



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

Winter semester

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Bachelor's degree:

ENGLISH LANGUAGE

ENGLISH LANGUAGE (BA degree - 4 ECTS)

LABORATORY

- 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.
- Grammatical structures according to the textbook applicable at a given level.
- 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.
- Practicing listening comprehension in accordance with the textbook applicable at a given level.
- 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.
- 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.

POLISH LANGUAGE (BA- 4 ECTS)

LABORATORY

- use a foreign language in writing in accordance with the B1 level (BA) / B2 level (MA) of the European System for the Description of Languages
- use a foreign language in speech in accordance with B1 level (BA) / B2 level (MA) according to the European System for the Description of Languages

INTERNATIONAL FINANCE

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	International Finance				
TEACHER	-				
FACULTY	Faculty of Management				
FIELD OF STUDY	Economics				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	5	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Tutorial	Credit with grade	30		3	

2. PREREQUISITES (resulting from course succession)

Fundamentals of macroeconomics

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	Identify the most important international financial institutions and characterize how they work.
P_W02	Distinguish between key financial operations undertaken by multinational companies and illustrate the potential benefits and risks.
P_W03	Explain the relationship between the activities of international enterprises and the basic types of international financial systems.
P_U01	Prepare essay based on data obtained from desk research.
P_U02	Present a synthetic analysis based on indicators or statistical data.
P_K01	Identify basic determinants of international financial flows.

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

Tutorial

Item	Course Content
K1	History of international trade and finance: from the past to modern times. The industrial revolution and its institutional foundations. Factors determining international trade flows: geographical, technological and institutional.
K2	Theory of comparative advantage and the theory of absolute advantage. Production Possibilities Frontier and international trade.
K3	Heckscher-Ohlin's theory and its basic assumptions. The role of transport costs and economies of scale in international exchange.
K4	Protectionism and liberalization. Institutional factors determining trade and finance flows. Autarky and free trade.
K5	Regional integration agreements and financial flows of enterprises. Types of economic integration; effects of the customs union. The basic factors determining direct foreign investments.
K6	International capital flows and balance of payments accounts. Importance of Euromarket in the international business.
K7	International financial institutions and the quality of life. Institutional factors shaping globalization.

K8	Contemporary aspects of the international economy. Discussion -- the role of political and technological factors.
K9	Hedging and foreign trade -- a case study analysis.
P1	An essay on a topic selected from the list shared by a course presenter via the blackboard platform. The essay is based on selected statistical data and desk research.

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 K_K01	Multiple choice test and open-ended questions.	Seminar
P_U01 P_U02	Essay	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	identify the most important international financial institutions.	answer correctly to more than half, but less than 71% of questions about international financial institutions and how they work.	answer correctly to more than 71% but less than 91% of questions about international financial institutions and how they work.	answer correctly to more than 91% of questions about international financial institutions and how they work.
P_W02	identify opportunities and threats related to international business	can answer more than half, but less than 71% of international business.	can answer more than 71% but less than 91% of questions about international business.	can answer more than 91% of questions about international business.
P_W03	explain what is the relationship between international business and the international financial system.	answer more than half, but less than 71% of questions about the international financial system and international business.	correctly answer to more than 71% but less than 91% of questions regarding the international financial system and international business.	answer more than 91% of questions regarding the international financial system and international business.
P_U01	write an essay based on data obtained via desk research (including literature review, analysis and conclusions).	write an essay based on data obtained via desk research, which contains at least one of three required elements (literature review, analysis and conclusions).	write an essay based on data obtained via desk research, which contains at least two of three required elements (literature review, analysis and conclusions).	write an essay based on data obtained via desk research, which contains at least three of three required elements (literature review, analysis and conclusions).
P_U02	make a synthetic analysis based on available	make a synthetic analysis based on available indicators and statistical data that contains at least one of	make a synthetic analysis based on available indicators and statistical data that contains at least one of	make a synthetic analysis based on available indicators and statistical data that contains all required elements.

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
	indicators and statistical data.	the three required elements.	the three required elements.	
K_K01	identify the basic factors that determine international financial flows.	List one of the three basic factors that determine international financial flows.	identify two of the three basic factors that determine international financial flows	Identify factors (institutional, geographical and technological) determining international financial flows.

7. LITERATURE

Obligatory Reading
Winięcki J., (2003) International Trade and Finance: Lecture Notes. Biblioteka WSiIZ nr. Inw.: 002-86.
Allen W. R. (1959) Foreign Trade and Finance; essays in international economics equilibrium and adjustment. New York, Macmillan

Supplementary Reading
Bannock G., (1999) The Penguin international dictionary of finance. London, Penguin Books

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Operational Research			
TEACHER	dr Małgorzata Rataj			
FACULTY	Faculty of Management			
FIELD OF STUDY	Management			
CYCLE	first-cycle			
EDUCATION PROFILE	practical			
SEMESTER (NUMBER)	3	ACADEMIC YEAR	2022/2023	FORM OF STUDIES
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS	ECTS CREDITS	
Lecture	Examination	15	3	
Laboratory	Credit with grade	15		

2. PREREQUISITES (resulting from course succession)

Mathematics pt 1, Descriptive Statistics, 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_W01	Propose a solution to a simple economic problem using well-known optimization tools
P_W02	Distinguish selected mathematical models used to describe economic phenomena and processes
P_W03	Propose techniques used in project management
P_U01	Predict the effects of specific business processes
P_U02	Design a mathematical model that describes a specific process or economic phenomenon

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

Lecture

Item	Course Content
W1	Introduction to operational research. Decision model on the example of break-even point analysis
W2	The techniques used in project management, Gantt chart, network diagrams CPM and PERT, cost analysis
W3	The theory of decision analysis
W4	The queuing models
W5	Simulation models
W6	Predictive models
W7	Selected models of inventory management

Laboratory

Item	Course Content
L1	History of project management, classification and application of methods for network programming
L2	The basic concepts, assumptions of the network model, the stages of network building

L3	Exercises from CPM and PERT networks
L4	The theory of decision-making and the queuing models

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	Test - closed questions of single choice and the true - false; open questions with gaps in the text	Lecture
P_U01 P_U02	Test with high simulated practical tasks	Laboratory

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	Propose a solution to a simple economic problem using well-known optimization tools	To discuss meaning of the operational research in solving specific production and managerial problems and to assign a real economic situation to the specific model of the operational research	To discuss meaning of the operational research in solving specific production and managerial problems, to identify basic techniques of the operational research and to assign to their specific model a real economic situation	To discuss meaning of the operational research in solving specific production and managerial problems, to identify the technique of the operational research in detail and to assign a real economic situation to their specific model, moreover understands benefits and constraints resulting from
P_W02	Distinguish selected mathematical models used to describe economic phenomena and processes	Distinguish and discuss selected mathematical models to describe phenomena and processes of economic (1 type of models)	Distinguish and discuss selected mathematical models to describe phenomena and processes of economic (2 types of models)	Distinguish and discuss selected mathematical models to describe phenomena and processes of economic (3 types of models)
P_W03	Propose techniques used in project management	Propose and apply the basic techniques used in project management (Gantt chart)	Propose and apply the basic techniques used in project management (Gantt chart and network diagrams in models of CPM and PERT)	Propose and apply the basic techniques used in project management (Gantt chart, network diagrams models CPM and PERT, as well as a cost analysis)
P_U01	Predict the effects of specific business processes	Predict overall impact of process behavior originating in the enterprise, concerning production decisions	Predict the overall impact of processes taking place in the enterprise, concerning production and managerial decisions	Predict the specific consequences of processes taking place in the enterprise, concerning production and managerial decisions
P_U02	Design a mathematical model that describes a specific process or	Design a simple mathematical model that describes a specific process or economic phenomenon	Design a complex mathematical model describing a specific process or economic phenomenon	Design a complex mathematical model that describes a specific process or economic phenomenon, as well as list its constraints and benefits

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
	economic phenomenon			

7. LITERATURE

Obligatory Reading
F. Hillier & G. Lieberman, Introduction to Operations Research, McGraw-Hill, 1995
W. Van der Aalst et al., Business process management : models, techniques and empirical studies, Berlin, 2001

Supplementary Reading
F. Hillier & G. Lieberman, Introduction to stochastic models in operations research, New York, 1990
R. Bronson & G. Naadimuthu, Schaum's outline of theory and problems of operations research, New York, 1997

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Microeconomics				
TEACHER	dr Tomasz Skica				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	1	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Lecture	Examination	15		3	
Recitation Class	Credit with grade	20			

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	Discuss the place of economics in the system of sciences and its basic connections with other sciences
P_W02	Define the economic laws of market theory, consumer theory and enterprise theory
P_U01	Apply economic rights known to him to explain individual economic phenomena
P_U02	Simulate individual economic phenomena

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

Lecture

Item	Course Content
W1	The notion and concept of Economics. Genesis and development of Economics as a science. Micro- and macroeconomics. Positive and normative Economics. Goods and services. Entities in Economics. Hierarchy of needs. Stages of the economic process. Scarcity. Economic categories and laws. The place of Economics among sciences. Subject and methodology connections between Economics and other scientific disciplines. Research methods and tools in Economics. Internal and external data sources. Economic models. Principles of constructing a time series. Cross-sectional tables. Indices. Graphs.
W2	Economic choice. Opportunity cost. Production possibilities curve. Determinants of production possibilities. Shapes of the production possibilities curve. Use of the production possibilities curve to analyse the situation of an enterprise and the economy.
W3	The notion and functions of markets. Market classification. Demand and market determinants. Demand and quantity demand. Demand curve shift and movement along the demand curve. Supply and supply determinants. Supply and quantity supply. Supply curve shift and movement along the supply curve. Equilibrium price. Minimum price and maximum price.
W4	Price, income and cross elasticity of demand. Point and arc elasticity of demand. Demand elasticity determinants. Interpreting demand elasticity results.
W5	Supply elasticity. Point and arc elasticity of supply. Supply elasticity determinants. Interpreting supply elasticity results. Spider's web model.

W6	Consumer as economic entity. Objective of consumer activity. Consumer tastes and preferences. Total and marginal utility. Consumer indifference curve and its features. Law of diminishing marginal rate of substitution. Budget constraint. Consumer optimum. Substitution and income effect in consumer theory.
W7	The notion of enterprise. Objectives of enterprise activity. Forms of enterprise activity. Main financing sources of enterprise activity.
W8	Production theory. Production factors. Disproportionate productivity law. Total, average and marginal production under conditions of disproportionate performance law. Proportionality law. Total, average and marginal production under conditions of proportional productivity law.
W9	Classifying production costs. Costs by type. Fixed and variable cost. Total, average and marginal costs. Long-run cost analysis. Economies and diseconomies of scale.
W10	Market structures. Significance of competition. Perfect competition. Full monopoly. Monopolistic competition. Oligopoly. Modern monopoly forms.
W11	The notions of total, average and marginal revenue of an enterprise. Total, average and marginal revenue curves of an enterprise in the conditions of perfect competition, monopolistic competition, oligopoly and monopoly. The notions of total, average and marginal income. Ordinary and extraordinary income.
W12	Enterprise equilibrium in the conditions of various market structures. Conditions for enterprise equilibrium. Perfect competition enterprise equilibrium. Enterprise equilibrium in monopoly. Enterprise equilibrium in monopolistic competition. Enterprise equilibrium in oligopoly.

Recitation Class

Item	Course Content
Cw1	Research methods and tools in Economics. Internal and external data sources. Economic models. Principles of constructing a time series. Cross-sectional tables. Indices. Graphs.
Cw2	Economic choice. Opportunity cost. Production possibilities curve. Determinants of production possibilities. Shapes of the production possibilities curve. Use of the production possibilities curve to analyse the situation of an enterprise and the economy.
Cw3	The notion and functions of markets. Market classification. Demand and market determinants. Demand and quantity demand. Demand curve shift and movement along the demand curve. Supply and supply determinants. Supply and quantity supply. Supply curve shift and movement along the supply curve. Equilibrium price. Minimum price and maximum price.
Cw4	Price, income and cross elasticity of demand. Point and arc elasticity of demand. Demand elasticity determinants. Interpreting demand elasticity results.
Cw5	Supply elasticity. Point and arc elasticity of supply. Supply elasticity determinants. Interpreting supply elasticity results. Spider's web model.
Cw6	Consumer as economic entity. Objective of consumer activity. Consumer tastes and preferences. Total and marginal utility. Consumer indifference curve and its features. Law of diminishing marginal rate of substitution. Budget constraint. Consumer optimum. Substitution and income effect in consumer theory.
Cw7	Production theory. Production factors. Disproportionate productivity law. Total, average and marginal production under conditions of disproportionate performance law. Proportionality law. Total, average and marginal production under conditions of proportional productivity law.
Cw8	Classifying production costs. Costs by type. Fixed and variable cost. Total, average and marginal costs. Long-run cost analysis. Economies and diseconomies of scale.
Cw9	Market structures. Significance of competition. Perfect competition. Full monopoly. Monopolistic competition. Oligopoly. Modern monopoly forms.
Cw10	The terms of equilibrium in various market structures. Conditions for enterprise equilibrium. Perfect competition enterprise equilibrium. Enterprise equilibrium in monopoly. Enterprise equilibrium in monopolistic competition. Enterprise equilibrium in oligopoly.

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, open questions with short answers, multiple choice questions	Lecture
P_W02	Written exam, open questions with short answers, multiple choice questions	Lecture
P_U01	Test, open and practical questions including simulations, "entrance tests"	Recitation Class
P_U02	Test, open and practical questions including simulations, "entrance tests"	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 at least three questions from the second part of the written exam about the place of economics in the system of sciences and its basic connections with other sciences.	answer three questions from the second part of the written exam about the place of economics in the system of sciences and its basic connections with other sciences.	answer four questions from the second part of the written exam about the place of economics in the system of sciences and its basic connections with other sciences.	answer all of the five questions from the second part of the written exam about the place of economics in the system of sciences and its basic connections with other sciences.
P_W02	answer at least three questions from the third part of the written exam in which you should provide a definition of economic laws.	answer three questions from the third part of the written exam in which you should provide a definition of economic laws.	answer four questions from the third part of the written exam in which you should provide a definition of economic laws	answer all of the five questions from the third part of the written exam in which you should provide a definition of economic laws.
P_U01	solve at least two tasks from the first part of tests, so-called "entrance tests", written during recitation classes.	solve two tasks from the first part of tests, so-called "entrance tests", written during recitation classes.	solve three tasks from the first part of tests, so-called "entrance tests", written during recitation classes.	solve four tasks from the first part of tests, so-called "entrance tests", written during recitation classes.
P_U02	solve at least two tasks from the second part of tests, so-called "entrance tests", written during recitation classes.	solve two tasks from the second part of tests, so-called "entrance tests", written during recitation classes.	solve three tasks from the second part of tests, so-called "entrance tests", written during recitation classes.	solve four tasks from the second part of tests, so-called "entrance tests", written during recitation classes.

7. LITERATURE

Obligatory Reading
Arthur O'Sullivan, Steven M. Sheffrin, Stephen J. Perez, Microeconomics: principles, applications and tools / - 8th ed. - Harlow: Pearson, cop. 2013.
Jeffrey M. Perloff, Microeconomics, Reading, Mass: Addison-Wesley, cop. 1998.

Supplementary Reading
M. Parkin, Economics, Pearson, 2010.
Campbell R. McConnell, Stanley L. Brue, Microeconomics: principles, problems and policies, 11th ed. New York: Mc Graw-Hill, 1990.

David Begg, Gianluigi Vernasca, Stanley Fischer, Rudiger Dornbusch, Economics, McGraw-Hill Education / Europe, Middle East & Africa; 11 edition (15 Feb. 2014).

