



**Akademia
Humanistyczno
Ekonomiczna
w Łodzi**

ERASMUS+ INCOMING STUDENTS ACADEMIC OFFER - COURSES TAUGHT IN ENGLISH

**MANAGEMENT
SPRING 2025/2026**

**MANAGEMENT
BACHELOR**

3rd year, 6th semester

INTERNET MARKETING – LECTURE

2 ECTS

The aim of the course is to provide information on modern marketing, especially the mechanisms of: product promotion, communication with the client, selection of methods of building value for the client, shaping pricing policies. In addition, examples of the use of mobile solutions in traditional business models will be shown.

The learning outcomes

- **in terms of knowledge:** The student has a structured knowledge of terminology in the field of Internet marketing and in the typology of Internet property. Knows selected theories and concepts in the field of marketing Internet
- **In terms of skills:** Is able to use online marketing theories to Identify challenges and issues in the digital economy facing the organization. Is able to propose potential tools to solve challenges in the area of digital economy facing the organization
- **In terms of social competence:** The student is aware of the impact of technological development of the digital economy and, through this, on the ways of communicating with stakeholders of the organization. Is aware of the ethical requirements in the field of marketing Internet

Course content

1. The impact of the Internet on the marketing activities of
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- enterprises
 2. Marketing research on the Internet
 3. Planning a promotional campaign on the Internet
 4. Communication of the enterprise with the market through Internet tools
 5. Social campaigns on the Internet
 6. Internet in the product development process
 7. Customer service on the Internet

Educational methods

lecture,
case study work,
discussion,
project method

Method of verifying education: test, project, activity during classes

INTERNET MARKETING – PROJECT

2 ECTS

The aim of the course is to provide information on modern marketing, especially the mechanisms of: product promotion, communication with the client, selection of methods of building value for the client, shaping pricing policies. In addition, examples of the use of mobile solutions in traditional business models will be shown.

Learning Outcomes

- **In terms of knowledge:** Understands concepts and ideas related to online marketing. Knows various strategies and techniques used in online marketing and their practical application in business. Possesses knowledge about marketing as a social and managerial process, particularly knowledge about marketing tools, including advertising and other components of the marketing communication system in a virtual environment.
- **In terms of skills:** Able to create online advertising campaign projects. Able to evaluate and formulate online marketing strategies, considering various communication channels and tools available on the Internet. Selects methods and tools, including advanced information and communication technologies (ICT), applies information technologies to management tasks, and uses IT tools for collecting, analyzing, and presenting economic and social data.
- **In terms of social competencies:** Prepared for teamwork, taking on various roles within the team, and organizing activities for social life. Shows initiative in addressing social, ethical, and discrimination issues.

Course Content

1. Introduction to online marketing.
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2. Strategies and marketing tools on the Internet.
 3. Online communication channels.
 4. Content creation in online marketing.
 5. Internet analytics.
 6. E-commerce and online sales.
 7. Legal and ethical aspects of online marketing.
 8. Managing online marketing campaigns.

Teaching Methods: Conversational lecture, Case study-based work, Discussion, Project method

Method of verifying education: test, project, activity during classes

CORPORATE SOCIAL RESPONSIBILITY – LECTURE

2 ECTS

The aim of the course is to familiarize students with the concept of corporate social responsibility (CSR), to present the areas interests of the idea of CSR, the sequence of shaping the social awareness of enterprises and the dilemmas and direction of changes regarding the implementation of corporate social responsibility in modern market economy.

The learning outcomes

- **In terms of knowledge:** The student defines the ideas and concepts of social corporate responsibility. The student names and correctly interprets concepts of corporate social responsibility
- **in terms of skills:** The student is able to list the advantages and disadvantages of the CSR concept and identify its usefulness and benefits for local community stakeholders and the economy as a whole. The student analyzes the behavior of enterprises implementing the CSR concept and evaluates their preparedness to implement this idea.
- **in terms of social competence:** The student evaluates the usefulness of the CSR concept in practice. The student understands the importance of ethical conduct in the profession of a manager

Course content

1. The idea of CSR (Corporate Social Responsibility)
2. The concept and areas of interest of CSR
3. Corporate social responsibility in the aspect of the employee (labor relations Labor, Human Rights)
4. The role of CSR from the employer's perspective
5. Outline of the formation of social consciousness in the process of management
6. Ethics in business as an important element of CSR
7. CSR and sustainable development
8. The impact of the Sustainable Development Goals
9. UN on the formation of directives related to CSR
10. CSR international norms and standards
11. Possible dysfunctions and directions of change related to the implementation of social
12. Corporate Responsibility
13. The benefits of applying CSR in enterprises

Educational methods: conversational lecture, multimedia presentations, discussion

Method of verifying education: test, project, activity during classes

BUSINESS NEGOTIATIONS- LECTURE

1 ECTS

The aim of the course is to provide students with knowledge about the ability to analyze a situation in order to prepare for negotiations and to effectively use interpersonal communication skills in the negotiation process.

