

The Faculty of Management

Plan and program

of the 2nd degree studies (Master's studies)

Management

(Speciality: *Human Resources Management*)

Graduate professional profile (2nd Degree)

The graduate gains knowledge in the fields of economics, law, socio-psychology and becomes familiar with the latest marketing methods and management techniques aided with economic calculation with the skill in using the latest information technology equipment and foreign languages. All this makes the graduate a full-fledged, management and organisation specialist prepared to manage economic activity of market enterprises, work in public administration and other institutions. Major benefits of this course are knowledge development and understanding combined with business and management skills suitable for professional practice at middle management level. This covers general management and its key functional areas and the development of the applied professional skills, practices and techniques in the management environment. In particular they will find themselves qualified enough to manage human resources in a company. The graduate will have learnt to analyse, plan and undertake effective decision-making. They will also be able to present successful inter-personal communication, including teamwork. Finally, they will professionally use financial and other management information tools.

The graduate's competences include: HR managing, own business running, corporate strategy modelling, marketing strategy modelling, marketing research performing, latest IT using in management practice, successful self-presentation, commercial negotiations, Occupations or institutions for the graduates to work encompass: production, commercial and service businesses, advisory firms, institutions cooperating with business, institutions dealing with market research and marketing activity and public administration units.

The graduate is prepared to undertake their own business activity or become an employee in industry, business or administration and is trained to carry on with permanent self-education to improve professional knowledge. Moreover, they can start studies on the 3rd level of university education by joining doctoral studies.

Qualification conditions:

A candidate for Master's studies at Human Resources Management should meet the following requirements:

- Completed the 1st degree Management studies
- Completed the 1st degree related studies, e.g. Economics, Marketing, European Studies, Finance and Accounting, Logistics

MANAGEMENT

Sufficient English language skills are required. The admission decision will be undertaken by the recruitment committee.

Course structure

The study plan for a MSc course in Human Resources Management is presented in the enclosed table. Subjects are described by: a name of the individual subject, type of classes (L – lectures, C – theoretical classes, P – project, Lb – laboratory), a number of hours per semester (each lasting 15 weeks) and a number of ECTS credits. Highlighted subject rows signify the examination during each examination session. In order to be granted the professional title of a Master of Science it is necessary to complete the study programme, prepare and defend a MSc thesis. During the defence of the master's thesis a final oral examination is carried out.

Department	Module	Sem.	I				
		Total	ECTS	L	C	Lb	Project
ZH	Ethics in management	30	2	15	15	0	0
ZH	European integration	45	3	30	15	0	0
ZI	Expert foreign language	15	1	0	15	0	0
ZO	Management concepts	45	5	30	15	0	0
ZE	Macroeconomics	60	6	30	30	0	0
ZM	International marketing	45	3	30	15	0	0
ZP	Civil law	45	3	30	15	0	0
ZH	Psychology of management	30	2	15	15	0	0
ZF	Managerial accounting	45	5	15	30	0	0
Total		360	30	195	165	0	0
	weekly		24				
	In semester		360				

Department	Module	Sem.	II				
		Total	ECTS	L	C	Lb	Project
ZM	HR integration and team building	30	3	15	15	0	0
ZI	Expert foreign language	15	1	0	15	0	0
ZL	Controlling and internal audit	30	2	15	15	0	0
ZL	Logistics	45	3	30	15	0	0
ZH	Methods of social research	45	3	30	15	0	0
ZO	Modern methods of HR recruitment	45	3	30	15	0	0
ZF	Assessment and HR competence building	45	4	15	30	0	0
ZP	Commercial Law	30	2	15	15	0	0
ZO	Entrepreneurship	45	3	30	15	0	0
ZO	Strategic Management	60	6	30	30	0	0
Total		390	30	210	180	0	0
	weekly		26				
	In semester		390				

MANAGEMENT

Department	Module	Sem.	III				
		Total	ECTS	L	C	Lb	Project
ZH	Organisational culture and identity development	30	2	15	15	0	0
ZH	Fostering HR dedication and trust	30	4	15	15	0	0
ZL	Coaching	45	3	15	30	0	0
ZF	Facilitation	30	2	15	15	0	0
ZI	Business English	15	1	0	15	0	0
ZH	Negotiations	30	2	15	15	0	0
ZX	Seminar	30	2	0	30	0	0
ZI	Mathematical Statistics	30	2	15	15	0	0
ZO	HRM Strategies	30	4	15	15	0	0
ZO	HR competence management	15	1	15	0	0	0
ZF	Conflict management and negotiations	30	2	15	15	0	0
ZL	Process management	45	5	30	15	0	0
Total		360	30	165	195	0	0
	weekly		24				
	In semester		360				

Department	Module	Sem.	IV				
		Total	ECTS	L	C	Lb	Project
ZI	Business English	15	1	0	15	0	0
ZC	Computer support in HRM	15	2	0	0	15	0
ZF	Outplacement	15	1	15	0	0	0
ZH	Diploma thesis	0	20	0	0	0	0
ZP	Labour law	15	1	15	0	0	0
ZX	Seminar	30	2	0	30	0	0
ZO	HRM in restructuring processes	30	3	15	15	0	0
Total		120	30	45	60	15	0
	weekly		8				
	In semester		120				

Framework programmes

of 2nd cycle studies (Master's degree)

Management

(Specialty: *Human Resources Management*)

Ethics in Business

Ethics' scope of interest and ethics in management. Ethics history. Types of business responsibility. Management ethics as a part of organisational culture. Value conflicts in a management process. Occupational ethics – rights and duties of employees. Selected ethical theories. Ethical analysis elements. Ethical analysis of selected pathological phenomena in management and working environment. Their assessment and verification in terms of management ethics. Analysis of selected ethical codes. Designing ethical code of a business.