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Law				
TEACHER	dr hab., prof. WSiIZ Agata Jurkowska-Gomułka				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	1	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Lecture	Examination	15		3	
Recitation Class	Credit with grade	15			

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	recognize basic types of systems, structures, economic and legal institutions and understand rules for their functioning
P_W02	know basic regulations on functioning of economic entities
P_W03	describe basic concepts and rules of a protection of industrial property and copyrights
P_U01	operate correctly on selected norms, legal and ethical rules in order to solve a particular managing task
P_K01	participate in a preparation of social projects regarding legal and economic aspects

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

Lecture

Item	Course Content
W1	Public and private law. Hierarchy of sources of law. Concept of a legal relationship and its elements. Sources of legal relationships. Types of legal relationships. Subjects of law. Personal rights.
W2	Civil law. Sources. Characteristics of civil law relationships. Basic institutions. Ownership and its protection. Law of obligations
W3	Administrative law. Sources. Characteristics of administrative law relationships. Administrative power
W4	Penal law. Sources. Principles of penal law. Basic institutions
W5	Basic concepts: intellectual property, industrial property. Sources of law on national and international law. Protection of other rights of industrial property. Protection of rights stemming from patents. Protection of trademarks
W6	Copyrights. Core of personal and commercial copyrights. Protection of personal and commercial copyrights. Limitation for a protection of commercial copyrights. Rights related to copyrights.

Recitation Class

Item	Course Content
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Cw1	Law - concept, functions, visions. Law as a social and political phenomenon
Cw2	concept of legal system and its formal features (completeness and coherence), subgroups and branches. National law, international law, EU law
Cw3	Normative acts - concepts, structure, role
Cw4	Rules of lawmaking technique. Language of law (legal language and lawyers' language)
Cw5	Enforcement and application of law
Cw6	Subjects of law. Concept of a subject of law. Ability to be a subject of law and ability to undertake legal actions. Legal entities

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, open questions with broadened answer	Lecture
P_W02	Written exam, closed, single answer questions	Lecture
P_W03	Written exam, closed, single answer questions	Lecture
P_U01	Collected grade: written exam with broadened answer	Recitation
P_K01	Practical individual and collective tasks + case study	Recitation

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 apply sources of law and selected legal norms or interpret them	correctly apply sources of law and selected legal norms	correctly apply sources of law and selected legal norms and interpret them	correctly apply sources of law and selected legal norms and interpret them in a developed manner
P_W02	make characteristics of legal phenomena from selected branches of law from a perspective of doing business	make characteristics of legal phenomena from selected branches of law from a perspective of doing business	make characteristics of legal phenomena from selected branches of law and analyze them from a perspective of doing business	legal phenomena from selected branches of law, analyze and interpret them from a perspective of doing business
P_W03	describe basic concepts and selected institutions of industrial property law and copyright law	describe 50%-69% of basic concepts and selected institutions of industrial property law and copyright law, presented during lectures	describe 70%-89% of basic concepts and selected institutions of industrial property law and copyright law, presented during lectures	describe more than 90% of basic concepts and selected institutions of industrial property law and copyright law, presented during lectures
P_U01	correctly apply selected norms, legal and ethical rules in order to solve a particular managing problem	correctly apply selected norms, legal and ethical rules in order to solve a particular managing problem (3 out of 5)	correctly apply selected norms, legal and ethical rules in order to solve a particular managing problem (4 out of 5)	correctly apply selected norms, legal and ethical rules in order to solve a particular managing problem (5 out of 5)

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_K01	participate in a preparation of social projects concerning legal and economic aspects	participate in a preparation of social projects concerning legal and economic aspects (3 out of 5)	participate in a preparation of social projects concerning legal and economic aspects (4 out of 5)	participate in a preparation of social projects concerning legal and economic aspects (5 out of 5)

7. LITERATURE

Obligatory Reading
Dajczak W., Szwarc A., Wiliński P., Handbook of Polish Law, Warszawa-Bielsko-Biała 2011
Jabłońska-Bonca J., Introduction to law, Wydaw. LexisNexis, Warszawa 2012.

Supplementary Reading
Lewandowski R., Polish commercial law, C.H. Beck, Warszawa, 2007.
Możdżeń-Marcinkowski M., Introduction to Polish Administrative Law, C.H. Beck, Warszawa 2012 (2. ed.).

FUNDAMENTALS OF MANAGEMENT

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Fundamentals of Management				
TEACHER	dr Mirosława Braja				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	1	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Lecture	Examination	15		4	
Recitation Class	Credit with grade	15			
Project		10			

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 describe the conditions for the development of management as a business philosophy.
P_W02	can formulate rules and principles for constructing and functioning organizational structures in the process of managing organizations
P_U01	can apply a relevant tool to an analysed management issue.
P_U02	based on information from the environment, is able to forecast opportunities and threats affecting the organization, identify the strengths and weaknesses of the organization and determine its portfolio by selecting the appropriate analysis tool.
P_U03	is able to communicate and collaborate in a team holding various roles in the process of collective decision making

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

Lecture

Item	Course Content
W1	Essence and importance of the management process, place of management sciences in the science system.
W2	Organisation and its subsystems, business environment.
W3	Decision making process.
W4	Planning
W5	Organising
W6	Motivating (leading)
W7	Controlling

Recitation Class

Item	Course Content
C1	Case study: identification of relationship between an organisation and its environment
C2	Case study: decision making proces in the organisation.
C3	Case study: goal and objective formulation, and activity planning in the organisation.
C4	Case study:L necessary changes in the company's organisational structure
C5	Case study: monitoring, measurement and analysis of company performance, and necessary correcting activities.

Project

Item	Course Content
P1	Presentation of project scenario, formulation of project teams and selection of organisations
P2	Vision and mission of a selected organisation
P3	Forecasting of opportunities and threats affecting the organization and identification of the organization's strengths and weaknesses based on information obtained from the environment
P4	Organization portfolio analysis using the selected analysis method
P5	Presentation of projects by students' teams

5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Open tasks	Lecture
P_W02	Open tasks	Lecture
P_U01	Practical tasks	Recitation classes
P_U02	Practical tasks (project)	Project
P_U03	Practical tasks (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	answer correctly to 50% of questions in the field of management development determinants.	answer correctly to 50% of questions in the field of management development determinants.	answer correctly to 75% of questions in the field of management development determinants.	answer correctly to 95% of questions in the field of management development determinants.
P_W02	answer correctly to 50% of questions regarding the construction and functioning of	answer correctly to 50% of questions regarding the construction and functioning of	answer correctly to 75% of questions regarding the construction and functioning of organizational structures in the management process	answer correctly to 95% of questions regarding the construction and functioning of organizational structures in the management process

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
	organizational structures in the management process	organizational structures in the management process		
P_U01	answer correctly to 50% of questions regarding the selection of tools for the analyzed management problem	answer correctly to 50% of questions regarding the selection of tools for the analyzed management problem	answer correctly to 75% of questions regarding the selection of tools for the analyzed management problem	answer correctly to 95% of questions regarding the selection of tools for the analyzed management problem
P_U02	identify the strengths and weaknesses of the organization and identify the organization's portfolio using the strategic analysis tool.	identify the strengths and weaknesses of the organization, based on the environment of the organization, he/she can forecast basic threats that may affect the organization.	identify the strengths and weaknesses of the organization, based on the environment of the organization, it can forecast basic opportunities and threats that may affect the organization, and define the portfolio of the organization using the strategic analysis tool.	identify strengths and weaknesses of the organization, based on the environment of the organization, it can forecast basic opportunities and threats that may affect the organization, determining how the organization should use opportunities and eliminate threats, and can determine the portfolio of the organization by using the appropriate strategic analysis tool adapting its selection to the nature of the organization
P_U03	cooperate with team members.	cooperate with some team members	undertakes cooperation with all team members and suggests solutions to the analyzed problem	undertakes cooperation with all team members and suggests solutions to the analyzed problem and is able to play various team roles depending on the problem being analyzed.

7. LITERATURE

Obligatory Reading
1. R. W. Griffin, Management: Principles and Practices, 11th international edition, South-Western Cengage Learning, 2013.
2. C. Combe, Introduction to Management, Oxford University Press, 2014.
3 S. Robbins and M. Coulter, Management, 8th edition (or later), Prentice Hall International, 2007.

Supplementary Reading
1. W. G. Nickels and J. M. McHugh, Understanding Business, McGraw-Hill Irwin, 2005.
2. J. A. Pearcell and R. B. Robinson, Strategic Management: Formulation, Implementation, and Control, 12th edition, McGraw-Hill International Edition, 2011.
3. N. Slack, S. Chambers, and R. Johnston, Operations Management, 6th edition, Prentice Hall, 2010.
4. http://hbr.org/

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Economic Law				
TEACHER	dr hab., prof. WSIiZ Agata Jurkowska-Gomułka				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	3	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Lecture	Examination	10		3	
Recitation Class	Credit with grade	10			

2. PREREQUISITES (resulting from course succession)

Law

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	a knowledge of rules and forms of conducting an economic activity and limiting an economic activity
P_W02	a knowledge of making characteristics of selected institutions of economic law and selected commercial contracts
P_U01	a competence for applying sources and concepts of economic law
P_U02	a competence for interpreting legal problems in economic law and an ability to propose their solutions
P_K01	skills how to apply knowledge of economic law to thinking and acting in an entrepreneurial way.

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

Lecture

Item	Course Content
K_W01	Concept and terms of economic law. Sources and principles of economic law
K_W02	Terms: an economic activity, an entrepreneur. Rules of starting and conducting an economic activity. Limiting an economic activity
K_U01	Legal and organizational forms of an economic activity
K_U02	Transformation, liquidation, insolvency of entrepreneurs
K_K01	Selected named and unnamed commercial contracts. Personal and material securities for commercial transactions

Recitation Class

Item	Course Content
Cw1	Rules for registering entrepreneurs and effects of registering
Cw2	Selected personal partnerships: establishment and rules for functioning in business trading
Cw3	Selected capital companies: establishment and rules for functioning in business trading

Cw4	Selected commercial contracts in business trading
Cw5	Insolvency procedure - selected issues

5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
K_W01	Open questions	Lecture
K_W02	Open questions	Lecture
K_PU01	Case study	Recitation class
K_PU02	Case study	Recitation class
K_K01	Case study	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	present rules and forms of conducting an economic activity and limiting an economic activity.	present rules and forms of conducting an economic activity and limiting an economic activity - expected level of correctness of answers: 50% points for questions measuring effects.	present rules and forms of conducting an economic activity and limiting an economic activity - expected level of correctness of answers: 75% points for questions measuring effects.	present rules and forms of conducting an economic activity and limiting an economic activity - expected level of correctness of answers: 90% points for questions measuring effects.
P_W02	make characteristics of selected institutions of economic law and selected contracts met in business trading and analyzed during the lecture.	make characteristics of selected institutions of economic law and selected contracts met in business trading and analyzed during the lecture - expected level of correctness of answers: 50% points for questions measuring effects.	make characteristics of selected institutions of economic law and selected contracts met in business trading and analyzed during the lecture - expected level of correctness of answers: 75% points for questions measuring effects.	make characteristics of selected institutions of economic law and selected contracts met in business trading and analyzed during the lecture - expected level of correctness of answers: 90% points for questions measuring effects.
P_U01	apply sources and concepts of economic law	apply sources and concepts of economic law - expected level of correctness of answers: 50% points for questions measuring effects.	apply sources and concepts of economic law - expected level of correctness of answers: 75% points for questions measuring effects.	apply sources and concepts of economic law - expected level of correctness of answers: 90% points for questions measuring effects.
P_U02	interpret legal problems in economic law and propose their solutions.	interpret legal problems in economic law and propose their solutions - expected level of correctness of answers: 50% points for questions measuring effects.	interpret legal problems in economic law and propose their solutions - expected level of correctness of answers: 75% points for questions measuring effects.	interpret legal problems in economic law and propose their solutions - expected level of correctness of answers: 90% points for questions measuring effects.
P_K01	apply a knowledge of economic law	point a possibility of a single entrepreneurial action with an	point a possibility of at least two entrepreneurial actions with an	point a possibility of three entrepreneurial actions with an application of a

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
	for thinking and acting in an entrepreneurial manner.	application of a knowledge of economic law.	application of a knowledge of economic law.	knowledge of economic law.

7. LITERATURE

Obligatory Reading
Dajczak W., Szwarc A., Wiliński P., Handbook of Polish Law, Warszawa-Bielsko-Biała 2011.
Jabłońska-Bonca J., Introduction to law, Wydaw. LexisNexis, Warszawa 2012.
Krucalak J. (ed.), An outline of Polish commercial law, Wyd. Uniwersytetu Gdańskiego-Wolters Kluwer, Gdańsk-Warszawa 2019.

Supplementary Reading
Lewandowski R., Polish commercial law, C.H. Beck, Warszawa, 2007.
Możdżeń-Marcinkowski M., Introduction to Polish Administrative Law, C.H. Beck, Warszawa 2012 (2 ed.).

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Strategic Management II				
TEACHER	dr hab., prof. WSiIZ Stefan Markowski				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	second-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	3	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	Full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Lecture	Examination	16		3	
Project	Credit with grade	16			

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	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

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

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_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

Obligatory Reading
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.

Supplementary Reading
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.
http://hbr.org/

ORGANISATIONAL BEHAVIOUR

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Organisational Behaviour				
TEACHER	mgr Paweł Krawczyk				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	1	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Recitation Class	Credit with grade	15		2	

2. PREREQUISITES (resulting from course succession)

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	Students know rules and methods of identification and shaping human behavior in the organization management process (K_U05)
P_U02	Students are aware how to choose the right rules and methods to help solve interpersonal problems in the organization management process (K_U05)

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

Recitation Class

Item	Course Content
Cw1	Interpersonal relations in the organization management process and their importance for shaping individual, group and organizational human behavior.
Cw2	Leadership in the organization management process and individual, group and organizational human behavior.
Cw3	Organizational culture and individual, group and organizational human behavior.
Cw4	Interpersonal communication and teamwork and individual, group and organizational human behavior.
Cw5	Solving individual and social interpersonal problems and individual, group and organizational human behaviors

5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_U01	Practical tasks highly simulated	Recitation class.
P_U02	Practical tasks highly simulated	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_U01	correctly choose at least one rule / method that identifies and shapes human behavior in the organization management process	correctly choose at least one rule / method that identifies and shapes human behavior in the organization management process	correctly choose at least two rules / methods that identify and shape human behavior in the organization management process	correctly choose at least three rules / methods that identify and shape human behavior in the organization management process
P_U02	correctly select at least one rule / method that supports solving individual and social interpersonal problems in the organization management process	correctly select at least one rule / method that supports solving individual and social interpersonal problems in the organization management process	correctly select at least two rules / methods that support solving individual and social interpersonal problems in the organization management process	correctly select at least three rules / methods that support solving individual and social interpersonal problems in the organization management process

7. LITERATURE

Obligatory Reading
G. Aniszewska, C. Sołek-Borowska Introduction to organizational behavior, Warsaw School of Economics, Warszawa, 2015
R.Kreitner, A.Kinicki, Organizational behaviour, Burr Ridge : Irwin 1991

Supplementary Reading
M.T. Matteson, Management and organizational behavior classics, Irwin/McGraw Hill, 1999

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Public Finance Management				
TEACHER	dr Tomasz Skica				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	3	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Lecture	Examination	15		3	
Recitation Class	Credit with grade	15			

2. PREREQUISITES (resulting from course succession)

Microeconomics, Fundamentals of Macroeconomics, Fundamentals of Management, Fundamentals of Finance

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 basic concepts of economic theory explaining the functioning of the public finance system in the economy.
P_W02	Discuss the premises for the functioning of individual components of the public finance system and their impact on the type and scale of changes in the economy.
P_U01	Analyze economic phenomena in the field of public finances and assess the rationality of decisions of entities constituting the general government sector (GGS).
P_U02	Describe elementary problems related to the functioning of the public finance system in the economy.

