

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 Qualification Framework:	level 7
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:	Discipline: - Management and Quality Sciences (94%) - Economics and Finance (6%) Major discipline: Management and Quality Sciences
Symbol	Upon completion the graduate achieves the learning outcomes specified below:
KNOWLEDGE	
K_W01	The graduate has in-depth knowledge of the nature and historical development of Management Studies and their position in the system of Social Sciences.
K_W02	The graduate knows and understands complex economic and social processes occurring in institutions and their environment, also globally, as well as their sources, mutual relations and long-term consequences in the context relevant to Management Studies.
K_W03	The graduate has in-depth knowledge of relations of institutions with their stakeholders (internal and external) and rules of their development 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	The graduate has in-depth knowledge of selected methods and tools of data acquisition, description, modelling and identification of regularities governing economic processes.
K_W05	The graduate has in-depth knowledge of 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	The graduate has in-depth knowledge of human behaviours in an organisation on the individual, collective and institutional level.
K_W07	The graduate knows and understands rules and methods of rational decision making, especially those concerning strategic decisions, in the context relevant to Management Studies.
K_W08	The graduate knows and understands complex processes of management and change implementation concerning specific resources and fields of institutional functioning.

K_W09	The graduate knows and understands rules of intellectual property management as well as terms and rules of industrial property and copyright protection.
K_W10	The graduate knows and understands rules for establishing and developing businesses that relies on the knowledge of Management Studies.
SKILLS	
K_U01	The graduate is able to predict, identify and analyse complex problems related to practical functioning and development of institutions using theoretical knowledge and formulating own opinions.
K_U02	The graduate is able to develop undertakings related to solving complex problems and to manage the accomplishment of such undertakings.
K_U03	The graduate is able to analyse the causes and course of complex processes and social phenomena, express their own opinions, formulate simple research hypotheses and verify them.
K_U04	The graduate is able to use effectively state-of-the-art and advanced management methods and techniques to predict and develop complex economic processes.
K_U05	The graduate is able to use the acquired knowledge in practice in various fields and forms and critically analyse the effectiveness and usefulness of this knowledge.
K_U06	The graduate is able to recommend solutions to complex and atypical problems in management and implementing innovative solutions.
K_U07	The graduate is able to effectively use normative systems, standards and rules (legal, professional and ethical) in order to solve a specific problem in management.
K_U08	The graduate is able to develop new business undertakings, also in the global market, and specify adequately their aim, risk and the course of implementation procedures.
K_U09	The graduate is able to understand and analyse economic phenomena, further expanded by the capability of assessing them with more theoretical insight and using a research method.
K_U10	The graduate displays advanced skills to develop written assignments and prepare oral presentations, and to run a debate in Polish on topics relevant to business practice.
K_U11	The graduate is able to use English for special purposes at the B2+ level on topics relevant to management.
K_U12	The graduate is able to use advanced IT and communications techniques in their professional work.
K_U13	The graduate is able to communicate effectively in a business environment and develop a good organisational atmosphere (and trust) in teams, in which the graduate participates, especially in those, where the graduate is the leader.
K_U14	The graduate is able to take an active part in team work, especially as their leader (manager).
K_U15	The graduate is able to plan and broaden their knowledge and skills on their own as well as to inspire and advise other persons in this respect.
SOCIAL COMPETENCES	
K_K01	The graduate is prepared to develop and apply, on their own, tools for information and knowledge acquisition necessary for functioning of the institution in a global environment; to critically assess information received and recognise the importance of knowledge for solving cognitive and practical problems.
K_K02	The graduate is prepared to 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; to inspire and organise actions for the needs of the social environment and to initiate actions for the benefit of the public interest.

K_K03	The graduate is prepared to perform their profession in an adequate manner, develop its output, and observe the work ethos and rules of professional ethics.
