

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 studies
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 Sciences (94%) - Economics and Finance (6%)</p> <p style="text-align: center;">Major discipline: Management and Quality Sciences</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 Sciences 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 Sciences
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 Sciences
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 Sciences
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 Sciences
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 Sciences

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 of 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 Sciences (94%), Economics and Finance (6%) Major discipline: Management and Quality Sciences
Mode of study:	full-time programme
Number of semesters:	four
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:	The second-cycle study program in the field of management implements both the Mission and Strategy of the Nicolaus Copernicus University in Toruń, ensuring educational conditions at the highest level. The leading discipline to which the major is assigned has scientific category A, and the subjects are taught by academic teachers whose research and scientific achievements have a direct impact on the substantive content of the program. Studies in this field comprehensively prepare for further scientific development during third-cycle studies at the doctoral school. Representatives of the business environment also actively participate in the education process, which has a direct impact on linking the educational content with the current needs and challenges of the modern labour market. In the implementation of the educational program, great emphasis is placed on developing the social competences of graduates who are responsible for the environment and its sustainable development, socially engaged, enterprising, open and sensitive to diversity. Teaching classes are conducted using modern software and technology. In order to ensure interdisciplinarity of education, students take subjects in the field of humanities, also in a foreign language, during the two-year cycle. The field of study also offers

		an educational path in English, and its students have the opportunity to participate in a double-diploma study program under a partnership agreement with the University of Angers (France), which gives them opportunities for both scientific development and work in an international environment.		
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	<p>U01: The student is able to communicate with various groups of recipients using general English and in the context of management. (K_U11)</p> <p>U02: The student is able to prepare and deliver speeches in debates on topics related to management, using general English at the B2+ level. (K_U10)</p> <p>U03: The student has the ability to use English in speech and writing at the B2+ level of the Common European Framework of Reference for Languages and in the area of management. (K_U11)</p>	Cognitive-communicative method with the usage of various forms of students work	graded credit/exam

	University lectures (field of human sciences)	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</p>	<p>Teaching methods and tools: Lecture including:</p> <ul style="list-style-type: none"> - PPT presentations - video and audio teaching materials - conversations and discussions - case studies 	Lectures - exam

		<p>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 rationalising decision making, regarding strategic decisions in particular (K_W07)</p> <p>U1. The graduate is capable of forecasting, identifying and</p>		
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		<p>analysing the issues concerning the operations and development of an organisation (K_U01) 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>		
	<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</p>	<p>Lectures using multimedia presentations, additional teaching materials available on the website of lecturer</p>	<p>Lectures - exam</p>

		<p>their sources, interrelationships and long-term consequences (K_W02).</p> <p>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).</p> <p>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>Business Law</p>	<p>W1. The graduate knows and understands main principles and regulations of business law in Poland (K_W03)</p> <p>W2. The graduate has in-depth knowledge of character, evolution and main tasks of business law in modern society</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>Lectures - graded credit</p>

		<p>(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>		
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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</p>	<p>1. conventional lecture with elements of common discussion 2. multimedia presentations 3. delivering papers</p>	<p>Lectures - exam</p>
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		<p>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>		
	Statistics in Management	<p>W1. The graduate knows statistical distributions and their application in statistical inference (estimation, hypotheses testing) (K_W04).</p> <p>W2. The graduate knows and evaluates methods of analysis of statistical codependence and its applications in management</p>	Lecture, classes	Lectures - graded credit classes - graded credit

		<p>(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>		
Module: Main course subjects	Master's Diploma Seminar	<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</p>	Lecture including: - PPT presentations, - case studies, - discussions.	credit/exam