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

Lecture

Item	Course Content
W1	Concept and range of public finance and its role in the economy (Finance and classification of financial phenomena. General rules and functions of public finance. General government sector and its management by organizational and legal forms of general government units. Impact of the public sector on the national economy in the aspect of management decisions. Budgetary policy and its impact on the economy).
W2	State budget, European funds budget and the multiannual financial plan of the state as a tool for managing public funds (The concept and functions of the state budget. Budgetary principles. Budgetary classification. Budgetary procedure. Provisional budgeting. Performance budgeting. The budget of the European funds. Multiannual State Financial Plan).
W3	Public funds, revenues and expenses (The concept and structure of public revenues. Place of public revenues in the structure of public funds. Taxes and quasi taxes in the structure of public revenues. The scope and classification of public expenditure. General rules of public expenditure and rationalization of public expenditure)
W4	Budget deficit and public debt (Definition and causes of budget deficit. Public debt and sources of its financing. Economic consequences of budget deficit. Balance of public finance system and methods of

	its estimation. Causes and types of public debt. Public debt management. Prudential and remedial procedures.
W5	Management control and internal audit (The concept and objectives of management control. Groups of standards and individual management control standards. The essence of internal audit. The subject and scope of internal audit. Types of internal audit. International internal audit standards. Audit techniques)
W6	Local government budget in the structure of public finances (The structure of revenues and expenses of local government units. The budget procedure in local government units. Management of the budget implementation of a local government unit. Reporting and budget control as a tool for assessing the effectiveness of decisions related to the management of public funds).

Recitation Class

Item	Course Content
Cw1	The concept and scope of public finances and their role in a market economy
Cw2	State budget, the budget of European funds and the multiannual financial plan of the state as a tool for managing public funds
Cw3	Public funds, revenues and expenses
Cw4	Budget deficit and public debt
Cw5	Management control and internal audit
Cw6	Local government budget in the structure of public finances

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)	Lecture
P_W02	Open questions (descriptive)	Lecture
P_U01	Problem-computational tasks	Recitation class
P_U02	Problem-computational 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 at least two questions regarding the basic concepts of economic theory explaining the functioning of the public finance system in the economy.	answer two questions regarding the basic concepts of economic theory explaining the functioning of the public finance system in the economy.	answer three questions regarding the basic concepts of economic theory explaining the functioning of the public finance system in the economy.	answer four questions regarding the basic concepts of economic theory explaining the functioning of the public finance system in the economy.
P_W02	answer at least two questions regarding the premises for the functioning of individual components of the public finance system and its impact on the economy.	answer two questions regarding the premises for the functioning of individual components of the public finance system and its impact on the economy.	answer three questions regarding the premises for the functioning of individual components of the public finance system and its impact on the economy.	answer four questions regarding the premises for the functioning of individual components of the public finance system and its impact on the economy.

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_U01	solve at least one task regarding the analysis of economic phenomena in the field of public finances.	solve one task regarding the analysis of economic phenomena in the field of public finances.	solve two tasks regarding the analysis of economic phenomena in the field of public finances.	solve three tasks regarding the analysis of economic phenomena in the field of public finances.
P_U02	solve at least one task regarding elementary problems related to the functioning of the public finance system in the economy.	solve one task regarding elementary problems related to the functioning of the public finance system in the economy.	solve two tasks regarding elementary problems related to the functioning of the public finance system in the economy.	solve three tasks regarding elementary problems related to the functioning of the public finance system in the economy.

7. LITERATURE

Obligatory Reading
Holley H. Ulrbich, Public finance in theory and practice, 2nd ed., Abingdon, Oxon; New York: Routledge, 2011.
Randall G. Holcombe, Public sector economics: The role of government in the American economy, Upper Saddle River, NJ: Pearson Education, cop. 2006.
Frederic S. Mishkin, Economics of money, banking and financial markets, AWL, 2004.

Supplementary Reading
Harvey S. Rosen, Public finance. 7th editio, Boston and London: McGraw-Hill/Irwin, cop. 2005.
Joseph E. Stiglitz, Economics of the public sector, 3rd ed. New York: W. W. Norton & Company, cop. 2000.
John J. Murphy, Technical Analysis of the Financial Markets: A Comprehensive Guide to Trading Methods and Applications, New York Institute of Finance, 1999.

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Business Communication				
TEACHER	mgr Lidia Lejko				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	1	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Recitation Class	Credit with grade	25		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	To describe the process of communication with its types and conditions.
P_W02	To describe cultural differences arising during business communication.
P_U01	To effectively use written and oral communication, taking cultural conditions under consideration.
P_U02	To communicate and work in a team, obtaining constructive interaction with others.

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

Recitation Class

Item	Course Content
RC1	Process of communication
RC2	Verbal and non-verbal communication
RC3	Intercultural communication
RC4	Written business communication
RC5	Effective team communication
RC6	Preparing presentations

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 - test questions, questions with descriptive answers	Recitation Class
P_W02	Written exam - test questions, questions with descriptive answers	Recitation Class

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_U01	Excercises (practical) - individual and group work	Recitation Class
P_U02	Case studies	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 at least 50% questions regarding communication process, its types and conditions.	Answer 50-69% questions regarding communication process, its types and conditions.	Answer 70-89% questions regarding communication process, its types and conditions.	Answer at least 90% questions regarding communication process, its types and conditions.
P_W02	Answer at least 50% questions regarding cultural differences arising from international communication.	Answer 50-69% questions regarding cultural differences in international business.	Answer 70-89% questions regarding cultural differences in international business.	Answer at least 70% questions regarding cultural differences in international business.
P_U01	Prepare effective bussiness communique in oral and written form.	Prepare basic bussiness communique in oral and written form.	Prepare comprehensive bussiness communique in oral and written form.	Prepare comprehensive bussiness communique in oral and written form and deliver a presentation.
P_U02	work in a team and is unable to interact constructively with other team members.	work in a team with minor mistakes	work in a team with minor mistakes and constructively interact with other team members to a satisfactory degree.	work in a team and is able to interact constructively with team members without making mistakes

7. LITERATURE

Obligatory Reading
Mary Ellen Guffey, Richard Almonte, Essentials of business communication, Thomson/Nelson 2007
Kathryn Rentz, Paula Lentz, Lesikar's Business Communication, McGraw-Hill, 2014

Supplementary Reading
Kitty O. Locker, Donna S. Kienzler, Business and administrative communication, McGraw-Hill 2013
Phyllis Davis Hemphill, Donald W. McCormick, Robert Hemphill, Business Communication with Writing Improvement Exercises, Prentice Hall 2001
A. Ashley, Oxford correspondence workbook, Oxford University Press 2003

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Introduction to Aviation Management and Policy				
TEACHER	dr inż. Ulrich Desel				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	3	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Lecture	Examination	30		5	
Recitation Class	Credit with grade	15			

2. PREREQUISITES (resulting from course succession)

Mathematics, Fundamentals of Macroeconomics

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 circumstances that occur between players operating in the air transport market
P_W02	Precisely present most important elements of airports' infrastructure, their constraints and the way they affect air operations and businesses in the vicinity of an airport
P_W03	Describe the differences in the scope of management and strategic decision making for different airline business models and their impact on other players operating in the air transport market
P_W04	Identify the groups/market segments of airline passengers and precisely present their characteristics and how their choices for travel are being made
P_U01	Predict the consequences of managerial decisions regarding airline and airport management
P_U02	Use the techniques and computational tools to make strategic decisions for airlines and airports

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

Lecture

Item	Course Content
W1	Civil aviation as an essential element for the functioning of the global economy and analysis of the behavior of different types of passengers
W2	Identification of key institutions and organizations active in the air transport market
W3	Production factors affecting the results achieved by airlines - aircraft types, their technical diversification and optimal fleet utilization
W4	Airport as a key element of aviation infrastructure - technical analysis of individual terminal components and runway systems
W5	Ground Handling
W6	Airline business models and airline alliances
W7	Elements of planning and expanding the network of airline connections

W8	Yield management in airlines
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Recitation Class

Item	Course Content
Cw1	Analysis of optimal fleet structure for an airline - case study
Cw2	Airline and airport marketing analysis - case study
Cw3	Developing an optimal airline network for given traffic demand volumes on specified routes - case study
Cw4	Airline yield 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	Written exam consisting of open questions with short and long answers	Lecture
P_U01 P_U02	Highly simulated practical task, case study, preparing a report and a media 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	Identify firms, institutions and infrastructure elements, that make up the air transport market	List and precisely describe main groups of players on the air transport market (3 groups including airports and airlines)	List and precisely describe main groups of players on the air transport market (5 groups including airports and airlines)	List and precisely describe main groups of players on the air transport market (8 groups including airports and airlines)
P_W02	Not familiar with the principles of airport operations and is not able to list the individual elements of airport infrastructure	Present basic principles and objectives of airport operation and precisely list and generally describe the individual components of airport infrastructure	Identify and precisely present the principles and objectives of airport operations and precisely list and describe in detail the individual components of airport infrastructure, taking into account the division into air and ground zones and general and secured zones	Explain the essence of an airport in the air transport market, present the principles and objectives of its operation. Present the most optimal solutions for specific airports, knowing the strengths and weaknesses of the identified airport components
P_W03	Recognize main airline business models and cannot identify the differences between various airlines and their importance for the operation of carriers	Correctly identify and characterize 2 main airline business models. Understands the importance of choosing particular business models for carriers and groups European airlines according to the business model	Correctly identify and characterize 4 main airline business models. Understands the importance of choosing particular business models for carriers and groups European airlines according to the business model	Correctly identify and characterize 6 main airline business models. Understands the importance of choosing particular business models for carriers and groups European airlines according to the business model.

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_W04	List most important groups of consumers-passengers	List and generally characterize the 3 main types/groups of airline passengers	List and characterize in detail the 3 main types/groups of airline passengers. Understands and can characterize the different needs of different passenger groups	List and characterize in detail the 3 main types/groups of airline passengers. Describe the airline's strategy to meet the needs of different consumer groups and assess which passengers are key for which airline
P_U01	Is not able to notice relations between particular elements of civil aviation system and cannot predict the consequences of decisions taken by the airline and airport management	Is able to notice the relations between particular elements of the civil aviation system	Is able to notice the relations between particular elements of civil aviation system and can predict the consequences of decisions taken by the airport and airline management	Is able to notice the relations between particular elements of the civil aviation system and predict the consequences of decisions taken by the airport and airline management, as well as discuss these consequences from the perspective of various players in the air transport market
P_U02	Use simple calculation techniques and tools to solve real-world problems of companies operating in the air transport market	Apply simple computational techniques and tools to solve basic tasks related to the operation of companies operating in the air transport market	Apply simple computational techniques and tools to solve advanced tasks related to the operation of companies operating in the air transport market, e.g. to solve financial and work optimization tasks	Correctly choose and apply the correct computational technique or tool to solve advanced tasks in the field of operation of companies in the air transport market

7. LITERATURE

Obligatory Reading
R. Doganis, <i>Flying Off Course</i> , Abingdon, 2010
J.G.Wensveen, <i>Air Transportation. A management perspective</i> , Hampshire, 2007

Supplementary Reading
S.Shaw, <i>Airline Marketing and Management</i> , Surrey, 2007
A.T.Wells et.al, <i>Airport Planning and Management</i> , New York, 2004

AVIATION MARKETING

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Aviation Marketing				
TEACHER	mgr Piotr Kozłowski				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	3	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Tutorial	Credit with grade	25		3	
Recitation Class	Credit with grade	10			

2. PREREQUISITES (resulting from course succession)

Microeconomics

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 conditions of the marketing strategy as a philosophy of the company's operation on the air transport market.
P_W02	Explain the company's specific marketing activities in the air transport market.
P_W03	Identify the factors influencing the choices made by air passengers.
P_U01	Analyse decisions made by passengers and carriers and design marketing strategies for airlines and airports on their basis.

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

Tutorial

Item	Course Content
K1	Introduction to Aviation Marketing
K2	Principles and basics of aviation marketing
K3	Analysis of marketing environment
K4	Consumers and their behavior in the aviation market
K5	Airline marketing strategy
K6	Airport marketing strategy
K7	Marketing mix

Recitation Class

Item	Course Content
Cw1	Airport as a business entity
Cw2	Product market segmentation
Cw3	Market analysis, decisive buying factors and market drivers

Cw4	Competition and resource analysis
Cw5	Porter five forces analysis

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 open-ended questions with an extended and short answer.	Tutorial
P_W02	Written exam consisting of open-ended questions with an extended and short answer.	Tutorial
P_W03	Written exam consisting of open-ended questions with an extended and short answer.	Tutorial
P_U01	A highly simulated practical task, solving a case study, preparing a report and preparing a multimedia presentation.	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	Describe the basic concepts of functioning of enterprises (1 concept)	Describe the basic concepts of functioning of enterprises (2 concepts)	Describe the basic concepts of functioning of enterprises (3 concepts)	Describe the basic concepts of functioning of enterprises (4 concepts)
P_W02	Explain the principles of marketing (1 of 4)	Explain the principles of marketing (2 of 4)	Explain the principles of marketing (3 of 4)	Explain the principles of marketing (4 of 4)
P_W03	Explain two factors affecting consumer behavior in the market	Explain three factors influencing consumer behavior in the market	Explain all the factors affecting consumer behavior in the market	Explain all the factors affecting consumer behavior in the market for a particular situation
P_U01	Analyze decisions made by passengers and design marketing strategies based on them.	Generally analyze decisions made by passengers and design general marketing strategies based on them.	Precisely analyze decisions made by passengers and design detailed marketing strategies based on them.	Precisely analyze decisions made by passengers and design detailed marketing strategies based on them, as well as predict the effects of adaptation of these strategies.

7. LITERATURE

Obligatory Reading
Philip C. Kotler, Gary Armstrong, Principles of marketing, Upper Saddle River, N. J : Prentice-Hall, wyd. 2004 lub nowsze
R. Doganis, Flying Off Course Airline Economics and marketing, Abingdon, 2010

Supplementary Reading

F. Robert Dwyer, John F. Tanner, Business marketing : connecting strategy, relationships and learning, Boston, Mass : McGraw-Hill, 2009

E. Jerome McCarthy, William D. Perreault Basic marketing : a global managerial approach Irwin, 1993

S.Shaw, Airline Marketing and Management, Surrey, 2007

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Air Cargo Management				
TEACHER	dr inż. Krzysztof Feret				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	3	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Tutorial	Credit with grade	15		3	
Recitation Class	Credit with grade	15			

2. PREREQUISITES (resulting from course succession)

Microeconomics

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	Define supply chain structures res and processes along with air transport operations as well as norms and standards that are valid in this area.
P_U01	Formulate strategies of air transport operators in the different fields and on different organizational levels.

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

Tutorial

Item	Course Content
T1	The overview of structures, processes, and cooperants in supply chains.
T2	The supply chain operations from order to cash.
T3	The infrastructure fo air cargo.
T4	Air cargo network planning.
T5	Yield management and IT tools in the air cargo industry.

Recitation Class

Item	Course Content
RC1	Decision making within the chain of supply.
RC2	The study of the company environment profile and its potential.
RC3	The selection of the market and products of a company.
RC4	Decisions on setting the goals and ways of their achieving.
RC5	Designation of strategic financial factors for the management and investors.

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 that consists of open questions with extended or short questions	Lecture
P_U01	Practical, highly-simulated task, case study	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	Answer properly at least three questions in the exam form.	Answer properly three questions in the exam form.	Answer properly four questions in the exam form.	Answer properly five questions in the exam form.
P_U01	Make a proper strategic decision in given area of a company in at least half of realized tasks	Make a proper strategic decision in given area of a company in 50% - 74% of the realized tasks	Make a proper strategic decision in given area of a company in 75%-99% of the realized tasks	Make a proper strategic decision in given area of a company in 100% of the realized tasks

7. LITERATURE

Obligatory Reading
Ronald H. Ballou, 2004, Business Logistics/Supply Chain Management, 5 Edition, Pearson Education/Prentice Hall.
Script of the lectures in class presentations.
J.A.PearceII, R.B.Robinson, Strategic Management. Formulation, Implementation, and Control. Twelfth Edition. McGraw-Hill International Edition, 2011.
http://www.aircargoworld-digital.com/aircargoworld

Supplementary Reading
http://www.iata.org
Airbus and Boeing studies.
K. Lysons, B. Farrington, Purchasing and Supply Chain Management. Seventh Edition, Prentice Hall 2006.
M. Christopher, Logistics and Supply Chain Management. Creating Value-Adding Networks. Third Edition, Prentice Hall, 2005.