K_K04	The graduate is prepared to 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:	800			
Professional degree awarded to the graduate:	magister			
The relationship between the study programme and NCU mission and strategy:	The education on the master programme in Management is based on the modern and coherent curriculum, focused on the ideas of freedom and responsibility of scientific research in the international environment. The plan of the study reflects the achievements of contemporary science in service of professional learning. After graduation the graduates will be well prepared to play a full part in the decision-making process in the integrated world economy.			
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</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>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</p>		
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		<p>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 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)</p> <p>U3. The graduate can to apply up-to- date management methods and techniques in an efficient way (K_U04)</p>		
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	Contemporary Macroeconomic Problems	<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).</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</p>	Lectures using multimedia presentations, additional teaching materials available on the website of lecturer	Class attendance. Writing exam.
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		necessary for the functioning of the institutions in a global environment (K_K01).		
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	Business Law	<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 (K_W05).</p> <p>U1. The graduate is able to apply norms of business law in order to solve specific problems of management in organization (K_U07).</p> <p>U2. The graduate is able to deal with legal issues during start-up process (K_U08).</p> <p>U3. The graduate is able to advise best legal schemes in business activity (K_U14).</p> <p>K1. The graduate</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)</p> <p>Requirements for presentations:</p> <ul style="list-style-type: none"> - 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). <p>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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		understands the necessity of developing and updating the knowledge about legislation changes (K_K01).		
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	Ethics in Management	<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>1. conventional lecture with elements of common discussion</p> <p>2. multimedia presentations</p> <p>3. delivering papers</p>	Paper Presentations Activity
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		<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</p>		
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		related with their profession (K_K03).		
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	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 (K_W04).</p> <p>U1. The graduate possess practical skills in using statistical methods in management, mainly statistical inference methods (K_U04).</p> <p>K1. The graduate uses competences in creation and application of statistical instruments in global environment (K_K04).</p>	Lecture, classes	<p>1. Written exam. 2. Test and solving statistical problems. 3. Observation.</p>
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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).</p> <p>U1. The graduate formulates research problems and suggest hypotheses (K_U01, K_U03).</p> <p>U2. The graduate conducts literature surveys (K_U01, K_U05, K_U10).</p> <p>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).</p> <p>K1. The graduate develops his/her competences of</p>	<p>Lecture including:</p> <ul style="list-style-type: none"> - PPT presentations, - case studies, - discussions. 	<p>Semester 1 – Submission of the MA thesis proposal</p> <p>Semester 2 - Submission of Chapters 1&2</p> <p>Semester 3 - Submission of the MA thesis</p>
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		independent thinking and solving organisational problems (K_K01, K_K04).		
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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</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. 	<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:</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%. <p>Practical classes:</p> <p>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% of the final grade), writing summaries and delivering presentations based on extensive reading assignments (25%) as well as conducting case study</p>
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		<p>(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</p>		analysis and presenting its findings (25%).
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		<p>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> <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</p>		
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		<p>(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>		
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	Process Management	<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 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>	Lecture and discussion, team project, case study	<p>Team project (solving real life problems) – K_K02</p> <p>Case study (selected case on some form of process management in a corporation) – K_U06</p> <p>Individual assignment (process mapping) – K_W04</p>
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	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:</p> <ul style="list-style-type: none"> - informative lecture – 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>Lecture: exam - single choice test.</p> <p>Classes: tasks to solve, continuous evaluation.</p>
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	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</p>	Interactive lecture, case study, discussions during tutorials.	Written examination, project, presentation.
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		socially responsible business enterprises, set up their aims, assess risk and plan resources (K_U08).		
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	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>
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	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</p>	Computer business simulation, discussion and brain storming.	<p>50% Active Class Participation</p> <p>50% Team Results</p>
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		<p>applies 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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Specialisation UNIT - 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</p>	<p>Lecture including:</p> <ul style="list-style-type: none"> - multimedia presentations - video and audio teaching materials - students' multimedia presentation 	Written exam, activity.
