

Study programme

Part A) of the study programme *

Learning outcomes

Faculty offering the field of study:	Faculty of Economic Sciences and Management
Field of study:	Management
Level of study:	second cycle
Level of the Polish Qualifications Framework:	level 7
Degree profile:	general academic
Professional degree awarded to the graduate:	magister
Allocation of the field of study within academic or artistic discipline(s), to which learning outcomes for a given field of study refer:	<p style="text-align: center;">Discipline: - Management and Quality Studies (94%) - Economics and Finance (6%)</p> <p style="text-align: center;">Major discipline: Management and Quality Studies</p>
Symbol	Upon completion the graduate achieves the learning outcomes specified below:
KNOWLEDGE (the graduate knows and understands)	
K_W01	to a significant extent, the nature and historical development of Management Studies and their position in the system of Social Sciences
K_W02	complex economic and social processes occurring in institutions and their environment, also the global one, as well as their sources, mutual relations and long-term consequences in the context relevant to Management Studies
K_W03	to a significant extent, relations of institutions with their stakeholders (internal and external) and rules of their formation that would be adequate both for ethical standards and rules of social responsibility, and for development purposes within the institution in the context relevant to Management Studies
K_W04	to a significant extent, selected methods and tools of data acquisition, description, modelling and identification of regularities governing economic processes
K_W05	to a significant extent, selected systems of legal, organisational, professional and ethical standards and rules along with their regularities, nature, sources, changes and ways of operation in the context relevant to Management Studies
K_W06	to a significant extent, the knowledge of human behaviours in an organisation on the individual, collective and institutional level
K_W07	rules and methods of rational decision making, especially those concerning strategic decisions, in the context relevant to Management Studies
K_W08	complex processes of management and change implementation concerning specific resources and fields of institutional functioning
K_W09	rules of intellectual property management as well as terms and rules of industrial property and copyright protection

K_W10	rules for establishing and developing businesses applying the knowledge of Management Studies
SKILLS (the graduate is capable of)	
K_U01	predicting, identifying and analysing complex problems related to practical functioning and development of institutions using theoretical knowledge and formulating own opinions
K_U02	developing undertakings related to solving complex problems and managing the accomplishment of such undertakings
K_U03	analysing the causes and course of complex processes and social phenomena, expressing one's own opinions, formulating simple research hypotheses and verifying them
K_U04	using effectively state-of-the-art and advanced management methods and techniques in predicting and developing complex economic processes
K_U05	using the acquired knowledge in practice in various fields and forms and critically analysing the effectiveness and usefulness of this knowledge
K_U06	suggesting solutions to complex and atypical problems in management and implementing innovative solutions
K_U07	using effectively normative systems, standards and rules (legal, professional and ethical) in order to solve a specific problem in Management
K_U08	developing new business undertakings, also in the global market, and specifying adequately their aim, risk and the course of implementation procedures
K_U09	understanding and analysing economic phenomena, further expanded by the capability of assessing them with more theoretical depth and using a research method
K_U10	to a significant extent, developing written assignments and oral presentations, and to run a debate on topics relevant to business practice
K_U11	using English for special purposes at the B2+ level on topics relevant to Management
K_U12	using advanced IT and communications techniques in their professional work
K_U13	communicating effectively in a business environment and developing a favourable organisational atmosphere (and trust) in teams, in which the graduate participates, especially in those, where the graduate is the leader
K_U14	taking an active part in team work, especially as their leader (manager)
K_U15	planning and broadening knowledge and skills on their own as well as inspiring and advising other persons in this respect
SOCIAL COMPETENCES (the graduate is willing to)	
K_K01	develop and apply, on their own, tools for information and knowledge acquisition necessary for functioning of the institution in a global environment, critically assess the information received and recognise the importance of knowledge for solving cognitive and practical problems
K_K02	adequately specify priorities aimed at the accomplishment of undertakings set by themselves or by other persons, with special focus laid on fulfilling social obligations and duties, inspiring and organising actions for the needs of the social environment and initiating actions for the benefit of the public interest
K_K03	perform their profession in an adequate manner, develop its output, and observe the work ethos and rules of professional ethics
K_K04	think and act as an entrepreneur

Part B) of the study programme

Description of the process resulting in the achievement of learning outcomes

Faculty offering the field of study:	Faculty of Economic Sciences and Management
Field of study:	Management
Level of study:	second cycle studies
Level of the Polish Qualifications Framework:	level 7
Degree profile:	general academic
Allocation of the field of study within academic or artistic discipline(s), to which learning outcomes for a given field of study refer:	Discipline: Management and Quality Studies (94%), Economics and Finance (6%) Major discipline: Management and Quality Studies
Mode of study:	full-time programme
Number of semesters:	4
Number of ECTS required for the award of qualifications corresponding to the level:	120
Total number of teaching hours:	795
Professional degree awarded to the graduate:	magister
The relationship between the study programme and NCU mission and strategy:	<p>Management provide graduates with universal knowledge about theoretical and practical aspects of contemporary organizations' conduct in an international environment. The program of management delivers the competences to become managers in different types of organizations, including all areas of management. Moreover, the graduates have knowledge concerning the phenomena occurring on domestic as well as global markets. Graduates are prepared to work both in Poland and foreign countries. To fulfill the NCU strategic objectives of internationalization a wide range of mobility possibilities for students will be offered. As part of Management Studies Faculty of Economic Sciences and Management cooperates with University of Angers in France; The cooperation encompasses two programmes of double diploma studies in which:</p> <ul style="list-style-type: none"> - students of Business Administration have the opportunity to be selected to join The Polish-French Master's Degree Programme; the first year of studies is held at the Faculty of Economic Sciences and Management in Toruń and the second year is held at the University of Angers in France; During the second year the students participate in classes of International Management or International Human Resource Management programme at the Faculty of Law, Economics and Management; Students who successfully complete the programme will receive diplomas of the both universities; - students of Tourism and Sport Management have the opportunity to be selected to join the The Polish-French Master's Degree Programme; the first year of studies is held at the Faculty of Economic Sciences and Management in Toruń and the second year is held at the University of Angers in France; During the second year the students