AIRPORT COMMERCIAL MANAGEMENT

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Airport Commercial Management				
TEACHER	dr Christos Evangelinos				
FACULTY	Faculty of Management				
FIELD OF STUDY	Economics				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	5	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Tutorial	Credit with grade	20		3	
Recitation Class	Credit with grade	10			

2. PREREQUISITES (resulting from course succession)

Management, Introduction to Aviation Management and Policy, Aviation Marketing

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	Classify the conditions that appear between business entities in airport business environment as well as between different airports.
P_U02	Interpret the influence of basic economic phenomena on the commercial activities of airports.
P_U03	Analyze the influence of the ownership model and the airport categorization on the commercial planning process of airport operations.

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

Tutorial

Item	Course Content
K1	Airport business models
K2	Business environment of particular airport types
K3	Influence of legislation and liberalization on the airport market
K4	Airport financial management
K5	Strategic planning process at airports
K6	Region's influence on the airport management process

Recitation Class

Item	Course Content
Cw1	Airport's ownership and organizational structures
Cw2	Airport competition
Cw3	Analysis of the regional impact of an airport
Cw4	Regional airports market in Poland

5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_U01, P_U03	Written exam that consists of open questions with short and long answers and practical highly-simulated exercises	Tutorial
P_U02	Discussion, solving practical exercises/case studies, presentation of the results	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_U01	Classify the conditions that appear between business entities in the airport business environment as well as between airports themselves	Generally classify the conditions that appear between business entities in the airport business environment	Precisely classify the conditions that appear between business entities in the airport business environment as well as between airports themselves	Faultlessly classify the conditions that appear between business entities in the airport business environment as well as between airports themselves and predict the impact of identified economic phenomena on an airport
P_U02	Interpret basic economic phenomena affecting airport operations	Generally interpret basic economic phenomena affecting airport operations and present the results in a meaningful way	Precisely interpret basic economic phenomena affecting airport operations and present the results of your analysis in a detailed way	Precisely interpret basic economic phenomena affecting airport operations and predict their impact on airport operations without error and present the results of its analysis exhaustively
P_U03	Analyze the impact of the ownership model and the airport categorization on the process of commercial planning of airport operations	Generally analyze the impact of the ownership model and the categorization of airports on the commercial planning process of airport operations	Precisely analyze the impact of the ownership model and the categorization of airports on the commercial planning process of airport operations	Analyze in detail the impact of the ownership model and the categorization of airports on the commercial planning process of airport operations

7. LITERATURE

Obligatory Reading
R.Doganis, The airport business, New York, 1992
R. de Neufville, A. Odoni, Airport Systems planning, design, and management, New York, 2003
Supplementary Reading
D.Jarach, Airport marketing strategies to cope with the new Milenium environment, Surrey, 2005
A. T.Wells et all., Airport Planning & Management, New York, 2004

AIRLINE SALES AND PROFIT MANAGEMENT

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Airline Sales and Profit Management				
TEACHER	mgr Piotr Kozłowski				
FACULTY	Faculty of Management				
FIELD OF STUDY	Economics				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	5	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Tutorial	Credit with grade	15		3	
Recitation Class	Credit with grade	15			

2. PREREQUISITES (resulting from course succession)

Operational Research, Fundamentals of Macroeconomics, Microeconomics, Management

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 issues of yield management and their impact on the demand and profitability of airlines
P_W02	List quantitative tools used in airline yield management and sales forecasting, market demand and inventory control
P_U01	Classify interdependencies between the basic economic aspects of business and the airline industry
P_U02	Use yield management tools to make decisions concerning ticket sales and airline aircraft allocation

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

Tutorial

Item	Course Content
K1	Introduction to Airline Sales and Revenue Management
K2	Airline Passenger Demand
K3	Airline Pricing System
K4	Booking Classification
K5	Seat Inventory Control
K6	Spoilage Management
K7	Group booking management
K8	Strategies on yield improvement

Recitation Class

Item	Course Content
Cw1	Forecasting demand

Cw2	Airline cost calculation
Cw3	Concept of linear and integer programming
Cw4	Seat allocation and inventory control
Cw5	Overbooking

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 open tasks with a short and extended answers and closed true-false and single choice tasks.	Tutorial
P_W02	Written exam consisting of open tasks with a short and extended answers and closed true-false and single choice tasks.	Tutorial
P_U01	Written exam that consist of practical highly-simulated exercises	Recitation classes
P_U02	Written exam that consist of practical highly-simulated exercises	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 the basic issues of yield management and their impact on the demand and profitability of airlines	Identify and list ways in which yield management can determine passenger demand and airline profits.	Flawlessly present the ways in which yield management can determine the demand for passengers and airlines' profits	Present existing and propose new ways in which yield management can determine passenger demand and airline profits
P_W02	List quantitative tools used in the airline yield management and forecasting their sales, market demand and inventory control	List all yield management tools and use several of them for forecasting and control purposes	List, describe and use all control and forecasting tools	Flawlessly list, describe, use and predict the development of yield management tools for correct control and forecasting
P_U01	Classify the interdependencies between the basic economic aspects of business and the airline industry	Classify and briefly explain interdependencies between the basic economic aspects of business and the airline industry	Classify and fully explain interdependencies between the basic economic aspects of business and the airline industry	Classify interdependencies between the basic economic aspects of the aviation business and the airline industry with precise characteristics, scenarios and examples
P_U02	Use quality control tools to make decisions in the airline industry	Present and explain the decision making process using yield management tools	List, characterize and use yield management tools for decision making in different airline sectors	List, describe, use and present new examples of decision making using yield management tools in different airline sectors

7. LITERATURE

Obligatory Reading

Airline Sales and Yield Management - Course materials, Piotr Kozlowski and Sumeer Chakuu
--

John G. Wensveen, Air Transportation: A Management perspective, Hampshire,2007
--

Ahmed Abdelghany, Khaled Abdelghany, Modeling Applications in the Airline Industry,Surrey,2009
--

Supplementary Reading

Rigas Doganis, Flying Off Course Airline Economics and marketing,Abingdon,2010
--

Stephen Shaw, Airline Marketing and Management, Surrey, 2007
--

GROUND HANDLING

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Ground Handling				
TEACHER	dr inż. Ulrich Desel				
FACULTY	Faculty of Management				
FIELD OF STUDY	Economics				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	5	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Lecture	Examination	15		3	
Recitation Class	Credit with grade	10			

2. PREREQUISITES (resulting from course succession)

Introduction to Aviation Management and Aviation Policy, Aviation Marketing, Airport Operations and Infrastructure

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 range of responsibilities of companies that provide ground handling services at airports
P_W02	Explain legal principles of ground handling market functioning in Europe
P_U01	Analyze the necessary steps for creating a company - ground handling services provider at airports

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

Lecture

Item	Course Content
W1	Introduction to the Ground Handling Services market
W2	Ground handling services contract structures
W3	The effects of globalization on the GS market
W4	The influence of technological development on managing companies that offer ground handling services
W5	Competitive analysis of market players in Europe
W6	Quality management, audits and reporting

Recitation Class

Item	Course Content
Cw1	Optimising the use of equipment and human resources
Cw2	Case study - restructuring of a ground handling company
Cw3	Business plan for a ground handling company

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 that consists of open questions with long and short answers	Lecture
P_W02	Written exam that consists of open questions with long and short answers	Lecture
P_U01	Practical highly-simulated exercise, case study, preparation of a report with analysis results	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	Describe the range of responsibilities of companies that provide ground handling services at airports	In general way describe the range of responsibilities of companies that provide ground handling services at airports and match a specific service to one from the four main groups	Precisely describe the range of responsibilities of companies that provide ground handling services at airports and precisely describe the process and significance of each service	Precisely describe the range of responsibilities of companies that provide ground handling services at airports and precisely describe the process and significance of each service, moreover present the structure and range of standard ground handling service agreement
P_W02	Explain legal principles of ground handling market functioning in Europe	Explain general legal principles of ground handling market functioning in Europe	Precisely explain general legal principles of ground handling market functioning in Europe and the meaning of the process of liberalization of the ground handling market at European airports	Fully explain legal principles of ground handling market functioning in Europe and the meaning of the process of liberalization of the ground handling market at European airports
P_U01	Analyze the necessary steps to create a company - ground handling services provider at an airport	Analyze the general steps of setting up a company - ground handling services provider at an airport and conduct an analysis of competitiveness for ground handling service providers on specific air-ports, as well as create a basic report with the results of the conducted analysis	Precisely analyze the steps of setting up a company - ground handling services provider at an airport and conduct an analysis of competitiveness for ground handling service providers on specific air-ports, as well as create a detailed report with the results of the conducted analysis	Fully analyze the steps of setting up a company - ground handling services provider at an airport and conduct an analysis of competitiveness for ground handling service providers on specific air-ports, develop a precise business plan for a ground handling company at a specific airport, as well as create a detailed report with the results of the conducted analysis

7. LITERATURE

Obligatory Reading
N. Ashford, Airport Operations, New York, 1997
S. Barret, Deregulation and Airline Business in Europe, Abingdon, 2009

Supplementary Reading

IATA AHM 810 Standard Ground Handling Agreement

SH & E Ltd. Study on the quality and efficiency of ground handling services at EU airports as a result of the implementation of Council Directive 96/97 EG, dostępne online

AIR NAVIGATION AND AIRCRAFT OPERATION

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Air Navigation and Aircraft Operation				
TEACHER	mgr Maciej Pasierb				
FACULTY	Faculty of Management				
FIELD OF STUDY	Economics				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	5	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Tutorial	Credit with grade	25		2	

2. PREREQUISITES (resulting from course succession)

Introduction to Aviation Management and Aviation Policy, Airport Operation and Infrastructure

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	Discuss ways of Air Traffic Control functioning and system of legal regulations that stands behind it
P_U01	Compare rules of functioning and organizing ATC in the selected geographical areas
P_U02	Classify and characterize various radar navigation systems

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

Tutorial

Item	Course Content
K1	Organization of Air Traffic Control around the world
K2	Legal aspects of Air Traffic Control organization
K3	Financial aspects of Air Traffic Control organization
K4	Technical aspects of Air Traffic Control organization
K5	Influence of technical development on Air Traffic Control
K6	Safety in aircraft operations
K7	Risk Management in aircraft operations

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 open questions with short answers, closed questions and practical highly-simulated exercises	Tutorial

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_U01	Written exam consisting of open questions with short answers, closed questions and practical highly-simulated exercises	Tutorial
P_U02	Written exam consisting of open questions with short answers, closed questions and practical highly-simulated exercises	Tutorial

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 how the Air Traffic Control system functions and the legal regulations that impact it	Explain the general principles of the organisation of flights in the airspace and the general structure of the Air Traffic Control System	Explain the general principles of the organisation of flights in the airspace and the general structure of the Air Traffic Control System, as well as present basic laws that regulate the functioning of ATC	Precisely explain the principles of the organisation of flights in the airspace and the general structure of the Air Traffic Control System, as well as precisely present laws that regulate the functioning of ATC
P_U01	Compare rules of functioning and organizing the ATC in the selected geographical areas	Compare the general rules of ATC functioning and organisation in Europe and the USA	Precisely compare the rules of functioning and organizing the ATC in Europe and the USA	Precisely compare the rules of functioning and organizing the ATC in Europe and the USA, moreover discuss the pros and cons of both systems from an economic and technical point of view
P_U02	Classify and characterize various radar navigation systems	Generally classify and characterize basic radar navigation systems and identify their pros and cons	Precisely classify and characterize basic radar navigation systems and identify their pros and cons	Fully classify and characterize basic radar navigation systems and identify their pros and cons

7. LITERATURE

Obligatory Reading
Cheng-Lung Wu, Airline Operations and Delay Management, Surrey, 2010
C.V.Oster & J.S. Strong, Managing The Skies Public Policy, Organization and financing of Air Traffic Management, Hampshire, 2007

Supplementary Reading
IATA, Air Handling Manual, Geneva, 2010
M.Barlik, The Impact of EU law on the Regulation of International Air transportation, Hampshire, 2007

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Aviation and Environment				
TEACHER	prof. dr Hansjochen Ehmer				
FACULTY	Faculty of Management				
FIELD OF STUDY	Economics				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	5	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Lecture	Examination	20		3	
Recitation Class	Credit with grade	10			

2. PREREQUISITES (resulting from course succession)

Microeconomics, Introduction to Aviation Management and Aviation Policy

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 rules and consequences of aviation impact on the environment as well as define changes in aviation organizations and institutions that affect the area of environment protection
P_W02	Identify and explain policies that concern environment protection and were imposed on economic structures and institutions functioning on aviation market
P_U01	Propose and plan proper decision-making process in the area of adaptation of environment protection regulations that are imposed on aviation

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

Lecture

Item	Course Content
W1	Microeconomics factors that affect aviation
W2	Environment protection policy
W3	Emission oriented policy
W4	Threats to environment from the aviation industry
W5	Environment protection management in airlines
W6	Environment protection management at the airports

Recitation Class

Item	Course Content
Cw1	Case study: Critical approach to the problem of environment protection and noise emission from the perspective of different stakeholders on aviation market
Cw2	Case study: Optimal approach to the problem of night curfew at European airports
Cw3	Group work: Emission Trading System/Scheme

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 that consist of open questions with long answers	Lecture
P_W02	Written exam that consist of open questions with long answers	Lecture
P_U01	Practical highly-simulated exercises (group case studies), group presentation of results	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 rules and consequences of aviation impact on the environment as well as define changes in aviation organizations and institutions that affect the area of environment protection	Generally explain rules and consequences of aviation impact on the environment as well as define changes in aviation organizations and institutions that affect the area of environment protection	Precisely explain causes, rules and consequences of introducing changes of basic economic structures in the area of aviation and environment protection	Fully explain causes, rules and consequences of introducing changes of basic economic structures in the area of aviation and environment protection, as well as explain the process and scale of introduction of these changes
P_W02	Identify and explain policies that concern environment protection and were imposed on economic structures and institutions functioning on the aviation market	Identify general laws and policies that concern environment protection and were imposed on airlines and airports	Identify and explain laws and policies that concern environment protection and were imposed on airlines and airports, and evaluate their impact on functioning of aforementioned entities	Identify and explain laws and policies that concern environment protection and were imposed on airlines and airports, and evaluate their impact on functioning of aforementioned entities, as well as present their economic and historical conditions
P_U01	Propose and plan proper decision-making process in the area of adaptation of environment protection regulations that are imposed on aviation	Propose proper decision-making process in the area of adaptation of environment protection regulations that are imposed on aviation	Propose and plan proper decision-making process in the area of adaptation of environment protection regulations that are imposed on aviation	Propose and plan proper decision-making process in the area of adaptation of environment protection regulations that are imposed on aviation, as well as predict effects on the economic and organizational aspects

7. LITERATURE

Obligatory Reading
M. Janic, The Sustainability of Air Transportation, Ashgate 2007
B. Daley, Air Transport and the Environment, Ashgate 2010

Supplementary Reading

http://web.mit.edu/aeroastro/partner/reports/congrept_aviation_envirn.pdf

HUMAN RESOURCES MANAGEMENT IN AVIATION

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Human Resources Management in Aviation				
TEACHER	mgr Katarzyna Górka				
FACULTY	Faculty of Management				
FIELD OF STUDY	Economics				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	5	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Tutorial	Credit with grade	30		2	