European Integration

Fundamental integration theories. European integration till 2WW. Integration aims and principles of the European Coal and Steel Community. Operating principles of the European Defence Community. Aims and principles of the European Community. Aims and objectives of the European Economic Community and the European Atomic Energy Community. The European Union structure. Membership in the EU. European citizenship and fundamental rights. Polish accession to the EU. The EU system reform in 1996-2007. International significance and role of the EU as compared to EU external policy. Catalogue of legal sources and legal procedures. EU relationship with other world regions and international organisations.

Management Concepts

Process approach and elasticity in contemporary management. Systematic approach as opposed to situational approach. Concept of learning organisation. Concept of chain organisations. Innovation and innovativeness orientation. Intellectual capital management in the context of business value. Concepts of stakeholders and business social responsibility. Theory of an organisational game. Classical management concepts.

Macroeconomics

Scope of analysis and methods in macroeconomics. Major issues and main trends in macroeconomics. Measuring GDP and national income. National income's determinants, Keynes Multipliers and their analysis. Economic growth and economic development. Money and its significance for the economy. Central bank and banking system. Public finance system. State budget and fiscal policy. Labour market. Demand and supply's determinants on a labour market, unemployment. Inflation – measuring, causes and outcome analysis. Inflation versus unemployment – Philips curve. IS-LM model. International economic exchange. International currency market.

International Marketing

Causes and phases of internationalisation; influence on marketing. International orientation of a business. Standardisation and individualisation in international marketing. International business environment and its impact on marketing activities. Foreign market entry strategies. Export strategies. Contract strategies. Entry strategies with capital contribution. Marketing research in international environment – specificity and difficulties with respect to countries of various level of development. Product creating on an international market. Pricing policy and distribution strategy on an international market. Promotion and its conditions on an international market. Intercultural communication. The effect of country of origin. Development trends in international marketing. Global marketing.

Civil Law

A notion of civil law – its importance for a legal system. Sources of civil law. Civil legal activities, relations under civil law. Subjective right. Principles of civil law and general clause. A notion and profile of physical entities, legal entities and organisational units without legal personality. Legal capacity and capacity to act in law. Issues concerning civil law.

Psychology of Management

Background in psychology and significance of psychology in management. Human behaviour in an organisation (cognitive processes, abilities, intelligence, emotional intelligence, personality). Interpersonal skills in managerial work (communication, conflicts, negotiations). Issues of problem evaluation and decision making. Art of motivating and manipulating others. Stress at work. Personality features in the theory of “the Great Five”. Social group as environment for a man in an organisation. Motivating and motivation. Motivating seen from the perspective of various psychological theories. Factors influencing effective communication. Methods of conflict management. Decision making. Creativity.

Managerial Accounting

A notion, role and a scope of managerial accounting. Instruments of operational (classic) managerial accounting. Strategic tools of managerial accounting. Classification and types of cost calculation. Variable costing, direct standard costing, ABC activity costing, target costing, kaizen costing – key features and their use in management. Cost management. Cost budgeting. Development of costing systems. Organisation and methodology of cost controlling.

HR Integration and Team Building

Basic knowledge on team working. Team communication. Methods of staff integration. Integration and communication games in management.

Controlling and Internal Audit

MANAGEMENT

A notion and core of audit. International standards for internal audit and principles of occupational ethics. Organisation of internal audit team. Audit evidence and working audit documents. Risk analysis and risk management. Methods and tests in internal audit. Fundamental typology of audits. Planning internal audit and completing audit tasks. Internal audit versus internal control. The aim and main core of internal control. Organisation of internal control.

Logistics

Introduction to logistics. Managing the supply chain in logistics. Significance of supply logistics for logistic system in an organisation. Distribution logistics. Production management in logistics. Reverse logistics. Inventory management. Links between particular logistic subsystems. Logistics and management of delivery chain – introduction. Solving selected problems concerning delivery, production and distribution.

Methods of Social Research

Review of methods and techniques used in social research. Quantitative and qualitative methods. Research techniques by J. Lutyński. Stages in research proceedings. Research problems and questions. Research objectives and concept. Defining notions in social sciences. Variables. Variable categories. Variable measuring scales. Hypothesis verification in social research. Ratios in social research. Categories of ratios by S. Nowak. Mailing survey, telephone interview, online interview, direct interview – pros and cons. Questionnaires in Polish sociological research. Social conditions for questionnaire interviews. Tools, building questions – types of questions, shortcomings of questionnaire questions. Coding questions, coding techniques. Calculating and interpreting outcomes. Method of panel analysis.