		participate in classes of Management of Tourism Organizations, Hotels, Restaurants and Recreation, path: Hospitality; Students who successfully complete the programme will receive diplomas of the both universities. Besides, students have the opportunity to participate in International mobility programmes (within ERASMUS+, etc.) and such Mobility Window (min. one semester in foreign partner institution) is strongly recommended and obligatory for students of Tourism and Sport Management.		
Courses/course modules along with expected learning outcomes *				
Course module	Course	Expected learning outcomes	Forms and methods of teaching ensuring the achievement of learning outcomes	Methods of verifying and assessing expected learning outcomes achieved by the student
Module: general education	Business English for Management	K1. The graduate uses English at the B2+ level on topics relevant to Management (K_U11).	Cognitive-communicative method with the usage of various forms of students work	The students are evaluated in accordance with the university regulations: they must attend all course meetings and arrive on time, each class absence has to be excused in the first week after the lesson missed. Student receives a final grade at the end of each semester must obtain at least 60 % to pass.
	University lectures	depends on the chosen lecture		
	Occupational Safety, Health and Ergonomics	Moodle	Moodle	Moodle

Module: Basic subjects	Contemporary Management Concepts	<p>W1. The graduate knows the nature and the evolution of management theory and its position within the system of social sciences (K_W01)</p> <p>W2. The graduate knows, understands and considers – from the perspective of management theory – economic and social processes in organisations and their environment (including global environment), their sources, relations between them and long-term consequences (outcomes) (K_W02)</p> <p>W3. The graduate knows, understands and considers – from the perspective of management theory – the relations between organisations and their stakeholders, the rules of developing these relations in accordance with ethical standards, CSR and development-oriented goals of an organisation (K_W03)</p> <p>W4. The graduate knows, understands and considers – from the perspective of management theory – selected systems of legal, organisational, branch and ethical standards including their nature, roots, changes and courses of action (K_W05)</p> <p>W5. The graduate knows the theory of human behaviours in organisations at the individual, group and organisational level (K_W06)</p> <p>W6. The graduate knows, understands and considers – from the perspective of management theory – the principles and methods of</p>	<p>Teaching methods and tools:</p> <p>Lecture including:</p> <ul style="list-style-type: none"> - PPT presentations - video and audio teaching materials - conversations and discussions - case studies 	<p>The assessment of achieving learning outcomes is based on a written examination. The scope of the examination includes the issues covered during the lectures and knowledge from reading assignments. The following assessment scale is applied:</p> <ul style="list-style-type: none"> - very good (5.0) – from 92% to 100%; - good plus (4.5) – from 84% to 91%; - good (4.0) – from 76% to 83%; - satisfactory plus (3.5) – from 68% to 75%; - satisfactory (3.0) – from 60% to 67%; - fail – from 0% to 59%.
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		<p>rationalising decision making, regarding strategic decisions in particular (K_W07)</p> <p>U1. The graduate is capable of forecasting, identifying and analysing the issues concerning the operations and development of an organisation (K_U01)</p> <p>U2. The graduate can to design and manage remedial actions for identified problems/issues (K_U02), U3. The graduate can to apply up-to-date management methods and techniques in an efficient way (K_U04),</p>		
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	<p>Contemporary Macroeconomic Problems</p>	<p>W1. The graduate knows, understands and considers from the point of view of the management sciences economic and social processes taking place in institutions and their environment, including global environment, and their sources, interrelationships and long-term consequences (K_W02). U1. The graduate has the ability to understand and analyze economic phenomena, enhanced by the ability to in-depth their theoretical evaluation using the scientific method (K_U09). K1. Analytical thinking: one has the competences to create and to use tools to acquire information and knowledge necessary for the functioning of the institutions in a global environment (K_K01).</p>	<p>Lectures using multimedia presentations, additional teaching materials available on the website of lecturer</p>	<p>Class attendance. Writing exam.</p>
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	<p>Business Law</p>	<p>W1. The graduate knows and understands main principles and regulations of business law in Poland (K_W03) W2. The graduate has in-depth knowledge of character, evolution and main tasks of business law in modern society (K_W05). U1. The graduate is able to apply norms of business law in order to solve specific problems of management in organization (K_U07). U2. The graduate is able to deal with legal issues during start-up process (K_U08). U3. The graduate is able to advise best legal schemes in business activity (K_U14). K1. The graduate understands the necessity of developing and updating the knowledge about legislation changes (K_K01).</p>	<p>Lecture: conventional and with interaction with audience (presentations by students), as well as with case study and problem solving methods included.</p>	<p>Project (presentation) Requirements for presentations: - should concern given subjects; - should be prepared by groups of max. three people; - group should inform me about a detailed agenda at least one week before the deadline given to each subject and indicate the content prepared by each person, - the time limit of 20-25 minutes, - PPT is recommended, - note will be given according to work load devoted to preparing the content and the quality of performance (the note can be a final note with a reduction of 0,5). Oral exam will be for students wishing to improve the note or with no possibility (individual cases) to take part in presentations.</p>
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	<p>Ethics in Management</p>	<p>W1. The graduate knows, understands and investigates – from the perspective of management theory – the relations between an organisation and its internal and external stakeholders as well as the rules of developing these relations in accordance with ethical standards, CSR and organisational aims (K_W03).</p> <p>W2. The graduate knows thoroughly, understands and investigates – from the perspective of management theory – selected systems of legal, organisational, professional and ethical standards including their mechanisms, nature, roots, changes and ways of operation (K_W05).</p> <p>U1. The graduate is able to apply normative systems, standards and regulations (legal, professional and ethical) in order to solve a specific task in management (K_U07).</p> <p>U2. The graduate is able to analyse social processes and phenomena along with their causes, to formulate his/her own opinions thereon as well as set simple research hypotheses and verify them (K_U03).</p> <p>K1. The graduate continuously develops his/her knowledge and skills and inspires other persons to follow (K_K01).</p> <p>K2. The graduate correctly identifies and solves specialist and ethical problems related with their profession (K_K03).</p>	<p>1. conventional lecture with elements of common discussion 2. multimedia presentations 3. delivering papers</p>	<p>Paper Presentations Activity</p>
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	<p>Statistics in Management</p>	<p>W1. The graduate knows statistical distributions and their application in statistical inference (estimation, hypotheses testing) (K_W04). W2. The graduate knows and evaluates methods of analysis of statistical codependence and its applications in management (K_W04). U1. The graduate possess practical skills in using statistical methods in management, mainly statistical inference methods (K_U04). K1. The graduate uses competences in creation and application of statistical instruments in global environment (K_K04).</p>	<p>Lecture, classes</p>	<p>1. Written exam. 2. Test and solving statistical problems. 3. Observation.</p>
<p>Module: Main course subjects</p>	<p>Master's Diploma Seminar</p>	<p>W1. The graduate knows the principles of academic writing and the methods of data collection, processing and analysis (K_W04). U1. The graduate formulates research problems and suggest hypotheses (K_U01, K_U03). U2. The graduate conducts literature surveys (K_U01, K_U05, K_U10). U3. The graduate applies methods of data collection, processing and analysis, formulate recommendations for business organisations, present the research findings and write and edit scientific papers (K_U02, K_U03, K_U04, K_U06, K_U09, K_U010). K1. The graduate develops his/her competences of independent thinking and solving organisational problems (K_K01, K_K04).</p>	<p>Lecture including: - PPT presentations, - case studies, - discussions.</p>	<p>Semester 1 – Submission of the MA thesis proposal Semester 2 - Submission of Chapters 1&2 Semester 3 - Submission of the MA thesis</p>