2. PREREQUISITES (resulting from course succession)

Management, Business communication

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	Discuss aspects of human resources management on the example of case studies about aviation organizations
P_W02	Explain the rules of conducting the recruitment process and also the rules of motivating, appraisal and training on aviation market on the example of case studies about aviation organizations
P_U01	Analyse motives and patterns of human behaviour of different employees' groups on the example of case studies about aviation organizations
P_U02	Assess the ethical and moral dilemmas in human resources management on the example of case studies about aviation organizations

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

Tutorial

Item	Course Content
K1	Introduction to the topic of human resources management in civil aviation
K2	HRM in low cost airlines on the example of Southwest Airlines- case study
K3	HRM in traditional airlines on the example of Continental Airlines- case study
K4	Aspects of HRM in aircraft manufacturers' companies on examples of Boeing and Airbus- case study
K5	Aspects of HRM on example of JetBlue Airways- case study
K6	Aspects of HRM on example of Ryanair- case study
K7	Crew Resources 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_U01, P_U02	Assesment of essays created by students based case studies discussed during the semester and final test consisting of open questions with short as well as extended answer and case study to be solved in highly-simulated conditions	Tutorial

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	Properly describe and explain generally theoretical/problematic issue from the field of HR management in aviation on examples of discussed case studies	Properly describe and explain generally theoretical/problematic issue from the field of HR management in aviation on examples of discussed case studies	Properly describe and explain the most important theoretical/problematic issues from the field of HR management in aviation on examples of discussed case studies	Properly describe and explain detailed theoretical/problematic issues from the field of HR management in aviation on examples of discussed case studies
P_W02	Explain generally the rules of conducting the recruitment process and also the rules of motivating, appraisal and training on aviation market on examples of discussed case studies of aviation organizations	Explain generally the rules of conducting the recruitment process and also the rules of motivating, appraisal and training on aviation market on examples of discussed case studies of aviation organizations	Explain generally the most important rules of conducting the recruitment process and also the rules of motivating, appraisal and training on aviation market on examples of discussed case studies of aviation organizations	Explain detailed rules of conducting the recruitment process and also the rules of motivating, appraisal and training on aviation market on examples of discussed case studies of aviation organizations
P_U01	Correctly analyse general motives and patterns of human behaviour of different employees' groups on examples of discussed case studies of aviation organizations	Correctly analyse general motives and patterns of human behaviour of different employees' groups on examples of discussed case studies of aviation organizations	Correctly analyse the most important motives and patterns of human behaviour of different employees' groups on examples of discussed case studies of aviation organizations	Correctly analyse detailed motives and patterns of human behaviour of different employees' groups on examples of discussed case studies of aviation organizations
P_U02	Discuss basic ethical and moral dilemmas in human resources management existing in recruitment process and performance appraisal on examples of discussed case studies of aviation organizations	Discuss basic ethical and moral dilemmas in human resources management existing in recruitment process and performance appraisal on examples of discussed case studies of aviation organizations	Discuss the most important ethical and moral dilemmas in human resources management existing in recruitment process and performance appraisal on examples of discussed case studies of aviation organizations	Discuss in details all ethical and moral dilemmas in human resources management existing in recruitment process and performance appraisal on examples of discussed case studies of aviation organizations

7. LITERATURE

Obligatory Reading
G.J. Bamber, J. Hoffer Gittell, T.A. Kochan and A. von Nordenflycht, Up In The Air: How Airlines Can Improve Performance by Engaging Their. Employees Cornell University Press Ithaca, New York 2009
J. Hoffer Gittell, The Southwest Airlines Way, McGraw-Hill Education, Nowy Jork 2005

K.Friebberg, Nuts!: Southwest Airlines' Crazy Recipe for Business and Personal Success, Crown Business, Austin 1998
G.Bethune, From Worst to First: Behind the Scenes of Continental's Remarkable Comeback, Willey, Nowy Jork 1999
J. Wynbrandt, Flying High: How JetBlue Founder and CEO David Neeleman Beats the Competition... Even in the World's Most Turbulent Industry, Willey, Nowy Jork 2004
S. Creaton, Ryanair: How a Small Irish Airline Conquered Europe, Aurum Press 2004
B.G. Kanki, J. Anca , R.L. Helmreich, Crew Resource Management, Elsevier, San Diego 2010

Supplementary Reading

G.J. Bamber, J. Hoffer Gittell, T.A. Kochan and A. von Nordenflycht, Up In The Air: How Airlines Can Improve Performance by Engaging Their. Employees Cornell University Press Ithaca, New York 2009
L. Grubbs-West, Lessons in Loyalty: How Southwest Airlines Does It - An Insider's View, CornerStone Leadership Institute, Dallas 2005
D. Harris, Human Performance on the Flight Deck, CRC Press, Burlington 2011
Ruddock, Michael O'Leary: A Life in Full Flight, Penguin 2008

HUMAN RESOURCE MANAGEMENT

HUMAN RESOURCE MANAGEMENT (BA degree - 4 ECTS)	
TUTORIAL	<ul style="list-style-type: none">• Genesis, concept, goals and development of human resource management.• Standards and trends in recruitment and selection processes.• Traditional and modern techniques of motivating.• Training systems and personnel development.• Standards and trends in the employee appraisal process.• Change management theories in an organization.• Management styles in production and service organizations and public institutions.• Coaching in human resource management.• Globalization processes and modern technologies versus human resource management.
RECITATION CLASS	<ul style="list-style-type: none">• Technologies supporting personnel selection processes, implementation of KPI and SLA quality indicators.• Identifying and interpreting employee needs, techniques of individual, team and system motivation.• Effective planning, implementation and evaluation of training, talent management in the organization.• Techniques and methods of employee evaluation, effective use of evaluation results.• Managing the process of introducing changes, motivating and automating changes.• Management of the employee's comfort and discomfort zones, the ability to listen and ask questions.

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	International Law				
TEACHER	dr hab., prof. WSiIZ Agata Jurkowska-Gomułka				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	3	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Lecture	Examination	15		6	
Recitation Class	Credit with grade	20			
Project		20			

2. PREREQUISITES (resulting from course succession)

Law

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	a knowledge of basic structures, economic and legal institutions established in international law and understanding of these issues
P_W02	a knowledge of basic regulations of international law concerning business operations
P_U01	a competence to apply correctly selected norms, legal and ethical rules in order to solve a particular problem in the area of management

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

Lecture

Item	Course Content
W1	Introductory issues - public international law. International community
W2	Subjects of international law. Sources of public international law
W3	Law of treaties
W4	A place of international law in a national legal order
W5	Resolving international disputes. International arbitration

Recitation Class

Item	Course Content
Cw1	Legal status of international organizations
Cw2	Sources of private international law. Collision rules in private international law (types of norms, factors considered for a choice of law)
Cw3	Identification and application of a proper law for selected commercial contracts
Cw4	Vienna Convention on International Sales of Goods

Project

Item	Course Content
P1	Basic regulations of international maritime law
P2	Basic regulations of international aviation law
P3	Basic regulations of international space law
P4	Basic regulations of international diplomatic and consular law
P5	Emerging of new states in the light of international public law
P6	Mediation as a form of resolving international disputes (on the basis of a particular example)
P7	Humanitarian interventions from a perspective of public international law (on the basis of a particular example)
P8	Basic regulations of international refugee law
P9	International law and terrorism
P10	International regulations on a protection of intellectual and industrial property
P11	Transnational corporations as subjects of public international law

5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Single choice test Written exam based on open questions with broader answer	Lecture
P_W02	Written exam based on open questions with broader answer	Recitation
P_U01	Written exam based on open questions with broader answer	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	Explain any basic concepts of public and private international law	Explain selected basic concepts of public OR private international law	Explain selected basic concepts of public AND private international law	Explain all basic concepts of public AND private international law presented during the lecture
P_W02	Explain any goals and conditions for applying selected regulations of public and private international law	Explain a goal or selected conditions for applying selected regulations of public and private international law	Explain a goal and conditions for applying selected regulations of public and private international law	Explain a goal and conditions for applying selected regulations of public and private international law and identify examples of practical applications of international rules
P_U01	Identify any legal norm necessary for solving a particular practical problem	Identify a legal norm necessary for solving a particular practical problem	Identify and make a simple interpretation of a legal norm necessary for solving a particular practical problem	Identify and make a complex, multilevel interpretation of a legal norm necessary for solving a particular practical problem

7. LITERATURE

Obligatory Reading
Henriksen A., International Law, Oxford University Press 2019
Shawn M., International Law, Cambridge University Press 2017

Supplementary Reading
Crawford J., Brownlie's Principles of Public International Law, Oxford University Press, 2019
Havel B. F., Sanchez G.S., The principles and practice of international aviation law, Cambridge University Press, 2014
Lyll F., Larsen P. B., Space law: a treatise, Ashgate 2009

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	International Marketing				
TEACHER	mgr Bartłomiej Białas				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	3	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Tutorial	Credit with grade	15		6	
Recitation Class	Credit with grade	20			
Project		20			

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_W 01	Describe the basic concepts of marketing and marketing activities of the company.
P_W 02	Explain specific marketing activities of the company using practical examples.
P_U 01	Identify the factors influencing the choices made by the consumer and the relationship between the company's marketing activities and consumer decisions.

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

Tutorial

Item	Course Content
W1	Introduction to marketing, basic marketing orientations, principles, misconceptions and pitfalls
W2	Analysis of marketing environment
W3	Consumer behaviour
W4	Enterprise marketing strategy
W5	Marketing mix

Recitation Class

Item	Course Content
Cw1	Analysis of marketing environment
Cw2	Consumer markets and the buying behavior of the ultimate consumer
Cw3	Enterprise marketing strategy
Cw4	Marketing mix

Project

Item	Course Content
P1	Preparation of a marketing plan for the selected venture

5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Close ended questions and /or open-ended questions	Conversatory
P_W02	Case study	Recitation class
P_U01	Project defense	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 correctly to min. 51% of questions on basic business concepts and marketing activities of an enterprise	Answer correctly 51% -74% of questions on the basic concepts and marketing activities of an enterprise	Answer correctly 75% - 89% of questions on the basic concepts and marketing activities of an enterprise	Answer correctly 90% (and more) of questions on the basic concepts and marketing activities of an enterprise
P_W02	Provide the correct solution for 1 case study in the field of marketing	Provide the correct solution 1 case study in the field of marketing	Provide the correct solution 2 case study in the field of marketing	Provide the correct solution 3 case study in the field of marketing
P_U01	Answer to min. 2 questions about the factors influencing the choices made by the consumer and the relationship between the company's marketing activities and consumer decisions	Answer to 2 questions about the factors influencing the choices made by the consumer and the relationship between the company's marketing activities and consumer decisions	Answer to min. 3 questions about the factors influencing the choices made by the consumer and the relationship between the company's marketing activities and consumer decisions	Answer to min. 4 questions about the factors influencing the choices made by the consumer and the relationship between the company's marketing activities and consumer decisions

7. LITERATURE

Obligatory Reading
Philip C. Kotler, Gary Armstrong, Principles of marketing, Upper Saddle River, N. J : Prentice-Hall, wyd. 2004 lubnowsze

Supplementary Reading
F. Robert Dwyer, John F. Tanner, Business marketing: connecting strategy, relationships and learning, Boston, Mass : McGraw-Hill, 2009
E. Jerome McCarthy, William D. Perreault Basic marketing: a global managerial approach Irwin, 1993

LOGISTICS IN INTERNATIONAL TURNOVER

LOGISTICS IN INTERNATIONAL TURNOVER (BA degree - 7 ECTS)	
LECTURE	<ul style="list-style-type: none">• Make purchasing and sourcing decisions.• Inventory and warehouse management - decisions and process optimization.• Production logistics - processes, decisions, methods.• Transport management - decisions and process optimization.• Structures and models of supply chain optimization
RECITATION CLASS	<ul style="list-style-type: none">• Basic principles of logistics• Management models in logistics.• Optimization of the supply chain process, warehousing and production - tools and methods ..• Logistics in business contracts - rules and regulations and practice• Distribution in logistics - instruments and processes
PROJECT	<ul style="list-style-type: none">• Presentation of the project scenario, organization of teams, selection of project tasks.• Decision situation analysis.• Choice of solution with justification.• Description of the expected effects and possible consequences and risks.

PROJECT MANAGEMENT

PROJECT MANAGEMENT (BA degree - 7 ECTS)	
TUTORIAL	<ul style="list-style-type: none"> • Basic terminology of project management (PM): project, project management, programme, portfolio, PM areas, PM triangle, project success • Project manager: roles and responsibilities • Popular PM methodologies: PMI, IPMA, PRINCE2, PCM. Principles, certification systems. • Project life cycle: phases, milestones. Basic documents for the project: project management plan, project charter. • Project initiation phase: project goals, stakeholder analysis, business case • Project planning: organisation structure, project roles, responsibility assignment matrix, project in the organisation. • Project planning: work breakdown structure, schedule, resources, budget, risk. • Project implementation: project monitoring, responsibilities of project manager, change management, working with subcontractors. • Project closing: formal procedures, acceptance of the final products, lessons learned.
PROJECT	<ul style="list-style-type: none"> • Presentation of the project charter template and ideas for project case studies. Selection of project teams (2-3 persons). Teamwork on project ideas and particular parts of the project charter. • Presentation of the projects.
RECITATION CLASS	<ul style="list-style-type: none"> • Defining project success and project success criteria - case study. • Defining project phases and milestones - case study. • Analysis of stakeholders - case study. • Project organisation structure - case study. • Work breakdown structure - case study. • Project schedule, network diagram, critical path - case study. • Resources and costs of the project - case study. • Project implementation - case study.

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Mathematics				
TEACHER	dr Joanna Wójcik				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	first-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	1	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Lecture	Credit with grade	15		4	
Recitation Class	Credit with grade	15			

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	Explain the basic concepts of algebra
P_U01	Solve systems of equations
P_U02	Perform operation on matrices
P_U03	Characterize the family of linear solutions

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

Lecture

Item	Course Content
L1	Solving of systems of equations
L2	Matrices. Matrix algebra
L3	Determinant of a matrix
L4	The inverse of a matrix
L5	Vectors. A linear independence of vectors
L6	Application of linear algebra in computer graphics and economics

Recitation Class

Item	Course Content
RC1	Solving systems of linear equations
RC2	Matrices. Matrix Algebra
RC3	Determinant of a matrix
RC4	The inverse of a matrix
RC5	Linear combination vs linear independence of vectors

RC6	Application of linear algebra in computer graphics and economics
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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	Test - closed questions;	Lecture
P_U01	Open questions- tasks to be solved;	Recitation Class
P_U02	Open questions- tasks to be solved;	Recitation Class
P_U03	Open questions- tasks to be solved;	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	Solve none system of equations	Solve simple system of equations	Solve system of equations	Solve system equations by indicated way
P_U02	Check neither necessary conditions nor sufficient to perform operations on matrices	Check conditions to perform operations on matrices	Check basic necessary conditions and sufficient to perform operations on matrices and present the problem on simple examples	Check basic necessary conditions and sufficient to perform operations on matrices and present the problem on examples
P_U03	Characterize the simplest solution of the equation or system of equations	Characterize solution of the simple equations or system of equations	Characterize solution of the equations or system of equations	Characterize solutions of the equation or system of equations using the simplest methods for this task

7. LITERATURE

Obligatory Reading
Lay D., Linear Algebra and Its Applications, 5th Ed., Addison-Wesley, 2016.

Supplementary Reading
Lipschutz S., Schaum's outline of theory and problems of linear algebra, 3rd ed, McGraw-Hill, 2001.
Keith .Matthews, Elementary Linear Algebra, Lecture Notes 1998 at http://www.numbertheory.org/book/

Master's degree:

ENGLISH LANGUAGE

ENGLISH LANGUAGE (MA degree – 4 ECTS)

LABORATORY

- 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.
- Grammatical structures according to the textbook applicable at a given level.
- 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.
- Practicing listening comprehension in accordance with the textbook applicable at a given level.
- 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.
- 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.