Modern Methods of HR Recruitment

Gaining workforce into an organisation – the process consequences and conditions. Preparing and organising the process of gaining workforce. Methods of recruitment. Methods of selection. Advantages and disadvantages of the method of Assessment Centre. Introducing to job responsibilities. Effectiveness evaluation of recruitment process. Planning recruitment and selection. Application form analysis and job interview as selection methods. Case study and roleplaying as selection methods. Designing the process of appointing right candidates on selected job posts.

Assessment and HR Competence Building

Occupational competence concept as the output of management theory evolution. Definitions, types and competence groups. Knowledge management versus human capital and workforce competences. Competence management aims. Talent management within the scope of workforce competences. Competence within content theory, process theory and integrated motivation models. Competence management in in practice on the stage of workforce recruitment. Motivational models versus competence management. Case study: Generali Group Poland, Coca-Cola Hellenic Bottling Company.

MANAGEMENT

Commercial Law

A notion, sources, a subjective and objective scope of commercial law. Economic activity. Entrepreneurs – their rights and duties. Setting up and performing economic activity. The National Court of Register. Firm, procurator, full powers (representation). Partnership companies and corporations. Other entities: cooperatives, foundations, associations, state companies. Economic agreements. Selected economic agreements. Securities.

Entrepreneurship

Business enterprise and entrepreneurship. Business enterprise as a unit performing economic activity. Enterprise as a system. Contemporary business' features. Interdisciplinary character of an enterprise. Active and reactive models of business behaviour on a market. Principles of entrepreneurial karaoke. Controversial advertising. Business model: economic, financial, production, organisational, cybernetic, socio-psychological, legal-ethical and ecological. Business strengthening on the market. Alternative theories of an enterprise. Business planning process – focus on the idea, aims and strategies as well as operational decisions.

Strategic Management

A notion, origin, evolution and stages of strategic management. Strategy as a tool of strategic management. Levels and types of classical strategies. Strategic analysis of a business – definitions, scope and users. Analysis of macroeconomic and competitive environments of a business. Strategic potential of a business. Analysis and planning of production portfolio – portfolio methods. Methods of integrated strategic analysis of a business and its environment. Planning strategy. Implementing strategy. Controlling introduction of a strategy. Cooperation and value added creation strategies. Strategy versus organisational structure. Business models. Strategy versus organisational culture. Solving problems of strategic management. Strategic management used in increasingly turbulent environment.

Negotiations

Negotiations and their significance. Language of negotiations. Stages in negotiations. Persuasion in negotiations. Difficult situations in negotiations. Negotiation theory from the perspective of need satisfaction.

Seminar

Mathematical Statistics

Laplace definition, Bernoulli trial. Binomial distribution. Compartment and point estimators. Sample distribution - three Gaussian distributions, chi-square. Distributions of t-student test, F-Snedecor. Statistical hypothesis testing.

Conflict Management and Negotiations

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Explaining phenomenon of interpersonal and social conflicts arising and their solving. Performing effective communication, dealing with difficult situations, securing one's own objectives.

Process Management

A notion and core of a process, process organisation and process management. Evolution of the concept of process management. Functional and process management. Process classification. Process measures. Designing process in an organisation. Structure model of a process organisation. Modelling business processes – standards and tools. Process approach in contemporary management methods. Applications of process management concept.

Computer Support in HRM

Elaborating an algorithm evaluating the correctness of input data, choosing tools and using contemporary information systems for HRM.

Outplacement

The idea of outplacement method. Conditions for using the method and its effectiveness. Types of outplacement. Communication techniques in the course of outplacement technique use. Success factors – analysis of selected case studies. Opportunities to use the method of outplacement in Poland.

Diploma Thesis

Labour Law

Fundamental issues concerning a labour market. Legal employment relation. Job contract. Agreement under civil law. Types of contracts. Termination of employment. Termination of an employment contract. Equal treatment of employees. Discrimination ban. Temporary inability to work – worker's rights and benefits. Ordinal and material responsibility of the employees. Working time and going on leave. Parenthood powers.

Seminar

The Faculty of Management

Plan and program

of the 2nd degree studies (Master's studies)

Management

(Speciality: *Product Management*)

Graduate professional profile (2nd Degree)

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The graduate's competences include: product management, own business running, product strategy modelling, marketing strategy modelling, marketing research performing, latest IT using in product management practice, successful self-presentation, commercial negotiations. Occupations or institutions for the graduates to work encompass among others production, commercial and service businesses.

The graduate is prepared to undertake its own business activity or become an employee in industry or business fields and is trained to carry on with permanent self-education to improve professional knowledge. Moreover they can start studies on the 3rd level of university education by joining doctoral studies.