	<p>Strategic Management</p>	<p>W1. The graduate knows, understands and considers – from the perspective of management theory – economic and social processes in organisations and their environment (including global environment), their sources, relations between them and longterm consequences (outcomes) (K_W02). W2. The graduate knows, understands and considers – from the perspective of management theory – the relations between organisations and their stakeholders, the rules of developing these relations in accordance with ethical standards, CSR and developmentoriented goals of an organisation (K_W03). W3. The graduate knows, understands and considers thoroughly selected methods and tools of collecting data, describing, modelling and identifying the rules of economic processes (K_W04). W4. The graduate knows, understands and considers – from the perspective of management theory – the principles and methods of rationalising decision making, regarding strategic decisions in particular (K_W07). W5. The graduate knows, understands and considers – from the perspective of management theory – the processes of managing and implementing changes in an organisation, its resources and functional areas (K_W08). U1. The graduate forecasts, identifies and analyses the issues concerning the</p>	<p>Teaching methods, techniques and tools: 1. Lecture including: - PPT presentations, - video and audio teaching materials, - conversations and discussions. 2. Practical classes including: - case studies, - students’ projects and PPT presentations, - reading activities (authentic and adapted business and scientific texts, both extensive and intensive reading), - conversations and discussions.</p>	<p>The assessment of achieving learning outcomes related to knowledge is based on a written examination. The scope of the examination includes the issues covered during the lectures and knowledge from reading assignments. The following assessment scale is applied: - very good (5.0) – from 92% to 100%; - good plus (4.5) – from 84% to 91%; - good (4.0) – from 76% to 83%; - satisfactory plus (3.5) – from 68% to 75%; - satisfactory (3.0) – from 60% to 67%; - fail – from 0% to 59%. Practical classes: The assessment of achieving learning outcomes related to skills and competences is based on a the combination of an open-book written practical examination (50%</p>
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		<p>operations and development of an organisation (K_U01).</p> <p>U2. The graduate applies up-to-date management methods and techniques in an efficient way (K_U04).</p> <p>U3. The graduate makes use of acquired knowledge and critically analyse the effectiveness and applicability of this knowledge (K_U05).</p> <p>U4. The graduate develops the solutions to particular problems and implement remedial actions (K_U06).</p> <p>U5. The graduate designs new business ventures, including start-ups in global markets, by defining their aims, risks and processes (K_U08).</p> <p>U6. The graduate understands and analyses economic phenomena using research methods (K_U09).</p> <p>K1. The graduate participates in international projects and perform the role of their leader (K_K02)</p> <p>K2. The graduate develops and applies information collection tools indispensable for an organisation to operate in a global environment (K_K04).</p>		<p>of the final grade), writing summaries and delivering presentations based on extensive reading assignments (25%) as well as conducting case study analysis and presenting its findings (25%).</p>
	<p>Process Management</p>	<p>W1. The graduate knows, understands and investigates thoroughly selected methods and tools of collecting data, describing, modelling and identifying the rules of economic processes. (K_W04).</p> <p>U1. The graduate is able to develop solutions to a specific problem and</p>	<p>Lecture and discussion, team project, case study</p>	<p>Team project (solving real life problems) – K_K02 Case study (selected case on some form of process management in a corporation) –</p>

		<p>implement suggested recommendations (K_U06).</p> <p>K1. The graduate creatively contributes to team projects and coordinates them (also) as their leader (K_K02).</p>		<p>K_U06 Individual assignment (process mapping) – K_W04</p>
	Managerial Accounting	<p>W1. The graduate knows and understands the decision-making tools in the enterprise (K_W02).</p> <p>U1. The graduate is able to apply decision-making tools in the enterprise (K_U03).</p> <p>K1. The graduate is able to identify sources of the information, necessary for the application of decision-making tools in the enterprise (K_K04).</p>	<p>Expository teaching methods: - informative lecture – Power Point presentation of theoretical issues and practical examples. Exploratory teaching methods: - practical – solving of practical cases, project, discussion, group work.</p>	<p>Lecture: exam - single choice test. Classes: tasks to solve, continuous evaluation.</p>
	Entrepreneurship	<p>W1. The graduates recognizes economic and social processes in organisations and their environment, including a global dimension (K_W02).</p> <p>W2. The graduate understands mutual relations between economic and social processes in organisations and their environment (K_W02).</p> <p>W3. The graduate knows general rules of starting-up and developing individual entrepreneurship based on the knowledge of management theory (K_W10).</p> <p>U1: The graduate proposes the solutions of a particular problem and implement recommendations (K_U06).</p> <p>U2. The graduate can design new and socially responsible business</p>	<p>Interactive lecture, case study, discussions during tutorials.</p>	<p>Written examination, project, presentation.</p>

