



# Management

Speciality: Entrepreneurship and Marketing

Second-cycle degree programme

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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Intellectual Property Protection</i>
<b>Type of the course:</b>	<i>General</i>
<b>Course code:</b>	<i>06-15-1-2-00-0-01</i>
<b>Year:</b>	<i>II</i>
<b>Semester:</b>	<i>III</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	15
Classes	15
<b>Number of ECTS credits:</b>	1
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	The students will get familiarized with legal base, framework and avenues of protecting their own creative work, as well as creative work they will use in the future in managing business establishments.
<b>CO2</b>	Presentation and explanation of the rules for filling an application for registration of industrial property goods.
<b>CO3</b>	Presentation of possible areas of exploitation as an instrument of management of intellectual property goods by an enterprise.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Sufficient knowledge of basic institutions of civil law.
<b>2</b>	Ability to use internet search engines.
<b>3</b>	Ability of logical reasoning.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	The students will know the kinds of intellectual property goods and will be able to give their basic characteristics; they will also be able to specify the reasons and legal basis for their protection.

<b>LO 2</b>	The students will have sufficient knowledge of the types of contracts in provided for in the intellectual property law, their basic elements and most common clauses.
<b>LO 3</b>	The students will know basic industrial property goods databases and relevant search criteria, classification systems used in the field of industrial property, as well as elements of a patent description and principles of drawing up a patent description.
	In terms of skills:
<b>LO 4</b>	The students can design a trademark and an industrial design in order to apply for the registration with the Patent Office of the Republic of Poland. They also can complete an application form and check in available databases for information on currently protected industrial property goods.
<b>LO 5</b>	The students will be able to formulate properly patent claims.
<b>LO 6</b>	The students can prepare a basic draft of a contract concerning intellectual property goods.
	In terms of social competence:
<b>LO 7</b>	The students demonstrate creativity in designing signs and markings used in economic activity; they show the ability of team working in preparing application documents necessary to seek protection of a specific industrial property good; demonstrate ability of logical thinking.

<b>Course content</b>	
<b>Form of classes - classes (C)</b>	
Course content	
<b>C1</b>	Getting acquainted with the basic premises for the protection of inventions and utility models, as well as principles of drawing up a patent application and an application for registration of a utility model.
<b>C2</b>	Filling out applications for granting a patent and rights of protection for utility models.
<b>C3</b>	Drawing up a patent description for a specific invention, with a special emphasis placed on patent claims.
<b>E4</b>	Drawing up a patent description for a specific invention, with a special emphasis placed on patent claims.
<b>C5</b>	Getting acquainted with the premises and legal grounds for the protection of trademarks.
<b>C6</b>	Getting acquainted with the principles of drawing up an application for registration and protection of a trademark with the Patent Office of the Republic of Poland.
<b>C7</b>	Designing a trademark and filling out an application for granting rights of protection with the Patent Office of the Republic of Poland, identification of a proper class of goods and services for the designed trademark according to The Nice Classification.
<b>C8</b>	Carrying out the search for similar and identical trademarks to the one designed by the student.
<b>C9</b>	Getting acquainted with the types and samples of intellectual property Contracts/agreements and their drafting principles.

<b>C10</b>	Drawing up a trademark licensing agreement based on a given case.
<b>C11</b>	Getting acquainted with the basic premises for protecting an industrial design and the principles of drawing up an application for registration of an industrial design with the Patent Office of the Republic of Poland.
<b>C12</b>	Designing an industrial design and drawing up an application for its registration.
<b>C13</b>	Solving copyright law cases.
<b>E14</b>	Solving copyright law cases.

<b>Required textbooks and other course materials</b>	
<b>1</b>	A collection of basic regulations: Ustawa z dnia 30 czerwca 2000 r. Prawo własności przemysłowej (tekst jedn.: Dz. U. z 2003 r, Nr 19, poz. 1117 z późniejszymi zmianami), Ustawa z dnia 4 lutego 1994 r. O prawie autorskim i prawach pokrewnych Dz. U. Nr 80 z 2000 r. (tekst jedn. Dz. U. z 2006 r., Nr 90, poz. 631 z późniejszymi zmianami), Rozporządzenie Prezesa RM z dnia 17 września 2001 r. w sprawie dokonywania i rozpatrywania zgłoszeń wynalazków i wzorów użytkowych (Dz.U. z 2001 r., Nr 102, poz. 1119 z późniejszymi zmianami).
<b>2</b>	Szymanek T., Prawo własności przemysłowej, Podręcznik akademicki, Warszawa 2008.
<b>3</b>	Barta J., Markiewicz R., Prawo autorskie, wyd. Wolters Kluwer, Warszawa 2008.
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Pyrża A. (ed.), Poradnik wynalazcy, Urząd Patentowy RP, Warszawa 2009.
<b>2</b>	Kotarba W. Zarządzanie wiedzą chronioną w przedsiębiorstwie, ORGMASZ 2001.
<b>3</b>	Vall du M., Prawo patentowe, wyd. Wolters Kluwer, Warszawa 2008.

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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Fundamentals of Normalization</i>
<b>Type of the course:</b>	<i>General, elective</i>
<b>Course code:</b>	06-15-1-2-00-1-011
<b>Year:</b>	II
<b>Semester:</b>	III
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	15
Lecture	15
<b>Number of ECTS credits:</b>	1 ECTS
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
CO1	To familiarize students with the basic principles and objectives of standardization.
CO2	Acquisition by the students of the comprehension skills standardization activities.
CO3	To acquaint students with the subject of quality control and statistical methods in normalization.
CO4	Acquainted with ISO management systems.
CO5	Awareness of the significance of certification and audit systems.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
1	None.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
LO 1	lists, defines and characterizes the basic concepts of normalization
LO 2	identifies the objectives and principles of standardization
LO 3	lists ISO management systems
	In terms of skills:
LO 4	can interpret the basic requirements of the standards of management

	In terms of social competence:
<b>LO 5</b>	students know limits of their own knowledge and understand the need for further education

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
Course content	
<b>L1</b>	Fundamentals of standardization, definitions, history and objectives for standardisation.
<b>L2</b>	Standardisation activities. The role of standardization in business and technical standardization.
<b>L3</b>	Normalization of products, quality marks, CE.
<b>L4</b>	Assumptions standardization management, process approach and system.
<b>L5</b>	Quality management systems, information security and environmental.
<b>L6</b>	Quality control tools and methods for improving.
<b>L7</b>	Statistical methods in normalization.
<b>L8</b>	Policy auditing systems, types of audits, permissions and role of the auditor.
<b>L9</b>	Certification and accreditation in the field of regulated and voluntary.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Current laws on normalization.
<b>2</b>	Schweitzer T. (ed.), Normalizacja, PKN, 2010.
<b>3</b>	ISO 9001, 17025, 22000, 27001, 19011, 18001 standards.

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## Course syllabus

### *Management*

Speciality: Enterprise and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Introduction to the Labour Market</i>
<b>Type of the course:</b>	<i>General, elective</i>
<b>Course code:</b>	<i>06-15-1-2-00-1-012</i>
<b>Year:</b>	<i>II</i>
<b>Semester:</b>	<i>III</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	15
Lecture	15
<b>Number of ECTS credits:</b>	1
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	The students will get familiarized with legal, economic, and social facets of the labour market.
<b>CO2</b>	The students will get familiarized with essential information about starting a business and working under employment contracts and civil law contracts.
<b>CO3</b>	The students will know how to get prepared to qualification interviews and will gain necessary self-presentation skills.
<b>CO4</b>	The students will acquire key inter-personal skills and will be able to identify areas which require improvements.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Openness.
<b>2</b>	Ability to work in a group.
<b>3</b>	Willingness to self-improve.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	The students can list and define basic entrepreneurship and labour market concepts.
<b>LO 2</b>	The students will get acquainted with legal regulations as well as economic and social principles governing the labour market.



<b>LO 3</b>	The students can correctly characterize the staff selection and recruitment process.
<b>LO 4</b>	The students will know formal and legal aspects of starting a business.
	In terms of skills:
<b>LO 5</b>	The students can prepare contractual documentation based on applicable legal regulations.
<b>LO 6</b>	The students can properly determine their competitive advantage on the labour market
	In terms of social competence
<b>LO 7</b>	The students have sufficient inter-personal skills which will enable them to function efficiently on the labour market.
<b>LO 8</b>	The students demonstrate an active approach towards unaided self-improvement in terms of their knowledge and skills.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
	Course content
<b>L1</b>	The concept of labour market, principles governing the labour market, labour market institutions, the concept of unemployment and unemployment ramifications.
<b>L2</b>	Forms of employment in Poland. Basic issues of labour law: contracts of employment and contracts concerning rendering services.
<b>L3</b>	Hiring staff in organizations, recruitment process. Drawing up application documents: CV, motivation letter, recommendation letters. Preparing to interviews: self-presentation, inter-personal communication. Selection strategies and techniques. Savoir-vivre in staff recruitment
<b>L4</b>	Individual entrepreneurs and basic information about starting and running a business in Poland.
<b>L5</b>	Students marking

<b>Required textbooks and other course materials</b>	
<b>1</b>	Camp R.R., <i>Strategiczne rozmowy kwalifikacyjne</i> , Kraków 2006.
<b>2</b>	Chrzanowska M., <i>Jak napisać doskonałe CV</i> , Warszawa 2003.
<b>3</b>	Siuda W., <i>Elementy prawa dla ekonomistów</i> , ETETEIA Wydawnictwo Psychologii i Kultury, Poznań 2009.
<b>4</b>	Młodzikowska D., Lunden B., <i>Jednoosobowa firma. Jak założyć i samodzielnie prowadzić jednoosobową działalność gospodarczą</i> , BL INFO POLSKA, Gdańsk 2012.
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Jay R., <i>Rozmowa kwalifikacyjna</i> , Warszawa 2010.
<b>2</b>	Kocot W., <i>Elementy prawa</i> , DIFIN, Warszawa 2008.
<b>3</b>	Current legal regulations

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### *Management*

Speciality: Entrepreneurship and Marketing  
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<b>Course:</b>	<i>Macroeconomics</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	<i>06-15-1-2-01-0-01</i>
<b>Year:</b>	<i>I</i>
<b>Semester:</b>	<i>I</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	<i>60</i>
Lecture	<i>30</i>
Classes	<i>30</i>
<b>Number of ECTS credits:</b>	<i>4</i>
<b>Form of assessment:</b>	<i>Exam</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	Acquiring knowledge of the fundamental macroeconomic categories and mainstreams of macroeconomics
<b>CO2</b>	Acquiring skills of understanding macroeconomic categories, description and interpretation of macroeconomic processes
<b>CO3</b>	Acquiring skills of using main methods of measuring efficiency of economy
<b>CO4</b>	Using knowledge of macroeconomic relations to the analysis of economic phenomena

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Ability to use mathematical tools
<b>2</b>	Skill of logical and creative thinking
<b>3</b>	Skill of group work
<b>4</b>	Habit of lifelong learning

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	Understands basic categories and macroeconomic processes that appear in economy

<b>LO 2</b>	Is able to discuss views of the most important macroeconomic schools and to show differences between them
<b>LO 3</b>	Identifies main groups of business entities and can explain circular flow of income in economy
	In terms of skills:
<b>LO 4</b>	Can use various theoretical conceptions to the analysis of macroeconomic balance
<b>LO 5</b>	Can define and calculate the main macroeconomic indicators
<b>LO 6</b>	Can calculate national income that ensures macroeconomic balance and present that balance graphically
	In terms of social competence:
<b>LO 7</b>	Is eager to self-assessment of economic growth

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
	Course content
<b>L1</b>	Introduction to the analysis of macroeconomic phenomena. Macroeconomics as a science. The scope of macroeconomic research. Economic systems.
<b>L2</b>	Account product and national income - the creation and distribution of GDP. Circular flow model in the economy. Systems of national accounts (MPS SNA). Methods of calculating GDP. Real and nominal GDP. Criticism of GDP. The primary, secondary and final distribution of GDP.
<b>L3</b>	The classic business-cycle theory. The contemporary business-cycle theory. Monetarists and Keynesian theories.
<b>L4</b>	Macroeconomic equilibrium. Aggregate demand components. Consumption and saving function. The multiplier.
<b>L5</b>	Money and banking. Evolution of the banking system. Definition and characteristics of money. Functions and resources of money. Liquidity. Demand for money. The quantity theory of money. Cambridge equation. Keynes theory of demand for money.
<b>L6</b>	Inflation. Different types of inflation. The effects, costs and benefits of inflation. Core inflation. Price indices. Methods to control inflation. Statistical analysis of inflation.
<b>L7</b>	Unemployment. Definition and types of unemployment. Statistical analysis of unemployment. The costs and consequences of unemployment. Phillips curve. Policies for reducing unemployment.
<b>Form of classes - classes (C)</b>	
	Course content
<b>C1</b>	Introduction to the analysis of macroeconomic phenomena. Macroeconomics as a science. The scope of macroeconomic research. Economic systems - natural economy and commodity economy, centrally planned economy and market economy.
<b>C2</b>	Account product and national income - the creation and distribution of GDP. Circular flow model in the economy. MPS and SNA. Methods of calculating GDP. Real and nominal GDP. The GDP deflator. Limitations of GDP and alternative measures. The distribution of GDP.

<b>C3</b>	Business cycle definition and types. Keynesian model. Milton Friedman's monetarism.
<b>C4</b>	Macroeconomic equilibrium. Aggregate demand components. Consumption and saving function. The multiplier.
<b>C5</b>	Money and banking. Polish banking system. Evolution, definition and characteristics of money. Functions and resources of money. Liquidity. Demand for money. The quantity theory of money. Cambridge equation. Keynes theory of demand for money.
<b>C6</b>	Inflation. Different types of inflation. The effects, costs and benefits of inflation. Core inflation. Price indices. Methods to control inflation. Statistical analysis of inflation.
<b>C7</b>	Unemployment. Definition and types of unemployment. Statistical analysis of unemployment. The costs and consequences of unemployment. The long-run Phillips curve and the short-run Phillips curve. Policies for reducing unemployment.

<b>Required textbooks and other course materials</b>	
<b>1</b>	David C. Colander, <i>Macroeconomics</i> , Irwin/McGraw-Hill, Boston 1998.
<b>2</b>	Mariusz Próchniak, <i>Macroeconomics II</i> , Warsaw School of Economics, Warsaw 2015.
<b>3</b>	N. Gregory Mankiw, Mark P. Taylor, <i>Macroeconomics</i> , South-Western Cengage Learning, 2011.
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	P. Krugman, R. Wells, <i>Macroeconomics</i> , Macmillan Education, 2015.

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<b>Organizational unit:</b>	Department of Economics and Economic Management



## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
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<b>Course:</b>	<i>Strategic Management</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	<i>06-15-1-2-01-0-02</i>
<b>Year:</b>	<i>I</i>
<b>Semester:</b>	<i>I</i>
<b>Form of the degree programme:</b>	<i>Full time</i>
<b>Form of classes and number of hours per semester:</b>	<i>60</i>
Lecture	<i>30</i>
Classes	<i>15</i>
Project	<i>15</i>
<b>Number of ECTS credits:</b>	<i>4 ECTS</i>
<b>Form of assessment:</b>	<i>Exam</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	To acquaint students with the logic and contents of strategic management.
<b>CO2</b>	The demonstration of the strategic nature of the problems enterprise development.
<b>CO3</b>	To acquaint students with the tools of diagnosis and strategic positioning.
<b>CO4</b>	To acquaint students with the logic design organizational strategy.
<b>CO5</b>	Designing the strategy chosen organization.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Knowledge of the basics of management.
<b>2</b>	The ability of systems thinking and holistic.
<b>3</b>	Knowledge of marketing.
<b>4</b>	Knowledge of macroeconomics.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	The student knows the basic concepts, the origin, principles and functions strategic management.
<b>LO 2</b>	knows the basic tools of diagnosis and strategic positioning

<b>LO 3</b>	knows the rules and specifics of the design strategy of the organization
<b>LO 4</b>	knows the basic types of strategies
	In terms of skills:
<b>LO 5</b>	diagnoses the market environment and the company predicts its development
<b>LO 6</b>	identifies and evaluates strategic resource company
<b>LO 7</b>	uses the instruments of strategic positioning (SWOT analysis, space)
<b>LO 8</b>	develops strategy development organizations (enterprises, institutions)
	In terms of social competence:
<b>LO 9</b>	participates actively in the discussion on problems of development of business and market processes
<b>LO10</b>	is capable to work in a team to develop the project

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
	Course content
<b>L1</b>	Origins of strategic management - evolution of the business model.
<b>L2</b>	Basic concepts: content strategy, the process of strategic management, levels of strategy.
<b>L3</b>	School of strategic thinking.
<b>L4</b>	Strategic analysis - analysis of the macro-organization (PEST) - analysis of the competitive environment (Porter's model).
<b>L5</b>	Strategic analysis - analysis of the resources within the organization, (profile of resources and competences, process approach - model chain and the values).
<b>L6</b>	Methods Portfolio: BCG matrix, GE, ADL, technological development.
<b>L7</b>	Strategic positioning - methods: SWOT and SPACE. Strategies normative.
<b>L8</b>	Formulating strategy: the mission of the organization, strategic gap and ways of its fulfilment, criteria and selection factors strategy real, target development and balancing of resources at general and business units.
<b>L9</b>	Strategy implementation process - strategic controlling in an enterprise, - the measures of strategy implementation effectiveness (BSC), - monitoring - measuring strategic effects.
<b>L10</b>	Types of strategy as a logically coherent concept of competitive behaviour and their practical significance.
<b>L11</b>	The strategy and the structure and culture of the organization - entrepreneurial behaviour.
<b>L12</b>	Strategic management in integration processes - strategic alliances, mergers and acquisitions.
<b>L13</b>	Global strategies.
<b>Form of classes - classes (C)</b>	
	Course content
<b>C1</b>	The essence of strategic thinking - exercise.
<b>C2</b>	PEST analysis of the macro-environment - exercise.
<b>C3</b>	Analysis of field competitive model by Porter - exercise.
<b>C4</b>	Analysis of potential strategic organizations - exercise.