		<p>findings and write and edit scientific papers (K_U02, K_U03, K_U04, K_U06, K_U09, K_U010).</p> <p>K1. The graduate develops his/her competences of independent thinking and solving organisational problems (K_K01, K_K04).</p>		
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	Strategic Management	<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).</p> <p>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).</p> <p>W3. The graduate knows, understands and considers thoroughly selected methods and tools of collecting data, describing, modelling</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. <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), - conversations and discussions. 	Lectures - exam classes - graded credit
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		<p>and identifying the rules of economic processes (K_W04).</p> <p>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).</p> <p>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).</p> <p>U1. The graduate forecasts, identifies and analyses the issues concerning the 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>		
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		<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</p>		
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		environment (K_K04).		
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	<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). U1. The graduate is able to develop solutions to a specific problem and implement suggested recommendations (K_U06). K1. The graduate creatively contributes to team projects and coordinates them (also) as their leader (K_K02).</p>	<p>Lecture and discussion, team project, case study</p>	<p>Lectures - graded credit</p>
	<p>Managerial Accounting</p>	<p>W1. The graduate knows and understands the decision-making tools in the enterprise (K_W02). U1. The graduate is able to apply decision-making tools in the enterprise (K_U03). K1. The graduate is able to identify sources of the information, necessary for the application of</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>Lectures -exam classes - graded credit</p>

		decision-making tools in the enterprise (K_K04).		
	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>	Interactive lecture, case study, discussions during tutorials.	Lectures -exam classes - graded credit

		U2. The graduate can design new and socially responsible business 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	Lectures - graded credit

	<p>Management Games I</p>	<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). U2. The graduate designs and manages projects aimed at solving organisational problems (K_U02). U3. The graduate analyses social processes and their causes, formulate own opinions (K_U03). K1. The graduate contributes to team projects and manages them as a leader (K_K02). K2. The graduate creates a positive organisational climate in teams as their member or leader (K_K03). K3. develop and apply the tools of collecting information and knowledge necessary for an organization (K_K01).</p>	<p>Computer business simulation, discussion and brain storming.</p>	<p>classes - graded credit</p>
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		<p>K4. The graduate prioritises tasks adequately (K_K03).</p> <p>K5. The graduate plans and acts as an entrepreneur (K_K04).</p>		
<p>Specialisation Module - BUSINESS ADMINISTRATION</p>	<p>Leadership in Global Economy</p>	<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</p>	<p>Lecture including:</p> <ul style="list-style-type: none"> - multimedia presentations - video and audio teaching materials - students' multimedia presentation 	<p>Lectures - exam</p>

		<p>(K_W06). U1. The graduate can design and manage projects aimed at solving organisational problems (K_U02). U2. The graduate continuously enriches his/her knowledge and inspire the others to do the same (K_U15).</p>		
	<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). W2. The graduate knows and understands ethical principles related to academic writing (K_W05). W3. The graduate knows and understands key assumptions of intellectual property rights related to academic writing (K_W09). U1. The graduate formulates research problems and designs</p>	<p>Informative lecture, case study analysis, group discussion</p>	<p>classes - graded credit</p>

		<p>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>		
	Operational Research	<p>W1. The graduate formulates and quantifies decision-related problems (K_W07).</p> <p>W2. The graduate determines methods and techniques that are suitable to solve the problems identified (K_W07).</p> <p>W3. The graduate</p>	lecture, description, talk, discussion, presentations in Microsoft Office PowerPoint, using Microsoft Excel and other software, solving tasks, project	Lectures - graded credit classes - graded credit