		enterprises, set up their aims, assess risk and plan resources (K_U08).		
	Psychology in Management	<p>W1. The graduate has a thorough knowledge of human behaviours in an organisation at the individual, group and organisational level (K_W06).</p> <p>U1. The graduate can analyse social processes and phenomena and their causes (K_U03).</p> <p>K1. Professionalism and ethics: The graduate identifies and solves adequately specialist and ethical dilemma in a workplace (K_K03).</p>	Lecture	<p>Method: class participation, written exam</p> <p>Criteria: level of knowledge, activity during classes</p>
	Management Games I	<p>U1. The graduate forecasts, identifies and analyses problems related to the operations and development of an organisation, making use of theoretical knowledge and formulating own opinions (K_U01).</p> <p>U2. The graduate designs and manages projects aimed at solving organisational problems (K_U02).</p> <p>U3. The graduate analyses social processes and their causes, formulate own opinions (K_U03).</p> <p>K1. The graduate contributes to team projects and manages them as a leader (K_K02).</p> <p>K2. The graduate creates a positive organisational climate in teams as their member or leader (K_K03).</p> <p>K3. develop and apply the tools of collecting information and knowledge necessary for an organization (K_K01).</p> <p>K4. The graduate prioritises tasks adequately (K_K03).</p>	Computer business simulation, discussion and brain storming.	<p>50% Active Class Participation</p> <p>50% Team Results</p>

		K5. The graduate plans and acts as an entrepreneur (K_K04).		
Specialisation Module – Business Administration	Leadership in Global Economy	<p>W1. The graduate knows, understands and considers – from the perspective of management theory – the relations between an organisation and its internal and external stakeholders as well as the rules of developing these relations in accordance with ethical standards, CSR and organisational aims (K_W02; K_W03).</p> <p>W2. The graduate has a thorough knowledge of human behaviours in an organisation at the individual, group and organisational level (K_W06).</p> <p>U1. The graduate can design and manage projects aimed at solving organisational problems (K_U02).</p> <p>U2. The graduate continuously enriches his/her knowledge and inspire the others to do the same (K_U15).</p>	Lecture including: - multimedia presentations - video and audio teaching materials - students' multimedia presentation	Written exam, activity.