The learning outcomes

- **in terms of knowledge:** Indicate the different styles adopted by negotiators. Indicate the manipulation techniques used in negotiations
- **in terms of skills:** Analyze the negotiation situation in the preparation phase of the negotiations. Apply knowledge of communication in negotiation situations
- **in terms of social competence:** Cooperate in a team

Course content

1. The importance of interpersonal communication in the negotiation process
2. Stages of negotiation. Contingency plans - BATNA
3. Negotiation styles and techniques
4. Principled negotiation
5. Manipulations in negotiations
6. Breakthrough negotiation

Educational methods: conversational lecture, case method, didactic games, film, didactic discussion

Method of verifying education: test, project, activity during classes

BUSINESS NEGOTIATIONS- WORKSHOPS

2 ECTS

The aim of the course is to provide students with knowledge about the ability to analyze a situation in order to prepare for negotiations and to effectively use interpersonal communication skills in the negotiation process.

Learning Outcomes

- **In terms of knowledge:** Knows key concepts related to negotiations. Understands the rationale for using negotiation techniques based on persuasion or manipulation.
- **In terms of skills:** Able to analyze and discuss the negotiation process.
- Able to communicate on professional topics with colleagues, contractors, clients, internal and external stakeholders.
- **In terms of social competencies:** Ready for teamwork, taking on various roles within the team, and organizing activities for social purposes.

Course Content

1. Introduction to negotiation issues.
2. The importance of interpersonal communication in the negotiation process.
3. Analysis of the negotiation process. Stages of negotiation.
4. Negotiation styles and techniques. Negotiation strategies. Characteristics of a "good" negotiator.
5. Persuasion and manipulation in negotiations. Emotions in negotiations.
6. Errors and pitfalls in the negotiation process.

Teaching Methods: Conversational lecture, Workshop method, Educational games

Method of verifying education: test, project, activity during classes

SME INNOVATION – lecture

1 ECTS

The aim is to familiarize students with the conceptual apparatus of business ethics and economic choices and their limitations. After completing the course, the student will know the directions and ethical systems, the principles of fair and unfair competition and the principles of ethical advertising. In addition, he will learn the principles of ethical human resource management and the principles of ethical action in relation to society and the state.

The learning outcomes

- **in terms of knowledge:** Defines terms in the field of innovation, distinguishes between different types of innovation and characterizes the importance of innovation in economic processes
- **in terms of skills:** Presents economic problems, solved on the basis of implemented innovations of various types with the use of multimedia techniques. Analyzes the process of innovation implementation based on knowledge of principles, methods and techniques of effective innovation (innovation models)
- **in terms of social competence:** Understands the need to constantly strive to expand his own knowledge and possessed skills and inspire others to do the same behaviour. Manifests an active attitude towards searching for different problems solutions

Course content

1. Classification of innovations and the essence of innovation
2. The need for innovation - the aspect of competitiveness
3. Sources of innovation of SMEs
4. Methods and tools of innovative management in SME enterprises
5. Building an innovation strategy of SME business entities
6. Future forms of organization of SME enterprises
7. Innovations in human capital management
8. Management of a new product

Educational methods: lecture, workshop method, work on the basis of case studies

Method of verifying education: test, project, activity during classes

PROJECT MANAGEMENT IN SMES – LECTURE

2 ECTS

After completing the course, the student knows the key concepts of the theory of enterprise and the principles of functioning of SME entities in a market economy, and understands the relationships between them. He knows the general principles of creating and developing individual entrepreneurship and uses this knowledge.

The learning outcomes

- **in terms of knowledge:** The student knows the key concepts of enterprise theory and the principles of functioning of SME entities in the market economy, as well as understands the interrelationships that exist between them. He knows the general principles of formation and development of individual entrepreneurship and uses this knowledge. The student knows to an advanced degree the terminology within the sciences of management and project management. Knows and understands the most important theories of project management in the field of SMEs in Poland
- **in terms of skills:** The student has the ability to use the gained knowledge and the ability to formulate conclusions and justifications. The student has the ability to build analytical tools such as a tree of problems, goals, needs analysis and identification of the main objective and specific objectives. Recognizes dilemmas in project management and solves them independently and responsibly
- **in terms of social competence:** The student is able to apply elements of theoretical knowledge on project management in practical activities and implementation of real activities. The student is able to apply particular analytical tools of management in relation to the specifics of social and commercial. Student demonstrates openness to new Courses, facts and challenges in the field of project management

