3	Rules for the development of standardisation documents
W4	Characteristics of logistics processes and systems (objectives, competitiveness)
W5	ISO 9000 series standards - evolution, guidelines, applications, sectoral varieties
W6	Diagnosing real-world processes and systems (before implementing TQM)
W7	Designing an ISO 9001 quality management system
W8	Implementation and certification of a designed quality management system
W9	Improving the implemented system based on management standards
W10	The organisation's competitiveness and approximate assessments

## Project

Item	Course Content
P1	For a selected (or defined hypothetical) company , develop a quality policy and objectives and a process map
P2	For the above mentioned organisations, develop principles of management and supervision of selected processes and identify activities requiring documented information, develop a sample document
P3	Identify tools and methods for improving the quality management system on the example of selected logistics organizations

## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Written test with closed questions	Lecture
P_W02	Written test with closed questions	Lecture
P_U01	Discussion	Project
P_U02	Discussion	Project

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	answer at least 50% of theoretical-problem questions.	answer 50-75% of theoretical-problem questions.	answer 76-90% of theoretical-problem questions.	answer at least 91% of theoretical-problem questions.
P_W02	answer at least 50% of theoretical-problem questions.	answer 50-75% of theoretical-problem questions.	answer 76-90% of theoretical-problem questions.	answer at least 91% of theoretical-problem questions.
P_U01	identify a qualitative problem.	can only point a method to solve the identified quality problem.	choose the right method or tool to solve a qualitative problem, apply it with minor errors.	can solve a qualitative problem, indicate its cause using the appropriate method, indicate preventive measures.
P_U02	identify a qualitative problem.	prepare incomplete documentation of the logistics process.	prepare complete documentation of the logistics process with minor errors.	prepare complete quality documentation of the selected logistics process.

## 7. LITERATURE

Obligatory Reading
Goetsch, David L, Davis, Stanley B. Quality management: introduction to Total Quality Management for production, processing and services, 2006, Upper Saddle River, N.J: Pearson Prentice Hall
Aikens, C. Harold, Quality inspired management: the key to sustainability, 2011, Boston, Mass.; London: Prentice-Hall
Foster, S. Thomas, Managing quality: an integrative approach, 2004, Upper Saddle River, N.J: Pearson Prentice Hall

<b>Supplementary Reading</b>
Evans, James R., Lindsay, William M, The management and control quality, 2011, Mason : South Western Cengage Learning
Evans, James R., Total quality: management, organization and strategy, 2005, South-Western Thomson Learning

## 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Airports and airlines e-commerce			
<b>TEACHER</b>	dr inż. Jacek Jakiela			
<b>FACULTY</b>	Faculty of Management			
<b>FIELD OF STUDY</b>	Management			
<b>CYCLE</b>	second-cycle			
<b>EDUCATION PROFILE</b>	practical			
<b>SEMESTER (NUMBER)</b>	2	<b>ACADEMIC YEAR</b>	2022/2023	<b>FORM OF STUDIES</b>
<b>FORM OF CLASSES</b>	<b>FORM OF CREDITS</b>	<b>NUMBER OF HOURS</b>	<b>ECTS CREDITS</b>	
<b>Recitation Class</b>	Credit with grade	15	2	

## 2. PREREQUISITES (resulting from course succession)

None

## 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

<b>Item</b>	<b>Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES</b>
P_W01	explain how to plan, organize and design e-business enterprises for aviation industry in terms of concepts from e-business and e-commerce domain including internet business model main components as well as user experience issues
P_U01	prepare the decomposition of airlines internet enterprise models working on-line with critical analysis of their basic components and website/digital product design issues
P_U02	develop the specification of e-business enterprise for aviation industry and prototype of internet business model according to UX best practices

## 4. COURSE CONTENT (separately for each form of classes)

### Recitation Class

<b>Item</b>	<b>Course Content</b>
RC1	Preparing elevator pitch, product box, mission and vision for e-business enterprises.
RC2	Developing business model canvas for e-business solution.
RC3	Creating personas for target groups of system's customers.
RC4	Preparing value proposition canvas for offer architecture.
RC5	Defining revenue generation model including market mechanisms of price determination as well as revenue sources models.
RC6	Planning value network for an e-business enterprise.
RC7	Developing prototype for an e-business solution.