	<p>Academic Writing</p>	<p>W1. The graduate knows methods, techniques and instruments of data collection, processing and analysis applicable to the field of management (K_W04).</p> <p>W2. The graduate knows and understands ethical principles related to academic writing (K_W05).</p> <p>W3. The graduate knows and understands key assumptions of intellectual property rights related to academic writing (K_W09).</p> <p>U1. The graduate formulates research problems and designs a research process (K_U03).</p> <p>U2. The graduate conducts literature surveys (K_U05).</p> <p>U3. The graduate presents research findings, writes and edits a research paper (K_U10).</p> <p>U4. The graduate presents research findings, writes and edits a research paper (K_U09, K_U10, K_U11).</p> <p>U5. The graduate works as a member (or a head) of a research team (K_U13, K_U14, K_U15).</p> <p>K1. The graduate complies with professional and ethical principles related to academic research and writing (K_K02).</p>	<p>Informative lecture, case study analysis, group discussion</p>	<p>Assessment of the quality of a research paper accepted for publication in a scientific journal (collective piece of writing accomplished by a team of 3-4 students).</p>
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	<p>Operational Research</p>	<p>W1. The graduate formulates and quantifies decision-related problems (K_W07). W2. The graduate determines methods and techniques that are suitable to solve the problems identified (K_W07). W3. The graduate applies quantitative tools in the optimization of decisions (K_W07). U1. The graduate uses mathematical modelling methods to develop and interpret information that helps management with policy formulation and other managerial functions (K_U01). U2. The graduate interprets the results of the analysis conducted and presents recommendations to decision-makers (K_U06). U3. The graduate applies appropriate software to solve specific problems (K_U12). K1. The graduate applies analytical techniques to the best of her/his knowledge and belief to support decision-making processes by helping decision-makers (managers) to make better decisions and solve problems (K_K01).</p>	<p>lecture, description, talk, discussion, presentations in Microsoft Office PowerPoint, using Microsoft Excel and other software, solving tasks, project</p>	<p>Team project, final test, continuous evaluation during classes Team project (50%) Written report and oral presentation Written report - evaluation criteria: organization, content (correctness of the problem formulation, quality of information, correctness of the calculations, completeness and correctness of the solutions, correctness of the results' interpretation, quality of conclusion), form and quality of presentation. Oral presentation - evaluation criteria: opening statement with purpose, organization, content (correctness and relevance), style of presentation (pace, voice quality, professionalism), use of media (quality of slides), ability to answer questions. Final test composed</p>
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				<p>of tasks to solve (50%)</p> <p>Evaluation criteria: correctness of the approach, correctness of the way of solving tasks, correctness of the calculations, completeness and correctness of the solutions, correctness of the results' interpretation.</p> <p>Continuous evaluation during classes</p> <p>Bonus points for the active participation in the classes (they will result in grade increasing) and malus points for being unable to solve tasks based on the material explained earlier (they will result in grade decreasing), homework, entrance tests (at the beginning of the classes).</p>
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	<p>Brand Management</p>	<p>W1. The graduate explains and interprets from the management science perspective: mechanisms of influence the brand on consumers and the importance of a strong brand to build a sustainable competitive business (K_W04; K_W07). U1. The graduate designs brand building process and also can evaluate its effects (K_U02). U2. The graduate works in a team in order to solve problems and, including in particular projects related to the development of an organisation (K_U14). K1. The graduate has competencies in formulating communicatively and transmitting their thoughts, opinions and any information (K_K03).</p>	<p>Lecture with PP presentation, discussion, teamwork, case study analyzing, projects</p>	<p>Practical classes : - individual activity - case study analysing, discussion conducting (20%) - individual project - presentation and evaluation a chosen brand building process (80%) Lecture (15h): Written test - covering topics discussed during the lecture (100%)</p>
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	<p>Business Competitiveness Management</p>	<p>W1. The graduate has knowledge of the requirements of the modern environment and its impact on the management of the enterprise (K_W01). W2. The graduate knows and understands the meaning of "new competitive landscape" (K_W02). W3. The graduate knows and understands the concept of competitiveness of the company and the relationship with the stakeholders who decide on competitiveness (K_W03). W4. The graduate knows and understands the competitiveness of the company model and all of its elements (competitive potential, competitive advantage, competitive tools, competitive position) (K_W03). W5. The graduate knows and understands the importance of workers in the building of competitive advantage (K_W06). W6. The graduate knows and understands how to assess individual elements of the company competitiveness model (K_W07). U1. The graduate is able to predict, identify and analyze the ability to compete of the company (K_U01). U2. The graduate is able to design actions to improve competitive potential of the company (K_U02). U3. The graduate is able to determine on the basis of competition law illegal activities undertaken by the company (K_U07). U4. The graduate is able to design new business ventures (K_U08). U5. The graduate can use the methods of analysis needed to design</p>	<p>Power point presentation, interactive lecture, discussion, case study.</p>	<p>Final written exam, - 50 % of final mark Project presentation - 50% of final mark - Activity during classes; - Level of knowledge; - Ability of problem solving.</p>
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		competitive strategies, such as Porter's diamond model, Five forces Porter's model, value-added chain, and others (K_U09).		
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	<p>Communication and development of Managerial Skills</p>	<p>W1. The graduate knows, understands and considers – from the perspective of management theory (organizational behaviour in particular) – social processes in organisations and their roots, mutual relations and long-term consequences (K_W02). W2. The graduate has a thorough knowledge of human behaviours in an organisation at the individual, group and organisational level (K_W06). U1. The graduate produces thorough written reports and oral presentations on business topics in English (L2) at the B2+ level (K_U11). U2. The graduate enriches his/her knowledge and inspire the others to do the same (K_U15). U3. The graduate contributes to team projects and manages them as a leader (K_U14). U4. The graduate creates a positive organisational climate (and trust) in teams as their member or leader (K_U13) K1. The graduate prioritises tasks adequately (K_K02).</p>	<p>Teaching methods, techniques and tools: 1. Lecture including: conversations and discussions PPT presentations video and audio teaching materials 2. Workshops including: behavioral- based trainings simulations role-playing games case studies students’ projects and PPT presentations conversations and discussions</p>	<p>Individual Class Contribution 15% Presentations 15 % Group Workshop 40% Self-Reflective Journal 30%</p>
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	<p>Cross-cultural Management</p>	<p>W1. The graduate defines and describes culture dimensions determining human behaviours in an organisation at the individual, group and organisational level (K_W06). U1. The graduate can analyse the cultural determinants of social processes and phenomena in an organisation (K_U03). U2. The graduate characterizes the impact of cultural differences on the effectiveness of the management methods applied (K_U03). U3. Team work: The graduate creates a positive organisational climate (and trust) in teams as their member or leader (K_U13).</p>	<p>Methods: case studies, presentations with slides, discussions and teamwork</p>	<p>Written exam, case studies, presentations with slides Criteria: activity during classes, level of knowledge, level of problem solving 1. Exam (3 theoretical questions and 2 case studies): 5 (bdb) - 91% - 100% 4+ (db+) - 81% - do 90% 4(db) - 71% - 80%, 3+ (dst.+) - 61% - 70%, 3 (dst)- 45% - 60%. Exercises: 1. Case study – written answers as a result of teamwork: 5 (bdb) - answers include all necessary elements 4 (db) - answers include 80% of necessary content 3 (dst) - answers include 60% of necessary content 2. Activity in the class: 5 (bdb) - a student takes part in all discussions during classes 4 (db) - a student takes part in 50% of discussions during</p>
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				<p>classes</p> <p>3 (dst) - a student does not take part in discussions during classes</p> <p>3. Presentation in teamwork, assessment made by the team:</p> <p>5 (bdb) - a student is fully committed to the task, participates at</p> <p>every stage of the work</p> <p>4 (db) - a student is generally committed to the task, participates</p> <p>at the most of the work stages</p> <p>3 (dst) - a student commitment is minimal, participates at few</p> <p>stages of the work</p>
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	<p>Knowledge Management in Organization</p>	<p>W1. The graduate knows the assumptions and the evolution of the knowledge management concept and its position within the theory of management (K_W01). W2. The graduate knows, understands and considers – from the perspective of management theory – competition processes, the sources of competitiveness and their long-term consequences (outcomes) (K_W02). W3. The graduate knows, understands and considers – from the perspective of management theory – knowledge management processes in organisations and their environment (including global environment), the sources of knowledge, the relations between knowledge management processes, basic terminology concerning intellectual capital, the concept of the knowledge-based economy and the long-term consequences (outcomes) of knowledge management processes (K_W02). W4. The graduate knows, understands and considers selected methods and tools of measuring knowledge resources and knowledge management assessment (K_W04). W5. The graduate knows human behaviours determining knowledge management and positive organisational potential (K_W06). W6. The graduate knows, understands and considers – from the perspective of management theory – the processes of implementing knowledge management solutions in organisations and their functional areas (K_W08). W7. The graduate knows and</p>	<p>Teaching methods, techniques and tools: 1. Lecture including: - PPT presentations - video and audio teaching materials - conversations and discussions - case studies 2. Practical classes including: - case studies - students’ projects and PPT presentations - reading activities (authentic and adapted business and scientific texts, both extensive and intensive reading); - conversations and discussions - brainstorming sessions.</p>	<p>Lectures The assessment of achieving learning outcomes related to knowledge is based on a written examination. The scope of the examination includes the issues covered during the lectures and knowledge from reading assignments. The following assessment scale is applied: - very good (5.0) – from 92% to 100%; - good plus (4.5) – from 84% to 91%; - good (4.0) – from 76% to 83%; - satisfactory plus (3.5) – from 68% to 75%; - satisfactory (3.0) – from 60% to 67%; - fail – from 0% to 59%. Practical classes: The assessment of achieving learning outcomes related to skills and competences is based on student projects conducted in real life companies. Project</p>
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		<p>understands primary rules of managing intellectual capital and protecting knowledge (K_W09).</p> <p>U1. The graduate can forecast, identify and analyse the issues concerning knowledge management (K_U01).</p> <p>U2. The graduate can design and manage remedial actions for identified problems/issues concerning knowledge management (K_U02).</p> <p>U3. The graduate can make use of acquired knowledge concerning knowledge management and critically analyse the effectiveness and applicability of this knowledge (K_U05).</p> <p>U4. The graduate can develop the solutions to particular problems concerning knowledge management and implement remedial actions (K_U06).</p> <p>U5. The graduate can apply organisational standards and rules in order to solve specific problems concerning knowledge management and positive organisational potential (K_U07).</p> <p>U6. The graduate can produce in English written reports and oral presentations on business topics (K_U10).</p> <p>K1. The graduate participates in international projects and performs the role of their leader (K_K02).</p>		<p>teams are to deliver PPT presentations and reports.</p>
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	<p>Financial Analysis</p>	<p>W1. The graduate knows and understands tools and techniques from the field of financial analysis of collecting data, describing, modelling and identifying the rules of economic processes that are needed in the enterprise for decision-making (K_W04).</p> <p>U1. The graduate is able to forecast, identify and analyse problems related to the operations and development of an organisation, making use of theoretical knowledge and formulating own opinions (K_U01).</p> <p>K1. The graduate creates a positive organisational climate (and builds trust) in teams as their member or leader (K_K03).</p>	<p>Expository teaching methods:</p> <ul style="list-style-type: none"> - informative lecture, description – Power Point presentation of theoretical issues and practical examples. <p>Exploratory teaching methods:</p> <ul style="list-style-type: none"> - practical – solving of practical cases, project, discussion, group work. 	<p>There is a separate assessment for lectures and for exercises.</p> <p>Lectures:</p> <p>W1: written exam - multiple choice test of 20 questions +++ fail- (2) less than 12 points satisfactory- (3) 12 points satisfactory plus- (3+) 13-14 points good – (4) 15-16 points good plus- (4+) 17-18 points very good- (5) 19-20 points</p> <p>Exercises:</p> <p>There is one set of written tasks to solve. In order to obtain a positive grade from the exercises the student has to pass practical test at least at a satisfactory level (which means obtaining at least 60% of total scoring).</p> <p>U1: written tasks to solve +++ K1: continuous evaluation +++ - activity – K1 - attendance – K1 K1 – Attendance</p>
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				<p>and activity during exercises. In case of not sufficient attendance (more than two absences without doctor's excuse) and activities, students will have to prepare a paper on a given subject.</p>
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	<p>Business excellence</p>	<p>Within the scope of knowledge: Student can: W1: characterize different approaches of how to explain business excellence – K_W02 W2: explain the essence, criteria and benefits of self-assessment according to the EFQM Business Excellence Model – K_W08 W3: enumerate and describe methods and tools used in self-assessment – K_W04 ; Within the scope of skills: Student can: U1: apply one of the self-assessment methods – K_U01 U2: identify areas for improvement on the basis of self-assessment results – K_U06 U3: present the survey results and findings in front of the audience – K_U11 ; Within the scope of social competence: Student can: K1: work in a team – K_K02</p>	<p>The course is conducted: - in the form of a traditional lecture with the use of PowerPoint presentation - in the form of classes with the use of case study method: students work in teams, preparation for classes in required, (reading of literature and cases), also activity and task accomplishment</p>	<p>Credit conditions: - class participation [attendance at the lectures (non-obligatory) and classes (obligatory), preparation for classes, activity and task accomplishment required – team work – case analysis during classes] – lecturer’s constant observation - self work (assessment project prepared in teams and its presentation) – 2 ECTS - written credit in the form of a test – 2 ECTS</p>
	<p>Value-based Management</p>	<p>W1. The graduate knows the idea of value creation in the company (K_W03). W2. The graduate recognizes factors that create value of the company and scope of their influence (K_W02). U1. The graduate knows how to measure value creation of the company (K_U04). K1. The graduate tends to develop knowledge in field of value creation (K_K01). K2. The graduate searches for new and creative solutions of the financial problems of the corporation (K_K01).</p>	<p>Power Point presentation, case study</p>	<p>1. Lecture. Single choice test. Case study 2. Seminar. Single choice test. Calculations</p>