Qualification conditions:

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		Total	ECTS	L	C	Lb	Project
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ZH	European integration	45	3	30	15	0	0
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ZM	International marketing	45	3	30	15	0	0
ZP	Civil law	45	3	30	15	0	0
ZH	Psychology of management	30	2	15	15	0	0
ZF	Managerial accounting	45	5	15	30	0	0
Total		360	30	195	165	0	0
	weekly		24				
	In semester		360				

Department	Module	Sem.	II				
		Total	ECTS	L	C	Lb	Project
ZL	Verification and assessment of product quality	45	5	15	30	0	0
ZI	Expert foreign language	15	1	0	15	0	0
ZL	Controlling and internal audit	30	2	15	15	0	0
ZL	Logistics	45	3	30	15	0	0
ZH	Methods of social research	45	3	30	15	0	0
ZP	Commercial law	30	2	15	15	0	0
ZO	Entrepreneurship	45	3	30	15	0	0
ZM	Pricing strategies	30	3	15	15	0	0
ZI	Statistical reasoning in quality verification	30	2	15	0	15	0
ZO	Strategic management	60	6	30	30	0	0
Total		375	30	195	165	15	0
	weekly		32				
	In semester		375				

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Department	Module	Sem.	III				
		Total	ECTS	L	C	Lb	Project
ZI	Business English	15	1	0	15	0	0
ZH	Negotiations	30	2	15	15	0	0
ZX	Seminar	30	2	0	30	0	0
ZI	Mathematical statistics	30	2	15	15	0	0
ZM	Techniques of product sales	45	4	15	30	0	0
ZL	Transportation of food products	30	3	15	15	0	0
ZI	Supporting processes of design and production	45	4	15	15	0	15
ZM	Brand management	45	5	15	30	0	0
ZL	Process management	45	5	30	15	0	0
ZO	Knowledge management in business	30	2	15	15	0	0
Total		345	30	135	195	0	15
	weekly		23				
	In semester		345				

Department	Module	Sem.	IV				
		Total	ECTS	L	C	Lb	Project
ZL	Economic aspects of product quality	30	2	15	15	0	0
ZI	Business English	15	1	0	15	0	0
ZH	Diploma Thesis	0	20	0	0	0	0
ZP	Labour law	15	1	15	0	0	0
ZX	Seminar	30	2	0	30	0	0
ZL	Production and logistics management	45	4	15	30	0	0
Total		135	30	45	90	0	0
	weekly		9				
	In semester		135				

Framework programmes

of 2nd cycle studies (Master's degree)

Management

(Specialty: *Product Management*)

Ethics in Business

Ethics' scope of interest and ethics in management. Ethics history. Types of business responsibility. Management ethics as a part of organisational culture. Value conflicts in management process. Occupational ethics – rights and duties of employees. Selected ethical theories. Ethical analysis elements. Ethical analysis of selected pathological phenomena in management and working environment. Their assessment and verification in terms of management ethics. Analysis of selected ethical codes. Designing ethical code of a business.

European Integration

Fundamental integration theories. European integration till 2WW. Integration aims and principles of the European Coal and Steel Community. Operating principles of the European Defence Community. Aims and principles of the European Community. Aims and objectives of the European Economic Community and the European Atomic Energy Community. The European Union structure. Membership in the EU. European citizenship and fundamental rights. Polish accession to the EU. The EU system reform in 1996-2007. International significance and role of the EU as compared to EU external policy. Catalogue of legal sources and legal procedures. EU relationship with other world regions and international organisations.

Management Concepts

Process approach and elasticity in contemporary management. Systematic approach as opposed to situational approach. Concept of learning organisation. Concept of chain organisations. Innovation and innovativeness orientation. Intellectual capital management in the context of business value. Concepts of stakeholders and business social responsibility. Theory of organisational game. Classical management concepts.

Macroeconomics

A scope of analysis and methods in macroeconomics. Major issues and main trends in macroeconomics. Measuring GDP and national income. National income's determinants, Keynes Multipliers and their analysis. Economic growth and economic development. Money and its significance for economy. Central bank and banking system. Public finance system. State budget and fiscal policy. Labour market. Demand and supply's determinants on a labour market, unemployment. Inflation – measuring, causes and outcome analysis. Inflation versus unemployment – Philips curve. IS-LM model. International economic exchange. International currency market.

International Marketing

Causes and phases of internationalisation; influence on marketing. International orientation of a business. Standardisation and individualisation in international marketing. International business environment and its impact on marketing activities. Foreign market entry strategies. Export strategies. Contract strategies. Entry strategies with capital contribution. Marketing research in international environment – specificity and difficulties with respect to countries of various level of development. Product creating on an international market. Pricing policy and distribution strategy in an international market. Promotion and its conditions on an international market. Intercultural communication. The effect of country of origin. Development trends of international marketing. Global marketing.

Civil Law

A notion of civil law – its importance for a legal system. Sources of civil law. Civil legal activities, relations under civil law. Subjective right. Principles of civil law and general clause. A notion and profile of physical entities, legal entities and organisational units without legal personality. Legal capacity and capacity to act in law. Issues concerning civil law.

Psychology of Management

Background in psychology and significance of psychology in management. Human behaviour in an organisation (cognitive processes, abilities, intelligence, emotional intelligence, personality). Interpersonal skills in managerial work (communication, conflicts, negotiations). Issues of problem evaluation and decision making. Art of motivating and manipulating others. Stress at work. Personality features in the theory of “the Great Five”. Social group as environment for a man in an organisation. Motivating and motivation. Motivating seen from the perspective of various psychological theories. Factors influencing effective communication. Methods of conflict management. Decision making. Creativity.