## 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES



<b>Course outcome</b>	<b>Assessment method</b>	<b>Form of classes within which attaining the outcome is verified</b>
P_W01	Oral exam. Open questions related to classes content (basic concepts definitions, aspects of internet business models organization, planning and implementation).	Recitation class
P_U01, P_U02	The assessment is done gradually after every class, based on workgroups assignments' results presentation as well as discussion.	Recitation class

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

<b>Course outcome</b>	<b>For the grade of 2 the student cannot</b>	<b>For the grade of 3 the student can</b>	<b>For the grade of 4 the student can</b>	<b>For the grade of 5 the student can</b>
P_W01	define basic concepts related to e-business and e-commerce domains.	define basic concepts related to e-business and e-commerce domains.	List and describe basic components of internet enterprise.	Explain in detailed manner what are the best practices related to e-business enterprise components development.
P_U01	Decompose the simple online solution according to the internet business model structure and explain what every building block is about.	Decompose the simple online solution according to the internet business model structure and explain what every building block is about.	Justify the design decisions made by creators of selected e-business solution.	Critically assess the correctness and validity of design decisions made with regard to e-business enterprise and suggest possible improvements.
P_U02	Develop the draft with minimal content for internet business model specification.	Develop the draft with minimal content for internet business model specification.	Develop full specification of internet business model including all building blocks needed and design simple prototype	Develop a high fidelity prototype of internet enterprise based on detailed specification

## 7. LITERATURE

<b>Obligatory Reading</b>
Turban E. King D., Viehland D., Lee J.: Electronic commerce. A managerial perspective, Prentice-Hall, 2011.
Laudon K., Traver C. G.: E-Commerce 2011. Prentice Hall, 2011.
Krug S.: Don't Make Me Think: A Common Sense Approach to Web Usability, 2nd Edition. New Riders Press, 2005.

<b>Supplementary Reading</b>
Krug S.: Rocket Surgery Made Easy: The Do-It-Yourself Guide to Finding and Fixing Usability Problems. New Riders Press, 2009.

## Airlines business models workshop

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Airlines business models workshop				
<b>TEACHER</b>	mgr Michał Nędza				
<b>FACULTY</b>	Faculty of Management				
<b>FIELD OF STUDY</b>	Management				
<b>CYCLE</b>	second-cycle				
<b>EDUCATION PROFILE</b>	practical				
<b>SEMESTER (NUMBER)</b>	2	<b>ACADEMIC YEAR</b>	2022/2023	<b>FORM OF STUDIES</b>	
<b>FORM OF CLASSES</b>	<b>FORM OF CREDITS</b>	<b>NUMBER OF HOURS</b>	<b>ECTS CREDITS</b>		
<b>Recitation Class</b>	Credit with grade	15	2		

### 2. PREREQUISITES (resulting from course succession)

Microeconomics
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### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

<b>Item</b>	<b>Description of the learning outcomes for the course</b> <b>On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES</b>
P_W01	Explain differences and similarities between business models that are applied by airlines on air transportation market
P_U01	Conduct analysis of business model of selected airlines
P_U02	Evaluate strategies of airlines and propose their improvement in the field of activities that they run

### 4. COURSE CONTENT (separately for each form of classes)

#### Recitation Class

<b>Item</b>	<b>Course Content</b>
Cw1	Introduction to airline business models
Cw2	Business model - Full Service Network Carrier
Cw3	Business model - Low Cost Carrier
Cw4	Business model - Regional airline
Cw5	Business model - Touristic carrier
Cw6	Business model - Cargo airline

### 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

<b>Course outcome</b>	<b>Assessment method</b>	<b>Form of classes within which attaining the outcome is verified</b>
P_W01 P_U01, P_U02	Individual preparation of solutions of case studies, group presentation	Recitation classes