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		enriches his/her knowledge and inspire the others to do the same (K_U15).		
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	Academic Writing	<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</p>	Informative lecture, case study analysis, group discussion	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).
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		<p>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>		
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	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 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>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</p> <p>Team project (50%)</p> <p>Written report and oral presentation</p> <p>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.</p> <p>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.</p> <p>Final test composed of tasks to solve (50%)</p> <p>Evaluation criteria: correctness of the approach, correctness of the way of</p>
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		<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>		<p>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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	Brand Management	<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).</p> <p>U1. The graduate designs brand building process and also can evaluate its effects (K_U02).</p> <p>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).</p> <p>K1. The graduate has competencies in formulating communicatively and transmitting their</p>	Lecture with PP presentation, discussion, teamwork, case study analyzing, projects	<p>Practical classes (30h):</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 brand management (40%). <p>Lecture (15h):</p> <p>Written test - covering topics discussed during the lecture (100%)</p>
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		thoughts, opinions and any information (K_K03).		
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	Business Competitiveness Management	<p>W1. The graduate has knowledge of the requirements of the modern environment and its impact on the management of the enterprise (K_W01).</p> <p>W2. The graduate knows and understands the meaning of "new competitive landscape" (K_W02).</p> <p>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).</p> <p>W4. The graduate knows and understands the competitiveness of the company model and all of its elements (competitive potential,</p>	Power point presentation, interactive lecture, discussion, case study.	<p>Final written exam, - 50 % of final mark</p> <p>Project presentation - 50% of final mark</p> <ul style="list-style-type: none"> - Activity during classes; - Level of knowledge; - Ability of problem solving.
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		<p>competitive advantage, competitive tools, competitive position) (K_W03).</p> <p>W5. The graduate knows and understands the importance of workers in the 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</p>		
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		<p>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 Porter's model, value-added chain, and others (K_U09).</p>		
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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).</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 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>Teaching methods, techniques and tools:</p> <p>1. Lecture including:</p> <p>conversations and discussions</p> <p>PPT presentations</p> <p>video and audio teaching materials</p> <p>2. Workshops including:</p> <p>behavioral- based trainings</p> <p>simulations</p> <p>role-playing games</p> <p>case studies</p> <p>students' projects and PPT presentations</p> <p>conversations and discussions</p>	<p>Individual Class Contribution 15%</p> <p>Presentations 15 %</p> <p>Group Workshop 40%</p> <p>Self-Reflective Journal 30%</p>
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		<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>		
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	Cross-cultural Management	<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 (K_U03).</p> <p>U2. The graduate characterizes the impact of cultural differences on the effectiveness of the management methods applied (K_U03).</p> <p>U3. Team work: The graduate creates a positive organisational climate (and trust) in teams as their member or leader (K_U13).</p>	Methods: case studies, presentations with slides, discussions and teamwork	<p>Written exam, case studies, presentations with slides</p> <p>Criteria: activity during classes, level of knowledge, level of problem solving</p> <p>1. Exam (3 theoretical questions and 2 case studies):</p> <p>5 (bdb) - 91% - 100%</p> <p>4+ (db+) - 81% - do 90%</p> <p>4(db) - 71% - 80%,</p> <p>3+ (dst.+) - 61% - 70%,</p> <p>3 (dst)- 45% - 60%.</p> <p>Exercises:</p> <p>1. Case study – written answers as a result of teamwork:</p> <p>5 (bdb) - answers include all necessary elements</p> <p>4 (db) - answers include 80% of necessary content</p> <p>3 (dst) - answers include 60% of necessary content</p>
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				<p>2. Activity in the class:</p> <p>5 (bdb) - a student takes part in all discussions during classes</p> <p>4 (db) - a student takes part in 50% of discussions during 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 style="text-align: right;">every stage of the work</p> <p>4 (db) - a student is generally committed to the task, participates</p> <p style="text-align: right;">at the most of the work stages</p> <p>3 (dst) - a student commitment is minimal,</p>
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				<div>participates at few stages of the work</div>
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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).</p> <p>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).</p> <p>W3. The graduate knows, understands and considers – from the perspective of management theory – knowledge management processes in organisations and their environment (including global</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); - conversations and discussions - brainstorming sessions. 	<p>Lectures</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:</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%. <p>Practical classes:</p> <p>The assessment of achieving learning outcomes related to skills and competences is based on student projects conducted in real life companies. Project teams are to deliver PPT presentations and reports.</p>
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		<p>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).</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</p>		
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		<p>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> <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</p>		
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		<p>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</p>		
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		<p>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_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 and activity during exercises. In case of not sufficient attendance (more than two absences without doctor's excuse) and activities,</p>
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				students will have to prepare a paper on a given subject.