Managerial Accounting

A notion, role and a scope of managerial accounting. Instruments of operational (classic) managerial accounting. Strategic tools of managerial accounting. Classification and types of cost calculation. Variable costing, direct standard costing, ABC activity costing, target costing, kaizen costing – key features and their use in management. Cost management. Cost budgeting. Development of costing systems. Organisation and methodology of cost controlling.

Verification and Assessment of Product Quality

Quality management – introductory remarks. Perception and evaluation of product quality. Methods of evaluation of product quality and compatibility. Quality measures. Product quality – introduction. Product quality parameters. Application of methods serving to assess and improve product quality. Product quality as seen from a customer perspective (application of selected methods). Presentation of other quality management methods and techniques.

Controlling and Internal Audit

A notion and core of audit. International standards for internal audit and principles of occupational ethics. Organisation of internal audit team. Audit evidence and working audit documents. Risk analysis and risk management. Methods and tests in internal audit. Fundamental typology of audits. Planning internal audit and completing audit tasks. Internal audit versus internal control. The aim and main core of internal control. Organisation of internal control.

Logistics

Introduction to logistics. Managing the supply chain in logistics. Significance of supply logistics for logistic system in an organisation. Distribution logistics. Production management in logistics. Reverse logistics. Inventory management. Links between particular logistic subsystems. Logistics and management of delivery chain – introduction. Solving selected problems concerning delivery, production and distribution.

Methods of Social Research

Review of methods and techniques used in social research. Quantitative and qualitative methods. Research techniques by J. Lutyński. Stages in research proceedings. Research problems and questions. Research objectives and concept. Defining notions in social sciences. Variables. Variable categories. Variable measuring scales. Hypothesis verification in social research. Ratios in social research. Categories of ratios by S. Nowak. Mailing survey, telephone interview, online interview, direct interview – pros and cons. Questionnaires in Polish sociological research. Social conditions for questionnaire interviews. Tools, building questions – types of questions, shortcomings of questionnaire questions. Coding questions, coding techniques. Calculating and interpreting outcomes. Method of panel analysis.

Commercial Law

A notion, sources, a subjective and objective scope of commercial law. Economic activity. Entrepreneurs – their rights and duties. Setting up and performing economic activity. The National Court of Register. Firm, procuration, full powers (representation). Partnership companies and corporations. Other entities: cooperatives, foundations, associations, state companies. Economic agreements. Selected economic agreements. Securities.

Entrepreneurship

Business enterprise and entrepreneurship. Business enterprise as a unit performing economic activity. Enterprise as a system. Contemporary business' features. Interdisciplinary character of an enterprise. Active and reactive models of business behaviour on a market. Principles of entrepreneurial karaoke. Controversial advertising. Business model: economic, financial, production, organisational, cybernetic, socio-psychological, legal-ethical and ecological. Business strengthening on the market. Alternative theories of an enterprise.

MANAGEMENT

Business planning process – focus on the idea, aims and strategies as well as operational decisions.

Strategic Management

A notion, origin, evolution and stages of strategic management. Strategy as a tool of strategic management. Levels and types of classical strategies. Strategic analysis of a business – definitions, scope and users. Analysis of macroeconomic and competitive environments of a business. Strategic potential of a business. Analysis and planning of production portfolio – portfolio methods. Methods of integrated strategic analysis of a business and its environment. Planning strategy. Implementing strategy. Controlling introduction of a strategy. Cooperation and value added creation strategies. Strategy versus organisational structure. Business models. Strategy versus organisational culture. Solving problems of strategic management. Strategic management used in increasingly turbulent environment.

Pricing Strategies

Price in an organisational operations. Establishing prices. Pricing classes. Product pricing segmentation. Product quality versus product price. Selecting pricing strategy. Calculating demand and price sensitivity. Calculating demand curves. Price elasticity of demand. Costs and level of production. Accumulated production. Influence of diversified marketing offer on the price. Choosing methods of price calculation. Ultimate price. Psychological aspects of price calculating. Pricing policy of a business. Discounts and bonuses. Promotional prices, pricing discrimination. Influence of competition on pricing calculation.

Negotiations

Negotiations and their significance. Language of negotiations. Stages in negotiations. Persuasion in negotiations. Difficult situations in negotiations. Negotiation theory from the perspective of need satisfaction.

Seminar

Mathematical Statistics

Laplace definition, Bernoulli trial. Binomial distribution. Compartment and point estimators. Sample distribution - three Gaussian distributions, chi-square. Distributions of t-student test, F-Snedecor. Statistical hypothesis testing.

Techniques of Product Sales

Interpersonal communication during selling process. Identification techniques and need analysis in the process of selling. Presenting and sales demonstration techniques. Persuading clients and completing commercial transactions. NLP based techniques (Neurolinguistic Programming) used in selling. Client types and dealing with either type.

Transportation of Food Products

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Procedures and conditions for food transportation. Legal requirements concerning food cooling and freezing transportation. Preparing food for transportation, storing, loading and locating goods. Safety management systems for food transportation according to domestic and international standards. Forwarding and food distribution. Technical characteristics of food-oriented means of transportation. Organisation and planning food transportation. Controlling and optimising food freight. Safety and health standards in the course of loading, shipment and unloading food.