	Management Games II	<p>U1. The graduate forecasts, identifies and analyses problems related to the operations and development of an organisation, making use of theoretical knowledge and formulating own opinions (K_U01).</p> <p>U2. The graduate designs and manages projects aimed at solving organisational problems (K_U02).</p> <p>U3. The graduate analyses social processes and their causes, formulate own opinions (K_U03).</p> <p>K1. The graduate contributes to team projects and manages them as a leader (K_K02).</p> <p>K2. The graduate creates a positive organisational climate in teams as their member or leader (K_K03).</p> <p>K3. develop and apply the tools of collecting information and knowledge necessary for an organization (K_K01).</p> <p>K4. The graduate prioritises tasks adequately (K_K03).</p> <p>K5. The graduate plans and acts as an entrepreneur (K_K04).</p>	<p>computer business simulation</p> <p>teamwork, discussion and brain storming</p>	<p>50% Active Class Participation</p> <p>50% Team Results</p>
Specialisation Module – Tourism and Sport Management	CSR in Tourism and Event Organizations	<p>W1. The graduate knows, understands and considers – from the perspective of management theory – the relations between an organisation and its internal and external stakeholders as well as the rules of developing these relations in accordance with ethical standards, CSR and organisational aims (K_W02; K_W03).</p> <p>U1. The graduate can design and manage CSR projects aimed at solving organisational problems (K_U02).</p> <p>U2. The graduate continuously enriches his/her knowledge and inspire the others to do the same (K_U15).</p>	<p>Lecture including: - multimedia presentations, - video and audio teaching materials, - students' multimedia presentation;</p> <p>Practical classes: case study, project</p>	<p>Lecture (15h) - exam, Practical classes (15h):</p> <ul style="list-style-type: none"> - individual activity - case study analysing, discussion conducting (20%) - individual project - presentation and evaluation a chosen brand building process (40%) - team-work project - designing an action plan related