Course content

1. Project management - concepts in the context of the specifics of SMEs
2. Initiating project activities using the potential of the enterprise
3. SME - from idea to project - workshop on building project structure using logical project matrix - tree of problems, goals, analysis of needs and identification of the main objective and specific objectives
4. Planning project activities in SMEs: building a project team, building a schedule of project activities - Gantt chart, critical path, progress path; project budget
5. Project control: control and monitoring of activities - project objectives and indicators, project evaluation tools
6. Risk management in projects: identification of risks in the project, strategy, response to risk, supervision and control of risk situation
7. Project evaluation and assessment: criteria for project evaluation; how to evaluate - methods of evaluation studies; project success - evaluation criteria

Educational methods: conversational lecture, classical problem method, analysis of an individual case, project method

Method of verifying education: test, project, activity during classes

PROJECT MANAGEMENT IN SMES – project

2 ECTS

After completing the course, the student knows the key concepts of the theory of enterprise and the principles of functioning of SME entities in a market economy, and understands the relationships between them. He knows the general principles of creating and developing individual entrepreneurship and uses this knowledge.

The learning outcomes

- **in terms of knowledge:** The student knows the key concepts of enterprise theory and the principles of functioning of SME entities in the market economy, as well as understands the interrelationships that exist between them. He knows the general principles of formation and development of individual entrepreneurship and uses this knowledge. The student knows to an advanced degree the terminology within the sciences of management and project management. Knows and understands the most important theories of project management in the field of SMEs in Poland
- **in terms of skills:** The student has the ability to use the gained knowledge and the ability to formulate conclusions and justifications. The student has the ability to build analytical tools such as a tree of problems, goals, needs analysis and identification of the main objective and specific objectives. Recognizes dilemmas in project management and solves them independently and responsibly
- **in terms of social competence:** The student is able to apply elements of theoretical knowledge on project management in practical activities and implementation of real activities. The student is able to apply particular analytical tools of management in relation to the specifics of social and commercial. Student demonstrates openness to new courses, facts and challenges in the field of project management.

Course content

1. Project management - concepts in the context of the specifics of SMEs
2. Initiating project activities using the potential of the enterprise
3. SME - from idea to project - workshop on building project structure using logical project matrix - tree of problems, goals, analysis of needs and identification of the main objective and specific objectives
4. Planning project activities in SMEs: building a project team, building a schedule of project activities - Gantt chart, critical path, progress path; project budget
5. Project control: control and monitoring of activities - project objectives and indicators, project evaluation tools
6. Risk management in projects: identification of risks in the project, strategy, response to risk, supervision and control of risk situation
7. Project evaluation and assessment: criteria for project evaluation; how to evaluate - methods of evaluation studies; project success - evaluation criteria

Educational methods: conversational lecture, classical problem method, analysis of an individual case, project method

Method of verifying education: test, project, activity during classes

PROJECT EVALUATION PROCESS – EXERCISES

1 ECTS

The aim of the course is to provide knowledge of project feasibility analysis and its evaluation. After completing the course, the student will gain knowledge in the field of project implementation. Student will know what a project is, project management, will know the specificity and nature of individual stages and phases of life project.

The learning outcomes

- **in terms of knowledge:** Understands the essence of the project and the aspects involved in its implementation. The student has knowledge of project implementation - what a project is, the specifics and nature of the various stages and phases of the life of the project. The student is prepared to recognize and define norms and legal regulations in the field of EU project management in Poland
- **In terms of skills:** The student has the ability to use the acquired knowledge and to formulate conclusions and justifications. The student has the ability to build analytical tools, such as a tree of problems, objectives, needs analysis and identification of the main objective and specific objectives. Student is able to select project evaluation tools adapted to the specifics of the project
- **in terms of social competence:** Students are able to apply elements of theoretical knowledge on of project management in practical activities and implementation of real activities. The student is able to apply particular analytical tools of management in relation to the specifics of activities social and commercial activities

Course content

1. The essence of the project, the characteristics of the project, the parameters of the project., the specifics of management
2. Projects - consolidation of knowledge
3. Concept, scope and objectives: monitoring, control, evaluation and audit in project management
4. Selected aspects of evaluation research: stages of preparatory activities, methods and techniques of evaluation, evaluation of project implementation
5. Examination of the correctness of project implementation - formal requirements
6. Examination of the reasonableness and eligibility of expenses
7. Testing the correctness and completeness of documentation
8. Evaluation of the project control system: forms, methods and tools
9. Analysis of project progress reports: deviation reports, work progress, phased, final project
10. Examples of monitoring, control, evaluation and audit of selected projects
11. Importance of monitoring, control, evaluation and audit in the implementation of European projects

Educational methods: conversational lecture, classical problem method, individual case analysis

Method of verifying education: test, project, activity during classes

ORGANIZATION OF E-ENTERPRISE – LECTURE

2 ECTS

The aim of the course is to familiarize students with the construction and functioning of e-enterprises. After completing the course, the student will know the concepts related to the use of e-business platforms in management.