### 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

<b>Course outcome</b>	<b>For the grade of 2 the student cannot</b>	<b>For the grade of 3 the student can</b>	<b>For the grade of 4 the student can</b>	<b>For the grade of 5 the student can</b>
P_W01	Explain differences and similarities between business models that are applied by airlines on air transportation market	Generally explain differences and similarities between business models that are applied by airlines on air transportation market	Precisely explain differences and similarities between business models that are applied by airlines on air transportation market	Fully explain differences and similarities between business models that are applied by airlines on air transportation market
P_U01	Conduct analysis of business model of selected airlines	Conduct general analysis of business model of selected airlines	Conduct detailed analysis of business model of selected airlines	Conduct full analysis of business model of selected airlines
P_U02	Evaluate strategies of airlines and propose their improvement in the field of activities that they run	Evaluate strategies of airlines and propose their general improvement in the field of activities that they run	Evaluate strategies of airlines and propose their detailed improvement in the field of activities that they run	Evaluate strategies of airlines and propose their full improvement in the field of activities that they run

## 7. LITERATURE

<b>Obligatory Reading</b>
R. Doganis, <i>Flying Off Course</i> , Abingdon, 2010
S.Shaw, <i>Airline Marketing and Management</i> , Surrey, 2007
<b>Supplementary Reading</b>
J.G.Wensveen, <i>Air Transportation. A management perspective</i> , Hampshire, 2007

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Transport Policy			
<b>TEACHER</b>	dr Grzegorz Zając			
<b>FACULTY</b>	Faculty of Management			
<b>FIELD OF STUDY</b>	Management			
<b>CYCLE</b>	second-cycle			
<b>EDUCATION PROFILE</b>	practical			
<b>SEMESTER (NUMBER)</b>	4	<b>ACADEMIC YEAR</b>	2022/2023	<b>FORM OF STUDIES</b>
<b>FORM OF CLASSES</b>	<b>FORM OF CREDITS</b>	<b>NUMBER OF HOURS</b>	<b>ECTS CREDITS</b>	
<b>Recitation Class</b>	Credit with grade	20	3	

### 2. PREREQUISITES (resulting from course succession)

Economic Law
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### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

<b>Item</b>	<b>Description of the learning outcomes for the course On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES</b>
P_W01	Knows and understands basic transport terminology and transport policy.
P_W02	Can explain the organisation of transport policy by the relevant actors.
P_W03	Knows and understands the objectives and principles of transport policy and the functioning of the transport process in a globalised international environment.
P_U01	Can use the legal norms and rules of transport policy.

### 4. COURSE CONTENT (separately for each form of classes)

#### Recitation Class

<b>Item</b>	<b>Course Content</b>
Cw1	Preliminary issues. The concept and classification of transport.
Cw2	The transport process. Transport process management.
Cw3	Transport policy objectives and principles.
Cw4	The importance of transport for the economy.
Cw5	Transport policy developments.
Cw6	International regulations for transport operations.
Cw7	The origins and treaty bases of the EU common transport policy.
Cw8	Achieving the objectives of the common transport policy.
Cw9	Shaping transport policy in the European Union. Competence of bodies.

### 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01, P_W02, P_W03, P_U01	Written credit consisting of closed questions	Recitation classes

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

Course outcome	For the grade of 2 the student cannot	For the grade of 3 the student can	For the grade of 4 the student can	For the grade of 5 the student can
P_W01	Knows and understands basic transport terminology and transport policy	Knows and understands basic transport and transport policy terminology	Knows and understands extended transport and transport policy terminology	Knows and understands basic transport terminology and transport policy
P_W02	Explain the organisation of transport policy by the relevant actors	Generally explain the organisation of transport policy by the relevant actors	Clarify the organisation of transport policy by the relevant actors	Comprehensively explain the organisation of transport policy by the relevant actors
P_W03	Knows and understands the objectives and principles of transport policy and the functioning of the transport process in a globalised international environment	Knows and understands the general objectives and principles of transport policy and the functioning of the transport process in a globalised international environment	Knows and understands the extended objectives and principles of transport policy and the functioning of the transport process in a globalised international environment	Knows and understands all the objectives and principles of transport policy and the functioning of the transport process in a globalised international environment
P_U01	Can use the legal norms and rules of transport policy	Is able to use the legal norms and rules of transport policy in a fundamental way	Is able to use the legal norms and rules of transport policy at an advanced level	Is able to use the legal norms and rules of transport policy fluently