C5	The methods of portfolio analysis - exercise.
C6	Positioning the company: SWOT analysis - exercise.
C7	Positioning the company: matrix SPACE - exercise.
C8	Case studies (case study) - corporate strategy and organizational culture.
C9	Final test.
<b>Form of classes – project (P)</b>	
Course content	
P1	Discussion of the objectives of the project. Choosing organization for design strategies.
P2	Implementation of the project: diagnosis strategic macro-environment, scenario planning development environment, identification of key macro-processes.
P3	Implementation of the project: the segmentation of strategic organizations, wallet SJB, diagnosis environment competitive model by Porter for each SJB, parametric evaluation of the sector. Identification of the potential of the organization's environment variables - opportunities and threats for organizations.
P4	Implementation of the project: diagnosis potential within the organization. Identification of variables that potential - strengths and weaknesses of the organization.
P5	Implementation of the project: strategic positioning, SPACE analysis, SWOT analysis, strategy selection normative.
P6	Implementation of the project: to formulate a vision and mission and strategic priorities and objectives directional design business structure, goals and tools to build competitive advantage.
P7	Implementation of the project: design assumptions controlling strategic system for measuring the effects of the strategy in leaning on a formula Scorecard.
P8	Presentation and evaluation of projects.

<b>Required textbooks and other course materials</b>	
1	Obłój K., <i>Strategia organizacji</i> , PWE, Warszawa 2001.
2	Gierszewska G., Romanowska A., <i>Analiza strategiczna przedsiębiorstwa</i> , PWE, Warszawa 2002.
3	Strategor, <i>Zarządzanie firmą. Cz. 1. Strategie</i> , PWE, Warszawa 2001.
4	Moszkowicz M., <i>Zarządzanie strategiczne. Systemowa koncepcja biznesu</i> , PWE, Warszawa 2005.



<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Krupski R. (red), <i>Zarządzanie strategiczne. Koncepcje, metody</i> , Wyd. AE we Wrocławiu, Wrocław 2003.
<b>2</b>	Urbankowska-Sojkin E., <i>Zarządzanie strategiczne przedsiębiorstwem na przykładach</i> , Wyd. AE w Poznaniu, Poznań 2002.
<b>3</b>	Stabryła A., <i>Zarządzanie strategiczne w teorii i praktyce</i> , PWN, Warszawa 2002.
<b>4</b>	Allaire Y., Firsirotu M.E., <i>Myślenie strategiczne</i> , PWN, Warszawa 2000.

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<b>Organizational unit:</b>	Department of Strategy and Business Design



## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Process Management</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	<i>06-15-1-2-01-0-03</i>
<b>Year:</b>	<i>I</i>
<b>Semester:</b>	<i>I</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	45
Lecture	15
Classes	30
<b>Number of ECTS credits:</b>	<i>4 ECTS</i>
<b>Form of assessment:</b>	<i>Exam</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	Equipping students with the knowledge of the essence and regularity of the process approach in the enterprise.
<b>CO2</b>	Knowing the principles and tools of process management.
<b>CO3</b>	Knowing forms of improvement and implementation of process management in the enterprise.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Fundamentals of management.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	distinguishing the functional and process orientation in management
<b>LO 2</b>	defines and characterizes the processes by classification generic
	In terms of skills:
<b>LO 3</b>	formulates the essence and objectives of management processes
<b>LO 4</b>	design process
<b>LO 5</b>	prepares process management documentation
	In terms of social competence:
<b>LO 6</b>	acquires the ability to teamwork

<b>Course content</b>	
<b>Form of classes – lectures (L)</b>	
Course content	
<b>L1</b>	The functional and process orientation in management, process approach in selected management concepts.
<b>L2</b>	Modern projection parameters of the organization. Essence and generic classification processes, the process of the value chain.
<b>L3</b>	Determinants of process organization. The nature and objectives of management processes.
<b>L4</b>	Methodology of process management. Methods for identification and mapping processes.
<b>L5</b>	Methods for process design and implementation of changes. Leadership processes. Methods and techniques of process improvement and management.
<b>L6</b>	The implementation of the process approach in the organization. The structures and forms of organization process.
<b>L7</b>	Human resource management in the organization process, organizational culture process.
<b>L8</b>	Levels of maturity of process organization.
Form of classes – classes (C)	
Course content	
<b>C1</b>	Compare features the functional and process organization.
<b>C2</b>	Modern organizations: learning organization, virtual organization, fractal organization, hypertext organization and process approach.
<b>C3</b>	Creating a value chain in the enterprise based on the analysis of processes.
<b>C4</b>	The principles of classification processes.
<b>C5</b>	Mapping of processes - a case study.
<b>C6</b>	Making the selection process for reconstruction – case study.
<b>C7</b>	Test.
<b>C8</b>	Designing a new process.
<b>C9</b>	Program implementation process.
<b>C10</b>	Implementation of process approach in business management.
<b>C11</b>	Designing the structure of the company including the use of a process approach.
<b>C12</b>	Project Human Resource Management for Process Management.
<b>C13</b>	The concept of supervision and control of process management.
<b>C14</b>	The process management in the enterprise - integration of the results of the study and design.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Geary A. Rummler, Alan P. Brache, Improving Performance: How to Manage the White Space in the Organization Chart 2nd Edition, California 2010.
<b>2</b>	ISO 9001 standards.

<b>The author of the programme:</b>	Piotr Blicharz, Ph.D.
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<b>Organizational unit:</b>	Department of Strategy and Business Planning



## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Mathematical Statistics</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	<i>06-15-1-2-01-0-04</i>
<b>Year:</b>	<i>I</i>
<b>Semester:</b>	<i>I</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	45
Lecture	15
Laboratory	30
<b>Number of ECTS credits:</b>	<i>3 ECTS</i>
<b>Form of assessment:</b>	<i>Exam</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	understanding the specifics of the random events
<b>CO2</b>	acquainting with basic concepts, theories and models in the field of probability and mathematical statistics
<b>CO3</b>	understanding the benefits and skills of using of methods of probability, description and statistical inference

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	The student knows the basic methods in the field of mathematical analysis, descriptive statistics, quantitative methods, econometrics
<b>2</b>	The student is able to work in a team and independently

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	The student knows the basic methods of probability and statistics and defines the basic concepts in this area.
<b>LO 2</b>	The student knows the basic distributions of random variables and understands the principles of statistical inference. He defines the problems of technical sciences in terms of probability and statistics.

	In terms of skills:
<b>LO 3</b>	The student can choose appropriate methods of probability and statistics to analyse the research problems. He is able to calculate the probability of random events, define the basic distributions of random variables, describe the empirical distributions, estimate the parameters and verify the properly formulated statistical hypothesis.
<b>LO 4</b>	The student is able to interpret the results of the methods of probability and statistics.
	In terms of social competence:
<b>LO 5</b>	The student shows interest in acquiring new knowledge in the field of probability and statistics. He understands the need for learning throughout life.
<b>LO 6</b>	The student sees the need and usefulness of thinking in terms of probability and statistics

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
	Course content
<b>L1</b>	Introduction to probability theory. Sample space and events. Conditional probabilities. Independent Events. Bayes' Formula. Random variables. Discrete random variables. Continuous random variables.
<b>L2</b>	Basic distributions of random variables. Expectation of random variables: discrete and continuous cases. Mean, variance and standard deviation. Condition probability and condition expectation. Central limit theorem.
<b>L3</b>	The nature of statistics. Presentation of statistical data. Frequency distribution. Measures of central tendency. Measures of dispersion. Moments and coefficients. Coefficient of correlation between two attributes. Correlation diagram. Correlation table.
<b>L4</b>	Parametric point estimation. Likelihood method. Method of moments. Least square method.
<b>L5</b>	Interval estimation. Confidence interval for mean. Confidence interval for variance.
<b>L6</b>	Tests of statistical hypotheses. Sampling from the Normal Distribution. Tests on the mean. Tests on the variance.
<b>L7</b>	Test of goodness of fit, Chi-square test, Kolmogorov test, Shapiro - Wilk test, Anderson-Darling test, Lilliefors test, Jarque-Bery Test
<b>Form of classes - laboratories (Lab)</b>	
	Course content
<b>Lab1</b>	Discussion of computational techniques.
<b>Lab2</b>	Sampling. Presentation of statistical data. Frequency distribution. Histogram.
<b>Lab3</b>	Basic distributions of random variables. Expectation of random variables: discrete and continuous cases.
<b>Lab4</b>	Determining the probability of random events.
<b>Lab5</b>	Determining the mean, variance, moments and coefficients.
<b>Lab6</b>	Estimators and their properties.
<b>Lab7</b>	Parametric point estimation. Likelihood method. Method of moments.

<b>Lab8</b>	Parametric identification of distribution of random variables.
<b>Lab9</b>	Interval estimation. Confidence interval for mean. Confidence interval for variance.
<b>Lab10</b>	Tests of Hypotheses.
<b>Lab11</b>	Tests on the mean.
<b>Lab12</b>	Tests on the variance.
<b>Lab13</b>	Test of goodness of fit, Chi-square test, Kolmogorov test.
<b>Lab14</b>	Shapiro - Wilk test, Anderson-Darling test, Lilliefors test. Jarque-Bery Test
<b>Lab15</b>	The test the knowledge and skills of students.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Salvatore D., Reagle D., <i>Statistics and econometrics</i> , McGraw-Hill, 2002.
<b>2</b>	Smith G., <i>Essential Statistics, Regression and Econometrics, for the Social Sciences</i> , Academic Press, Elsevier, 2015.
<b>3</b>	Myers J., Well A., <i>Research Design and Statistical Analysis</i> , Lawrence Erlbaum Associates Publishers, London 2003.
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Gatignon H., <i>Statistical Analysis of Management Data</i> . Kluwer Academic Publishers 2003.
<b>2</b>	Ross, Sh. M., <i>Introduction to Probability Models</i> , Academic Press, 1997.

<b>The author of the programme:</b>	Edward Kozłowski, Ph.D.
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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Managerial Accounting</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	06-15-1-2-01-0-05
<b>Year:</b>	I
<b>Semester:</b>	I
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	60
Lecture	30
Classes	30
<b>Number of ECTS credits:</b>	4 ECTS
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
CO1	Introduction to the managerial accountancy concept, including cost accounting.
CO2	Presentation of cost classification criteria for the managerial accounting purposes.
CO3	Introduction to the possibilities of cost management.
CO4	Presentation of Break Even Point for the operational risk calculations.
CO5	Presentation of budget execution analysis methods.
CO6	Presentation of responsibility centres isolation.
CO7	Presentation of new models of cost accounting.
CO8	Presentation of Balanced Scorecard.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
1	Basic knowledge about cost accounting, financial accounting used for managerial accounting purposes.
2	Planning and conducting experiments, including computer measurements and simulations and their interpretations.
3	Skills to preliminary assess the company/enterprise profitability.
4	Basic knowledge about management and running a business.
5	Creative and enterprising thinking.



<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	Knowledge letting to stress methods and tools used in managerial accounting
<b>LO 2</b>	Knowledge letting to distinguish cost splitting methods (fixed costs and variable costs) and ability to classify costs for the managerial accounting purposes.
<b>LO 3</b>	Knowledge letting to stress specialist tools and techniques of costs management.
	In terms of skills:
<b>LO 4</b>	Ability to conduct the analysis of operational risk, interpreting its course and causes.
<b>LO 5</b>	Ability to choose proper analysis methods and tools for budgeting.
<b>LO 6</b>	Ability to isolate responsibility centres and ability to project enhancements in each specific responsibility centre.
<b>LO 7</b>	Ability to project changes in the company/enterprise through using new models of cost accounting.
	In terms of social competence:
<b>LO 8</b>	Student is willing to further gaining and improving possessed knowledge and shows a set of skills and abilities necessary in changing environment.

<b>Course content</b>	
<b>Form of classes – lectures (L)</b>	
	Course content
<b>L1</b>	Managerial accounting and financial accounting.
<b>L2</b>	Costs as a criterion of decision making effectiveness.
<b>L3</b>	Costs calculating methods – revision.
<b>L4</b>	Cost splitting methods – fixed costs and variable costs.
<b>L5</b>	Overall costing. Variable costing for single- and multi-assortment production.
<b>L6</b>	Usage of overall and variable costing.
<b>L7</b>	Strategic and operational cost management.
<b>L8</b>	Break Even Point in investment risk calculation.
<b>L9</b>	Products profitability assessment and technology selection.
<b>L10</b>	Optimal production program.
<b>L11</b>	Cooperation profitability assessment. Lower price level.
<b>L12</b>	Theory of constraints.
<b>L13</b>	Organizational structure analysis and criteria of isolating responsibility centres in the company/enterprise.
<b>L14</b>	New models of cost accounting.
<b>L15</b>	Balanced Scorecard.
<b>Form of classes – classes (C)</b>	
	Course content
<b>C1</b>	Materials management.
<b>C2</b>	Simple calculation pitch. Sales profit.
<b>C3</b>	Cost calculating methods.

<b>C4</b>	Overall costing. Variable costing for single- and multi-assortment production.
<b>C5</b>	Cost splitting methods – fixed costs and variable costs.
<b>C6</b>	Product profitability assessment and technology selection.
<b>C7</b>	Optimal production program.
<b>C8</b>	Test I.
<b>C9</b>	Theory of constraints.
<b>C10</b>	Cooperation profitability assessment. Lower price level.
<b>C11</b>	Break Even Point for one product in multi-assortment production.
<b>C12</b>	Break Even Analysis. Margin management.
<b>C13</b>	Activity-Based Costing.
<b>C14</b>	Balanced Scorecard.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Janik W., Paździor A., Rachunek kosztów w zarządzaniu organizacjami, Wyd. CeDeWu, Warszawa 2010.
<b>2</b>	Janik W. (ed), Rachunek kosztów w działalności produkcyjnej i usługowej, Wyd. WSPiA w Lublinie, Lublin 2009.
<b>3</b>	Sobańska I. (ed), Rachunek kosztów w zarządzaniu przedsiębiorstwem, Wyd. C.H. Beck, Warszawa 2009.
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Gierusz J., Cygańska M., Budżetowanie kosztów działań w szpitalu, Wyd. ODDK, Gdańsk 2009.
<b>2</b>	Gabrusewicz W., Kamela-Sowińska A., Poetschke H., Rachunkowość zarządcza, PWE, Warszawa 2005.
<b>3</b>	Nowak E., Zaawansowana rachunkowość zarządcza, PWE, Warszawa 2003.
<b>4</b>	Nowak E., Budżetowanie kosztów przedsiębiorstwa, ODDK, Gdańsk 2002.

<b>The author of the programme:</b>	Prof. Wiesław Janik, Ph.D., D.Sc.
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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Entrepreneurship</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	06-15-1-2-01-0-06
<b>Year:</b>	<i>I</i>
<b>Semester:</b>	<i>I</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	45
Lecture	30
Classes	15
<b>Number of ECTS credits:</b>	3 ECTS
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	The students will gain knowledge of basic concepts of entrepreneurship, will get familiarized with the nature and characteristics of enterprising activities and the features of a good entrepreneur.
<b>CO2</b>	Providing students with knowledge on the importance and kinds of enterprising activities.
<b>CO3</b>	Encouraging and stimulating students to searching for business opportunities and undertaking enterprising activities.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Knowledge acquired during first-cycle studies.
<b>2</b>	Ability to analyse social phenomena, ability of logical thinking and team-working.
<b>3</b>	Creativity, openness.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	The student will be able to define the concept of entrepreneurship in different spheres of social activities.
<b>LO 2</b>	The student will be able to characterize the features of the good entrepreneur.

LO 3	The student will be able to explain the essence and the role of entrepreneurship in management.
LO 4	The student can identify and understand the potential problems connected with undertaking enterprising activities and can propose possible solutions.
	In terms of skills:
LO 5	The student can identify the chances and opportunities of undertaking diverse enterprising activities.
LO 6	The student can work out a business plan for prospective economic venture.
LO 7	The student can assess the risks, conditions of implementation and effects of entrepreneurial activities.
	In terms of social competence:
LO 8	The student demonstrates creativity in searching for opportunities of entrepreneurial activity.
LO 9	The student is open to the emerging market opportunities.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
	Course content
L1	Entrepreneurship - the essence and definitions.
L2	The importance and factors stimulating development of entrepreneurship.
L3	Features of enterprising person. Entrepreneurial orientation.
L4	Types of entrepreneurship.
L5	Integrated conception of entrepreneurship.
L6	Entrepreneur and individual entrepreneurship.
L7	Internal entrepreneurship (intra-entrepreneurship).
L8	Entrepreneurship as a process.
L9	Identification and assessment of entrepreneurial opportunities.
L10	Starting a business.
L11	Risk and the ways of dealing with it.
L12	Business supporting infrastructure.
L13	International entrepreneurship.
L14	Planning ventures. Business plan.
L15	From daydreams to success.

<b>Form of classes - classes (C)</b>	
	Course content
C1	Introduction to entrepreneurship. Types of entrepreneurship and enterprising organizations - case study.
C2	Features of enterprising person. Entrepreneurial orientation. Skill self-assessment.
C3	Business ideas - group workshops. Evaluation of creative ideas.
C4	Identification and assessment of entrepreneurial opportunities.
C5	Planning and organization of enterprising activities.
C6	Resourcing and ensuring conditions for the implementation of entrepreneurial plan.