Supporting Processes of Design and Production

Processes and systems – typology, identification, approach, modelling and management. Designing – general and detailed principles, methods, characteristics. Preparing new product's manufacturing – need identification, technological opportunities, technical preparations. Technology and production organisation – structure, life cycle, selected technology strengths. Planning and production realisation – typical management modules (LM, JIT, OPT, ERM and others). Methods of design and production support. Design and production improving – problem solving, innovativeness, organisational culture and evaluation methods.

Brand Management

A notion and functions of a brand. Characteristics of a brand (value, culture, personality). Brand strategies. Brand selection. Features of a strong brand. Significance of a brand as a component of intangibles in various institutions, intermediaries, sports clubs, non-profit organisations, higher education institutions, towns, regions and countries.

Process Management

A notion and core of a process, process organisation and process management. Evolution of the concept of process management. Functional and process management. Process classification. Process measures. Designing process in an organisation. Structure model of a process organisation. Modelling business processes – standards and tools. Process approach used in contemporary management methods. Application of a process management concept.

Knowledge Management in Business

Knowledge management methods in knowledge-based economy. Typology and sources of knowledge in globalisation era. Knowledge and competitive edge. Origin, aims and principles of knowledge management in contemporary organisations. Learning organisation concept – changes in management system. Team learning and its role in business development management. Obstacles and opportunities of knowledge flow in organisation and its environment.

Economic Aspects of Product Quality

Business management versus TQM strategy. Product marketing strategies. Economic and financial aspects of TQM. Significance of organisational culture in TQM. Quality and its role

MANAGEMENT

in management. Evolution of the issues concerning quality and its costs. Quality management.

Diploma Thesis

Labour Law

Fundamental issues concerning labour market. Legal employment relation. Job contract. Agreement under civil law. Types of contracts. Termination of employment. Termination of an employment contract. Equal treatment of employees. Discrimination ban. Temporary inability to work – worker's rights and benefits. Ordinal and material responsibility of employees. Working time and going on leave. Parenthood powers.

Seminar

Production and Logistics Management

Production and logistics management - introduction. Production management as the process of business management, traditional and process approach, principles of production management. A notion of a production enterprise. Product: design, quality, competition, demand forecast, selection and design of technological process. The notion, typology, space and time-based approach towards production processes. Technological and production cycle. Production planning and modelling. Contemporary methods of production management. Logistics management in an enterprise.

The Faculty of Management

Plan and program

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Management

(Speciality: *Regional Development Management and EU projects*)

Graduate professional profile (2nd Degree)

The graduate gains knowledge in the fields of economics, law, socio-psychology and becomes familiar with the latest marketing methods and management techniques aided with economic calculation with the skill in using the latest information technology equipment and foreign languages. All this makes the graduate a full-fledged, management and organisation specialist prepared to manage economic activity of market enterprises, work in public administration and other institutions. Major benefits of this course are knowledge development and understanding combined with business and management skills suitable for professional practice at middle management level. This covers general management and its key functional areas and the development of the applied professional skills, practices and techniques in the management environment. In particular they will find themselves qualified enough to manage EU projects as well as to deal with the issues of regional development. The graduate will have learnt to analyse, plan and undertake effective decision-making. They will also be able to present successful inter-personal communication, including teamwork. Finally they will professionally use financial and other management information tools.

The graduate's competences include: EU project managing, own business running with the use of suitable EU funds, corporate strategy modelling, marketing strategy modelling, marketing research performing, latest IT using in management practice, successful self-presentation, commercial negotiations. Occupations or institutions for the graduates to work encompass: public administration units, non-governmental organisations, commercial and service businesses, advisory firms, institutions cooperating with business, institutions dealing with market research and marketing activity.

The graduate is prepared to undertake its own business activity or become an employee in administration or in business and is trained to carry on with permanent self-education to improve professional knowledge. Moreover they can start studies on the 3rd level of university education by joining doctoral studies.

Qualification conditions:

A candidate for Master's studies at Regional Development Management and EU Projects should meet the following requirements:

- Completed the 1st degree Management studies
- Completed the 1st degree related studies, e.g. Economics, Marketing, European Studies, Finance and Accounting, Logistics

MANAGEMENT

Sufficient English language skills are required. The admission decision will be undertaken by the recruitment committee.

Course structure

The study plan for a MSc course in Regional Development Management and EU Projects is presented in the enclosed table. Subjects are described by: a name of the individual subject, type of classes (L – lectures, C – theoretical classes, P – project, Lb – laboratory), a number of hours per semester (each lasting 15 weeks) and a number of ECTS credits. Highlighted subject rows signify the examination during each examination session. In order to be granted the professional title of a Master of Science it is necessary to complete the study programme, to prepare and defend a MSc thesis. During the defence of the master's thesis a final oral examination is carried out.