POLISH LANGUAGE

POLISH LANGUAGE (MA degree- 4 ECTS)

LABORATORY

- use a foreign language in writing in accordance with the B1 level (BA) / B2 level (MA) of the European System for the Description of Languages
- use a foreign language in speech in accordance with B1 level (BA) / B2 level (MA) according to the European System for the Description of Languages

CULTURAL CONDITIONS OF INTERNATIONAL BUSINESS

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Cultural Conditions of International Business				
TEACHER	mgr Javed Imran				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	second-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	3	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Tutorial	Credit with grade	15		4	
Recitation Class	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 in-depth knowledge of the behavior of people in an organization at an individual and group level
P_W02	Has knowledge of human nature and selected aspects of life
P_U01	The student is able to identify, analyze and solve decision-making problems using the economic information system of the organization and assess the usefulness of typical methods, procedures and appropriate practices for the implementation of tasks related to various spheres of the organization's activity.
P_U02	Is able to participate in discussions, including speaking, presenting and arguing from the management sciences perspective, and is able to communicate with management professionals and non-commercial practitioners.

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

Tutorial

Item	Course Content
W1	Culture - definitions, features, elements
W2	Models of cultural classification
W3	Religion, values and attitudes and their impact on business operations
W4	Language and its influence on communication. Non-verbal communication
W5	Mutual determinism of climate. Ecocultural models
W6	Education and the coefficient of state enrolment as conditions of international business
W7	Problems of a multicultural environment (gender role, political correctness, stereotypes and prejudices, COE, NIH syndrome)

Recitation Class

Item	Course Content
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Cw1	Contemporary conditions of international business
Cw2	External conditions for doing business in different countries and cultures (selected classifications of external factors, bureaucracy, role of trade unions, corruption, ethics and legal approach)
Cw3	Specificity of business activities in the European cultural area
Cw4	Specificity of business activities in the North American cultural area
Cw5	Specificity of business activities in the Chinese business community
Cw6	Specificity of business activities in South Asia, South-East Asia and the Pacific region
Cw7	Specificity of business activities in Africa (including differences)

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 with open questions	Lecture
P_U01 P_U02	Written exam with open questions, case study	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	Demonstrate knowledge of the behaviour of people in the organisation at individual and group level.	Demonstrate basic knowledge of the behaviour of people in an organisation at individual and group level.	Demonstrate an average level of knowledge about the behaviour of people in the organisation at individual and group level.	Demonstrate an advanced level of knowledge about the behaviour of people in an organisation at individual and group level.
P_W02	Demonstrate knowledge of the nature of man and selected aspects of life.	Demonstrate knowledge of the nature of man and selected aspects of life at a basic level.	Demonstrate knowledge of the nature of man and selected aspects of life.	Demonstrate knowledge of the nature of man and selected aspects of life at an advanced level.
P_U01	Identify, analyze and solve decision-making problems using the economic information system of the organization and assess the usefulness of typical methods, procedures and appropriate practices for the implementation of tasks related to various spheres of the organization's activity	Identify, analyze and solve decision-making problems using the economic information system of the organization and assess the usefulness of typical methods, procedures and appropriate practices for the implementation of tasks related to various spheres of the organization's activity at a basic level of difficulty.	Identify, analyze and solve decision-making problems using the economic information system of the organization and assess the usefulness of typical methods, procedures and appropriate practices for the implementation of tasks related to various spheres of the organization's activity at a medium level of difficulty.	Identify, analyze and solve decision-making problems using the economic information system of the organization and assess the usefulness of typical methods, procedures and appropriate practices for the implementation of tasks related to various spheres of the organization's activity at an advanced level of difficulty.
P_U02	Participate in discussions, including speaking, presenting and arguing positions	Participate in discussions, including speaking, presenting and arguing positions from a management	Participate in discussions, including speaking, presenting and arguing positions from a management	Participate in discussions, including speaking, presenting and arguing positions from a management

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
	from the management science point of view, and is unable to communicate with management and non-management specialists	science point of view, and is able to communicate with management and non-management specialists	science point of view, and is able to communicate with management and non-management specialists	science point of view, and is able to communicate with management and non-management specialists

7. LITERATURE

Obligatory Reading
Mariusz Sagan, Management in international business, Warszawa: Warsaw School of Economics, 2015
The Oxford handbook of international business, Alan M. Rugman, Thomas L. Brewer, New York : Oxford University Press, 2001
Larry A. Samovar i in., Communication between cultures, Boston, MA : Cengage Learning, 2017.

Supplementary Reading
Mary Ellen Guffey, Richard Almonte, Essentials of business communication, Toronto : Thomson/Nelson, 2005
Christina Bratt Paulston, Intercultural discourse and communication: the essential readings, Oxford : Blackwell Publishing, 2005.

MARKETING IN TRANSPORT AND LOGISTICS

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Marketing in Transport and Logistics				
TEACHER	mgr Łukasz Stokłosa				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	second-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	3	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Recitation Class	Credit with grade	20		3	

2. PREREQUISITES (resulting from course succession)

Management

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	Present various aspects related to marketing and management.
P_W02	Describe the tools and methods used to make strategic and operational decisions.
P_U01	Correct and effective product management as well as marketing strategies connected with them.

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

Recitation Class

Item	Course Content
Cw1	Define marketing in logistics
Cw2	Marketing rules
Cw3	Marketing mix
Cw4	Management process
Cw5	Marketing in logistics and transport: strategies and decision making
Cw6	Strategic vs. operational decision making
Cw7	Customer service and its behavior
Cw8	Product and its marketing
Cw9	Global marketing initiatives

5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Open test questions and case studies	Recitation Class

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W02	Open test questions and case studies	Recitation Class
P_U01	Open test questions and case studies	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	Present any aspect related to marketing and decision making	Present some of the aspects related to marketing and decision making	Present all aspects related to marketing and decision making	Present and describe all aspects related to marketing and decision making
P_W02	Describe any of the tools used to make operational and strategic decisions	Describe several of the tools used to make operational and strategic decisions	Describe all methods or tools used to make operational and strategic decisions	Describe all methods and tools used to make operational and strategic decisions
P_U01	Explain product management and related marketing	Explain only the product management process	Explain the process of product management and related marketing strategies	Explain the process of product management and related marketing strategies as well as the tools used in this process

7. LITERATURE

Obligatory Reading
Philip C. Kotler, Gary Armstrong, Principles of marketing, Upper Saddle River, N. J: Prentice-Hall, 2004.
Strategic logistics management / James Stock, Douglas Lambert. - 4th. ed. - McGraw-Hill/Irwin, cop. 2001.

Supplementary Reading
F. Robert Dwyer, John F. Tanner, Business marketing : connecting strategy, relationships and learning, Boston, Mass : McGraw-Hill, 2009.
E. Jerome McCarthy, William D. Perreault Basic marketing : a global managerial approach Irwin, 1993.

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Infrastructure Management				
TEACHER	dr Joanna Świętoniowska				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	second-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	3	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Recitation Class	Credit with grade	20		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	Explain necessity of creating infrastructure and relations between infrastructure and Economy
P_W02	Describe regulations and regulative options, on which infrastructure is based on
P_U01	Use gathered economic knowledge in the field of infrastructure management

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

Recitation Class

Item	Course Content
C1	Basic elements - importance of infrastructure
C2	The economic effects of infrastructure: Infrastructure and economic growth Infrastructure and economic development Infrastructure and ground accessibility
C3	Economic theory and infrastructure provision: Infrastructure as a public good - Public provision Infrastructure and externalities - Public provision Public Private Partnerships (PPP) Private provision of infrastructure and the theory of incomplete contracts Private provision of infrastructure and risks
C4	Infrastructure regulation: - The meaning of regulation - Problems associated with infrastructure regulation - Position based regulatory options - Price based regulatory options - Additional regulatory options: Benchmarking methods and regulatory menus - Regulation and infrastructure investments: regulatory risks

C5	Infrastructure pricing: - Marginal cost pricing - Fully distributed costs - Peage systems - Peak-load pricing - Ramsey pricing schedules
C6	Non-linear pricing
C7	Infrastructure project assessment - Elements of Cost-Benefits-Analysis
C8	Experiences with private infrastructure provision: - Tolls in Europe - Airports around Europe and the problem on noise - The problems with Mega-Projects

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 that consists of open questions with short or long answer	Recitation class
P_W02	Written test that consists of open questions with short or long answer	Recitation class
P_U01	Preparation of report/assignment on the topic given by lecturer	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 necessity of creating infrastructure and relations between infrastructure and Economy	Generally explain necessity of creating infrastructure and relations between infrastructure and Economy	Precisely explain necessity of creating infrastructure and relations between infrastructure and Economy	Fully explain necessity of creating infrastructure and relations between infrastructure and Economy
P_W02	Describe regulations and regulative options, on which infrastructure is based on	Generally describe regulations and regulative options, on which infrastructure is based on	Precisely describe regulations and regulative options, on which infrastructure is based on	Fully describe regulations and regulative options, on which infrastructure is based on
P_U01	Use gathered economic knowledge in the field of infrastructure management	In basic extent use gathered economic knowledge in the field of infrastructure management	In extended extent use gathered economic knowledge in the field of infrastructure management	Fully use gathered economic knowledge in the field of infrastructure management

7. LITERATURE

Obligatory Reading
J.R. Stock, D.M. Lambert, Strategic Logistics Management, Mc Graw-Hill International Edition, 2001

Supplementary Reading
Applied transport economics : policy, management & decision making / Stuart Cole. - 3rd ed. - London ; Philadelphia, PA : Kogan Page, 2005.

M. Christopher, Logistics and supply chain management: strategies for reducing cost and improving service, London : Financial Times/Pitman, cop. 1998

COMPETITION AND CONSUMER PROTECTION

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Competition and Consumer Protection				
TEACHER	dr hab., prof. WSiIZ Agata Jurkowska-Gomułka				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	second-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	1	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Lecture	Examination	14		3	
Recitation Class	Credit with grade	12			

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	show deep knowledge on selected systems, norms and (legal, organ-izational, professional and other) rules describing a functioning of organizational structures and analyze them from a perspective of a management
P_W02	identify relations between substantive and procedural rules of compe-tition and consumer protection
P_W03	recognize concepts and rules of protection of intellectual and industrial property and copyrights and understand a necessity of managing assessts of intellectual property
P_U01	efficiently operate on normative (economic, financial, legal and other) systems and rules stemming from them in order to solve problems related to managing an organization
P_U02	analyze enterprises' behaviour from a perspective of requirements for competition and consumer protection
P_K01	formulate in social contacts opinions on compliance of enterprises' practices with competition and consumer regulations

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

Lecture

Item	Course Content
W1	Basic concepts of competition and consumer law: competition, unfair competition, consumer, relevant market, unfair market practices. Goals of competition and consumer protection. System of enforcement of competition and consumer rules
W2	Competition restricting practices (anticompetitive agreements, abuse of a dominant position)
W3	Mergers and acquisitions and protection of competition. Duty to notify a concentration
W4	Unfair competition acts. Unfair use of contractual advantage
W5	Anticonsumer practices. Practices violating collective consumer interests; abusive clauses

W6	Anti-competitive and anti-consumer activities arising from infringements of industrial and intellectual property rights
W7	Compliance programmes in area of competition and consumer protection

Recitation Class

Item	Course Content
Cw1	Analysis of examples of anticompetitive horizontal practices (cartels, bid rigging)
Cw2	Analysis of examples of anticompetitive practices in distribution of goods and services
Cw3	Analysis of examples of abuse of a dominant position
Cw4	Analysis of notification processes and assessments of concentrations
Cw5	Strategies of enterprises in case of committing anticonsumer practices

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
P_W03	Open questions	Lecture
P_U01	Case study	Recitation
P_U02	Case study	Recitation
P_K01	Case study	Recitation

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	show any knowledge on selected systems, norms and (legal, organizational, professional and other) rules describing a functioning of organizational structures and analyze them from a perspective of a management	show 50-65% of knowledge on selected systems, norms and (legal, organizational, professional and other) rules describing a functioning of organizational structures and analyze them from a perspective of a management	show 66-80% of knowledge on selected systems, norms and (legal, organizational, professional and other) rules describing a functioning of organizational structures and analyze them from a perspective of a management	show more than 80% of knowledge on selected systems, norms and (legal, organizational, professional and other) rules describing a functioning of organizational structures and analyze them from a perspective of a management
P_W02	identify relations between substantive and procedural rules of competition and consumer protection	identify basic relations between substantive and procedural rules of competition and consumer protection by pointing a type of intervention of competition authority towards particular categories of practices	identify basic relations between substantive and procedural rules of competition and consumer protection by pointing a type of intervention of competition authority towards particular categories of practices and by listing sanctions	identify basic relations between substantive and procedural rules of competition and consumer protection by pointing a type of intervention of competition authority towards particular categories of practices and by describing sanctions

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_W03	recognize concepts and rules for protecting intellectual and industrial property and copyrights and cannot understand a necessity of management of intellectual property assets	recognize concepts and rules for protecting intellectual and industrial property and copyrights and understand a necessity of management of intellectual property assets	recognize concepts and rules for protecting intellectual and industrial property and copyrights, can explain mechanisms of their functioning and can justify a necessity of management of intellectual property assets	recognize concepts and rules for protecting intellectual and industrial property and copyrights, can explain mechanisms of their functioning and can prepare a plan of management of intellectual property assets
P_U01	efficiently operate on normative (economic, financial, legal and other) systems and rules stemming from them in order to solve problems related to managing an organization	efficiently operate on normative (economic, financial, legal and other) systems and rules stemming from them in order to solve simple problems related to managing an organization in the context of requirements of competition and consumer protection	efficiently operate on normative (economic, financial, legal and other) systems and rules stemming from them in order to solve problems of a moderate complexity related to managing an organization in the context of requirements of competition and consumer protection	efficiently operate on normative (economic, financial, legal and other) systems and rules stemming from them in order to solve complex problems related to managing an organization in the context of requirements of competition and consumer protection
P_U02	analyze enterprises' behaviour from a perspective of requirements for competition and consumer protection	analyze enterprises' behaviour from a perspective of requirements for competition and consumer protection in relation to the most typical anticompetitive and anticonsumer practices	analyze enterprises' behaviour from a perspective of requirements for competition and consumer protection in relation to not commonly met anticompetitive and anticonsumer practices	analyze enterprises' behaviour from a perspective of requirements for competition and consumer protection in relation to atypical anticompetitive and anticonsumer practices
P_K01	tell a difference between legal and illegal behaviour of entities in terms of competition and consumer protection	tell a difference between legal and illegal behaviour of entities in terms of competition and consumer protection and point regulations violated by a particular practice	tell a difference between legal and illegal behaviour of entities in terms of competition and consumer protection and point regulations violated by a particular practice as well as describe market effects of the practice	tell a difference between legal and illegal behaviour of entities in terms of competition and consumer protection and point regulations violated by a particular practice as well as describe market effects of the practice, among them: effects for other enterprises and consumers

7. LITERATURE

Obligatory Reading
Dajczak W., Szwarc A., Wiliński P., Handbook of Polish Law, Warszawa-Bielsko-Biała 2011
Jabłońska-Bonca J., Introduction to law, Wydaw. LexisNexis, Warszawa 2012

Supplementary Reading

DECISION-MAKING THEORIES

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Decision-Making Theories				
TEACHER	dr Andrew Schumann				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	second-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	1	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Lecture	Examination	10		5	
Recitation Class	Credit with grade	12			
Project		30			