C7	Summary. Evaluation of students' performance.
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<b>Required textbooks and other course materials</b>	
1	Moczydłowska J., Pacewicz I. (2007) Przedsiębiorczość. Rzeszów: Wydawnictwo FOSZE.
2	Targalski J., Francik A. (Eds.) (2009) Przedsiębiorczość i zarządzanie firmą. Teoria i praktyka. Warsaw: Wydawnictwo C.H.Beck.
3	Grzegorzewska-Mischka E., Wyrzykowski W. (2009) Przedsiębiorczość, przedsiębiorca, przedsiębiorstwa. Warsaw: Wydawnictwo Bookmarket.
4	Piecuch T. (2010) Przedsiębiorczość. Podstawy teoretyczne. Warsaw: Wydawnictwo C.H.Beck.
<b>Recommended textbooks and other course materials</b>	
1	Cieślik J. (2008) Przedsiębiorczość Dla Ambitnych. Jak Uruchomić Własny Biznes. Warsaw: Wydawnictwa akademickie i profesjonalne.
2	Hudson B. (2006) Jak zostać przedsiębiorcą. Stwórz własny biznes. Gliwice: Wydawnictwo HELION.
3	Glinka B. (2008) Kulturowe uwarunkowania przedsiębiorczości w Polsce. Warsaw: PWE.
4	Barrow C., Barrow P. & Brown R. (2005) Biznesplan w małej firmie. Gliwice: One Press Helion.

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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Internet Technologies</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	<i>06-15-1-2-01-0-07</i>
<b>Year:</b>	<i>I</i>
<b>Semester:</b>	<i>I</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	45
Lecture	15
Laboratory	30
<b>Number of ECTS credits:</b>	<i>3 ECTS</i>
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	Familiarize students with the concepts, definitions, services of Internet network and ways of doing business with this medium.
<b>CO2</b>	Familiarize students with the technologies used to build traditional and mobile web/internet applications.
<b>CO3</b>	Equip students with the knowledge of the use of cloud computing, distance learning, online databases and services, e-government in business activities.
<b>CO4</b>	Equip students with the skills of advanced information search in online databases.
<b>CO5</b>	Acquisition by the students of practical skills in designing, manufacturing and testing of traditional and mobile websites/web applications.
<b>CO6</b>	Acquisition by students of the ability to use the services of cloud computing and e-government.
<b>CO7</b>	Acquisition by students of competence and practical skills of collaborative design, construction and testing of mobile sites/web applications.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	The knowledge, skills and competences acquired during the implementation of subjects: "Information technologies", "IT in Management".

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	Defines the basic concepts of Internet network, can name and describe network services, knows the ways of doing business on the Internet.
<b>LO 2</b>	Distinguishes and characterizes the technologies used to build traditional and mobile web/internet applications.
<b>LO 3</b>	Knows aspects of e-administration, remote teaching, databases and database processing in the cloud, and their use in business.
	In terms of skills:
<b>LO 4</b>	Uses advanced methods of obtaining information from online databases.
<b>LO 5</b>	Knows how to design, make and test traditional and mobile pages/Internet applications.
<b>LO 6</b>	Can take advantage of services available in e-government and cloud computing in the enterprise activities.
	In terms of social competence:
<b>LO 7</b>	Is capable of teamwork, able to efficiently and creatively solve problems in a group.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
	Course content
<b>L1</b>	Concepts related to the Internet. Services on the Internet. Internet Business.
<b>L2</b>	Technology Overview creating traditional websites/web applications.
<b>L3</b>	Mobile and web applications.
<b>L4</b>	Web Database.
<b>L5</b>	Cloud computing - cloud computing services.
<b>L6</b>	E-government.
<b>L7</b>	E-learning - teaching personnel at a distance.
<b>Form of classes - laboratories (Lab)</b>	
	Course content
<b>Lab1</b>	Advanced search information using web technology.
<b>Lab2</b>	Design, construction and testing the traditional website.
<b>Lab3</b>	Services in the cloud computing.
<b>Lab4</b>	Development and testing of mobile website/web application.
<b>Lab5</b>	Internet technologies in public administration.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Frederick G.R., Lal R., Projektowanie witryn internetowych dla urzędzeń mobilnych, Helion, 2010
<b>2</b>	Sokół M., Internet. Kurs, Wydanie II, Helion, 2007
<b>3</b>	Crowder P., Crowder D. A., Tworzenie stron WWW. Biblia, Wydanie III, Helion, 2009
<b>4</b>	Williams H.E., Lane D., Bazy danych w Internecie, Wyd. RM, 2012

<b>5</b>	Mateos A., Rosenberg J., Chmura obliczeniowa. Rozwiązania dla biznesu, Helion, 2011
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Frankowski P., Firmowa strona WWW. Idee, strategia, realizacja, Helion, 2010
<b>2</b>	Rice W., Tworzenie serwisów e-learningowych z Moodle 1.9, Helion, 2009
<b>3</b>	Wróblewski P., Aplikacje Google, Helion, 2010

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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>CRM in Customer Service</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	<i>06-15-1-2-01-0-08</i>
<b>Year:</b>	<i>I</i>
<b>Semester:</b>	<i>I</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	45
Lecture	15
Laboratory	30
<b>Number of ECTS credits:</b>	<i>3 ECTS</i>
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	Acquisition of theoretical knowledge of customer relationship management the logistics customer service.
<b>CO2</b>	Acquisition of theoretical knowledge of the issues build long-term relationships with customers.
<b>CO3</b>	Acquisition of theoretical knowledge on the profitability of customers.
<b>CO4</b>	Acquisition of theoretical knowledge on the strategic approach to the concept of CRM in the enterprise.
<b>CO5</b>	Acquisition of theoretical knowledge about the systemic approach to the concept of CRM.
<b>CO6</b>	Gaining practical knowledge in the field of customer service in line with the philosophy of CRM.
<b>CO7</b>	Gaining knowledge of practical examples of the concept of CRM implementations in different companies.
<b>CO8</b>	The acquisition of skills in the practical application of the concept of CRM in the enterprise and tools for establishing and maintaining lasting and profitable customer relationships.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Issues relating to the wider business.
<b>2</b>	Computer skills (including MS Office at a basic level).
<b>3</b>	Issues related to strategic management in enterprises.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	He has knowledge of the concept of customer relationship management (CRM) customer service.
<b>LO 2</b>	He knows the key competences in the field of culture, customer service and building relationships with clients based on the philosophy of CRM.
<b>LO 3</b>	He knows theoretical basis and the history of the concept of CRM.
	In terms of skills:
<b>LO 4</b>	can effectively use customer segmentation in line with the philosophy of CRM
<b>LO 5</b>	knows how to effectively use CRM software.
<b>LO 6</b>	can design and support the implementation of the CRM system in the company.
	In terms of social competence:
<b>LO 7</b>	improves your communication skills
<b>LO 8</b>	effectively working in a team of employees
<b>LO 9</b>	demonstrates a proactive stance willing to build relationships with customers in the operating area

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
Course content	
<b>L1</b>	The essence of CRM strategy.
<b>L2</b>	Basic tools of marketing communication in CRM.
<b>L3</b>	Customer service system as the basis for creating and managing customer relationships.
<b>L4</b>	The management of claims and complaints.
<b>L5</b>	Creating customer loyalty.
<b>L6</b>	Analysis of the profitability of customers.
<b>L7</b>	Segmentation of customers.
<b>L8</b>	Designing customer service strategy.
<b>L9</b>	Key account management.
<b>L10</b>	Sales management system.
<b>L11</b>	CRM in the enterprise.
<b>L12</b>	IT support for customer relationship management - CRM systems.
<b>L13</b>	CRM software for your business.
<b>L14</b>	Introduction of the CRM system to the company.
<b>L15</b>	The effects of CRM strategy for the company.

<b>Form of classes - laboratories (Lab)</b>	
Course content	
<b>Lab1</b>	Introduction - characteristics of the concept of CRM.
<b>Lab2</b>	Customer Relationship Management - a systems approach.
<b>Lab3</b>	Case study - implementation of CRM philosophy.
<b>Lab4</b>	Channels of communication with customers - as one of the elements of building lasting relationships.
<b>Lab5</b>	Complaints justified - how not to lose a customer?
<b>Lab6</b>	Complaints unreasonable - how to solve the problem of disgruntled customer?
<b>Lab7</b>	Methods of implementing CRM.
<b>Lab8</b>	Implementation problems and solving them.
<b>Lab9</b>	Customer segmentation in line with the concept of CRM.
<b>Lab10</b>	Audit of CRM in the enterprise. How to choose CRM software?
<b>Lab11</b>	Working with sample CRM software within the module customer service.
<b>Lab12</b>	Working with a sample CRM software module within the calendar of meetings.
<b>Lab13</b>	Working with a sample CRM software within the module reports and analyses.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Burnett K., Relacje z kluczowymi klientami. CRM analiza i zarządzanie, Oficyna Ekonomiczna, Kraków 2002.
<b>2</b>	Dyche J., CRM relacje z klientami, Helin 2002.
<b>3</b>	Dejnaka A., CRM Zarządzanie kontaktami z klientami, ONE 2002.
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Brown S.A., Strategiczne podejście do klientów, PWE 2003.
<b>2</b>	Burnett K., Relacje z kluczowymi klientami, Oficyna Ekonomiczna. 2002.
<b>3</b>	Gordon H., Relacje z klientem. Marketing partnerski, PWE 2001.
<b>4</b>	Storbacka K., Lehtinen J.R., Sztuka budowania trwałych związków z klientami, Oficyna Ekonomiczna 2001.

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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Operational Research</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	<i>06-15-1-2-01-0-09</i>
<b>Year:</b>	<i>I</i>
<b>Semester:</b>	<i>II</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	45
Lecture	15
Laboratory	30
<b>Number of ECTS credits:</b>	<i>3 ECTS</i>
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	Learning about classes of decision problems which are solvable by using methods of operational research.
<b>CO2</b>	Presentation of principles of creating mathematical models for various decision situations regarding limitations resulting from assumptions simplifying the models to compare with the real world.
<b>CO3</b>	Review of basic algorithms solving problems under consideration.
<b>CO4</b>	Learning about principles of implementation of optimization models in various optimization software, in particular in spreadsheets as well as about limitations of computer-based optimization.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Mathematics – basics of analytical geometry (graphical representation of linear equalities and inequalities).
<b>2</b>	IT- using spreadsheet software.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	can define problems in the field on management science which are solvable by using methods of operational research about basic definitions and theorems as well as limitations of this mathematics-oriented approach to decision making
<b>LO 2</b>	can express strategic goal of an organisation/enterprise as optimization problems formulated in terms of quantitative methods
<b>LO 3</b>	can recognize, diagnose and solve quantitative type problems connected with planning and organizing activities of a firm
<b>LO 4</b>	knows specialized applications of advanced methods of operational research and dedicated software for purposes of data analysis and presentation
	In terms of skills:
<b>LO 5</b>	can select correct methods of analysis and tools for solving problems in the field of operational research arising in the organisation and its environment as well critically evaluate obtained solutions
<b>LO 6</b>	applies dedicated methods of operational research and software tools to solve problems in selected areas of functioning the organisation and its environment and to data storing, analysing and presentation
<b>LO 7</b>	performs as complex as possible diagnosis of situation, evaluates critically self-constructed models of a decision situation and selects an optimal solution
<b>LO 8</b>	Uses commonly accepted terminology, notation and way of data presentation characteristic for application of operational research in processes of planning and organizing as well as in solving problems arising in the organisation and its environment
	In terms of social competence:
<b>LO 9</b>	can continuously extend and creatively adapt the knowledge acquired during the academic education for needs of an organization.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
Course content	
<b>L1</b>	Introduction to the subject. Operational Research as a field of knowledge. Short history and classification of basic subdomains of Operational Research.
<b>L2</b>	Linear programming (LP): definition, feasible set, assumptions, basic properties, contradictory constraints, solving LP problems, multiple optimal solutions, limitations of usage.
<b>L3</b>	Linear programming: product-mix problem. Dual LP problems - formulations and economical interpretation shown on the example of the product-mix problem.
<b>L4</b>	Linear programming: diet/blending problems. Examples of contradictory problems (i.e. with no solutions) and problems with unbounded solutions.

<b>L5</b>	Integer linear programming (ILP): definition. Characteristic features of integer programming: in general case, the lack of possibility of solving a problem by rounding a non-integer solution, multiple optimal solutions, influence of integer constraints on the shape of the feasible set, time requirements of integer programming algorithms.
<b>L6</b>	Cutting stock/packing/covering/knapsack problems as examples of integer linear programming.
<b>L7</b>	Transportation and production-transportation problem, assignment problem, ("one-to-one" or binary job/task scheduling) as examples of linear programming problems with „guaranteed" integer solutions.
<b>L8</b>	Linear programming: complex assignment problems (machine loading problem, multi-stage job/task scheduling).
<b>L9</b>	Examples of network optimization problems: minimal flow cost, shortest path, maximal flow, travelling salesman problem (TSP).
<b>L10</b>	Non-linear programming (NLP): definitions assumptions, basic properties, difficulties of solving problems in general case, specific issues: - global vs local extrema, limitations of algorithms. Examples of applications of non-linear programming: fractional programming, box size planning.
<b>L11</b>	Basic models of the inventory theory.
<b>Form of classes – laboratories (Lab)</b>	
Course content	
<b>Lab1</b>	Introduction to spreadsheet modelling of operational research problems: the SUMPRODUCT function, the optimization add-in called Solver in MS Excel (or its equivalents in WPS Spreadsheets, LibreOffice Calc or Gnumeric). Advantages and disadvantages of spreadsheet-based optimization.
<b>Lab2</b>	Linear programming: product-mix problem. Dual LP problems.
<b>Lab3</b>	Linear programming: diet/blending problems. Examples of contradictory problems (i.e. with no solutions)
<b>Lab4</b>	Integer linear programming (ILP): Cutting stock/ packing/ covering/backpack problems. Influence of integer constraints on the time requirements of calculations.
<b>Lab5</b>	Linear programming problems with „guaranteed" integer solutions: transportation and production- transportation problem, assignment problem ("one-to-one" or binary job/task scheduling).
<b>Lab6</b>	Network optimization problems: minimal flow cost, shortest/cheapest/fastest path, maximal flow,
<b>Lab7</b>	Network optimization: travelling salesman problem (TSP), its computational complexity.
<b>Lab8</b>	Solving optimization problems using dedicated optimization software: lp_solve, GoNest 1D/2D.
<b>Lab9</b>	Linear programming: complex assignment problems (machine loading problem, multi-stage job/task scheduling).
<b>Lab10</b>	Examples of applications of non-linear programming: fractional programming, box size planning.
<b>Lab11</b>	Simple models of the inventory theory.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Hillier F.S., Lieberman G.J.: Introduction to Operations Research, 8th Edition, McGraw Hill 2005.
<b>2</b>	Ragsdale C.T.: Spreadsheet Modelling and Decision Analysis: A Practical Introduction to Management Science, South-Western College Publishing, 2007.
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Excel Solver Tutorial for Optimization Users, <a href="http://www.solver.com/tutorial.htm">http://www.solver.com/tutorial.htm</a> .

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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Management Concepts</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	<i>06-15-1-2-01-0-10</i>
<b>Year:</b>	<i>1</i>
<b>Semester:</b>	<i>II</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	<i>60</i>
Lecture	<i>30</i>
Classes	<i>30</i>
<b>Number of ECTS credits:</b>	<i>4 ECTS</i>
<b>Form of assessment:</b>	<i>Exam</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	The identification of new trends and emerging science organization and management.
<b>CO2</b>	Systematization of conceptual facilities associated with the implementation of management functions.
<b>CO3</b>	Indication on past experience in the application of selected concepts and methods of management with respect to strategies, organizational structures, human resources, interpersonal relationships, production processes and changes.
<b>CO4</b>	Understanding of classic and contemporary management concepts through the prism of their capabilities and limitations.
<b>CO5</b>	Education ability to apply modern management concepts in the description and explanation of the phenomena of management.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Knows the basics of management theory.
<b>2</b>	Understands the importance of managing the process of functioning of modern enterprises.
<b>3</b>	Has the ability to logical and creative thinking.
<b>4</b>	Is communicative.



5	Presents an open attitude.
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<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	Identifies classic and modern management concepts.
<b>LO 2</b>	Distinguishes and characterizes basic approaches and concepts of management, which were created over the last hundred years.
<b>LO 3</b>	Defines the basic management techniques, together with an indication of the conditions that determine their use.
	In terms of skills:
<b>LO 4</b>	Apply modern management concepts in the description and explanation of the phenomena of management.
<b>LO 5</b>	Solves problems of management based on modern and classic management concepts.
	In terms of social competence:
<b>LO 6</b>	Shows a creative attitude in the process of solving problems.
<b>LO 7</b>	Is open to teamwork.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
	Course content
<b>L1</b>	The evolution of approaches and concepts of management - the classical approach.
<b>L2</b>	The evolution of approaches and concepts of management - the psychological approach.
<b>L3</b>	The evolution of approaches and concepts of management - situational and systemic approach.
<b>L4</b>	Contemporary orientations and management concepts.
<b>L5</b>	Management techniques.
<b>L6</b>	Managing the process of organizational changes.
<b>L7</b>	Modern forms of organization.
<b>L8</b>	Contemporary strategic management.
<b>L9</b>	Benchmarking and reengineering.
<b>L10</b>	Lean management and outsourcing.
<b>L11</b>	Knowledge management - learning organizations.
<b>L12</b>	New roles of managers.
<b>L13</b>	Creativity and innovation.
<b>L14</b>	Paradigms of the processes, flexibility and changes in management concepts.
<b>L15</b>	Summary.
<b>Form of classes - classes (C)</b>	
	Course content
<b>C1</b>	Management techniques - case study.
<b>C2</b>	The process of change in the organization - case study.
<b>C3</b>	Benchmarking - case study.
<b>C4</b>	Reengineering, process business management.

C5	Outsourcing - case study.
C6	The concept of human capital.
C7	Knowledge management – case study.
C8	Knowledge management process.