Department	Module	Sem.	I				
		Total	ECTS	L	C	Lb	Project
ZH	Ethics in management	30	2	15	15	0	0
ZH	European integration	45	3	30	15	0	0
ZI	Expert foreign language	15	1	0	15	0	0
ZO	Management concepts	45	5	30	15	0	0
ZE	Macroeconomics	60	6	30	30	0	0
ZM	International marketing	45	3	30	15	0	0
ZP	Civil law	45	3	30	15	0	0
ZH	Psychology of management	30	2	15	15	0	0
ZF	Managerial accounting	45	5	15	30	0	0
Total		360	30	195	165	0	0
	weekly		24				
	In semester		360				

Department	Module	Sem.	II				
		Total	ECTS	L	C	Lb	Project
ZE	European regional policy	30	3	15	15	0	0
ZI	Expert foreign language	15	1	0	15	0	0
ZL	Controlling and internal audit	30	2	15	15	0	0
ZL	Logistics	45	3	30	15	0	0
ZM	Regional and local marketing	30	2	15	15	0	0
ZH	Methods of social research	45	3	30	15	0	0
ZE	Methods of regional development assessment	45	5	30	15	0	0
ZP	Commercial law	30	2	15	15	0	0
ZO	Entrepreneurship	45	3	30	15	0	0
ZO	Strategic management	60	6	30	30	0	0
Total		375	30	210	165	0	0
	weekly		25				
	In semester		375				

MANAGEMENT

Department	Module	Sem.	III				
		Total	ECTS	L	C	Lb	Project
ZE	Regional and local economy	45	4	30	15	0	0
ZI	Business English	15	1	0	15	0	0
ZH	Negotiations	30	2	15	15	0	0
ZO	Planning and assessment of investment projects	60	6	30	30	0	0
ZO	Regional development planning	45	5	30	15	0	0
ZP	Local government law	45	3	30	15	0	0
ZX	Seminar	30	2	0	30	0	0
ZI	Mathematical Statistics	30	2	15	15	0	0
ZL	Process management	45	5	30	15	0	0
Total		345	30	180	165	0	0
	weekly		23				
	In semester		345				

Department	Module	Sem.	IV				
		Total	ECTS	L	C	Lb	Project
ZI	Business English	15	1	0	15	0	0
ZH	Diploma thesis	0	20	0	0	0	0
ZP	Labour law	15	1	15	0	0	0
ZX	Seminar	30	2	0	30	0	0
ZO	Management of local government units	45	3	30	15	0	0
ZO	EU sustainable development	30	3	15	15	0	0
Total		135	30	60	75	0	0
	weekly		9				
	In semester		135				

Framework programmes

of 2nd cycle studies (Master's degree)

Management

(Specialty: *Regional Development Management and EU Projects*)

Ethics in Business

Ethics' scope of interest and ethics in management. Ethics history. Types of business responsibility. Management ethics as a part of organisational culture. Value conflicts in a management process. Occupational ethics – rights and duties of employees. Selected ethical theories. Ethical analysis elements. Ethical analysis of selected pathological phenomena in management and working environment. Their assessment and verification in terms of management ethics. Analysis of selected ethical codes. Designing ethical code of a business.

European Integration

Fundamental integration theories. European integration till 2WW. Integration aims and principles of the European Coal and Steel Community. Operating principles of the European Defence Community. Aims and principles of the European Community. Aims and objectives of the European Economic Community and the European Atomic Energy Community. The European Union structure. Membership in the EU. European citizenship and fundamental rights. Polish accession to the EU. The EU system reform in 1996-2007. International significance and role of the EU as compared to EU external policy. Catalogue of legal sources and legal procedures. EU relationship with other world regions and international organisations.

Management Concepts

Process approach and elasticity in contemporary management. Systematic approach as opposed to situational approach. Concept of learning organisation. Concept of chain organisations. Innovation and innovativeness orientation. Intellectual capital management in the context of business value. Concepts of stakeholders and business social responsibility. Theory of an organisational game. Classical management concepts.

Macroeconomics

Analysis' scope and methods in macroeconomics. Major issues and main trends in macroeconomics. Measuring GDP and national income. National income's determinants, Keynes Multipliers and their analysis. Economic growth, economic development. Money and its significance for the economy. Central bank and banking system. Public finance system. State budget and fiscal policy. Labour market. Demand and supply's determinants on labour market, unemployment. Inflation – measuring, causes and outcome analysis. Inflation versus unemployment – Philips curve. IS-LM model. International economic exchange. International currency market.

International Marketing

MANAGEMENT

Causes and phases of internationalisation; influence on marketing. International orientation of business. Standardisation and individualisation in international marketing. International business environment and its impact on marketing activities. Foreign market entry strategies. Export strategies. Contract strategies. Entry strategies with capital contribution. Marketing research in international environment – specificity and difficulties with respect to countries of various level of development. Product creating on an international market. Pricing policy and distribution strategy on an international market. Promotion and its conditions on an international market. Intercultural communication. The effect of country of origin. Development trends in international marketing. Global marketing.

Civil Law

A notion of civil law – its importance for a legal system. Sources of civil law. Civil legal activities, relations under civil law. Subjective right. Principles of civil law and general clause. A notion and profile of physical entities, legal entities and organisational units without legal personality. Legal capacity and capacity to act in law. Issues concerning civil law.