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	Business excellence	<p>Within the scope of knowledge:</p> <p>Student can:</p> <p>W1: characterize different approaches of how to explain business excellence – K_W02</p> <p>W2: explain the essence, criteria and benefits of self-assessment according to the EFQM Business Excellence Model – K_W08</p> <p>W3: enumerate and describe methods and tools used in self-assessment – K_W04 ; Within the scope of skills:</p> <p>Student can:</p> <p>U1: apply one of the self-assessment methods – K_U01</p> <p>U2: identify areas for improvement on</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 is required, (reading of literature and cases), also activity and task accomplishment 	<p>Credit conditions:</p> <ul style="list-style-type: none"> - 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
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		<p>the basis of self-assessment results – K_U06</p> <p>U3: present the survey results and findings in front of the audience – K_U11 ; Within the scope of social competence:</p> <p>Student can:</p> <p>K1: work in a team – K_K02</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	<p>1. Lecture. Single choice test. Case study</p> <p>2. Seminar. Single choice test. Calculations</p>
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	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</p>	<p>computer business simulation</p> <p>teamwork, discussion and brain storming</p>	<p>50% Active Class Participation</p> <p>50% Team Results</p>
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		<p>applies 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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Detailed allocation of ECTS credits						
Academic or artistic disciplines, to which learning outcomes refer:						
	Artistic or academic discipline				ECTS credits	
					number	%
1.	Management and Quality Sciences				112	94%
2.	Economics and Finance				8	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
			Management and Quality Sciences	Economics and Finance		
Module: general education	UNIT - Business English for Management	2	2			1,5
						2

	UNIT - university lectures	4	4			3	4
	Occupational Safety, Health and Ergonomics	0	0				0
Module: Basic subjects	Contemporary Management Concepts	5	5			3	5
	Contemporary Macroeconomic Problems	3		3		2	
	Business Law	2	2			1,5	2
	Ethics in Management	3	3			2	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			4	6
	Process Management	2	2			1,5	2
	Managerial Accounting	4	3	1		2,5	3
	Entrepreneurship	4	4			2,5	4
	Psychology in Management	2	2			1,5	2
	Management Games I	2	2			1,5	2

Specialisation Module - BUSINESS ADMINISTRATION	Leadership in Global Economy	4	4		4	2,5	4
	Academic Writing	2	2		2	1,5	2
	Operational Research	5	3	2	5	3	3
	Brand Management	5	5		5	3	5
	Business Competitiveness Management	5	5		5	3	5
	Communication and development of Managerial Skills	3	3		3	2	3
	Cross-cultural Management	5	5		5	3	5
	Knowledge Management in Organization	5	5		5	3	5
	Financial Analysis	6	4	2	6	4	4
	Business excellence	4	4		4	2,5	4
	Value-based Management	4	4		4	2,5	4
	Management Games II	8	8		8	5	8
IN TOTAL:		120	112	8	76	76,5	110
			93%	7%	63%	64%	92%

This study programme is effective as of the first semester of the academic year 2019/2020.