<b>Required textbooks and other course materials</b>	
1	Kostera M. (red.), <i>Nowe kierunki w zarządzaniu</i> , Wydawnictwa Akademickie i Profesjonalne, Warszawa 2008.
2	Brilman J., <i>Nowoczesne koncepcje i metody zarządzania</i> , PWE, Warszawa 2002.
3	Zimniewicz K., <i>Współczesne koncepcje i metody zarządzania</i> , PWE, Warszawa 2008.
4	Bratnicki M., <i>Dylematy i pułapki współczesnego zarządzania</i> , Wyd. Gnome, Katowice 2001.
<b>Recommended textbooks and other course materials</b>	
1	Koźmiński A.K., <i>Zarządzanie w warunkach niepewności</i> , Wydawnictwo Naukowe PWN, Warszawa 2005.
2	Koźmiński A.K., Piotrowski W., <i>Zarządzanie. Teoria i Praktyka</i> , Wydawnictwo Naukowe PWN, Warszawa 2006.
3	Krupski R. (red.), <i>Elastyczność organizacji</i> , Wyd. Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław 2008.
4	Bratnicki M., <i>Zarządzanie zmianami w przedsiębiorstwie</i> , Wydawnictwo Akademii Ekonomicznej w Katowicach, Katowice 1998.
5	Bednarski A., <i>Zarys teorii organizacji i zarządzania</i> , TNOiK, Toruń 1998.
6	Steinmann H., Schreyogg G., <i>Zarządzanie. Podstawy kierowania przedsiębiorstwem</i> , Oficyna Wydawnicza Politechniki Wrocławskiej, Wrocław 1995.

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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Civil Law</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	<i>06-15-1-2-01-0-11</i>
<b>Year:</b>	<i>I</i>
<b>Semester:</b>	<i>II</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	<i>60</i>
Lecture	<i>30</i>
Classes	<i>30</i>
<b>Number of ECTS credits:</b>	<i>4 ECTS</i>
<b>Form of assessment:</b>	<i>Exam</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	Acquainting students with primary sources, principles and institutions of the civil law.
<b>CO2</b>	Enabling students to understand the role of the civil law in legal transactions.
<b>CO3</b>	Enabling students to acquire the competence in proper interpretation of legal regulations in the range of the civil law.
<b>CO4</b>	Enabling students to gain competence in putting the knowledge of legal regulations into practice.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Knowledge of the Polish legal system, and among others: sources of law and hierarchisation, organs and their cognizance, and of principles arising from law branches.
<b>2</b>	Ability of understanding of legal institutions in terms of ease of interpretation and practical use of normative acts.
<b>3</b>	Ability of classification of actions in terms of their legal significance.
<b>4</b>	Ability of logical reasoning.
<b>5</b>	Ability of team work.
<b>6</b>	Communication skills.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	characterizes the essence of civil law, its rules, sources and their significance in manager's actions
<b>LO 2</b>	identifies in a proper manner civil law actions, conditions of their validity and their subjects
<b>LO 3</b>	distinguishes institutions of material law, can enumerate elements indispensable for granting and execution of rights
<b>LO 4</b>	In terms of capabilities:
<b>LO 5</b>	has basic ability of construing of civil law regulations, which enables students to distinguish cause-and-effect chains in law, and to draw logic conclusions in a basic range is able to solve problems in civil law cases making use of both sources of law and sources of information on law
<b>LO 6</b>	is able to make draft documents in civil law transactions
<b>LO 7</b>	In social competencies:
<b>LO 8</b>	takes active part in team work thanks to developed communication abilities and proper reasoning
<b>LO 9</b>	presents active attitude to independent acquiring and developing knowledge and professional abilities.

<b>Course content</b>	
<b>Form of classes – lectures (L)</b>	
	Course content
<b>L1</b>	The concept of civil law – its position in the legal system, history of sources of the civil law. Principles of the civil law. Civil law events, civil law relations. Civil law acts (declarations of intent, effects of defectiveness of legal acts). Representation in civil law. Statute of limitations in civil law and its effects.
<b>L2</b>	Characteristics of material rights. Rights of ownership and manners of acquiring of rights of ownership. Protection of ownership rights. Limited material rights, their nature and economic significance. Ownership and its protection.
<b>L3</b>	Contract law – the concept of an obligation, debt and liability. General regulations of obligations, subjects of law, the concept of debt and liabilities. The principle of the freedom of contracts.
<b>L4</b>	Arising of a liability: contracts and manner of their conclusions; unjust enrichment; tortuous acts. Accomplishment of liabilities, effects of failure to accomplish liabilities. Principles of liability, exclusion of liability. Contracts in civil law relations: contracts for rendering services, contracts for specific tasks, fee-for-task contracts. Contracts for exercise of rights, contracts of loan for use, contracts for hiring, contracts for lease. Contracts for sale, guarantee, warranty.
<b>L5</b>	Duties of managers in light of the civil law.

<b>Form of classes – classes (C)</b>	
Course content	
<b>C1</b>	The concept of civil law – its place in the legal system, sources of civil law, history of sources of law, sources of information of law – acquaintance with the structure of the Civil Code and principles of making use of commentaries, reliability of the internet sources.
<b>C2</b>	Principles of civil law, civil law events, civil law relationships as compared to other branches of law – cases. Defects of declarations of will – cases.
<b>C3</b>	Ownership rights and characteristics of material rights, limitation of rights – cases. Limited material rights: use, possession, usufruct – differentiation – cases.
<b>C4</b>	The law on liabilities – the concept of liability, debt and responsibility – cases. General regulations on liabilities, subjects of law, the concept of debt and liability – cases. The principle of freedom of contracts. Arising of a liability: contract and manners of their conclusion: unjust enrichment, tortuous acts – cases.
<b>C5</b>	Contracts for rendering services; contracts for specific tasks, fee-for-task contracts. Contracts for exercise of rights; contracts of loan for use, contracts for hiring, contracts for lease – cases. Contracts for sale, guarantee, warranty – cases. Elements of elaborating draft contrasts.
<b>C6</b>	Obligation of managers in light of the civil law – discussion.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Siuda W., Elementy prawa dla ekonomistów, Wydawnictwo Naukowe CONTACT, Poznań 2013.
<b>2</b>	Filipiak T. i in., Zarys prawa cywilnego i rodzinnego, Wyższa Szkoła Ekonomii i Innowacji w Lublinie, Lublin 2012
<b>3</b>	Muras Z., Podstawy prawa, C.H. BECK, Warszawa 2015.
<b>4</b>	Selected normative acts (the Civil Code)
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Gnela B., Podstawy prawa dla ekonomistów Wolters Kluwer, Warszawa 2015
<b>2</b>	Ignatowicz J., Prawo rzeczowe wyd II, Wydawnictwo LexisNexis 2009.
<b>3</b>	Katner W.J. ,Prawo cywilne i handlowe, Wydawnictwo Wolters Kluwer Business, Warszawa 2009.

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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Financial Controlling</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	<i>06-15-1-2-01-0-12</i>
<b>Year:</b>	<i>I</i>
<b>Semester:</b>	<i>II</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	<i>45</i>
Lecture	<i>15</i>
Classes	<i>30</i>
<b>Number of ECTS credits:</b>	<i>3 ECTS</i>
<b>Form of assessment:</b>	<i>Exam</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	Introduction of the controlling concept, systematization criteria and its implementation conditions.
<b>CO2</b>	Presentation of tools used for the controlling (both operation and strategical) purposes, including tools and methods of managerial accounting.
<b>CO3</b>	Presentation controlling rules - responsibility centres isolation, planning, organizing and the coordination of the whole system.
<b>CO4</b>	Introduction to the rules of responsibility centres isolation and assessment.
<b>CO5</b>	Presentation of the budgeting system in responsibility centres and connection between assessment system and payroll system.
<b>O6</b>	Presentation of responsibility centres isolation method and other methods used for budgeting and its assessment.
<b>CO7</b>	Presentation of implementation rules of the controlling system, the role of the controller in organization system and the role of accountancy and information flow in functioning of the controlling system.
<b>CO8</b>	Knowledge and skill transfer in planning and projecting of the controlling system.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Cost accounting.
<b>2</b>	Managerial accounting.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	Deepened knowledge of controlling scope allowing to diagnose and solve problems in organization.
<b>LO 2</b>	Knowledge of methods and tools of managerial accounting and their proper usage in decision making process in organization.
<b>LO 3</b>	Deepened knowledge allowing for identification, diagnosing and solving problems connected to the functioning controlling, planning and organizing processes in the enterprise. Knowledge of specialist tools and technics allowing for solving controlling system problems.
	In terms of skills:
<b>LO 4</b>	Ability to choose proper analysis methods and tools for solving problems with controlling system projecting process and the ability of critical evaluation of prepared solutions variants.
<b>LO 5</b>	Knowledge usage for finding creative solutions for problems connected to budgeting, assessing and employee motivation.
<b>LO 6</b>	Choosing proper methods in human/material/financial/IT resources planning for effective tasks allocation to isolated responsibility centres.
<b>LO 7</b>	Ability to project changes in controlling system or its spheres using specialist knowledge.
	In terms of social competence:
<b>LO 8</b>	Defining and leading complex projects, taking responsibility for economical and management aspects of undertakings, coordinating tasks and searching for information.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
Course content	
<b>L1</b>	Controlling as a company/enterprise management subsystem.
<b>L2</b>	Operational controlling and strategical controlling.
<b>L3</b>	The role of the controller in the company/enterprise.
<b>L4</b>	Controlling organization in the company/enterprise.
<b>L5</b>	Responsibility centres isolation (result centres, cost centres, investment centres, performance centres, service centres).
<b>L6</b>	Responsibility centres assessment criteria.
<b>L7</b>	Operational controlling tools. Budgeting.
<b>L8</b>	Deviation identification and analysis.
<b>L9</b>	Multi-level profit and loss account.
<b>L10</b>	Transfer pricing system.

<b>L11</b>	Strategical controlling tools. Balanced Scorecard (customer perspective, financial perspective, internal processes perspective, research and development perspective).
<b>L12</b>	Controlling and motivational system.
<b>L13</b>	Rules of linking responsibility centres to employee payroll system.
<b>L14</b>	Conditions of the implementation of controlling system in the company/enterprise.
<b>Form of classes - classes (C)</b>	
Course content	
<b>C1</b>	Formulation of controlling purposes and tasks in certain organizational conditions.
<b>C2</b>	Organizational structure analysis and criteria of isolating responsibility centres in the company/enterprise.
<b>C3</b>	Design of responsibility centres isolation in the company/enterprise and defining their nature.
<b>C4</b>	Balanced Scorecard (superiority of strategical purposes over operational purposes).
<b>C5</b>	Designing criteria and indicators of assessment individual responsibility centres.
<b>C6</b>	Design of multi-level loss and profit account for the company/enterprise.
<b>C7</b>	Designing patterns and procedures of budgeting for individual responsibility centres.
<b>C8</b>	Design of transfer pricing system (internal prices for products/services in each responsibility centre).
<b>C9</b>	Identification and deviation from the budget analysis system design.
<b>C10</b>	Design of the effectiveness-remuneration linking system in the responsibility centres.
<b>C11</b>	Controller tasks elaboration.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Janik W., Podstawy controllingu, Wyd. Politechniki Lubelskiej, Lublin 2003.
<b>2</b>	Sierpińska M., Niedbała B., Controlling operacyjny w przedsiębiorstwie, PWN, 2003.
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Marcinkiewicz S., Controlling, Difin, 2001.
<b>2</b>	Kaplan R. S., Norton D. P., Strategiczna karta wyników, Wyd. CIM, 2001.

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<b>Organizational unit:</b>	Department of Finance and Accounting





## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Modern Business Instruments</i>
<b>Type of the course:</b>	<i>Mandatory, basic</i>
<b>Course code:</b>	06-15-1-2-01-0-13
<b>Year:</b>	<i>I</i>
<b>Semester:</b>	<i>II</i>
<b>Form of the degree programme:</b>	<i>Full time</i>
<b>Form of classes and number of hours per semester:</b>	30
Lecture	15
Project	15
<b>Number of ECTS credits:</b>	2 ECTS
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	Presentation of modern business tools which supports the managerial decision processes in organizations.
<b>CO2</b>	To teach students the holistic approach to the value creation process of the company.
<b>CO3</b>	Presentation of the different tools and methods used for the measurement of the organization's intangible assets.
<b>CO4</b>	Presentation of the different tools and methods used for building long-term relations between organization and their clients (internal and external).

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Advanced knowledge from Marketing and Management.
<b>2</b>	Basics of Strategic Management.
<b>3</b>	Basics of Marketing Research.
<b>4</b>	Basics of Quality Management.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	Knows basic terms and concepts of holistic management approach (models used for diagnosis, control and balanced improvement of tangible and intangible assets of the organization).
	In terms of skills:
<b>LO 2</b>	Is able to build business performance tools for different organizations.
<b>LO 3</b>	Uses different methods and tools which support managerial decisions in the organization.
<b>LO 4</b>	Is able to calculate and manage the customer value for the organization.
<b>LO 5</b>	Is able to estimate the index level of intangible assets such as customer satisfaction, employee motivation, organizational know-how, etc.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
	Course content
<b>L1</b>	Business models - essence and model types.
<b>L2</b>	Conception of the value chain.
<b>L3</b>	Conception of the process management.
<b>L4</b>	Benchmarking.
<b>L5</b>	Business excellence diagnosis (tangible and intangible assets).
<b>L6</b>	Business excellence models.
<b>L7</b>	International quality models and awards (EFQM, Danish Diamond, MBQA, Deming Prize).
<b>L8</b>	Balance Scorecard (BSC).
<b>L9</b>	K-SWOT analysis.
<b>L10</b>	Scandii Navigator.
<b>L11</b>	Conception of the "Customer Lifetime Value".
<b>L12</b>	Customer satisfaction and loyalty models - SCSB, EPSI i ACSI.
<b>L13</b>	Employee motivation and satisfaction models - ENOVA i EEMI.
<b>L14</b>	Influence of the customer and employee loyalty on the business results of the company.
<b>L15</b>	Final test.
<b>Form of classes - project (P)</b>	
	Course content
<b>P1</b>	Identification of the main areas of the business success of the company on the basis of the business models.
<b>P2</b>	Balance Scorecard creation process.
<b>P3</b>	Construction of the EFQM Model.
<b>P4</b>	Conducting of the K-SWOT analysis.
<b>P5</b>	EPSI/ ACSI path relations models - construction of the model and estimation procedure.
<b>P6</b>	EEL path relation model - construction of the model and estimation procedure.

<b>P7</b>	Basics of the Structural Equation Modelling - data presentation and managerial implications.
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<b>Required textbooks and other course materials</b>	
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<b>1</b>	EPSI Rating, „Customer Satisfaction Pan European Benchmark”, In Time AB, Stockholm.
<b>2</b>	The EFQM Excellence Model 1999, The European Foundation for Quality Management, Official Handbook.
<b>3</b>	Johnson Michael D. „Customer Orientation and Market Action” National Quality Research Center, University of Michigan Business School, Prince Hall, Upper Saddle River, New Jersey 07458.

<b>Recommended textbooks and other course materials</b>	
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<b>1</b>	Kaplan R.S., Norton D.P., The Balanced Scorecard: Measures That Drive Performance, Harvard Business Review, July-August 2005.
<b>2</b>	Johnson M. D., Customer Orientation and Market Action, National Quality Research Center, University of Michigan Business School, Prince Hall, Upper Saddle River, New Jersey 07458.

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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Negotiations</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	<i>06-15-1-2-01-0-14</i>
<b>Year:</b>	<i>I</i>
<b>Semester:</b>	<i>II</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	45
Lecture	15
Classes	30
<b>Number of ECTS credits:</b>	<i>3 ECTS</i>
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	Understanding the essence and importance of the negotiations.
<b>CO2</b>	Acquiring the ability to choose a negotiation strategy and a proper conduct of the talks.
<b>CO3</b>	Understanding the principles for building an agreement climate.
<b>CO4</b>	Knowing how to use the acquired negotiation techniques and tactics.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	None.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	Student lists and defines the basic concepts of conflict resolution and negotiation.
<b>LO 2</b>	Student identifies the processes in the negotiation teams and the standards and rules that govern the people's behaviour.
	In terms of skills:
<b>LO 3</b>	Student distinguishes and applies the negotiations methods, tools and techniques.

<b>LO 4</b>	Student is able to prepare a strategy and process of negotiation and analyse the negotiating behaviours.
<b>LO 5</b>	Students can prepare a marketing presentation.
	In terms of social competence:
<b>LO 6</b>	Student identifies the communication processes participants and their influence on the communication course.
<b>LO 7</b>	Student communicates properly and cooperates with other participants in task groups.
<b>LO 8</b>	Student consciously seeks cooperation.
<b>LO 9</b>	Student recognizes his or her emotions and knows how to deal with them.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
Course content	
<b>L1</b>	The importance of negotiations in the modern world. Discussing the negotiation process: definition, purpose and style of negotiations. Conflict - its essence, types, determinants and process.
<b>L2</b>	Styles of conflict resolution - negotiation styles; Forms and ways of conducting negotiations.
<b>L3</b>	The evaluation criteria of negotiations. Strategies, models and tactics. BATNA.
<b>L4</b>	The stages of negotiations. Planning negotiations - a preliminary stage. Conducting negotiations - crucial stage. The composition of a negotiating team.
<b>L5</b>	Negotiation techniques in various stages of the negotiation process. Situation assessment.
<b>L6</b>	Principles for a sales presentation preparation and conduct. A good and effective negotiator's skills.
<b>L7</b>	Interpersonal communication in negotiations. Assertiveness and managing stress.
<b>L8</b>	International negotiations - cultural determinants of negotiations. Savoir vivre in business.
<b>Form of classes - classes (C)</b>	
Course content	
<b>C1</b>	Discussing the scope of the subject, the literature and the credit conditions. Discussing the negotiation process and their conditions.
<b>C2</b>	Styles of conflict resolution and negotiation styles - a diagnostic test, simulation game.
<b>C3</b>	Psychological preparation for negotiations - a diagnostic test.
<b>C4</b>	The process of negotiation - practical exercise, discussion.
<b>C5</b>	Planning negotiations - BATNA preparation - practical exercise.
<b>C6</b>	Practical recognition of tactics and negotiation techniques - exercises, video, discussion.
<b>C7</b>	A proper marketing presentation conduct exercises. Auto-presentation.
<b>C8</b>	Marketing presentations prepared by students.
<b>C9</b>	Marketing presentations prepared by students.