## 7. LITERATURE

Obligatory Reading
Ronald H. Ballou. Business logistics/supply chain management: planning, organizing and controlling the supply chain, Upper Saddle River, N.J. : Pearson/Prentice Hall, cop. 2004.
James Stock, Douglas Lambert., Strategic logistics management, McGraw-Hill/Irwin, cop. 2001.
Stephen P. Robbins, Mary Coulter, Management, Upper Saddle River, NJ : Prentice-Hall, cop. 2005 [i. e. 2004].

Supplementary Reading
Martin Christopher, Logistics and supply chain management: creating value-added networks, Harlow, England ; New York : FT Prentice Hall, 2011.
Alan Harrison, Remko van Hoek, Logistics management and strategy, Harlow : Pearson Education, cop. 2002.
Martin Christopher, Logistics and supply chain management: strategies for reducing cost and improving service, London : Financial Times/Pitman, cop. 1998.

## Financial Management in Airports and Airlines

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Financial Management in Airports and Airlines				
<b>TEACHER</b>	mgr Ulyana Zaremba				
<b>FACULTY</b>	Faculty of Management				
<b>FIELD OF STUDY</b>	Management				
<b>CYCLE</b>	second-cycle				
<b>EDUCATION PROFILE</b>	practical				
<b>SEMESTER (NUMBER)</b>	4	<b>ACADEMIC YEAR</b>	2022/2023	<b>FORM OF STUDIES</b>	
<b>FORM OF CLASSES</b>	<b>FORM OF CREDITS</b>	<b>NUMBER OF HOURS</b>	<b>ECTS CREDITS</b>		
<b>Recitation Class</b>	Credit with grade	20	3		

### 2. PREREQUISITES (resulting from course succession)

Finance and Industrial Investments
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### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

<b>Item</b>	<b>Description of the learning outcomes for the course</b> <b>On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES</b>
P_W01	knows the methods and tools that can be used in corporate financial management
P_U01	ability to analyze the financial condition of the business entity.

### 4. COURSE CONTENT (separately for each form of classes)

#### Recitation Class

<b>Item</b>	<b>Course Content</b>
1	Company financial statement analysis.
2	Net Working Capital management.
3	Free Cash Flows estimation (FCFE, FCFF).
4	Simplified valuation of the company.

### 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

<b>Course outcome</b>	<b>Assessment method</b>	<b>Form of classes within which attaining the outcome is verified</b>
P_W01 P_U01	Elaboration of a report on the subject given by the teacher.	Recitation classes

### 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

<b>Course outcome</b>	<b>For the grade of 2 the student cannot</b>	<b>For the grade of 3 the student can</b>	<b>For the grade of 4 the student can</b>	<b>For the grade of 5 the student can</b>
P_W01	Use the specialised knowledge gained in financial management.	Use the specialised knowledge gained in financial management in the basic scope.	Use the specialised knowledge gained in financial management in the extended scope	Use the specialised knowledge gained in financial management fully.
P_U01	Analyse the financial situation of the business entity.	Analyse the financial situation of the business entity.	Analyse the financial situation of the business entity and perform basic business valuation.	Analyse the financial situation of the business entity, perform basic business valuation and draw conclusions based on the results obtained.

## 7. LITERATURE

<b>Obligatory Reading</b>
Airline finance / Peter S. Morrell. - 3rd ed. - Aldershot, England ; Burlington, VT: Ashgate, 2010.
Foundations of airline finance : methodology and practice / Bijan Vasigh, Ken Fleming, Liam Mackay . - Farham, Surrey ; Burlington, VT : Ashgate, cop. 2010.