		<p>applies quantitative tools in the optimization of decisions (K_W07).</p> <p>U1. The graduate uses mathematical modelling methods to develop and interpret information that helps management with policy formulation and other managerial functions (K_U01).</p> <p>U2. The graduate interprets the results of the analysis conducted and presents recommendations to decision-makers (K_U06).</p> <p>U3. The graduate applies appropriate software to solve specific problems (K_U12).</p> <p>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>		
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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>Lectures - graded credit classes - graded credit</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</p>	<p>Power point presentation, interactive lecture, discussion, case study.</p>	<p>Lectures - exam</p>
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		<p>building of competitive advantage (K_W06).</p> <p>W6. The graduate knows and understands how to assess individual elements of the company competitiveness model (K_W07).</p> <p>U1. The graduate is able to predict, identify and analyze the ability to compete of the company (K_U01).</p> <p>U2. The graduate is able to design actions to improve competitive potential of the company (K_U02).</p> <p>U3. The graduate is able to determine on the basis of competition law illegal activities undertaken by the company (K_U07).</p> <p>U4. The graduate is able to design new business ventures (K_U08).</p> <p>U5. The graduate can use the methods of analysis needed to design competitive strategies, such as Porter's diamond model, Five forces</p>		
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		Porter's model, value-added chain, and others (K_U09).		
	Communication and development of Managerial Skills	<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).</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 produces thorough</p>	<p>Teaching methods, techniques and tools:</p> <p>1. Lecture including: conversations and discussions PPT presentations video and audio teaching materials</p> <p>2. Workshops including: behavioral- based trainings simulations role-playing games case studies students' projects and PPT presentations conversations and discussions</p>	classes - graded credit

		<p>written reports and oral presentations on business topics in English (L2) at the B2+ level (K_U11).</p> <p>U2. The graduate enriches his/her knowledge and inspire the others to do the same (K_U15).</p> <p>U3. The graduate contributes to team projects and manages them as a leader (K_U14).</p> <p>U4. The graduate creates a positive organisational climate (and trust) in teams as their member or leader (K_U13)</p> <p>K1. The graduate prioritises tasks adequately (K_K02).</p>		
	<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).</p> <p>U1. The graduate can analyse the cultural determinants of social processes and phenomena in an organisation</p>	<p>Methods: case studies, presentations with slides, discussions and teamwork</p>	<p>Lectures - exam classes - graded credit</p>

		<p>(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>		
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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</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 - exam classes - graded credit</p>
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		<p>intellectual capital, the concept of the knowledge-based economy and the long-term consequences (outcomes) of knowledge management processes (K_W02).</p> <p>W4. The graduate knows, understands and considers selected methods and tools of measuring knowledge resources and knowledge management assessment (K_W04).</p> <p>W5. The graduate knows human behaviours determining knowledge management and positive organisational potential (K_W06).</p> <p>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).</p>		
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		<p>W7. The graduate knows and 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>		
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		<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>		
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	Financial Analysis	<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_K02).</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. 	Lectures - exam classes - graded credit
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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 tolls 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 is required, (reading of literature and cases), also activity and task accomplishment</p>	<p>Lectures - graded credit classes - graded credit</p>
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	Value-based Management	<p>W1. The graduate knows the idea of value creation in the company (K_W03).</p> <p>W2. The graduate recognizes factors that creates value of the company and scope of their influence (K_W02).</p> <p>U1. The graduate knows how to measure value creation of the company (K_U04).</p> <p>K1. The graduate tends to develop knowledge in field of value creation (K_K01).</p> <p>K2. The graduate searches for new and creative solutions of the financial problems of the corporation (K_K01).</p>	Power Point presentation, case study	Lectures - graded credit classes - graded credit
	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</p>	<p>computer business simulation</p> <p>teamwork, discussion and brain storming</p>	classes - graded credit

		<p>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 applie 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>		
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<p>Specialisation Module - TOURISM AND SPORT MANAGEMENT</p>	<p>CSR in Tourism and Event Organizations</p>	<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). U1. The graduate can design and manage CSR projects aimed at solving organisational problems (K_U02). 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; Practical classes: case study, project</p>	<p>Lectures - exam classes - graded credit</p>
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	<p>Finance for Tourism and Sport Organizations</p>	<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). 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). K1. The graduate develops and applies, on their own, tools for information and knowledge acquisition necessary for functioning of the</p>	<p>Power point presentation, interactive lecture, discussion, case study.</p>	<p>Lectures - graded credit</p>
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		<p>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>		
	<p>E-commerce in Tourism</p>	<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). 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). U1. The graduate is able to predict, identify and analyze complex problems</p>	<p>lecture, description, talk, discussion, presentations in Microsoft Office PowerPoint, using Microsoft Excel and other software, solving tasks, project, case studies</p>	<p>Lectures - graded credit classes - graded credit</p>