<b>C10</b>	Marketing presentations prepared by students.
<b>C11</b>	Developing skills in the scope of interpersonal communication - practical exercise.
<b>C12</b>	Improving non-verbal communication - practical exercise.
<b>C13</b>	Improving assertiveness - games and simulations, role-play.
<b>C14</b>	Coping with stress in difficult negotiation situations - practical exercise.
<b>C15</b>	Course summary - discussing the course overall on the basis of partial assessments. Course credit.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Winch A., Winch S., <i>Negocjacje. Jednostka, organizacja, kultura</i> . Difin 2010.
<b>2</b>	Cenker E., <i>Negocjacje</i> , Wyd. Wyższej Szkoły Komunikacji i Zarządzania, Poznań 2002.
<b>3</b>	Kamiński J., <i>Negocjowanie, techniki rozwiązywania konfliktów</i> , Poltext, Warszawa 2003.
<b>4</b>	Fisher R., Ury W., <i>Dochodząc do tak</i> , 2006.
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Harvard Business Essentials, <i>Negocjacje</i> , MT Biznes 2006.
<b>2</b>	Rządca R., <i>Negocjacje w interesach</i> , PWE 2003.
<b>3</b>	Nęcki Z., <i>Negocjacje w biznesie</i> , Antykwa, Kraków 2000.
<b>4</b>	Magazines: "Personel", "Harvard Business Review".

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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>EPM – Enterprise Project Management</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	<i>06-15-1-2-01-0-15</i>
<b>Year:</b>	<i>I</i>
<b>Semester:</b>	<i>II</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	45
Lecture	15
Project	30
<b>Number of ECTS credits:</b>	<i>3 ECTS</i>
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	The acquisition of practical skills in project management according to EPM method.
<b>CO2</b>	Understanding the concepts and formal project management methodologies.
<b>CO3</b>	Providing knowledge on effective methods within the following areas: planning and implementation of the project, team building, human resources management, risk management, scheduling and project planning, change management and project tracking, closing the project.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Intermediate computer skills.
<b>2</b>	Knowledge of basic management of manufacturing company and/or service company.
<b>3</b>	Knowledge of the information systems.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	has in-depth knowledge which allows to recognise, diagnose and solve problems connected with project management functions according to EPM methodology

<b>LO 2</b>	knows specialist applications of advanced operational research methods and IT tools for gathering, analysing and presenting data in selected areas of functioning of the organisation and its environment, also in the area of EPM
	In terms of skills:
<b>LO 3</b>	designs and suggests changes in the organization and/or its selected areas, making use of specialist knowledge in the area of EPM
<b>LO 4</b>	uses norms and standards in the area of EPM, in the processes of planning, organizing, leadership and control (of work, of quality etc.)
	In terms of social competence:
<b>LO 5</b>	defines and independently manages submitted projects, taking responsibility for economic and managerial aspects of ventures

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
Course content	
<b>L1</b>	Introduction to project management. The specificity of projects and undertakings.
<b>L2</b>	Project management methodology (including EPM, PCM, PMI and PRINCE2). Criteria for success of the project, constraints and causes of failures.
<b>L3</b>	Theory of Constraints, Murphy's laws and social aspects of projects. Defining the purposes and requirements of the project.
<b>L4</b>	Defining the requirements of the project. Standard specifications of the work scope in the project.
<b>L5</b>	Planning for the project. Work Breakdown Structure.
<b>L6</b>	Work schedules preparing.
<b>L7</b>	The principles of valuation of projects and preparation of project budget.
<b>L8</b>	Risk management in projects.
<b>L9</b>	Cost of the project.
<b>L10</b>	Monitoring and evaluation of projects.
<b>Form of classes - project (P)</b>	
Course content	
<b>P1</b>	Introduction to MS Project. Adding tasks and structuring the project in MS Project.
<b>P2</b>	Getting cyclical. Entering resources in MS Project.
<b>P3</b>	Balancing resources and modifying them. Indicator: Asset information.
<b>P4</b>	Creating and modifying calendars. Types of tasks: Fixed work tasks, Fixed unit tasks, Fixed duration tasks.
<b>P5</b>	Cost planning in MS Project. The use of different views and customizable tables in MS Project.
<b>P6</b>	The use of a pool of resources in MS Project.
<b>P7</b>	Combining projects in MS Project.
<b>P8</b>	Project tracking.
<b>P9</b>	Budgeting and cost analysis in the project.
<b>P10</b>	The use and administration of the Project Web Access (PWA).



<b>Required textbooks and other course materials</b>	
<b>1</b>	Giełdowski P., Zarządzanie projektami (materiały dydaktyczne), Studia Podyplomowe Metody i techniki menedżerskie, SGGW, Warszawa 2006.
<b>2</b>	Wilczewski S., MS Project 2007. Ćwiczenia praktyczne, Helion, Warszawa 2009.
<b>3</b>	Stover T.S., Microsoft Office Project 2007 Inside Out, Microsoft Press, Redmond, Washington 2007.
<b>4</b>	Project Management Institute, Kompendium wiedzy o zarządzanie projektami (A Guide to the Project Management Body of Knowledge). PMBOK Guide 2000 Edition, Wyd. MT&DC Warszawa 2003.
<b>5</b>	Kerzner H., Advanced Project Management. Edycja polska, Wydawnictwo: One Press.
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Pawlak M., Zarządzanie projektami, Wydawnictwo PWN.
<b>2</b>	Davidson Frame J., Zarządzanie projektami w organizacjach, Wydawnictwo WIG PRESS.
<b>3</b>	McGary R., Wysocki R.K., Efektywne zarządzanie projektami, Wydanie III; Wydawnictwo One Pres.

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<b>Organizational unit:</b>	Department of Organisation of Enterprise



## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Ethics in Management</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	06-15-1-2-01-0-16
<b>Year:</b>	<i>I</i>
<b>Semester:</b>	<i>II</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	30
Lecture	15
Classes	15
<b>Number of ECTS credits:</b>	2 ECTS
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	Students' familiarization with the basic principles of ethics as a philosophical discipline having its reference and use in the area of economic activity. Encouraging self-reflection by identifying relevant sources.
<b>CO2</b>	Acquisition of an ability to understand the essence of ethics in the management process.
<b>CO3</b>	To enable students to acquire skills in making managerial decisions according to ethical standards.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Basic knowledge in the field of the basics of management, HRM, and economics.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	The student can list, define and characterize the basic concepts of ethics in the management process.
<b>LO 2</b>	The student can identify the values, standards, principles and rules of ethics in socio-economic life.

	In terms of skills:
<b>LO 3</b>	can make an ethical evaluation of economic activities in the context of the socio-cultural system
<b>LO 4</b>	uses theoretical knowledge to describe and explain moral behaviour
	In terms of social competence:
<b>LO 5</b>	is able to select and analyse the content of ethical documents, including codes of ethics and good practice in the areas of economic activity
<b>LO 6</b>	understands and appreciates the importance of integrity in the activities of their own and other people's and institutions'; acts ethically

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
	Course content
<b>L1</b>	Ethics in management on the background of philosophy and social studies - preliminary issues. Meaning, purpose, methods, history of development, the main assumptions.
<b>L2</b>	Basic ethical categories (including moral norms, values, conscience, goodness, sanctions, ideals, justice, responsibility, happiness).
<b>L3</b>	Main paradigms in practicing ethics in business and management.
<b>L4</b>	Connection between ethics and organizational culture. The methods of shaping people's ethical attitudes in an organization.
<b>L5</b>	Management through values - agreement and value conflicts in the management process.
<b>L6</b>	Historical and cultural differences in the approach to earning and money.
<b>L7</b>	Globalization and ethics. Ethical culture and ethics in selected countries.
<b>L8</b>	Management in accordance with the standards of corporate social responsibility. CSR as a business strategy.
<b>L9</b>	Ethical dimension of work. Rights and obligations of the employees. Ethical ways of overcoming conflicts in the workplace.
<b>L10</b>	Pathologies in work relations and business.
<b>L11</b>	The Canon of Good Practices of the Financial Market. Capital market environment - ethical aspects.
<b>L12</b>	The role of ethical codes in management.
<b>L13</b>	Is competition morally justified? The ethical dimensions of competition.
<b>L14</b>	The moral dilemmas of marketing, advertising products and Socially engaged marketing.
<b>Form of classes - classes (C)</b>	
	Course content
<b>C1</b>	Ethics as a philosophical science of good. The specificity of ethics in management - basic notions (meaning, purpose, methods, history of development, positions).
<b>C2</b>	Language of ethics - major ethical categories (including moral norms, values, conscience, goodness, sanctions, ideals, justice, responsibility, happiness).
<b>C3</b>	Selected paradigms of practicing ethics in business and management.

<b>C4</b>	Ethical determinants of organizational culture. Ethical attitudes of people in the organization.
<b>C5</b>	Axiological aspects of management. The importance and role of values in the management process.
<b>C6</b>	Ancient approach to management and labour and the Judeo-Christian and other religions' approach.
<b>C7</b>	Globalization and ethics. Cultural diversity in the approach to ethics in management.
<b>C8</b>	Corporate social responsibility in the management process. CSR as a business strategy.
<b>E9</b>	Work and the people doing it - ethical perspective.
<b>C10</b>	Manifestations of pathology in work relations and business.
<b>C11</b>	The canon of Good Practices of the Financial Market - documents analysis on examples of selected financial entities.
<b>C12</b>	Ethical Code - preparation, implementation, application.
<b>C13</b>	Ethical dimension of competition. Case study of selected situations and entities.
<b>C14</b>	Advertising and marketing - moral dilemmas.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Gacparski W., Wykłady z etyki biznesu, Nowa edycja uzupełniona, WSPiZ, Warszawa 2007.
<b>2</b>	Kietliński K, Reyes V., Aleksyn T., Etyka w biznesie i zarządzaniu, Oficyna Ekonomiczna, Kraków 2005.
<b>3</b>	Sulek M., Świniarski J., Etyka jako filozofia dobrego działania zawodowego, Dom Wydawniczy Bellona. Warszawa 2001.
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Lewicka-Strzałecka A., Odpowiedzialność moralna w życiu gospodarczym, Wydawnictwo IFiS PAN, Warszawa 2006.
<b>2</b>	Dietl J., W. Gasparski, Etyka biznesu, PWN, Warszawa 2002.
<b>3</b>	Skrzypek E. (red.) Etyka w biznesie, Wyd. UMCS, Lublin 2010.
<b>4</b>	Gasparski W., Biznes, etyka, odpowiedzialność, PWN, Warszawa 2012.
<b>5</b>	Świniarski J., Kasperski M., Kodeksy etyczne, jako zastosowanie etyki zawodowej w firmach, organizacjach i instytucjach, Wyd. Wojskowej Akademii Technicznej, Warszawa 2002.
<b>6</b>	Rybak M., Etyka menedżera – społeczna odpowiedzialność przedsiębiorstw, Wydawnictwo Naukowe PWN, Warszawa 2007.

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<b>Organizational unit:</b>	Department of Management



## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Management System Project</i>
<b>Type of the course:</b>	<i>Obligatory</i>
<b>Course code:</b>	<i>06-15-1-2-01-0-17</i>
<b>Year:</b>	<i>1</i>
<b>Semester:</b>	<i>I</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	<i>45</i>
Lecture	<i>15</i>
Project	<i>30</i>
<b>Number of ECTS credits:</b>	<i>3 ECTS</i>
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	Equipping students with the knowledge of design methodology formalized management system in the enterprise, practical system design and documentation of organizational management system.
<b>CO2</b>	Showing the relationship between functional and hierarchical ties that occur in the organizational units of enterprises.
<b>CO3</b>	Developing the ability to perceive the company as a complex system of positions and organizational units; organizational understanding of the feedback loop: Information supply - transformation - Output.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Knowledge of the theory of organizational structures.
<b>2</b>	Communicative and open attitude.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	Recognizes and distinguishes between methods of design management systems.
<b>LO 2</b>	Distinguishes between tasks that make up the real and functional processes.

	In terms of skills:
<b>LO 3</b>	Designs the organizational structure: sets the configuration, selects the level of centralization, establishes specialization and makes organizational documents.
<b>LO 4</b>	Creates organizational rules and develop other basic documents formalizing management system.
<b>LO5</b>	Creates project teams.
	In terms of social competence:
<b>LO 6</b>	Is aware of the importance of group work and collaborative problem solving.

<b>Course content</b>	
<b>Form of classes – Lectures</b>	
Course content	
<b>L1</b>	Organizational systems - the essence, objectives, functions, potential.
<b>L2</b>	System environment organization - organizational metasytem.
<b>L3</b>	Management systems - concepts, classifications, formalization.
<b>L4</b>	Process approach - Integrated Management Systems.
<b>L5</b>	Organizational structures - theoretical aspects.
<b>L6</b>	Methodology for the design of organizational structures.
<b>L7</b>	Designing basic organizational documents.
<b>L8</b>	Final test.
<b>Form of classes – project (P)</b>	
Course content	
<b>P1</b>	Development of design assumptions (business metrics) and the development of so-called charge of the project.
<b>P2</b>	The project structure of the base business: identification and characterization of real processes.
<b>P3</b>	Identification and characterization information and processes - serving real decision-making processes.
<b>P4</b>	Identification and characterization of functional processes supporting base structure.
<b>P5</b>	Classification objectives, functions and responsibilities to separate enterprise processes.
<b>P6</b>	Creating organizational positions.
<b>P7</b>	Creating organizational units - selection span of control.
<b>P8</b>	Selection of the features of structural elements of the organizational structure - to develop organizational chart.
<b>P9</b>	Development of the organizational rules.
<b>P10</b>	Develop charters for jobs and management.
<b>P11</b>	The project progress information and documents - for selected organizational documents.
<b>P12</b>	Presentation and evaluation of projects.

<b>Required textbooks and other course materials</b>	
1	Nalepka A., <i>Struktura organizacyjna</i> , Antykwa, Kraków 2001.
2	Bieniok H., Rokita J., <i>Struktura organizacyjna przedsiębiorstwa</i> , PWN, Warszawa 1984.
3	Trzciniński J., <i>Projektowanie systemów zarządzania</i> , PWN, Warszawa 1980.
4	Bieniok H., Igram M., Marek J., <i>Kompleksowa metoda diagnozowania systemu zarządzania przedsiębiorstwem</i> , Wyd. AE Katowice, 1999.
5	Strzelecki T., <i>Badanie i projektowanie systemów zarządzania</i> , IWZZ, Warszawa 1986.
6	Grajewski P., <i>Organizacja procesowa. Projektowanie i konfiguracja</i> , PWE, Warszawa 2007.
<b>Recommended textbooks and other course materials</b>	
1	Mikołajczyk Z., <i>Techniki organizatorskie</i> , PWN, Warszawa 1995.
2	Skalik J. red., <i>Projektowanie organizacji instytucji</i> , Wyd. AE im. O. Langego we Wrocławiu, Wrocław 1998.
3	Skalik J. red., <i>Projektowanie systemów zarządzania</i> , Wyd. AE im. O. Langego we Wrocławiu, Wrocław 1997.
4	Kemball-Cook R.B., <i>Luka organizacyjna</i> , PWE, Warszawa 1974.
5	Brilman J., <i>Nowoczesne koncepcje i metody zarządzania</i> , PWE, Warszawa 2001.

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<b>Organizational unit:</b>	Department of Management



## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Economic and Law Issues of EU Integration</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	<i>06-15-1-2-01-0-18</i>
<b>Year:</b>	<i>I</i>
<b>Semester:</b>	<i>II</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	45
Lecture	15
Classes	30
<b>Number of ECTS credits:</b>	<i>3 ECTS</i>
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	Acquisition of knowledge about main EU institutions and about principles of their activity.
<b>CO2</b>	Acquiring skills of understanding the economic and law processes affecting the functioning of the EU, both in the field of law-making, decision-making and the functioning of the EU internal market.
<b>CO3</b>	Acquisition of knowledge of mechanisms for individual policies.
<b>CO4</b>	Use knowledge of the individual policies interpretation to analyse real economic situations.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	The ability of logical and creative thinking.
<b>2</b>	Teamwork skills.
<b>3</b>	The habit of lifelong learning.