Psychology of Management

Background in psychology and significance of psychology in management. Human behaviour in an organisation (cognitive processes, abilities, intelligence, emotional intelligence, personality). Interpersonal skills in managerial work (communication, conflicts, negotiations). Issues of problem evaluation and decision making. Art of motivating and manipulating others. Stress at work. Personality features in the theory of “the Great Five”. Social group as environment for a man in an organisation. Motivating and motivation. Motivating seen from the perspective of various psychological theories. Factors influencing effective communication. Methods of conflict management. Decision making. Creativity.

Managerial Accounting

A notion, role and a scope of managerial accounting. Instruments of operational (classic) managerial accounting. Strategic tools of managerial accounting. Classification and types of cost calculation. Variable costing, direct standard costing, ABC activity costing, target costing, kaizen costing – key features and their use in management. Cost management. Cost budgeting. Development of costing systems. Organisation and methodology of cost controlling.

Controlling and Internal Audit

A notion and core of audit. International standards for internal audit and principles of occupational ethics. Organisation of internal audit team. Audit evidence and working audit documents. Risk analysis and risk management. Methods and tests in internal audit. Fundamental typology of audits. Planning internal audit and completing audit tasks. Internal audit versus internal control. The aim and main core of internal control. Organisation of internal control.

Logistics

MANAGEMENT

Introduction to logistics. Managing the supply chain in logistics. Significance of supply logistics for logistic system in an organisation. Distribution logistics. Production management in logistics. Reverse logistics. Inventory management. Links between particular logistic subsystems. Logistics and management of delivery chain – introduction. Solving selected problems concerning delivery, production and distribution.

Regional and Local Marketing

Communication strategies of state-governed units with the environment. Aims and objectives of promotional activities. Functions of promotion in regional and local marketing. Designing and modelling the image of a local-government unit.

Methods of Social Research

Review of methods and techniques used in social research. Quantitative and qualitative methods. Research techniques by J. Lutyński. Stages in research proceedings. Research problems and questions. Research objectives and concept. Defining notions in social sciences. Variables. Variable categories. Variable measuring scales. Hypothesis verification in social research. Ratios in social research. Categories of ratios by S. Nowak. Mailing survey, telephone interview, online interview, direct interview – pros and cons. Questionnaires in Polish sociological research. Social conditions for questionnaire interviews. Tools, building questions – types of questions, shortcomings of questionnaire questions. Coding questions, coding techniques. Calculating and interpreting the outcomes. Method of panel analysis.

Methods of Regional Development Assessment

Aims and objectives of regional development. Methods and tools of regional development assessment. Calculating and evaluating regional development level. Regional development objectives of a particular region.

Commercial Law

A notion, sources, a subjective and objective scope of commercial law. Economic activity. Entrepreneur – their rights and duties. Setting up and performing economic activity. The National Court of Register. Firm, procurator, full powers (representation). Partnership companies and corporations. Other entities: cooperatives, foundations, associations, state companies. Economic agreements. Selected economic agreements. Securities.

Entrepreneurship

Business enterprise and entrepreneurship. Business enterprise as a unit performing economic activity. Enterprise as a system. Contemporary business' features. Interdisciplinary character of an enterprise. Active and reactive models of business behaviour on a market. Principles of entrepreneurial marketing. Controversial advertising. Business model: economic, financial, production, organisational, cybernetic socio-psychological, legal-ethical and ecological. Business strengthening on a market. Alternative theories of an enterprise.

MANAGEMENT

Business planning process – focus on the idea, aims and strategies as well as operational decisions.

Strategic Management

A notion, origin, evolution and stages of strategic management. Strategy as a tool of strategic management. Levels and types of classical strategies. Strategic analysis of a business – definitions, scope and users. Analysis of macroeconomic and competitive environments of a business. Strategic potential of a business. Analysis and planning of production portfolio – portfolio methods. Methods of integrated strategic analysis of a business and its environment. Planning strategy. Implementing strategy. Controlling introduction of a strategy. Cooperation and value added creation strategies. Strategy versus organisational structure. Business models. Strategy versus organisational culture. Solving problems of strategic management. Strategic management used in increasingly turbulent environment.

Regional and Local Economy

The aims and principles of the EU regional policy. Tools of the EU regional policy. Development objectives for regions from the perspective of the EU regional policy.

Negotiations

Negotiations and their significance. Language of negotiations. Stages in negotiations. Persuasion in negotiations. Difficult situations in negotiations. Negotiation theory from the perspective of need satisfaction.

Seminar

Mathematical Statistics

Laplace definition, Bernoulli trial. Binomial distribution. Compartment and point estimators. Sample distribution - three Gaussian distributions, chi-square. Distributions of t-student test, F-Snedecor. Statistical hypothesis testing.

Process Management

A notion and core of a process, process organisation and process management. Evolution of the concept of process management. Functional and process management. Process classification. Process measures. Designing process in an organisation. Structure model of a process organisation. Modelling business processes – standards and tools. Process approach in contemporary management methods. Applications of process management concept.

Diploma Thesis

Labour Law

MANAGEMENT

Fundamental issues concerning labour market. Legal employment relation. Job contract. Agreement under civil law. Types of contracts. Termination of employment. Termination of an employment contract. Equal treatment of employees. Discrimination ban. Temporary inability to work – worker's rights and benefits. Ordinal and material responsibility of the employees. Working time and going on leave. Parenthood powers.