<b>Supplementary Reading</b>
EVA and value-based management : a practical guide to implementation / S. David Young, Stephen F. O'Byrne. - New York : McGraw Hill, cop. 2001.
Corporate financial management / Glen Arnold. - 2nd ed. - Harlow : Financial Times Prentice Hall, 2002.

## Managing a Strategic Network

### 1. BASIC INFORMATION ON THE COURSE

<b>COURSE NAME</b>	Managing a Strategic Network				
<b>TEACHER</b>	mgr Michał Nędza				
<b>FACULTY</b>	Faculty of Management				
<b>FIELD OF STUDY</b>	Management				
<b>CYCLE</b>	second-cycle				
<b>EDUCATION PROFILE</b>	practical				
<b>SEMESTER (NUMBER)</b>	4	<b>ACADEMIC YEAR</b>	2022/2023	<b>FORM OF STUDIES</b>	
<b>FORM OF CLASSES</b>	<b>FORM OF CREDITS</b>	<b>NUMBER OF HOURS</b>		<b>ECTS CREDITS</b>	
<b>Recitation Class</b>	Credit with grade	20		3	

### 2. PREREQUISITES (resulting from course succession)

None

### 3. COURSE OUTCOMES - KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES

<b>Item</b>	<b>Description of the learning outcomes for the course</b> <b>On completing the course, the student has the following KNOWLEDGE, SKILLS AND SOCIAL COMPETENCES</b>
P_W01	Describe the relationship between the structures and institutions in the process of strategic network management
P_W02	Present selected analytical tools of strategic network management
P_U01	Plan strategic network in logistics processes

### 4. COURSE CONTENT (separately for each form of classes)

#### Recitation Class

<b>Item</b>	<b>Course Content</b>
RC1	Introduction to concepts of strategic network management - definitions, goals, threats and methods of analysis
RC2	Instruments of logistic management - lean management, TQM and Six Sigma
RC3	SCM systems and integrators
RC4	MRP, CRM and SRM systems
RC5	Strategic Information /a Card Game/
RC6	Production enterprise management
RC7	Procurement in Logistics
RC9	Logistics in production plant
RC0	Distribution and sales in Logistics

### 5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES



<b>Course outcome</b>	<b>Assessment method</b>	<b>Form of classes within which attaining the outcome is verified</b>
P_W01	Written test that consists of open questions with short answer and/or multiple choice questions	Recitation classes
P_W02	Written test that consists of open questions with short answer and/or multiple choice questions	Recitation classes
P_U01	Written test that consists of open questions with short answer and/or multiple choice questions	Recitation classes

## 6. CRITERIA FOR GRADING THE LEVEL OF ACHIEVEMENT OF COURSE OUTCOMES

<b>Course outcome</b>	<b>For the grade of 2 the student cannot</b>	<b>For the grade of 3 the student can</b>	<b>For the grade of 4 the student can</b>	<b>For the grade of 5 the student can</b>
P_W01	Describe the relationship between the structures and institutions in the process of strategic network management	Generally describe the relationship between the structures and institutions in the process of strategic network management	Precisely describe the relationship between the structures and institutions in the process of strategic network management	Fully describe the relationship between the structures and institutions in the process of strategic network management
P_W02	Present selected analytical tools of strategic network management	Generally present selected analytical tools of strategic network management	Precisely present selected analytical tools of strategic network management	Fully present selected analytical tools of strategic network management
P_U01	Plan strategic network in logistics processes	Overally plan strategic network in logistics processes	Precisely plan strategic network in logistics processes	Fully plan strategic network in logistics processes

## 7. LITERATURE

<b>Obligatory Reading</b>
Martin Christopher, Logistics and supply chain management: creating value-added networks, Harlow, England ; New York : FT Prentice Hall, 2011
Alan Harrison, Remko van Hoek, Logistics management and strategy, Harlow : Pearson Education, cop. 2002
<b>Supplementary Reading</b>
James Stock, Douglas Lambert., Strategic logistics management, McGraw-Hill/Irwin, cop. 2001