<b>Learning outcome (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	know the history of European integration
<b>LO 2</b>	knows the main EU institutions and the principles of their functioning and is able to point out differences in their competence



<b>LO 3</b>	knows sources of Community law and is able to use them
	In terms of skills:
<b>LO 4</b>	can discuss fundamental European freedoms and explain the mechanism of functioning of the EU internal market
<b>LO 5</b>	identifies the main policies and is able explain their tools
<b>LO 6</b>	knows the legal, economic and political issues of European Union and is able to anticipate the effects of implementation of Community policies
	In terms of social competence:
<b>LO 7</b>	shows active attitude during the observation and interpretation of economic and law processes affecting the functioning of the EU

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
	Course content
<b>L1</b>	The history of the European Union. Globalization and the European Union.
<b>L2</b>	Foreign Direct Investments in the European Union.
<b>L3</b>	The EU institutions and the principles of their functioning - The European Council, the Council of the European Union, the European Commission, the European Parliament, the European Court of Justice, the Judiciary in the EU and proceedings against the judicial authorities, the Court of Auditors, the Committee of the Regions, the Economic-Social Committee, the European Investment Bank, Agencies EU budget.
<b>L4</b>	Sources of law of the European Communities.
<b>L5</b>	Freedom in the EU: the free movement of goods - prohibition of customs duties and charges, the prohibition of tax discrimination, quantitative restrictions, injunction reorganization of state trade monopolies, free movement of goods and of intellectual property rights, freedom of movement for workers - legal basis, scope, limitations freedom, freedom of movement of capital and freedom of establishment, freedom to provide services.
<b>L6</b>	Scientific and technological policy in the EU.
<b>L7</b>	Economic and Monetary Union - monetary integration in Europe.
<b>L8</b>	EU regional policy - evolution of European regional policy, the principles of European regional policy. European regions - regions in the Member States, representative bodies and their functioning.
<b>L9</b>	Poland in the European integration process - adaptive processes. Labour market in the EU.
<b>Form of classes - classes (C)</b>	
	Course content
<b>C1</b>	The history of the European Union. Globalization and the European Union.
<b>C2</b>	Foreign Direct Investments in the European Union.
<b>C3</b>	The EU institutions and the principles of their functioning - The European Council, the Council of the European Union, the European Commission, the European Parliament, the European Court of Justice, the Judiciary in the EU and proceedings against the judicial authorities, the Court of Auditors, the Committee of the Regions, the Economic-Social Committee, the European Investment Bank, EU agencies, EU budget.

<b>C4</b>	Sources of law of the European Communities.
<b>C5</b>	Freedom in the EU: the free movement of goods - prohibition of customs duties and charges, the prohibition of tax discrimination, quantitative restrictions, injunction reorganization of state trade monopolies, free movement of goods and of intellectual property rights, freedom of movement for workers - legal basis, scope, limitations freedom, freedom of movement of capital and freedom of establishment, freedom to provide services.
<b>C6</b>	Scientific and technological policy in the EU.
<b>C7</b>	Economic and Monetary Union - monetary integration in Europe.
<b>C8</b>	EU regional policy - evolution of European regional policy, the principles of European regional policy. European regions - regions in the Member States, representative bodies and their functioning.
<b>C9</b>	Poland in the European integration process – adaptive processes. Labour market in the EU.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Mc Cormic, J., <i>Understanding the European Union</i> , 6 <sup>th</sup> Edition, Palgrave Macmillan, London 2014.
<b>2</b>	Bache I., Bulmer S., George S., Parker O, <i>Politics in the European Union</i> , Fourth Edition, Oxford University Press, London 2014.
<b>3</b>	Nugent N., <i>The Government and Politics of the European Union</i> , 7 <sup>th</sup> Edition, Palgrave Macmillan, London 2010.
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Grauwe P. D., <i>Economics of Monetary Union</i> , Oxford University Press, London 2014.
<b>2</b>	Eischengreen B., Boltho A., <i>The economic impact of European integration</i> , Discussion Paper Series No 6820, International Macroeconomic and Economic History, Centre for Economic Policy Research, London 2008.
<b>3</b>	Pelkmans J., <i>European integration, methods and economic analysis</i> , Third edition, Pearson Educational Limited, Harlow 2006.

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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Commercial Law</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	<i>06-15-1-2-01-0-19</i>
<b>Year:</b>	<i>II</i>
<b>Semester:</b>	<i>III</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	<i>60</i>
Lecture	<i>30</i>
Classes	<i>30</i>
<b>Number of ECTS credits:</b>	<i>4 ECTS</i>
<b>Form of assessment:</b>	<i>Exam</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	Acquainting students with primary sources, principles and institutions of the Polish commercial law.
<b>CO2</b>	Enabling students to understand the nature and sources of commercial law;
<b>CO3</b>	Enabling students to acquire the competence in proper interpretation and putting into practice the regulations of the commercial law.
<b>CO4</b>	Enabling students to acquire knowledge and abilities of practical implementation of legal mechanisms related to active commerce.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Basic knowledge regarding legal system in Poland and in the EU.
<b>2</b>	Ability of hierarchisation of normative acts of Poland and the EU.
<b>3</b>	Ability of recognition of civil law institutions.
<b>4</b>	Basic ability of analysis and interpretation of normative acts.
<b>5</b>	Basic competence in problem solving in civil law on the basis of assigned cases pursuant to sources of law and to sources of information of law.
<b>6</b>	Ability of making basic draft documents in civil law transactions.
<b>7</b>	Basic ability of construing of civil law regulations, which enables students to distinguish cause-and-effect chains in law, and to draw logic conclusions.
<b>8</b>	The ability of logic reasoning.

9	Team work abilities.
10	Communication skills.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	Is able to provide definitions of commercial law and to explain their significance for economic transactions.
<b>LO 2</b>	Has cognizance of features and principles of commercial transactions.
	In terms of skills:
<b>LO 3</b>	Is able to independently analyse and make basic draft documents regarding commercial transactions.
<b>LO 4</b>	Has the abilities of construing commercial law regulations which enables students to distinguish cause-and-effect chains in law, and to draw logic conclusions.
<b>LO5</b>	Is able to solve problems in commercial law cases making use of both sources of law and sources of information on law.
	In terms of social competence:
<b>LO 6</b>	takes active part in team work thanks to developed communication abilities and proper reasoning
<b>LO 7</b>	presents active attitude to independent acquiring and developing knowledge and professional abilities.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
Course content	
<b>L1</b>	The concept and features of commercial law. The concept and kinds of entrepreneurs. Obligations of entrepreneurs in light of the law. Personal rights of an entrepreneur. Principles of undertaking and pursuing economic activity in Poland. The principle of freedom of commercial activity in Poland. The principle of freedom of commercial activity, rights and duties of an entrepreneur, licences and permits, the National Court Register (of entrepreneurs) - KRS.
<b>L2</b>	Organisational and legal forms of pursuing of commercial activity: natural persons pursuing commercial activity, civil law partnerships. Commercial companies - general terms. Private companies - principles of activity: unlimited partnership, commandite partnership, limited liability partnership, limited joint stock partnership; capital companies: limited liability company, joint stock company. Selected aspects of mergers and splits, and of transformation of companies. Selected aspects of liquidation of companies, liquidation proceedings and recovery proceedings - the purpose of the principle. Associations and foundations.

L3	Elements of the law of contractual liabilities: general aspects of contracts in commercial transactions, preparing and procedure of concluding contracts. Selected contracts in commercial transactions (among others: sale, consumer sale, the contract of leasing, the agency contract, consignment contract, contract with no specific reference in the commercial law. Protection of consumer rights.
L4	Unfair competition acts – protection of competition. In-court and out-of-court pursuing claims and settlement of disputes (among others due to failure to meet obligations or improper fulfilment of obligations).
L5	Selected aspects of the law on securities.
<b>Form of classes – classes (C)</b>	
Course content	
C1	Sources of commercial law and if sources of information on law. The essence and features of commercial law. Subjects of commercial law. The concept and kinds of entrepreneurs. Obligations of entrepreneurs in light of the law. Principles of undertaking and pursuing economic activity in Poland. The principle of freedom of commercial activity, rights and duties of an entrepreneur, licences and permits, the National Court Register (of entrepreneurs) – KRS.
C2	Organisational and legal forms of pursuing of commercial activity: natural persons pursuing commercial activity, civil law partnerships – case studies. Unlimited partnership, commandite partnership, limited liability partnership – case studies.
C3	A limited liability company – case studies. A joint stock company, a limited joint stock partnership – case studies.
C4	Selected aspects of mergers and splits, and of transformation of companies – case studies. Selected aspects of liquidation of companies, liquidation proceedings and recovery proceedings – case studies.
C5	Elements of the law on contractual liabilities – rudiments to the question of commercial contracts – making draft contracts – case studies.

<b>Required textbooks and other course materials</b>	
1	Siuda W., Elementy prawa dla ekonomistów, Wydawnictwo Naukowe CONTACT, Poznań 2013.
2	Koch A., Napierała J., Prawo spółek handlowych : podręcznik akademicki, Wolters Kluwer Polska, Warszawa 2013.
3	Cempura A., Kasolik A. Metodyka sporządzania umów gospodarczych LexisNexis Polska Warszawa 2013.
4	Jeleńska A. Spółki- jaką wybrać? Forma prawna i organizacja Wydawnictwo: FORUM DORADCÓW PODATKOWYCH, 2014.
5	Selected valid normative acts.
<b>Recommended textbooks and other course materials</b>	
1	Kidyba A., Prawo handlowe wydanie 17, Wydawnictwo C.H. Beck, Warszawa 2015.
2	Kidyba A., Handlowe spółki osobowe Wolters Kluwer Polska, Warszawa 2013.

3	Mosionek-Schweda M., Spychała-Krzesaj B. Prawne i finansowe aspekty prowadzenia małego i średniego przedsiębiorstwa, Difin, Warszawa 2015.
4	Jakowlew A. Prawo restrukturyzacyjne: komentarz, Difin Warszawa 2016.
5	Gryber M., Sowińska-Kobelak D. Przewodnik po kredycie konsumenckim, Komisja Nadzoru Finansowego, Warszawa 2014.
6	Antonowicz,P. Bankructwa i upadłości przedsiębiorstw : teoria, praktyka gospodarcza, studia regionalne, Wydawnictwo Uniwersytetu Gdańskiego, Gdańsk 2015.

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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Occupational Stress</i>
<b>Type of the course:</b>	<i>Basic, obligatory</i>
<b>Course code:</b>	<i>06-15-1-2-01-0-20</i>
<b>Year:</b>	<i>2</i>
<b>Semester:</b>	<i>4</i>
<b>Form of the degree programme:</b>	<i>Full time</i>
<b>Form of classes and number of hours per semester:</b>	<i>60</i>
Lecture	<i>30</i>
Laboratory	<i>15</i>
Project	<i>15</i>
<b>Number of ECTS credits:</b>	<i>3 ECTS</i>
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	Acquiring knowledge of recognizing occupational stress, individual and organizational coping with stress.
<b>CO2</b>	Gaining a skill to identify workplace stressors, assess their intensity, and create stress prevention programs in an organization.
<b>CO3</b>	Gaining an ability to cope with stress at individual/employee level.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Knowledge the basic of psychology and sociology or work psychology and sociology.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	A student knows the stress and the occupational stress concepts, the stress conceptions, and the occupational stress theories.
<b>LO 2</b>	A student knows what stressors occur at the workplace.
<b>LO 3</b>	A student understands an influence of individual differences on the workplace stress experience.
<b>LO 4</b>	A student knows the stress management procedure.

	In terms of skills:
<b>LO 5</b>	A student can assess the occupational stress level experienced by the employee.
<b>LO 6</b>	A student can create the stress prevention program in the organization.
<b>LO 7</b>	A student can apply some methods of the stress coping.
	In terms of social competence:
<b>LO 8</b>	A student gains the knowledge independently, and shares it with others.
<b>LO 9</b>	A student designs and carries out scientific research individually.
<b>LO10</b>	A student communicates the gained knowledge to other group members.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
Course content	
<b>L1</b>	The stress: concepts and conceptions.
<b>L2</b>	Stress as a pathogenic mechanism and a social problem.
<b>L3</b>	A concept and a process of the occupational stress. An organizational stress concept.
<b>L4</b>	Certain job stress theories.
<b>L5</b>	Psychosocial sources of job stress (quantitative and qualitative requirements levels, a range of autonomy, participation in decision-making, job role requirements, professional career development).
<b>L6</b>	Stress in the context of an organizational culture and scientific - technical civilization development.
<b>L7</b>	Responses to the occupational and organizational stress at physiological, psychological and organizational levels.
<b>L8</b>	Burnout as the effect of excessive load stress.
<b>L9</b>	The occupational and organizational stress, and individual differences: temperament, the pattern of A behaviour, locus of control, the sense of coherence.
<b>L10</b>	Certain methods and tools of the stress assessment at workplace.
<b>L11</b>	Stress coping methods at an organizational level: the change of an organizational characteristics, roles and tasks.
<b>L12</b>	A stress audit at the working environment. Stress management at the organization.
<b>L13</b>	Making plans of the occupational stress prevention.
<b>L14</b>	Written test of the lecture subjects.
<b>Form of classes - laboratories (Lab)</b>	
Course content	
<b>Lab1</b>	The Man - Job disturbed relationship: the job addiction.
<b>Lab2</b>	The stress and the stress coping - a teaching film.
<b>Lab3</b>	An individual stress response - diagnostic exercises.
<b>Lab4</b>	A stress sources analysis at different workplaces.
<b>Lab5</b>	Certain stress coping methods at the individual level.
<b>Lab6</b>	The classes summary.



<b>Form of classes - project (P)</b>	
Course content	
<b>P1</b>	Discussing principles how to prepare presentations and public appearances. Establishing rules how to prepare a project substantially. A schedule of presentations arrangement.
<b>P2</b>	Certain methods and tools of the stress level assessment at workplace - The Assessment of Job Features Questionnaire, The Subjective Job Assessment Questionnaire (J.Nofer's Occupational Medicine Institute tools).
<b>P3</b>	Certain methods and tools of the stress level assessment at workplace - The Workplace Analysis Lublin Questionnaire (Polish name - KLASP).
<b>P4</b>	Stress Management Projects in Organizations - presentations.
<b>P5</b>	The classes summary and assessment.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Biron C., Cooper C.L., Burke R. J.: Creating Healthy Workplaces: Stress Reduction, Improved Well-being and Organizational Effectiveness. Routledge, Farnham 2014. eBook
<b>2</b>	Chmiel N.: Jobs, Technology and People. Routledge, London 1998.
<b>3</b>	Dewe P., Leiter M.P., Cox T.: Coping, Health, and Organizations. CRC Press, London 2000. eBook
<b>4</b>	Gordon S.G.: Toward Wellness: prevention, Coping and Stress. Information Age Publishing, Charlotte, N.C. 2003. eBook
<b>5</b>	Mustafa A.: Organizational Behaviour. Edition: 2nd ed. Global Professional Publishing Ltd., London 2013. eBook (Chapter 8: Stress Management).
<b>6</b>	Perrewe P.L., Quick J.C., Rossi A.M.: Stress and Quality of Working Life: The Positive and the Negative. Information Age Publishing: Charlotte, N.C. 2009. eBook
<b>7</b>	Pestonjee D. M., Pandey S.C.: Stress and Work: perspectives on Understanding and Managing Stress. New Delhi: Sage Publications Pvt. Ltd. 2013. eBook
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Anderson N.: Handbook of Industrial, Work & Organizational Psychology: Volume 2: Organizational Psychology. SAGE Publications Ltd., London 2001. eBook
<b>2</b>	Melnick S.: Success under stress: Powerful Tools for Staying Calm, Confidential, and Productive When the Pressure's On. AMACOM. : New York 2013. eBook.

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<b>Organizational unit:</b>	Department of Strategy and Business Planning



## Course syllabus

### Management

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Diploma Seminar</i>
<b>Type of the course:</b>	<i>Elective</i>
<b>Course code:</b>	<i>06-15-1-2-20-1-01</i>
<b>Year:</b>	<i>II</i>
<b>Semester:</b>	<i>III</i>
<b>Form of the degree programme:</b>	<i>Full time</i>
<b>Form of classes and number of hours per semester:</b>	30
Classes	30
<b>Number of ECTS credits:</b>	<i>2 ECTS</i>
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	The students will gain sufficient knowledge and skills needed to continue their scientific career.
<b>CO2</b>	Developing the concept of a graduate thesis, its subject, title, and structure.
<b>CO3</b>	Writing a M.Sc. thesis and its public presentation.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Knowledge acquired during the first- and second-cycle studies.
<b>2</b>	Ability to analyse social phenomena and logic reasoning.
<b>3</b>	Creativity and openness.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO1</b>	The students have a systematized theoretical knowledge in the field of management.
<b>LO2</b>	The students can characterize specific sub-systems of organizations and their cooperation synergies, they can also select a research area.
<b>LO3</b>	The students have sufficient knowledge to identify and resolve problems connected with the selected research area.

<b>LO4</b>	The students know research methodologies used in selected research areas, methods supporting the process of decision-making and computer tools used to support efficient operations of organizations.
	In terms of skills:
<b>LO5</b>	The students can select and use knowledge sources and interpret them in the context of selected research area.
<b>LO6</b>	The students have theoretical and methodological knowledge needed to complete their graduate thesis, they can correctly structure the thesis, define the scope and goal of research, formulate and rationally justify proposed theses.
<b>LO7</b>	The students can develop written works and oral presentations.
	In terms of social competence:
<b>LO8</b>	The students demonstrate independence, creativity, communication skills, reliability, and perseverance.
<b>LO9</b>	The students can think and act in an enterprising way.

<b>Course content</b>	
<b>Form of classes – classes (C)</b>	
Course content	
<b>C1</b>	Student orientation and guidance for independent scientific research
<b>C2</b>	Research plans and the structure of research process.
<b>C3</b>	Conceptualization of the research problem.
<b>C4</b>	Formulation of subject, purpose, and research theses.
<b>C5</b>	Research methods.
<b>C6</b>	Scientific research techniques.
<b>C7</b>	Research tools.
<b>C8</b>	Organization of scientific research.
<b>C9</b>	Selection of the graduate thesis aim and subject.
<b>C10</b>	The principles of correct writing.
<b>C11</b>	Formal and editorial requirements.
<b>C12</b>	An overview of selected elements of the supervisor's evaluation and the graduate thesis review.
<b>C13</b>	The principles of degree examination

<b>Required textbooks and other course materials</b>	
<b>1</b>	Babbie E., Badania społeczne w praktyce, Wydawnictwo Naukowe PWN, Warszawa, 2003.
<b>2</b>	Kaczmarek T., Poradnik dla studentów piszących pracę licencjacką lub magisterską, Warszawa, 2005.
<b>3</b>	Mikołajczyk Z., Techniki organizatorskie w rozwiązywaniu problemów zarządzania, Wydawnictwo Naukowe PWN, Warszawa, 2001.
<b>4</b>	Wojcik K., Piszę pracę magisterską, Oficyna Wydawnicza Szkoły Głównej Handlowej, Warszawa. 2000.