				to CSR in tourism/sport organization (40%).
	Extreme Tourism	<p>W1. The graduate to a significant extent, relations of institutions with their stakeholders (internal and external), for the preparation of an appropriate extreme tourism offer for individual and group clients (institutions) (K_W03).</p> <p>W2. The graduate knowledge of human behavior in the organization on an individual, collective and institutional level to a significant extent, including the creation of team building activities through activity (K_W06).</p> <p>K1. The graduate adequately defines the priorities that are used to conduct an extreme event (K_K02).</p>	Informative lecture, case study analysis, group discussion	Lecture (30h) - case study analysing, project
	E-commerce in Tourism	<p>W1. The graduate knows to a large extent the knowledge of human behavior in the organization at the individual, collective and institutional level, which allows for efficient design of e-commerce systems in tourism (K_W06).</p> <p>W2. The graduate knows the complex processes of managing and implementing e-commerce systems and is able to adapt them to the individual needs of the client (K_W08).</p> <p>U1. The graduate is able to predict, identify and analyze complex problems related to the practical functioning of e-commerce (K_U01).</p>	lecture, description, talk, discussion, presentations in Microsoft Office PowerPoint, using Microsoft Excel and other software, solving tasks, project, case studies	Individual and team project, Written report and oral presentation, Written report - evaluation criteria: organization, content (correctness of the problem formulation, quality of information, correctness of the calculations, completeness and correctness of the solutions,

		<p>K1. The graduate independently develops and uses tools for acquiring information and knowledge necessary to carry out effective activities for the needs of tourism (K_K01).</p>		<p>correctness of the results' interpretation, quality of conclusion), form and quality of presentation.</p>
	<p>Organization and Coordination of Events</p>	<p>W1: the graduate knows the complex processes of event management and knows where to implement changes to individual resources (K_W08) W2: the graduate knows the principles of creating and developing forms of individual entrepreneurship in the field of creating your own organization dealing with the organization of events (K_W10) U1: the graduate is able to design projects (sports, cultural, scientific) related to solving complex problems arising during events (K_U02) U2: the graduate is able to independently propose innovative solutions that can be implemented during the organization of events (K_06) K1: the student is ready to independently define priorities related to the organization of events (K_K02)</p>	<p>Lecture with PP presentation, discussion, teamwork, case study analyzing, projects</p>	<p>Practical classes (30h): - individual activity - case study analysing, discussion conducting (20%) - individual project - presentation and evaluation a chosen brand building process (40%) - team-work project - designing an action plan related to brand management (40%). Lecture (15h): Written test - covering topics discussed during the lecture (100%)</p>

	Finance for Tourism and Sport Organizations	<p>W1. The graduate know to a significant extent, selected methods and tools of data acquisition, description, modelling and identification of regularities governing economic processes for tourism and sport organization (K_W04). W2. The graduate knows rules and methods of rational decision making, based on the financial results of sports and tourism organizations (K_W07).</p> <p>U1. The graduate is able to predicting, identifying and analysing complex problems related to practical functioning and development of sport and tourism institutions using theoretical knowledge and formulating own opinions (K_U01).</p> <p>K1. The graduate develops and applys, on their own, tools for information and knowledge acquisition necessary for functioning of the institution in a global environment, critical assessment of information received and recognise the importance of knowledge for solving cognitive and practical problems (K_K01).</p>	Power point presentation, interactive lecture, discussion, case study.	Lecture (15h) Final written test
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	<p>Tourism Enterprise Management</p>	<p>W1. The graduate knows, understands and considers – from the perspective of management theory (organizational behaviour in particular) – social processes in tourism sector (K_W02). U2. The graduate enriches his/her knowledge and inspire the others to do the same in tourism management area (K_U15). U3. The graduate contributes to team tourism projects and manages them as a leader (K_U14). U4. The graduate creates a positive organisational climate (and trust) in teams as their member or leader (K_U13) K1. The graduate prioritises tasks adequately for management in tourism enterprises (K_K02).</p>	<p>Methods: case studies, presentations with slides, discussions and teamwork</p>	<p>Exercises (30h): 1. Individual project 2. Presentation in teamwork, assessment made by the team: 5 (bdb) - a student is fully committed to the task, participates at every stage of the work 4 (db) - a student is generally committed to the task, participates at the most of the work stages 3 (dst) - a student commitment is minimal, participates at few stages of the work</p>
	<p>Event Management</p>	<p>W1: the graduate knows and understands the processes and dependencies occurring within the organization of events (K_W02). W2: the graduate knows and understands the principles and methods of rationalization of decisions in the area of organization of events (sports, tourism, business) (K_W07). U1: Can manage events (K_U02). U2: Can plan and create new events on the local and national market, accurately defining their goal and the course of implementation processes (K_U08). K1: the graduate is ready to properly prioritize the implementation of tasks, including being prepared to organize</p>	<p>Methods: case studies, presentations with slides, discussions and teamwork</p>	<p>Lectures (15): test, Exercises (15h): project</p>

		<p>activities for the benefit of the social environment (K_K02).</p>		
	<p>Psychology in Sport and Tourism Business</p>	<p>W1: The graduate has an in-depth knowledge of the application of psychology in sport and tourism, thanks to which he can understand the behavior of people in the organization on an individual and group level (K_W06)</p> <p>U1: The graduate is able to analyze the causes and course of complex social phenomena, formulate opinions on this topic using the acquired knowledge from the influence of psychology in sport and tourism (K_U01)</p>	<p>Teaching methods, techniques and tools:</p> <p>1. Lecture including:</p> <ul style="list-style-type: none"> - PPT presentations - video and audio teaching materials - conversations and discussions - case studies <p>2. Practical classes including:</p> <ul style="list-style-type: none"> - case studies - students' projects and PPT presentations - reading activities (authentic and adapted business and scientific texts, both extensive and intensive reading); 	<p>Lectures: exam</p> <p>Practical classes: Project teams are to deliver PPT presentations and reports.</p>