2. PREREQUISITES (resulting from course succession)

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	After the subject has been passed, a student in the field of KNOWLEDGE defines the basic concepts of decision making and optimization under different conditions: game, ignorance, risk, social choice
P_W02	After the subject has been passed, a student in the field of KNOWLEDGE can write a decision-making problem in a mathematical form (including using a decision matrix) and interpret the data which are necessary for decision-making
P_U01	After the subject has been passed, a student in the field of SKILLS can solve decision-making problems based on available information
P_K01	After the subject has been passed, a student in the field of SOCIAL COMPETENCES can recognize the importance of knowledge in troubleshooting, analyzing the causes, courses, and effects of the organization process
P_K02	After the subject has been passed, a student in the field of SOCIAL COMPETENCES can engage in group activities during the development of various types of projects, demonstrating the ability to think and act in an entrepreneurial way

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

Lecture

Item	Course Content
W1	Basic concepts of decision-making theory in the game conditions: sequential decision-making and decision-making within a cooperative game by two or more persons
W2	Decision models, including statistical models. Decision Matrix
W3	Individual and group decision-making. Social choice theory
W4	Decision-making under the conditions of uncertainty and the conditions of incomplete information
W5	Bayesian network analysis in decision-making

Recitation Class

Item	Course Content
Cw1	Decision Models - Elements, Stages, Examples
Cw2	Individual and group decision-making
Cw3	Statistical methods for decision-making - the relevance of descriptive methods and statistical inference methods in decision-making
Cw4	Bayesian network analysis in decision-making

Project

Item	Course Content
P1	Developing decision-making models for a investigated phenomenon using available statistical information sources and decision-making methods presented in the class

5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Open/closed questions	Lecture
P_W02	Open/closed questions	Lecture
P_U01	Practical task	Recitation Class
P_K01	Project	Project
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_W1	define basic concepts for decision optimization	define a limited number of basic concepts for decision optimization	define a few basic concepts of full-scale decision optimization	define all the basic concepts of decision optimization that are known
P_W2	write mathematically a decision problem; or interpret the data necessary for the decision-making process	write a decision problem in a mathematical form and interpret the data necessary for the decision-making process	write a decision problem in a mathematical form, interpret the data and use it for decision-making	write a decision problem in a mathematical form, interpret the data and use it for decision-making, indicate the consequences of the assumptions
P_U1	resolve any given decision-making problems based on the available information	resolve one of the given decision-making problems based on the available information	resolve two of the given decision-making problems based on the available information	resolve three of the given decision-making problems based on the available information
P_K1	recognize the importance of knowledge in the decision-making process, the analysis of causes, courses, and effects of the organization process	recognize the importance of a few aspects of knowledge in decision-making, the analysis of causes, courses, and effects of the organization process	recognize the importance of most aspects of knowledge in the decision-making process, the analysis of causes, courses, and effects of the organization process	recognize the importance of all aspects of knowledge in the decision-making process, the analysis of causes, courses, and effects of the organization process

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_K2	engage to group activities during the class	engage only to a limited extent in group activities during the class	engage in group activities during the class, creative thinking and acting	engage in group activities during the exercise activities with management skills

7. LITERATURE

Obligatory Reading
Eric V. Denardo, The Science of decision making: a problem-based approach using Excel, John Wiley & Sons, Inc, 2001
Heinz Kohler, Statistics for business and economics: Microsoft Excel enhanced, South-Western Thomson Learning, 2002

Supplementary Reading
W. G. Nickels and J. M. McHugh, Understanding Business, Boston: McGraw-Hill Irwin, 2005
D.Levine et all., Statistics for Managers using Microsoft Excel, Prentice Hall, 2005
Empirical processes with applications to statistics / Galen R. Shorack, Jon A. Wellner, New York : John Wiley & Sons, 1986
Thomas Hill, Pawel Lewicki Statistics. Methods and Applications. A Comprehensive reference for Science, Industry, and data Mining, 1st edition, StatSoft, 2006

FINANCIAL INVESTMENTS

FINANCIAL INVESTMENTS (MA degree - 2 ECTS)

LABORATORY

- Building an investment strategy in practice.
- Practical aspects of investing. Using the selected platform to implement your own investment strategy.
- Making investment decisions based on a fundamental analysis
- Making investment decisions based on technical analysis
- Analysis and evaluation of the investment decisions made.

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	International Trade			
TEACHER	mgr Łukasz Cywiński			
FACULTY	Faculty of Management			
FIELD OF STUDY	Management			
CYCLE	second-cycle			
EDUCATION PROFILE	practical			
SEMESTER (NUMBER)	5	ACADEMIC YEAR	2022/2023	FORM OF STUDIES
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS	ECTS CREDITS	
Tutorial	Credit with grade	16	5	
Project	Credit with grade	16		

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	Describe the basic types of company organizational structures in the international trade.
P_W02	Present international business transactions in international trade.
P_W03	Discuss the global nature of contemporary international trade.
P_U01	Present selected tools that help making the right decisions regarding the management and organization of the foreign trade.
P_U02	Analyze trade strategies based on the conditions of the global economy.
P_K01	Formulate own opinions based on the condition of global economy.

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

Tutorial

Item	Course Content
K1	Institutional underpinnings of Global Economy.
K2	Theory of management and Multinational Enterprise.
K3	Analysis of selected trade policy instruments.

Project

Item	Course Content
P1	Operational management and Foreign Direct Investments.
P2	Contemporary management methods and multinational enterprises.
P3	Review of sources of knowledge in multinational organizational 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	Test	Tutorial
P_U01 P_U02 P_U03 P_K01	Individual project	Projekt

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	provide at least 50% of correct answers to questions about the types of organizational structures of the company in international trade.	provide 51-75% of correct answers to questions about the types of organizational structures of the enterprise in international trade.	provide 76-90% correct answers to questions about the types of organizational structures of the enterprise in international trade.	provide a minimum of 91% of correct answers to questions about the types of organizational structures of the international trade company.
P_W02	provide at least 50% of the correct answers to questions about the techniques of business organizations operating in the international market.	give 51-75% correct answers to questions about international economic organizations.	give 76-90% of correct answers to questions about business operations in international trade organizations.	provide a minimum of 91% of correct answers to questions about organizational management and international trade.
P_W03	provide at least 50% of correct answers to questions about the global nature of international trade.	provide 51-75% correct answers to questions about the global nature of international trade.	give 76-90% correct answers to questions about the global nature of international trade.	provide a minimum of 91% of correct answers to questions about the global nature of international trade.
P_U01	select tools that allow decision regarding management and organization of the foreign trade.	choose the tools that allow to make one correct decision regarding the management and organization of the foreign trade.	choose the tools that allow you to take two correct decisions regarding the management and organization of the foreign trade.	choose the tools that allow to take three correct decisions regarding the management and organization of the foreign trade.
P_U02	analyze a single decision regarding foreign trade in relation to the conditions of functioning of economic policies.	analyze one decision concerning foreign trade in relation to economic policies.	analyze two decisions concerning foreign trade in relation to the economic policies.	analyze three decisions concerning foreign trade in relation to the conditions of economic policies.
P_U03	to analyze a single decision regarding foreign trade in relation to the conditions for the functioning of a global economy.	analyze one decision concerning foreign trade in relation to the conditions of the global economy.	analyze two decisions concerning foreign trade in relation to the conditions of the global economy.	analyze three decisions concerning foreign trade in relation to the conditions of functioning of the global economy.
P_K01	formulate opinion on functioning and conditions of the global economy.	formulate own opinion about one aspect related to global economy conditions.	formulate own opinions on two solutions related to global economy conditions.	formulate own opinions on three solutions functioning in global economy.

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

Obligatory Reading
J.Winiecki, Transition economies and foreign trade, Routledge, London 2002

Supplementary Reading
Handel Zagraniczny styczeń - czerwiec 2010 [Dokument elektroniczny] = Foreign Trade January - June 2010 / Główny Urząd Statystyczny. - Warszawa: GUS, 2010.
Handel Zagraniczny styczeń - marzec 2010 [Dokument elektroniczny] = Foreign Trade January - March 2010 / Główny Urząd Statystyczny. - Warszawa: GUS, 2010.
Handel zagraniczny [Dokument elektroniczny] poradnik dla praktyków / pod red. Beaty Stępień ; aut. Roman Andrzejewski [et al.]. - Warszawa : Polskie Wydawnictwo Ekonomiczne, 2007.
Handel Zagraniczny [Dokument elektroniczny]: styczeń - czerwiec 2011 = Foreign Trade: January - June 2011 / [oprac. GUS. Departament Handlu i Usług ; pod kier. Julity Kapsa]. - Warszawa: GUS, 2011
Handel Zagraniczny [Dokument elektroniczny]: styczeń - czerwiec 2012 = Foreign Trade : January - June 2012 / [oprac. GUS. Departament Handlu i Usług ; pod kier. Julity Kapsa]. - Warszawa: GUS, 2012.
Handel Zagraniczny [Dokument elektroniczny]: styczeń - marzec 2011 = Foreign Trade : January - March 2011 / [oprac. GUS. Departament Handlu i Usług ; pod kier. Julity Kapsa]. - Warszawa: GUS, 2011.
Handel Zagraniczny [Dokument elektroniczny]: styczeń - marzec 2012 = Foreign Trade : January - March 2012 / [oprac. GUS. Departament Handlu i Usług ; pod kier. Julity Kapsa]. - Warszawa: GUS, 2012.
Handel Zagraniczny [Dokument elektroniczny]: styczeń - wrzesień 2010 = Foreign Trade: January - September 2010 / Główny Urząd Statystyczny. - Warszawa : GUS, 2010.
Handel Zagraniczny [Dokument elektroniczny]: styczeń - wrzesień 2011 = Foreign Trade: January - September 2011 / [oprac. GUS. Departament Handlu i Usług ; pod kier. Julity Kapsa]. - Warszawa: GUS, 2011.

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Modern Organisation and Management Concepts				
TEACHER	prof. nadzw. dr hab. Stefan Markowski				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	second-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	1	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Lecture	Examination	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 describe the evolution of management concepts and the associated trends in their evolution.
P_W02	He/she can identify contemporary concepts in management science and their creators and relate them the broader system of social sciences and such social science disciplines as Economics, Finance, Law and Public Choice.
P_W03	He/she can identify changes in organisational structures resulting from the diffusion of contemporary management concepts and has deeper knowledge of change management and its organisational consequences.

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

Lecture

Item	Course Content
W1	Changing paradigms of business enterprise and typologies of management concepts.
W2	Evolution of management concepts: from administrative, through systemic, to evolutionary perspectives.
W3	Quality-oriented management concepts and associated management processes (lean management, outsourcing, Just-in-Time approach, business process re-engineering, benchmarking, customer relationship management, 6 Sigma approach, 5XWhy).
W4	People-oriented management concepts (business social responsibility, organisational culture, talent management, human capital development, strategic management of human resources).
W5	Knowledge-oriented management concepts (virtual organisation, learning organisation, knowledge-based management, key competences management).
W6	Total Quality Management (Juran's and Ishikawa's approaches, business models of Shewhart and Deming).
W7	Process management. Change management. Engendering entrepreneurship in operations management.

5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Examination	Lecture
P_W02	Examination	Lecture
P_W03	Examination	Lecture

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 theory- and problem-related questions	answer 50-75% of theory- and problem-related questions	answer 76-90% of theory- and problem-related questions	answer at least 91% of theory- and problem-related questions
P_W02	answer at least 50% of theory- and problem-related questions	answer 50-75% of theory- and problem-related questions	answer 76-90% of theory- and problem-related questions	answer at least 91% of theory- and problem-related questions
P_W03	answer at least 50% of theory- and problem-related questions	answer 50-75% of theory- and problem-related questions	answer 76-90% of theory- and problem-related questions	answer at least 91% of theory- and problem-related questions

7. LITERATURE

Obligatory Reading
1. R. W. Griffin, Management: Principles and Practices, 11th international edition, South-Western Cengage Learning, 2013.
2. C. Combe, Introduction to Management, Oxford University Press, 2014.
3 S. Robbins and M. Coulter, Management, 8th edition (or later), Prentice Hall International, 2007.

Supplementary Reading
1. W. G. Nickels and J. M. McHugh, Understanding Business, McGraw-Hill Irwin, 2005.
2. J. A. Pearcell and R. B. Robinson, Strategic Management: Formulation, Implementation, and Control, 12th edition, McGraw-Hill International Edition, 2011.
3. N. Slack, S. Chambers, and R. Johnston, Operations Management, 6th edition, Prentice Hall, 2010.
4. http://hbr.org/

OPERATIONAL MANAGEMENT

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Operational Management				
TEACHER	mgr Małgorzata Leśniowska-Gontarz				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	second-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	1	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Recitation Class	Credit with grade	16		4	
Project		16			

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_U01	Use theoretical knowledge to build an operational strategy model
P_U02	Identify and select qualitative and quantitative forecasting methods in the area of operational management which are adequate to the current situation of the company
P_U03	Properly choose sources and information from them in order to search the best operating patterns and the best business processes
P_U04	Use theoretical and practical knowledge in the area of design: location, product and process by analyzing its effectiveness and usefulness for a given enterprise
P_U05	Able to organize and plan activities using the operational strategy model on a regional scale
P_K01	Evaluate the elements of the operational strategy model and formulate conclusions and recommendations.
P_K02	Engage theoretical knowledge in the field of analysis, interpretation and forecasting the effects of the operational strategy implementation

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

Recitation Class

Item	Course Content
Cw1	The essence of operational management. Operational management and production management. Capacity planning. Operational functions in business. Object scope of operational management.
Cw2	The role of operations in shaping competitiveness. Measures of competitiveness in the operational field. Building a competitive advantage.
Cw3	Operational strategy versus company strategy. Components of the operational strategy model. The evolution of operational priorities. Operational management models.
Cw4	The role of forecasting in operational management. Objective scope of forecasting. Quantitative and qualitative methods.

Cw5	Product design. Contemporary challenges in the field of design. Product design stages. Customer-oriented design and production.
Cw6	Process design. Attributes and measures of the process. Process analysis tools.
Cw7	Location design. Location models. Supply / distribution system. Location of service outlets.
Cw8	Ongoing control and operational control of implemented processes. Operational controlling functions in operational management.

Project

Item	Course Content
	The task of the students forming the project teams will be to analyze by themselves the operational strategy of the selected economic entity.

5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_U01	Descriptive questions	Recitation class
P_U02	Descriptive questions	Recitation class
P_U03	Project	Project
P_U04	Project	Project
P_U05	Project	Project
P_K01	Project	Project
P_K02	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_U01	answer correctly at least 50% of theoretical-problem questions	Answer correctly 51-75% of theoretical-problem questions	Answer correctly 76-90% of theoretical-problem questions	answer correctly at least 91% of theoretical-problem questions
P_U02	answer correctly at least 50% of theoretical-problem questions	Answer correctly 51-75% of theoretical-problem questions	Answer correctly 76-90% of theoretical-problem questions	answer correctly at least 91% of theoretical-problem questions
P_U03	properly choose sources or analyze information from it in order to search for best operating patterns and best business processes	properly choose sources without analyzing information from it in order to search for best operating patterns and best business processes	properly choose sources, analyze information from it in order to search for best operating patterns and best business processes	properly choose sources, analyze information from it in order to search for best operating patterns and best business processes 79/5000 and is able to apply the information obtained for operational management analysis
P_U04	perform analyzes regarding the construction of the operational strategy of	perform analyzes regarding the construction of the operational strategy of	perform analyzes regarding the construction of the operational strategy of	perform analyzes regarding the construction of the operational strategy of

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
	the business entity and formulate conclusions on the results obtained in relation to at least 50% of the required indicators.	the business entity and formulate conclusions on the results obtained in relation to at least 50% of the required indicators.	the business entity and formulate conclusions on the results obtained in relation to at least 75% of the required indicators.	the business entity and formulate conclusions on the results obtained in relation to at least 90% of the required indicators.
P_U05	organize and plan activities using the operational strategy model on a regional scale	develop a plan taking into account the basic activities and using the operational strategy model on a regional scale	develop a plan taking into account the full activities and using the operational strategy model on a regional scale	develop a plan taking into account the full activities and using the operational strategy model on a regional scale. Formulates conclusions and recommendations.
P_K01	evaluate elements of the operational strategy model and formulate conclusions and recommendations on this basis.	evaluate elements of the operational strategy model.	evaluate elements of the operational strategy model and formulate conclusions on this basis.	evaluate elements of the operational strategy model and formulate conclusions on this basis. Develops recommendations in order to implement it into the organization's system.
P_K02	involve theoretical knowledge in the field of analyzing, interpreting and forecasting the effects of operational strategy implementation	involve theoretical knowledge only in the field of operational strategy analysis.	involve theoretical knowledge in the field of operational strategy analysis and is able to interpret obtained results.	involve theoretical knowledge in the field of operational strategy analysis and knows how to interpret obtained results. In addition, it forecasts the effects of the operational strategy implementation

7. LITERATURE

Obligatory Reading

Toyota Way Fieldbook: A Practical Guide for Implementing Toyota's 4Ps / Edition 1 by Jeffrey Liker, David Meier, McGraw-Hill Professional Publishing, 2005.