<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Frahkfort-Nachmias C., Nachmias D., Metody badawcze w naukach społecznych, Wydawnictwo Zysk I S-ka, Poznań, 2001.
<b>2</b>	Apanowicz J., Metodologia nauk, Wydawnictwo „Dom Organizatora”, Toruń, 2003.
<b>3</b>	Sołoma L., Metody i techniki badań socjologicznych, Wydawnictwo Uniwersytetu WarmińskoMazurskiego, Olsztyn, 2002.
<b>4</b>	Silverman D., Interpretacja danych jakościowych, Wydawnictwo PWN, Warszawa, 2007.

<b>The author of the programme:</b>	Krystyna Wojciechowska, Ph.D., Anna Walczyna, Ph.D.
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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Knowledge Management</i>
<b>Type of the course:</b>	<i>Specialized course</i> <i>Speciality: Entrepreneurship and Marketing</i>
<b>Course code:</b>	<i>06-15-1-2-50-0-01</i>
<b>Year:</b>	<i>II</i>
<b>Semester:</b>	<i>III</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	<i>60</i>
Lecture	<i>30</i>
Classes	<i>15</i>
Laboratory	<i>15</i>
<b>Number of ECTS credits:</b>	<i>4 ECTS</i>
<b>Form of assessment:</b>	<i>Exam</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	To acquaint the students with the possibilities of improvement of the organization through knowledge management.
<b>CO2</b>	To acquaint the students with the achievements in the area of creating success with the intangible assets management.
<b>CO3</b>	To familiarize the students with the techniques and methods of knowledge management, intellectual capital and organizational learning.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	English level B2.
<b>2</b>	Knowledge from fundamentals of management.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	One is able to define the key concepts in the field of knowledge management, intellectual capital and organizational learning.
<b>LO 2</b>	One can describe the processes of knowledge management, intellectual capital and organizational learning.

	In terms of skills:
<b>LO 3</b>	One identifies and solves problems in the management of intangible assets.
<b>LO 4</b>	One indicates the methods to improve the organization's management immaterial.
<b>LO 5</b>	One selects the tools that support knowledge management process.
	In terms of social competence:
<b>LO 6</b>	One gains important knowledge and promotes it among co-workers.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
	Course content
<b>L1</b>	Knowledge management in the enterprise as a concept of modern management.
<b>L2</b>	The concept of knowledge, structure and typology of knowledge; data - information - knowledge - wisdom.
<b>L3</b>	Intellectual capital - the essence, functions and structure.
<b>L4</b>	Organizational learning and learning organizations.
<b>L5</b>	Key competences of the enterprise.
<b>L6</b>	The structure of the processes of knowledge in the enterprise.
<b>L7</b>	Technologies Knowledge Management.
<b>L8</b>	Solutions for Knowledge Management - Case Studies.
<b>Form of classes - classes (C)</b>	
	Course content
<b>C1</b>	Methods and techniques of measuring the intellectual capital of the company.
<b>C2</b>	Methods and techniques to identify and improve the core competencies the company.
<b>C3</b>	Process improvement retention of knowledge in management practice.
<b>C4</b>	Methods and techniques of identification expertise.
<b>C5</b>	Construction of knowledge representation.
<b>Form of classes - laboratories (Lab)</b>	
	Course content
<b>Lab1</b>	Mind-mapping as a technique to identify the structure and presentation of information
<b>Lab2</b>	Building the rule-based knowledge representations and rule-based reasoning systems

<b>Required textbooks and other course materials</b>	
<b>1</b>	Kendal S., Creen M., <i>An Introduction to Knowledge Engineering</i> , Springer, London 2007.
<b>2</b>	O'Dell C., Hubert C., <i>The New Edge in Knowledge</i> , Wiley, 2011.
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Ackerman M., Pipek V., Wulf V. (eds.): <i>Sharing Expertise. Beyond Knowledge Management</i> , MIT Press 2003.

2	Easterby-Smith M., Lyles M. A. (ed.), <i>Handbook of Organizational Learning &amp; Knowledge Management</i> , John Wiley & Sons, Chichester 2011.
3	<i>Journal of Knowledge Management, Journal of Intellectual Capital</i> (journals of Emerald Publishing Group).

<b>The author of the programme:</b>	Leszek Panasiewicz, Ph.D., Eng.
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<b>Organizational unit:</b>	Department of Management



## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>International Marketing</i>
<b>Type of the course:</b>	<i>Specialized course</i> <i>Speciality: Entrepreneurship and Marketing</i>
<b>Course code:</b>	<i>06-15-1-2-50-0-02</i>
<b>Year:</b>	<i>II</i>
<b>Semester:</b>	<i>III</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	<i>60</i>
Lecture	<i>30</i>
Project	<i>30</i>
<b>Number of ECTS credits:</b>	<i>4 ECTS</i>
<b>Form of assessment:</b>	<i>Evaluation of submitted and presented projects,</i> <i>Written exam</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	To introduce the students to the international marketing theory and practices of companies seeking market opportunities outside their home country.
<b>CO2</b>	To raise the students` awareness about the importance of viewing marketing management strategies from a global perspective.
<b>CO3</b>	To teach how to plan effectively for the marketing of consumer and business needs and wants on an international level.
<b>CO4</b>	To teach how to respect cultures of nations by critically analysing the social, political, legal, and economic forces that affect the business performance of international marketing.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Marketing Fundamentals.
<b>2</b>	Strategic Management.



<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	Latest understanding of global issues, disciplines, competitions and the necessary skills in making strategic international marketing decisions based on a global perspective.
	In terms of skills:
<b>LO 2</b>	Building ability to develop a global/international marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings.
	In terms of social competence:
<b>LO 3</b>	Building cross-cultural communication and teamwork skills through the group project.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
	Course content
<b>L1</b>	Internationalization theories. Basic international marketing concepts, theories, principles, and terminology. Initiation of internationalization.
<b>L2</b>	The international market selection process. Cross-border segmentation and positioning strategies. Building up the international competitive advantage.
<b>L3</b>	Global marketing research and practical information sources.
<b>L4</b>	Market entry models and strategies.
<b>L5</b>	Designing the international marketing programme - product decisions.
<b>L6</b>	Designing the international marketing programme - pricing decisions.
<b>L7</b>	Designing the international marketing programme - distribution decisions.
<b>L8</b>	Designing the international marketing programme - integrated marketing communications decisions.
<b>L9</b>	Cross-cultural sales negotiations.
<b>L10</b>	Organization and control of the international marketing programme.
<b>Form of classes - project (P)</b>	
	Course content
<b>P1</b>	Internationalization in the practice. Case studies. Choosing the subject matters of the international marketing projects. Brands taken into consideration in the projects may refer to: a commodity, service, organization, idea, place, region, event or a person.
<b>P2</b>	Global marketing research - information sources useful for the projects.
<b>P3</b>	Analysing the market entry models and strategies. Selection of the models appropriate to the projects.
<b>P4</b>	Designing the international marketing programme: cross-border segmentation, positioning strategies and product decisions in the projects.
<b>P5</b>	International pricing decisions. Case studies and their adaptation to the projects.
<b>P6</b>	International distribution decisions. External determinants of channel decisions in the practice.

<b>P7</b>	Integrated marketing communications case studies and decisions in the project.
<b>P8</b>	Cross-cultural aspects of the project. Real-world problem-solving.
<b>P9</b>	Organization and control of the international marketing programme in the theory and practice. Adaptation to the projects.
<b>P10</b>	Presentation of the projects, discussion, evaluation.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Global Marketing, 7 <sup>th</sup> Edition, S. Hollensen, University of South Denmark ISBN-10: 1292100117, ISBN-13: 9781292100111, Pearson 2017.
<b>Recommended textbooks and other course materials</b>	
<b>2</b>	Global Marketing 9 <sup>th</sup> Edition, eBook, Keegan W.J. and Green M.C., SBN13: 978-0134129945, ISBN10: 0134129946, Pearson 2016.
<b>3</b>	International Marketing, 15 <sup>th</sup> Edition, P. Cateora, M. Gilly, J. Graham, ISBN: 9780073529943, McGraw-Hill/Irwin 2011.

<b>The author of the programme:</b>	Barbara Szymoniuk, Ph.D., Eng.
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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Public Relations</i>
<b>Type of the course:</b>	<i>Specialized course</i> <i>Speciality: Entrepreneurship and Marketing</i>
<b>Course code:</b>	06-15-1-2-50-0-03
<b>Year:</b>	II
<b>Semester:</b>	III
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	60
Lecture	30
Project	30
<b>Number of ECTS credits:</b>	4 ECTS
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	The students will get familiarized with the basic issues, concepts, regularities and potential problems associated with public relations.
<b>CO2</b>	The students will get acquainted with issues associated with the perception and the role of public relations in contemporary organizations.
<b>CO3</b>	The students will be prepared and equipped for an adequate response to dynamic changes in the market surrounding, both in communication and image enhancement aspects.
<b>CO4</b>	The students will get acquainted with the goal and objectives of a deliberate market image building and creating organizational identity.
<b>CO5</b>	The students will get acquainted with the principles of designing and scheduling PR activities.
<b>CO6</b>	The students will get acquainted with methods of assessing the effectiveness and efficiency of PR activities.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Basic knowledge of management rudiments.
<b>2</b>	Basic knowledge in the field of marketing.
<b>3</b>	Basic knowledge in the field of specialised marketing.
<b>4</b>	Basic knowledge in the field of marketing promotion.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	The students can define the public relations concepts.
<b>LO 2</b>	The students can list communication methods used by an organization in order to react to the dynamic market change.
	In terms of skills:
<b>LO 3</b>	The students can identify the goal and motivations for undertaking PR activities in a specific real situation.
<b>LO 4</b>	The students can enumerate various public relations techniques
	In terms of social competence:
<b>LO 5</b>	The students can identify the ways of assessing results of PR activities in the social and market contexts.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
Course content	
<b>L1</b>	Introductory issues. The concept of public relations and an overview of basic concepts.
<b>L2</b>	The role and functions of public relations in marketing activity of enterprises, institutions and organizations.
<b>L3</b>	Designing PR campaigns.
<b>L4</b>	4 Public relations techniques - basic principles concerning maintaining contacts with the media.
<b>L5</b>	The role and tasks of internal public relations.
<b>L6</b>	Internal communications campaigns - support to change occurring in enterprises, organizations and institutions.
<b>L7</b>	Organising special events.
<b>L8</b>	Event marketing.
<b>L9</b>	New media and techniques in public relations.
<b>L10</b>	Specificity of Polish PR. Ethics and law in public relations. PR organizations in Poland and other countries.
<b>L11</b>	Dealing with crisis situations.
<b>L12</b>	PR campaigns - case studies.
<b>L13</b>	Analysis of the most common mistakes.
<b>L14</b>	Monitoring PR activities and measuring their effectiveness.

<b>Form of classes - project (P)</b>	
Course content	
<b>P1</b>	Basic PR concepts.
<b>P2</b>	The role and functions of public relations in marketing activity of enterprises, institutions and organizations.
<b>P3</b>	Designing PR campaigns.
<b>P4</b>	PR campaigns - case studies.
<b>P5</b>	Public relations techniques - basic principles concerning maintaining contacts with the media.
<b>P6</b>	The role and tasks of internal public relations.
<b>P7</b>	Organising special events.
<b>P8</b>	Event marketing.
<b>P9</b>	New media and techniques in public relations
<b>P10</b>	Social media in public relations.
<b>P11</b>	. Handling crisis situations.
<b>P12</b>	PR campaigns - case studies.
<b>P13</b>	Non-standard manifestations of public relations activities.
<b>P14</b>	Monitoring and measuring the effectiveness of PR activities.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Praktycznie o PR. Case studies projektów nagrodzonych w konkursie ZFPR Złote Spinacze, ZFPR, Warszawa 2011.
<b>2</b>	Tworzyło D., Chmielewski Z. (red.), Badania i pomiar efektów w public relations, Newline, Rzeszów 2010.
<b>3</b>	3 Wojcik K., Public relations - wiarygodny dialog z otoczeniem, Placet, Warszawa 2005.
<b>4</b>	Szymoniuk B. (red.), Komunikacja marketingowa. Instrumenty metody, PWE, Warszawa 2006.
<b>5</b>	Tworzyło D., Macierz celów wizerunkowych w procesie oceny efektów public relations, Wyższa Szkoła Informatyki i Zarządzania, Rzeszów 2008.
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Szymańska A., Public relations w systemie zintegrowanej komunikacji marketingowej, Unimex, Wrocław 2005.
<b>2</b>	Sztuka Public Relations. Z doświadczeń polskich praktyków. Wydanie II poszerzone, ZFPR, Warszawa 2011.
	„Media i Marketing Polska”, „Marketing i Rynek”, „Marketing w Praktyce”, „Manager”, „Piar” „Personel”, „Press”, „PR-Week”, „Frontline”, „Reputation Management.

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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Advertising</i>
<b>Type of the course:</b>	<i>Specialized course</i> <i>Speciality: Entrepreneurship and Marketing</i>
<b>Course code:</b>	<i>06-15-1-2-50-0-04</i>
<b>Year:</b>	<i>II</i>
<b>Semester:</b>	<i>III</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	45
Lecture	15
Classes	30
<b>Number of ECTS credits:</b>	<i>3 ECTS</i>
<b>Form of assessment:</b>	<i>Evaluation of submitted and presented projects</i> <i>Oral exam</i>
<b>Course language:</b>	<i>English</i>

<b>Course objectives (CO)</b>	
<b>CO1</b>	To introduce the students to the advertising activities of companies.
<b>CO2</b>	To acquaint students with modern tools of advertising.
<b>CO3</b>	To teach how to plan effectively advertising campaign and how to evaluate its effects.
<b>CO4</b>	To create students' ability to create effective advertising activities.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Fundamentals of marketing

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	Defines advertising, describes the process of its creation and implementation.
<b>LO 2</b>	Explains modern tools of real and virtual advertising.
	In terms of skills:
<b>LO 3</b>	Draws the project of a creative advertising campaign up for enterprises.
<b>LO 4</b>	Can make an appraisal of effects of advertising actions.

	In terms of social competence:
<b>LO 5</b>	Is open to a cooperation in the process of team action planning from the scope of advertising.
<b>LO 6</b>	Is prepared for acting according to principles of the code of ethics of the advertisement.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
Course content	
<b>L1</b>	Advertisement relating to the instrumentation of the marketing communication. History of the world commercials. Definitions of the advertisement. Chief market participants of the advertisement.
<b>L2</b>	Advertising brief and process of planning an advertising campaign (6M scheme).
<b>L3</b>	Classical and alternative media of the advertisement - characteristics and the specificity. Structure of media-plan and criteria for the choice of media.
<b>L4</b>	Principles of the creation of effective advertising announcements. The slogan and the advertising text, music in the advertisement. Images and the symbolism of colours in the advertisement. Heroes of commercials.
<b>L5</b>	The meaning of emotions in the advertisement: advertainment and shockvertising.
<b>L6</b>	Modern advertising forms.
<b>L7</b>	Supplementing advertising forms: gadgets, POS materials, happenings, partner campaigns and events.
<b>L8</b>	Advertising festivals in Poland and in the world.
<b>L9</b>	Assessment of effectiveness of advertising action. Planning and testing indicators.
<b>L10</b>	Legal conditioning of the advertising activity. "Code of Ethics of the Advertisement" and "Ethics in the Advertisement" of Papal Council of Means of the Social Form.
<b>Form of classes - classes (C)</b>	
Course content	
<b>C1</b>	Specificity of the advertisement as the instrument of the marketing communication. Chief market participants of the advertisement on the demand and supply side. Analysis of examples of the most famous advertisements in the history of the world commercial.
<b>C2</b>	Analysis of brief advertising contents. Brief and the process of planning an advertising campaign.
<b>C3</b>	Analysis of classical and alternative media of the advertisement. Structure of media-plan and criteria for the choice of media.
<b>C4</b>	Principles of the creation of effective advertising announcements and success factors of the advertisement. Analysis of pretended cases of both inept advertisements and their elements: of the slogan and the advertising text, music, images and symbolism of colours, of heroes of commercials.
<b>C5</b>	Emotions in the advertisement. Analysis of success factors and risks of the effectiveness.

<b>C6</b>	Modern advertising forms: e.g. Internet, community advertisement, mobile. Risk of the manipulation.
<b>C7</b>	Supplementing advertising forms: advertising gadgets, POS materials, happenings, partner campaigns and events. Analyses of cases and success factors.
<b>C8</b>	Festivals and advertising competitions in Poland and in the world.
<b>C9</b>	Assessment of effectiveness of advertising action. Planning and testing indicators on the example of the most effective advertising campaigns led in Poland.
<b>C10</b>	Ethics in advertising.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Advertising, Iain MacRury, Taylor & Francis Ltd, 2008, ISBN13 (EAN): 9780415251266.
<b>Recommended textbooks and other course materials</b>	
<b>2</b>	Internet sites about advertising.