			<ul style="list-style-type: none">- conversations and discussions- brainstorming sessions.	
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	<p>Legal Aspects in Event Management</p>	<p>W1: the graduate knows and understands the systems of legal norms and rules necessary for the organization of events (K_W05). U1: the graduate is able to design projects based on current legal regulations (K_U02). U2: a graduate is able to use normative (legal) systems in order to solve a specific task related to an event (cultural, sports, scientific) (K_U07). K1: the graduate is ready to properly define the priorities of creating sports events in accordance with the currently applicable provisions of law (K_K02).</p>	<p>Expository teaching methods: - informative lecture, description – Power Point presentation of theoretical issues and practical examples. Exploratory teaching methods: - practical – solving of practical cases, project, discussion, group work.</p>	<p>Lectures: written exam Exercises: 1. There is one set of written tasks to solve. In order to obtain a positive grade from the exercises the student has to pass practical test at least at a satisfactory level (which means obtaining at least 60% of total scoring). 2. Attendance and activity during exercises. In case of not sufficient attendance (more than two absences without doctor's excuse) and activities, students will have to prepare a paper on a given subject.</p>
	<p>Legal Aspects in Tourism</p>	<p>W1: the graduate knows and understands the systems of legal norms and rules necessary for the organization of tourism (K_W05). U1: a graduate is able to use normative (legal) systems in order to solve a specific task related to an tourism event (K_U07). K1: the graduate is ready to properly define the priorities of creating tourism events in accordance with the currently applicable provisions of law (K_K02).</p>	<p>The course is conducted: - in the form of a traditional lecture with the use of PowerPoint presentation - in the form of classes with the use of case study method: students work in teams, preparation for</p>	<p>Lectures: test Exercises: 1. Report 2. Attendance and activity during exercises</p>

			classes in required, (reading of literature and cases), also activity and task accomplishment	
	Team Building in Events	<p>W1: The graduate explains the importance of group processes for the individual and for the organization (K_W06).</p> <p>W2: The graduate lists and describes the factors determining the effectiveness of teamwork (K_W06).</p> <p>U1: The graduate correctly applies team building rules in practice (K_U05).</p> <p>U2: The graduate proposes effective solutions to problems related to the functioning of teams (K_U06).</p> <p>K1: The graduate demonstrates leadership competencies in inspiring to act in a socially responsible manner (K_K02).</p>	Power Point presentation, case study	<p>1. Lecture. Single choice test</p> <p>2. Practical classes: Case study, report</p>
	Sport and leisure marketing basis	<p>W1: Knows the features of service organizations and the limitations resulting from their specificity (K_W03).</p> <p>W2: Identifies the main elements of the environment of service enterprises operating on the tourism and sports market (K_W04).</p> <p>U1: Analyzes the environment of the organization and its strategic potential (K_U01).</p> <p>U2: Plans activities and marketing</p>	Power point presentation, interactive lecture, discussion, case study.	Report and activity

		instruments that make up the market offer of enterprises on the market of tourism and sports services (K_U02). K1: Communicates and communicates thoughts, opinions and all information about the known rules of the marketing concept of enterprise management on the market of tourist and sports services (K_K03).		
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Detailed allocation of ECTS credits

Academic or artistic disciplines, to which learning outcomes refer:

Specialisation Module – Business Administration	Artistic or academic discipline	ECTS credits	
		number	%
1.	Management and Quality Sciences	113	94%
2.	Economics and Finance	7	6%
Specialisation Module – Tourism and Sport Management	Artistic or academic discipline	ECTS credits	
		number	%
1.	Management and Quality Sciences	113	94%
2.	Economics and Finance	7	6%

Course modules	Course	No. of ECTS credits	No. of ECTS credits in the discipline: (enter names of disciplines)	No. of ECTS credits for elective courses	No. of ECTS credits obtained by the student in classes conducted with direct contact with the teacher or tutor	No. of ECTS credits obtained by the student as a result of: courses related to academic activity within a discipline or disciplines, to which the field of study is assigned / courses focused on training practical skills

			Management and Quality Sciences	Economics and Finance			
Module: general education	UNIT - Business English for Management	2	2			1	2
	UNIT - university lectures	4	4		4	3	4
	Occupational Safety, Health and Ergonomics	0	0				0
Module: Basic subjects	Contemporary Management Concepts	5	5			2	5
	Contemporary Macroeconomic Problems	3	0	3		1	
	Business Law	2	2			1	2
	Ethics in Management	3	3			1	3
	Statistics in Management	5	5			3	3
Module: Main course subjects	Master's Diploma Seminar	20	20		20	12	20
	Strategic Management	6	6			3	6
	Process Management	2	2			1	2
	Managerial Accounting	4	4	0		2	3
	Entrepreneurship	4	4			2	4
	Psychology in Management	2	2			1	2

	Management Games I	2	2			2	2
Specialisation Module – Business Administration	Leadership in Global Economy	4	4		4	2	4
	Academic Writing	2	2		2	1	2
	Operational Research	5	3	2	5	2	3
	Brand Management	5	5		5	2	5
	Business Competitiveness Management	5	5		5	2	5
	Communication and development of Managerial Skills	3	3		3	2	3
	Cross-cultural Management	5	5		5	2	5
	Knowledge Management in Organization	5	5		5	2	5
	Financial Analysis	6	4	2	6	3	4
	Business excellence	4	4		4	2	4
	Value-based Management	4	4		4	2	4
	Management Games II	8	8		8	4	8
	In total:		120	113	7	80	61
			94%	6%	67%	51%	92%
Specialisation Module – Tourism and Sport Management	CSR in Tourism and Event Organizations	4	3	1	4	2	4
	Finance for Tourism and	3	1	2	3	1	3

	Sport Organizations						
	E-commerce in Tourism	6	6	0	6	3	3
	Organization and Coordination of Events	5	5		5	3	5
	Extreme Tourism	5	5	0	5	2	5
	Tourism Enterprise Management	3	3	0	3	2	3
	Event Management	5	5		5	2	5
	Psychology in Sport and Tourism Business	5	5		5	2	5
	Legal Aspects in Event Management	5	5	0	5	2	4
	Legal Aspects in Tourism	3	2	1	3	1	3
	Team Building in Events	4	4		4	2	4
	Sport and Leisure Marketing Basis	8	8		8	4	8
In total:		120	113	7	80	61	110
			94%	6%	67%	51%	92%

* the description of a course syllabus is attached to the study programme

This study programme is effective as of winter semester of the academic year 2022/2023.