		<p>related to the practical functioning of e-commerce (K_U01). 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>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)</p>	<p>Lecture with PP presentation, discussion, teamwork, case study analyzing, projects</p>	<p>Lectures - graded credit classes - graded credit</p>

		<p>U2: the graduate is able to independently propose innovative solutions that can be implemented during the organization of events (K_06)</p> <p>K1: the student is ready to independently define priorities related to the organization of events (K_K02)</p>		
	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</p>	Informative lecture, case study analysis, group discussion	Lectures -exam

		used to conduct an extreme event (K_K02).		
	Tourism Enterprise Management	<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).</p> <p>U2. The graduate enriches his/her knowledge and inspire the others to do the same in tourism management area (K_U15).</p> <p>U3. The graduate contributes to team tourism projects and manages them as a leader (K_U14).</p> <p>U4. The graduate creates a positive organisational climate (and trust) in teams as their member or leader (K_U13)</p> <p>K1. The graduate prioritises tasks adequately for management in tourism enterprises (K_K02).</p>	Methods: case studies, presentations with slides, discussions and teamwork	classes - graded credit

	Event Management	<p>W1: the graduate knows and understands the processes and dependencies occurring within the organization of events (K_W02).</p> <p>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).</p> <p>U1: Can manage events (K_U02).</p> <p>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).</p> <p>K1: the graduate is ready to properly prioritize the implementation of tasks, including being prepared to organize activities for the benefit of the social environment (K_K02).</p>	Methods: case studies, presentations with slides, discussions and teamwork	Lectures - exam classes - graded credit
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	<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) 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: 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 -exam classes - graded credit</p>
	<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</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 - exam classes - graded credit</p>

		<p>to an event (cultural, sports, scientific) (K_U07).</p> <p>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>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).</p> <p>U1: a graduate is able to use normative (legal) systems in order to solve a specific task related to an tourism event (K_U07).</p> <p>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:</p> <ul style="list-style-type: none"> - 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>Lectures - graded credit</p>

	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	Lectures - graded credit classes - graded credit
	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</p>	Power point presentation, interactive lecture, discussion, case study.	classes - graded credit

		<p>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 instruments that make up the market offer of enterprises on the market of tourism and sports services (K_U02).</p> <p>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).</p>		
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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 (field of human sciences)	4	4		4	2	4
	Occupational Safety, Health and Ergonomics	0	0				0
Module: Basic subjects	Contemporary Management Concepts	5	5			2,5	5
	Contemporary Macroeconomic Problems	3	0	3		1,5	
	Business Law	2	2			1	2
	Ethics in Management	3	3			1,5	3
	Statistics in Management	5	5			2,5	3
Module: Main course subjects	Master's Diploma Seminar	20	20		20	10	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			1	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	2,5	3
	Brand Management	5	5		5	2,5	5
	Business Competitiveness Management	5	5		5	2,5	5
	Communication and development of Managerial Skills	3	3		3	1,5	3
	Cross-cultural Management	5	5		5	2,5	5
	Knowledge Management in Organization	5	5		5	2,5	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	60	110
			94%	6%	67%	50%	92%
Specialisation Module - TOURISM AND SPORT MANAGEMENT	CSR in Tourism and Event Organizations	4	3	1	4	2	4
	Finance for Tourism and Sport Organizations	3	1	2	3	1	3
	E-commerce in Tourism	6	6	0	6	3	3
	Organization and Coordination of Events	5	5		5	2,5	5
	Extreme Tourism	5	5	0	5	2,5	5
	Tourism Enterprise Management	3	3	0	3	1,5	3
	Event Management	5	5		5	2,5	5
	Psychology in Sport and Tourism Business	5	5		5	2,5	5
	Legal Aspects in Event Management	5	5	0	5	2,5	4
	Legal Aspects in Tourism	3	2	1	3	1,5	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	60	110
			94%	6%	67%	50%	92%

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

This study programme is effective as of the winter semester of the academic year 2024/2025.