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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Quality Systems Projecting</i>
<b>Type of the course:</b>	<i>Specialized course</i> <i>Speciality: Entrepreneurship and Marketing</i>
<b>Course code:</b>	<i>06-15-1-2-50-0-05</i>
<b>Year:</b>	<i>II</i>
<b>Semester:</b>	<i>III</i>
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	45
Lecture	30
Project	15
<b>Number of ECTS credits:</b>	<i>3 ECTS</i>
<b>Form of assessment:</b>	<i>Test</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	To acquaint students with the requirements of ISO 9001.
<b>CO2</b>	Teaching students to create procedures for quality management system.
<b>CO3</b>	Presentation of tools and methods to improve organizations.
<b>CO4</b>	Identifying quality costs in organizations.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Fundamentals of quality management.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	The student can interpret the clauses of ISO 9001.
<b>LO 2</b>	The student can identify correctly the costs of quality management in the organization.
	In terms of skills:
<b>LO 3</b>	performs quality management system procedure
<b>LO 4</b>	knows how to plan the implementation of a quality management system
<b>LO 5</b>	uses tools and methods to improve quality in the organization

	In terms of social competence:
<b>LO 6</b>	The student actively participates in the work of the team.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
Course content	
<b>L1</b>	Quality Management System (QMS) - essence, types and importance for the modern enterprise.
<b>L2</b>	QMS according to the requirements of ISO 9001.
<b>L3</b>	A general procedure for the design, implementation and certification of the Quality Management System according to ISO 9001.
<b>L4</b>	Implementation, certification and maintenance of Quality Management System according to ISO 9001.
<b>L5</b>	The process approach to QMS ISO standards.
<b>L6</b>	Documenting the QMS - the structure of the documentation, the procedure - a management tool in the process of QMS.
<b>L7</b>	Procedures QMS according to the requirements of ISO 9001. The design and review of the system procedures, implementing procedures.
<b>L8</b>	Planning for implementation of the QMS. Objectives, prerequisites, decisions and actions pre-implementation.
<b>L9</b>	Analysis and diagnosis of the existing system to the needs of the planned QMS - "audit zero".
<b>L10</b>	Auditor and its role in improving.
<b>L11</b>	Problems in the implementation of the QMS.
<b>L12</b>	The costs of quality management.
<b>L13</b>	Tools and methods for improving the quality.
<b>L14</b>	Other systems built based on ISO standards.
<b>L15</b>	Test check.
<b>Form of classes - classes (C)</b>	
Course content	
<b>C1</b>	ISO 9001 and other standards define requirements for quality management systems. Characteristics of enterprises from the point of view of the quality management system.
<b>C2</b>	Design principles of quality management system - providing guidelines for the project with the specific data and input assumptions. Consultation with students.
<b>C3</b>	Preparing the company to implement a quality system - the schedule, choosing a certification body. Documenting the quality management system - the essence, the division.
<b>C4</b>	Policy development of quality policy. Consultation on the independent design quality management system documentation.
<b>C5</b>	The practice of creation of system documentation: quality manual, procedures, records. Typical records and documents of the quality system.
<b>C6</b>	Creating control department in the organization, involvement of employees in quality and customer satisfaction surveys. Consultation with students.
<b>C7</b>	Developing measures of process. Consultation with students.

<b>C8</b>	Presentation and discussion of projects.
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<b>Required textbooks and other course materials</b>	
<b>1</b>	R. Panneerselvam, P. Sivasankaran, Quality Management, Delhi 2014.
<b>2</b>	Schweitzer T. (red.), Normalization, PKN, 2010.
<b>3</b>	ISO 9001standards.

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## Course syllabus

### Management

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Corporate Social Responsibility (CSR)</i>
<b>Type of the course:</b>	<i>Specialized course</i> <i>Speciality: Entrepreneurship and Marketing</i>
<b>Course code:</b>	06-15-1-2-50-0-06
<b>Year:</b>	II
<b>Semester:</b>	III
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	45
Lecture	15
Classes	30
<b>Number of ECTS credits:</b>	3 ECTS
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

### Course objective (CO)

<b>CO1</b>	Acquisition of knowledge and skills to understand the essence and meaning of corporate social responsibility (CSR).
<b>CO2</b>	Acquisition of abilities to identify problems in this field and ways of solving them.
<b>CO3</b>	Acquisition of skills and attitudes of a socially responsible manager.
<b>CO4</b>	Obtaining basic skills in the scope of using the knowledge in the field of Corporate Social Responsibility (CSR).

### Prerequisites in terms of knowledge, skills and other competencies

<b>1</b>	None.
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### Learning outcomes (LO)

	In terms of knowledge:
<b>LO 1</b>	Student lists and defines the basic concepts from the corporate social responsibility field.
<b>LO 2</b>	Student possesses knowledge about the models, methods, tools used in CSR.
<b>LO 3</b>	Student knows how to create and apply CSR strategies.

	In terms of skills:
<b>LO 4</b>	Student formulates research problems and collects relevant data from the field of CSR.
<b>LO 5</b>	Student designs socially responsible activities.
<b>LO 6</b>	Student examines the ways of evaluating the effects of socially responsible activities.
	In terms of social competence:
<b>LO 7</b>	Student cooperates with other participants in task groups.
<b>LO 8</b>	Student solves problems in the field of CSR and knows how to prevent them.
<b>LO 9</b>	Student follows the principles of CSR.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
Course content	
<b>L1</b>	Corporate Social Responsibility (CSR) - a historical line, definition, contemporary recognition, models and standards of social responsibility. CSR conditionings and its perception in Poland.
<b>L2</b>	Basic models of social responsibility. The stakeholders - CSR theory. Stakeholders management in the strategic management system of the company The dispute over corporate social responsibility - CSR and PR.
<b>L3</b>	Responsible corporate management - wide and narrow view.
<b>L4</b>	Personnel management and CSR. Conflict of interests and the employees' and organization's responsibilities. Human Rights as a basic responsibility towards the employee Institutionalization of ethics in management.
<b>L5</b>	The unit's moral choices in the consumer culture. Modern ethical standards of the consumer culture.
<b>L6</b>	Environmental responsibility.
<b>L7</b>	Reporting as an important element of CSR strategy in organization. Social responsibility as a source of competitive advantage.
<b>L8</b>	The company's development as a process of creating value for stakeholders.
<b>Form of classes - classes (C)</b>	
Course content	
<b>C1</b>	Discussing the scope of the subject; discussing the literature and credit requirements. Assigning tasks. Corporate Social Responsibility (CSR) - historical line, modern take, definition - case studies, team exercises, discussion.
<b>C2</b>	Models and norms of social responsibility. CSR conditions and perception in Poland - case study, exercises, discussion.
<b>C3</b>	Responsible corporate management - video, discussion.
<b>C4</b>	The dispute over corporate social responsibility - CSR and PR - exercises, discussion, preparation of CSR strategy.
<b>C5</b>	Presentations of selected CSR strategies prepared by students.
<b>C6</b>	Presentations of selected CSR strategies prepared by students.
<b>C7</b>	Presentations of selected CSR strategies prepared by students.

<b>C8</b>	Presentations of selected CSR strategies prepared by students.
<b>C9</b>	Personnel management and CSR. Conflict of interests and the employees' and the organization's responsibilities.
<b>C10</b>	Human Rights as a basis for liability to the employee. Institutionalization of ethics in management.
<b>C11</b>	Unit's moral choices in consumer culture. Modern ethical standards in consumer culture- case study analysis, discussion, team work.
<b>C12</b>	Environmental responsibility of business - case study, video, team exercises.
<b>C13</b>	Reporting as an important element of CSR strategies in organisations - documents analysis and group discussion.
<b>C14</b>	Company development as a process of value creation for stakeholders - case studies, exercises, discussion.
<b>C15</b>	Course summary - an overall course discussion on the basis of partial assessments. Obtaining course credit.

<b>Required textbooks and other course materials</b>	
<b>1</b>	Gasparski W., Biznes, etyka, odpowiedzialność, PWN 2011.
<b>2</b>	Paliwoda-Matiolańska A., Odpowiedzialność społeczna w procesie zarządzania przedsiębiorstwem, C.H. Beck 2009.
<b>3</b>	Rybak M., Etyka menadżera – społeczna odpowiedzialność przedsiębiorstwa, Wydawnictwo Naukowe PWN Warszawa 2007.
<b>4</b>	Żemigła M., Społeczna odpowiedzialność przedsiębiorstwa, Oficyna a Wolter Kluwer business, Kraków 2007.
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	Kowalczyk J., Odpowiedzialność społeczna i przeciwdziałanie korupcji w zarządzaniu organizacją, CeDeWu Sp. Z o.o., wydanie I, Warszawa 2009.
<b>2</b>	Lewicka-Strzałecka A., Odpowiedzialność moralna w życiu gospodarczym, Wydawnictwo IFiS PAN, Warszawa 2006.
<b>3</b>	Rok, B., Odpowiedzialny Biznes w nieodpowiedzialnym świecie, Warszawa: Akademia Rozwoju Filantropii w Polsce, Forum Odpowiedzialnego Biznesu 2004
<b>4</b>	Kuraszko I. Społeczna Odpowiedzialność Przedsiębiorstw, Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław 2008.

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## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Management Skills</i>
<b>Type of the course:</b>	<i>Specialized course</i> <i>Speciality: Entrepreneurship and Marketing</i>
<b>Course code:</b>	<i>06-15-1-2-50-0-07</i>
<b>Year:</b>	<i>II</i>
<b>Semester:</b>	<i>IV</i>
<b>Form of the degree programme:</b>	<i>full-time</i>
<b>Form of classes and number of hours per semester:</b>	<i>60</i>
Lecture	<i>30</i>
Classes	<i>30</i>
<b>Number of ECTS credits:</b>	<i>3 ECTS</i>
<b>Form of assessment:</b>	<i>Course credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	To configure set of skills enabling effective self and team management.
<b>CO2</b>	To familiarize students with the concepts which are the foundation for problem solving in managerial practice.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	English level B2.
<b>2</b>	Motivation to develop own skills and knowledge.
<b>3</b>	Knowledge from fundamentals of management.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	Identifies tasks of managerial work.
<b>LO 2</b>	Can characterize management skills.
	In terms of skills:
<b>LO 3</b>	Uses the conclusions and recommendations of the research on leadership to analyse and improve the organization.
<b>LO 4</b>	Predicts effects of their decisions will trigger among co-workers and subordinates.

<b>LO 5</b>	Selects or creates the best method of impact on the employees and employee team regarding the situation.
	In terms of social competence:
<b>LO 6</b>	cares about the effectiveness of their own work and effectiveness of organization
<b>LO 7</b>	creates a motivating atmosphere of teamwork

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
Course content	
<b>L1</b>	Nature of the work of the modern manager.
<b>L2</b>	Models of leadership skills.
<b>L3</b>	Management styles.
<b>L4</b>	Managerial roles.
<b>L5</b>	Effective time planning.
<b>L6</b>	Team organizing skills.
<b>L7</b>	Interpersonal skills.
<b>L8</b>	Situation analysis and decision-making skills.
<b>L9</b>	Creativity at the managerial work.
<b>L10</b>	Managing stress at the managerial work.
<b>L11</b>	Development of management skills.
<b>L12</b>	Manager and management facing the phenomena of contemporary civilization.
<b>Form of classes - classes (C)</b>	
Course content	
<b>C1</b>	The structure of the conflict between manager and employee and rules for its solving.
<b>C2</b>	Management styles in the real interpersonal relationships.
<b>C3</b>	Skills of managerial decision-making.
<b>C4</b>	Teamwork and team decision-making.
<b>C5</b>	Setting goals and time management.
<b>C6</b>	Elements of coaching.
<b>C7</b>	Dealing with stress.

<b>Required textbooks and other course materials</b>	
<b>1</b>	D.A. Whetten, K.S. Cameron, <i>Developing Management Skills</i> , Prentice Hall, New Jersey 2011.
<b>2</b>	J. Owen, <i>How to Lead</i> , Pearson Education Ltd., Edinburgh, 2009.
<b>Recommended textbooks and other course materials</b>	
<b>1</b>	C. Charney, <i>The Leader's Toolkit</i> , AMACOM, New Yoork 2006.
<b>2</b>	D. Grimme, S. Grimme, <i>The New Manager's Tool Kit: 21 Things You Need to Know to Hit the Ground Running</i> , AMACOM, New York 2009.
<b>3</b>	J. C. Maxwell, <i>The 5 Levels of Leadership: Proven Steps to Maximize Your Potential</i> , Hachette Book Group, New York 2011.
<b>4</b>	M. Stettner, <i>Skills for New Managers</i> , McGraw-Hill, New York, 2000.



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<b>Organizational unit:</b>	Department of Management



## Course syllabus

### *Management*

Speciality: Entrepreneurship and Marketing  
Second-cycle degree programme

<b>Course:</b>	<i>Change Management</i>
<b>Type of the course:</b>	<i>Specialized course</i> <i>Speciality: Entrepreneurship and Marketing</i>
<b>Course code:</b>	06-15-1-2-50-0-08
<b>Year:</b>	II
<b>Semester:</b>	IV
<b>Form of the degree programme:</b>	<i>Full-time</i>
<b>Form of classes and number of hours per semester:</b>	60
Lecture	30
Classes	30
<b>Number of ECTS credits:</b>	3 ECTS
<b>Form of assessment:</b>	<i>Credit</i>
<b>Course language:</b>	<i>English</i>

<b>Course objective (CO)</b>	
<b>CO1</b>	Systematization of the conceptual issues associated with change in organizations.
<b>CO2</b>	Develop the ability to diagnose the process of change and state of organizations.
<b>CO3</b>	Develop skills to make changes in organizations according to models and techniques.
<b>CO4</b>	Mastering the ability to work in a team that makes changes.
<b>CO5</b>	Getting the knowledge about the role and rules of action of the change leader.

<b>Prerequisites in terms of knowledge, skills and other competencies</b>	
<b>1</b>	Knowledge of basic concepts of management with special emphasis on organizational structures.
<b>2</b>	Ability to team working.

<b>Learning outcomes (LO)</b>	
	In terms of knowledge:
<b>LO 1</b>	The student has a basic knowledge of the essence of organizational changes as well as the types and models of change.

<b>LO 2</b>	Knows the possibility of changes in the different types of organizational structures.
<b>LO 3</b>	Has a basic knowledge about the key skills of effective change leader.
	In terms of skills:
<b>LO 4</b>	Can plan and make changes in the organization.
<b>LO 5</b>	Interprets human behaviour and breaks and minimizes the resistance to change on this basis.
	In terms of social competence:
<b>LO 6</b>	Builds a climate of innovation in the group.
<b>LO 7</b>	Involves other people and arouses a desire to change in them.

<b>Course content</b>	
<b>Form of classes - lectures (L)</b>	
Course content	
<b>L1</b>	The essence of organizational changes - changes in management subsystem.
<b>L2</b>	Factors causing the need for change.
<b>L3</b>	The process of changes - K. Lewin survey, Grainer model.
<b>L4</b>	Typology of changes.
<b>L5</b>	Models of organizational changes.
<b>L6</b>	The stages of planning and implementation of organizational changes.
<b>L7</b>	The organizational structure in the process of change.
<b>L8</b>	Changing the organizational culture.
<b>L9</b>	The role of communication in the implementation of changes.
<b>L10</b>	Resistance to change and ways of overcoming.
<b>L11</b>	Trust and acceptance of organizational changes.
<b>L12</b>	Skills of effective leader of change.
<b>L13</b>	Credit classes.
<b>Form of classes - classes (C)</b>	
Course content	
<b>C1</b>	The nature and importance of the changes in human life in the organization.
<b>C2</b>	The man in the process of change - reactions.
<b>C3</b>	Determining the direction of change - vision.
<b>C4</b>	Stages of change - case study.
<b>C5</b>	Basic models of change - a case study.
<b>C6</b>	The process of change - a case study.
<b>C7</b>	Changing the organizational structure - a case study.
<b>C8</b>	The structure and changes - a case study.
<b>C9</b>	Implementation of changes - a case study.
<b>C10</b>	Organizational culture in the process of change - a case study.
<b>C11</b>	The management style and changing - role play.
<b>C12</b>	Creative skills of the change leader - test.
<b>C13</b>	Communication of the change leader - test.
<b>C14</b>	Examples of the good and bad organizational changes.
<b>C15</b>	Summary of the classes.

<b>Required textbooks and other course materials</b>	
1	Bratnicki M., <i>Zarządzanie zmianami w przedsiębiorstwie</i> , Wydawnictwo Akademii Ekonomicznej w Katowicach, Katowice 1998.
2	Carr D.K., Hard K.J., Trahant W.J., <i>Zarządzanie procesem zmian</i> , PWN, Warszawa 1998.
3	Clarke L., <i>Zarządzanie zmianą</i> , Gebethner i Ska, Warszawa 1997.
4	Daniecki W., <i>Strategie zmian – refleksje nad praktyką</i> , Wydawnictwo Academica, Warszawa, 2004.
5	Grouard B., Meston F., <i>Kierowanie zmianami w przedsiębiorstwie</i> , Poltext 1997.
6	Masłyk-Musiał E., <i>Organizacje w ruchu - Strategie zarządzania zmianami</i> , Wydawnictwo Wolters Kluwer Polska - OFICYNA, Warszawa, 2003.
7	Zarębska A., <i>Zmiany organizacyjne w przedsiębiorstwie</i> , Difin, Warszawa 2002.
<b>Recommended textbooks and other course materials</b>	
1	Bednarski A., <i>Zarys teorii organizacji i zarządzania</i> , TNOiK, Toruń 1998.
2	Kardas J., M. Wójcik-Augustyniak., <i>Zarządzanie w przedsiębiorstwie. Środowisko. Procesy. Systemy. Zasoby</i> , Wydawnictwo Difin, Warszawa, 2008.
3	Krawiec F., <i>Zasadnicza zmiana drogą do sukcesu przedsiębiorstwa XXI wieku</i> , Wydawnictwo Difin, Warszawa, 2007.
4	Steinmann H., Schreyogg G., <i>Zarządzanie. Podstawy kierowania przedsiębiorstwem</i> , Oficyna Wydawnicza Politechniki Wrocławskiej, Wrocław 1995.
5	Ściborek Z., <i>Zmiany w organizacji moda czy konieczność?</i> , Wydawnictwo Adam Marszałek, Toruń, 2007.

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