Supplementary Reading

John Oakland, TQM: Text with Cases, Bitterworth Heinemann, 2003.

Lean Manufacturing, Tools, Techniques, and How to Use Them Feld William, Taylor & Francis Ltd, 2000.

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Marketing Research in International Markets				
TEACHER	mgr Bartłomiej Białas				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	second-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	3	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Recitation Class	Credit with grade	15		3	
Project		15			

2. PREREQUISITES (resulting from course succession)

Marketing management

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_W 01	explain the significance and impact of cultural, political and geographical risks faced by companies operating on international markets
P_W 02	analyze and explain idiosyncratic aspects of marketing activities in various countries and cultures
P_U 01	identify, interpret and evaluate sources of international marketing data and information
P_U 02	propose an effective way of entering foreign markets

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

Recitation Class

Item	Course Content
Cw1	Cultural Values. Culture and global communication.
Cw2	Intercultural marketing research. High context and low context communication.
Cw3	Impact of culture on attitudes towards advertising.
Cw4	Individualism and collectivism. Consumer ethnocentrism.
Cw5	Qualitative research tools.
Cw6	Quantitative research methods.
Cw7	Scaling techniques and attitudes.

Project

Item	Course Content
P1	As part of the project, students should prepare a written essay (Word format) covering issues implemented during classes. It should relate to the design of a specific marketing research, proposed by the student in consultation with the teacher.

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, theoretical and problem-related)	Recitation Class
P_W02	Open questions (descriptive, theoretical and problem-related)	Recitation Class
P_U01	Written report - individual project	Project
P_U02	Written report - individual 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_W 01	explain the meaning and impact of types of risk discussed during classes	explain the meaning and impact of these types of risk in a narrow perspective (limited to basic information / definitions)	explain the meaning and impact of the discussed types of risk in a broader sense (full description of the information / definition)	explain the meaning and impact of the types of risk discussed in full in class (full description of information / definitions with the presentation of own opinions)
P_W 02	nor mention or describe the idiosyncratic aspects of marketing in different countries and cultures	list and describe the idiosyncratic aspects of marketing activities in various countries and cultures in a narrow perspective (limited to basic information / definitions)	list and describe the idiosyncratic aspects of marketing activities in various countries and cultures in a broader sense (full description / information)	list and describe the idiosyncratic aspects of marketing activities in various countries and cultures in full view presented in class (full description of information / definitions with presentation of own opinions)
P_U 01	describe marketing tools in terms of the effectiveness of their implementation on international markets	describe marketing tools in terms of the effectiveness of their implementation on international markets in the basic aspect(definition)	describe marketing tools in terms of the effectiveness of their implementation on international markets, presenting their pros and cons	describe marketing tools in terms of the effectiveness of their implementation on international markets in a broad sense, presenting their pros and cons and predict the consequences of the assumptions made
P_U 02	plan marketing research	plan marketing research with considerable teacher help	plan marketing research with a little help from a teacher	plan marketing research fully independently

7. LITERATURE

Obligatory Reading
Aaker, David A., Day, George S., <i>MARKETING RESEARCH</i> , cop. 1990, 4th ed., New York, Wiley
Zaborek, Piotr, <i>ELEMENTS OF MARKETING RESEARCH</i> , 2015, wyd. Warszawa, Warsaw School of Economics

Supplementary Reading
Smyczek, Sławomir, CONSUMER BEHAVIOR: ON INTERNATIONAL MARKET, 2012, Warszawa, Wydawnictwo Placet
Materials shared / recommended by the lecturer

MEANS OF TRANSPORT AND MODELS IN AIR AND SEA TRANSPORT

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Means of Transport and Models in Air and Sea Transport				
TEACHER	mgr Michał Nędza				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	second-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	3	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Recitation Class	Credit with grade	20		2	

2. PREREQUISITES (resulting from course succession)

Nonex

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	Define concepts describing the field of air and sea transport
P_W02	Explain the relationship between institutions and structures in air and maritime transport
P_U01	Interpret the phenomena observed in the air and maritime transport market
P_U02	Analyze economic phenomena occurring on the market of air and sea transport
P_U03	Create the supply chain plan in a company operating in the air and sea transport market

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

Recitation Class

Item	Course Content
Cw1	Organization of air transport
Cw2	Organization of maritime transport
Cw3	Air transport economics
Cw4	Economics of maritime transport
Cw5	Competitiveness of companies operating on the transport market
Cw6	Forwarding and warehousing
Cw7	The essence of the operation of ports in air and maritime transport
Cw8	Managing a logistics company
Cw9	Supply chain in air transport
Cw10	Supply chain in maritime transport

5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Written assignment consisting of open questions with short or extended answers or closed questions with single choice.	Recitation Class
P_W02	Written assignment consisting of open questions with short or extended answers or closed questions with single choice.	Recitation Class
P_U01	Written assignment consisting of open questions with short or extended answers or closed questions with single choice.	Recitation Class
P_U02	Written assignment consisting of open questions with short or extended answers or closed questions with single choice.	Recitation Class
P_U03	Written assignment consisting of open questions with short or extended answers or closed questions with single choice.	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	Define concepts describing the field of air and sea transport	Generally define concepts describing the field of air and sea transport	Define in details the concepts describing the field of air and sea transport	Comprehensive define the concepts describing the field of air and sea transport
P_W02	Explain the relationship between institutions and structures in air and maritime transport	Generally explain the relationship between institutions and structures in air and maritime transport	Explain precisely the relationship between institutions and structures in air and maritime transport	Comprehensive explain the relationship between institutions and structures in air and maritime transport
P_U01	Interpret the phenomena observed in the air and maritime transport market	Interpret generally the phenomena observed in the air and maritime transport market	Interpret in the details the phenomena observed in the air and maritime transport market	Comprehensive interpret the phenomena observed in the air and maritime transport market
P_U02	Analyze the economic relations occurring on the market of air and sea transport	Generally analyze the economic relations occurring on the market of air and sea transport	Analyze in details the economic relations occurring on the market of air and sea transport	Comprehensive analyze the economic relations occurring on the market of air and sea transport
P_U03	Create the supply chain plan in a company operating in the air and sea transport market	Create general supply chain plan in a company operating in the air and sea transport market	Create detailed supply chain plan in a company operating in the air and sea transport market	Create comprehensive supply chain plan in a company operating in the air and sea transport market

7. LITERATURE

Obligatory Reading
M. Christopher, Logistics and Supply Chain Management. Creating Value-Adding Networks. Third Edition, Prentice Hall, 2005.

E.J.Bardi, C.J.Langley, J.J.Coyle, The Management of Business Logistics: A Supply Chain Perspective, South-Western; 7th Revised edition edition, 2002

Supplementary Reading

J.R. Stock, D.M. Lambert, Strategic Logistics Management, Mc Graw-Hill International Edition, 2001

A. T.Wells et all., Airport Planning & Management, New York, 2004

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

MODERN ORGANISATION AND MANAGEMENT CONCEPTS

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Modern Organisation and Management Concepts				
TEACHER	prof. nadzw. dr hab. Stefan Markowski				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	second-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	1	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Lecture	Examination	36		6	

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 describe the evolution of management concepts and the associated trends in their evolution.
P_W02	He/she can identify contemporary concepts in management science and their creators and relate them the broader system of social sciences and such social science disciplines as Economics, Finance, Law and Public Choice.
P_W03	He/she can identify changes in organisational structures resulting from the diffusion of contemporary management concepts and has deeper knowledge of change management and its organisational consequences.

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

Lecture

Item	Course Content
W1	Changing paradigms of business enterprise and typologies of management concepts.
W2	Evolution of management concepts: from administrative, through systemic, to evolutionary perspectives.
W3	Quality-oriented management concepts and associated management processes (lean management, outsourcing, Just-in-Time approach, business process re-engineering, benchmarking, customer relationship management, 6 Sigma approach, 5XWhy).
W4	People-oriented management concepts (business social responsibility, organisational culture, talent management, human capital development, strategic management of human resources).
W5	Knowledge-oriented management concepts (virtual organisation, learning organisation, knowledge-based management, key competences management).
W6	Total Quality Management (Juran's and Ishikawa's approaches, business models of Shewhart and Deming).
W7	Process management. Change management. Engendering entrepreneurship in operations management.

5. METHODS OF VERIFYING ATTAINING COURSE OUTCOMES

Course outcome	Assessment method	Form of classes within which attaining the outcome is verified
P_W01	Examination	Lecture
P_W02	Examination	Lecture
P_W03	Examination	Lecture

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 theory- and problem-related questions	answer 50-75% of theory- and problem-related questions	answer 76-90% of theory- and problem-related questions	answer at least 91% of theory- and problem-related questions
P_W02	answer at least 50% of theory- and problem-related questions	answer 50-75% of theory- and problem-related questions	answer 76-90% of theory- and problem-related questions	answer at least 91% of theory- and problem-related questions
P_W03	answer at least 50% of theory- and problem-related questions	answer 50-75% of theory- and problem-related questions	answer 76-90% of theory- and problem-related questions	answer at least 91% of theory- and problem-related questions

7. LITERATURE

Obligatory Reading
1. R. W. Griffin, Management: Principles and Practices, 11th international edition, South-Western Cengage Learning, 2013.
2. C. Combe, Introduction to Management, Oxford University Press, 2014.
3 S. Robbins and M. Coulter, Management, 8th edition (or later), Prentice Hall International, 2007.

Supplementary Reading
1. W. G. Nickels and J. M. McHugh, Understanding Business, McGraw-Hill Irwin, 2005.
2. J. A. Pearcell and R. B. Robinson, Strategic Management: Formulation, Implementation, and Control, 12th edition, McGraw-Hill International Edition, 2011.
3. N. Slack, S. Chambers, and R. Johnston, Operations Management, 6th edition, Prentice Hall, 2010.
4. http://hbr.org/

INVESTMENT PROJECT ASSESMENT

1. BASIC INFORMATION ON THE COURSE

COURSE NAME	Investment Project Assesment				
TEACHER	dr Joanna Świętoniowska				
FACULTY	Faculty of Management				
FIELD OF STUDY	Management				
CYCLE	second-cycle				
EDUCATION PROFILE	practical				
SEMESTER (NUMBER)	3	ACADEMIC YEAR	2022/2023	FORM OF STUDIES	full-time
FORM OF CLASSES	FORM OF CREDITS	NUMBER OF HOURS		ECTS CREDITS	
Lecture	Examination	10		3	
Recitation Class	Credit with grade	16			

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	Describe methods for estimating cash flow and discount rate.
P_W02	Describe methods of investment projects value.
P_W03	Present the rules for developing investment programs.
P_U01	Estimate cash flow and discount rate for investment projects.
P_U02	Evaluate the investment project.
P_U03	Develop investment program.

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

Lecture

Item	Course Content
W1	Criteria and principles for evaluation of investment projects.
W2	Estimating cash flow and discount rate.
W3	Simple methods of investment projects evaluation: payback period, rate of return, break-even point.
W4	Methods methods of investment projects evaluation taking into account the time value of money: discounted payback period, NPV (net present value), IRR (internal rate of return), MNPV (modified net present value), MIRR (modified internal rate of return).
W5	Sensitivity and scenario analysis.
W6	Development of investment programs.

Recitation Class

Item	Course Content
Cw1	Estimating cash flow and discount rate.

Cw2	Simple methods of investment projects evaluation: payback period, rate of return, break-even point.
Cw3	Methods methods of investment projects evaluation taking into account the time value of money: discounted payback period, NPV (net present value), IRR (internal rate of return), MNPV (modified net present value), MIRR (modified internal rate of return).
Cw4	Sensitivity and scenario analysis.
Cw5	Development of investment programs.

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
P_W03	open questions	Lecture
P_U01	decision-quantitative problem to be solved	Recitation Class
P_U02	decision-quantitative problem to be solved	Recitation Class
P_U03	decision-quantitative problem to be solved	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 not a single question regarding the estimation of cash flows and discount rate	answer one question regarding the estimation of cash flows and discount rate	answer two questions regarding the estimation of cash flows and discount rate	answer three questions regarding the estimation of cash flows and discount rate.
P_W02	answer not a single question regarding the methods of investment projects evaluation	answer one question regarding the methods of investment projects evaluation	answer two questions regarding the methods of investment projects evaluation	answer three questions regarding the methods of investment projects evaluation
P_W03	answer not a single question about the principles of developing investment programs	answer one question about the principles of developing investment programs	answer two questions about the principles of developing investment programs	answer three questions about the principles of developing investment programs
P_U01	solve not a single exercise regarding the estimation of cash flows and discount rate	solve one exercise regarding the estimation of cash flows and discount rate	solve two exercises regarding the estimation of cash flows and discount rate	solve three exercises regarding the estimation of cash flows and discount rate
P_U02	solve not a single exercise regarding the evaluation of investment projects by the chosen method	solve one exercise regarding the evaluation of investment projects by the chosen method.	solve two exercises regarding the evaluation of investment projects by the chosen method.	solve three exercises regarding the evaluation of investment projects by the chosen method.
P_U03	solve not a single exercise regarding the development of investment programs	solve one exercise regarding the development of investment programs	solve two exercises regarding the development of investment programs	solve three exercises regarding the development of investment programs

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

Obligatory Reading

Staszkiewicz, Piotr. Audit: an introduction to international standards on auditing, 2015, Warszawa: Warsaw School of Economics, Szkoła Główna Handlowa (Warszawa)

Gorlewski, Bartłomiej, Wolański, Michał. Foundations of project feasibility studies, 2015, Warszawa: Warsaw School of Economics, Szkoła Główna Handlowa (Warszawa)

Supplementary Reading

Piech, Krzysztof. Political economy: an introduction to the theory of economic policy, 2015, Warszawa: Warsaw School of Economics, Szkoła Główna Handlowa w Warszawie

QUALITY MANAGEMENT SYSTEMS

Quality Management Systems (MA degree - 2 ECTS)

RECITATION CLASS

- Review of commonly used norms and standards of quality management
- Methodology of mapping processes and creating documents in the QMS
- Practical interpretation of ISO 9001 with examples
- The use of the most popular quality tools in improving the QMS

Finance in SAP ERP (MA degree - 3 ECTS)

LABORATORY

- Introduction to the system, basic concepts. Structure of the financial accounting (FI) module in SAP ERP. Navigation in SAP ERP.
- General ledger (GL) - booking on synthetic accounts.
- Financial Statements. Plan of the accounts. Statement of turnover and balances of the General Ledger accounts
- Creation of master data in the Account Receivables. Posting invoices for sale in the customer ledger (AR), accepting payments
- Other postings in the Recipient Book - corrections, late payment interest.
- Receivables analysis, monitoring and receivables management.
- Posting in the Supplier ledger (AP) - cost invoices. Analysis of obligations towards suppliers. Payment of liabilities to suppliers.
- VAT settlements
- Introduction to the controlling module (CO). Organizational structure. Creating Cost Centers (Cost centers)
- Budgeting costs for cost centers
- Posting costs in a spreadsheet.
- Settlement of costs between cost centers (Cost centers)