The learning outcomes

- **In terms of knowledge:** Classifies e-business models. Knows the concepts related to the use of ebusiness platforms in management. Knows the areas of e-business, opportunities and barriers
- **In terms of skills:** Can distinguish and characterize the internal and external of an e enterprise. Characterizes popular e-business models
- **In terms of social competence:** Is able to work in a group taking on different roles Is aware of the responsibility for decisions made in a team

Course content

1. E-business-modern enterprise based on e-environment know-how
2. E-client - the modern consumer
3. E-learning - a modern way of improving competence and qualifications in the organization
4. Electronic exchange of information (EDI)
5. Models of e-business in an enterprise
6. Channels of communication in e-business
7. Threat, analysis of the e-business environment

Educational methods: lecture, classical project method, didactic discussion

Method of verifying education: test, project, activity during classes

ORGANIZATION OF E-ENTERPRISE – PROJECT

2 ECTS

The aim of the course is to familiarize students with the construction and functioning of e-enterprises. After completing the course, the student will know the concepts related to the use of e-business platforms in management.

Learning Outcomes

- **In terms of knowledge:** Knows concepts related to the use of e-business platforms in management. Knows and understands the essence of e-business activities in contemporary enterprises.
- **In terms of skills:** Identifies conditions and opportunities related to running e-business operations. Describes popular e-business models. Able to distinguish and characterize the internal and external environment of an e-enterprise. While working on individual and/or team projects, correctly determines priorities for achieving tasks set by oneself or the group, and identifies and resolves dilemmas related to managing an e-enterprise.
- **In terms of social competencies:** Ready to disseminate modern business practices. Aware of the risks associated with running an e-enterprise.

Course Content

1. E-business – a modern enterprise based on e-environment know-how.
2. Conditions for e-business activities in contemporary enterprises.
3. E-client – the modern consumer.
4. Electronic information exchange.
5. E-business models in the enterprise.
6. Communication channels in e-business.
7. Risks and challenges in e-enterprise operations.

Teaching Methods: Conversational lecture, Classical problem method, Didactic discussion, Project method

Method of verifying education: test, project, activity during classes

SHIFT MANAGEMENT – lecture

2 ECTS

The aim of the course is to familiarize students with the concept and essence of organizational change and its objectives; to explain the fundamental conditions and problems related to the implementation of the change process in an organization.

Learning outcomes:

- **in terms of knowledge:** The student understands the importance and role of change management in an enterprise. The student knows the sources and factors influencing the process of change in an organization. The student knows the sources of resistance to change in an organization and methods of overcoming it.
- **interms of skills:** The student is able to distinguish factors leading to changes in an organization. The student is able to characterize sources of resistance to change and propose ways to reduce it. The student is able to identify and propose solutions to problems related to the implementation of change in an organization.
- **in terms of social competence:** The student is ready to work in a team introducing changes in an organization. The student is open to innovative solutions to problems related to implementing changes in an organization. The student assumes responsibility for the consequences of their actions related to the introduction of change in an organization.

Teaching methods: (Options: lecture, conversational lecture, classical problem method, didactic discussion, case study, project method, workshop, seminar, brainstorming, drama techniques, problem-solving, ICT tools, simulations, group work, individual work): Full-time / Part-time studies: conversational lecture, case analysis, problem-solving, project-based method.

Methods of verification of Learning Outcomes: colloquium, project, activity, homework.

SHIFT MANAGEMENT – project

2 ECTS

The aim of the course is to familiarize students with the concept and essence of organizational change and its objectives; to explain the fundamental conditions and problems related to the implementation of the change process in an organization.

Learning outcomes:

- **in terms of knowledge:** The student understands the importance and role of change management in an enterprise. The student knows the sources and factors influencing the process of change in an organization. The student knows the sources of resistance to change in an organization and methods of overcoming it.
- **in terms of skills:** The student is able to distinguish factors leading to changes in an organization. The student is able to characterize sources of resistance to change and propose ways to reduce it. The student is able to identify and propose solutions to problems related to the implementation of change in an organization.
- **in terms of social competence:** The student is ready to work in a team introducing changes in an organization. The student is open to innovative solutions to problems related to implementing changes in an organization. The student assumes responsibility for the consequences of their actions related to the introduction of change in an organization.

Teaching methods: (Options: lecture, conversational lecture, classical problem method, didactic discussion, case study, project method, workshop, seminar, brainstorming, drama techniques, problem-solving, ICT tools, simulations, group work, individual work): Full-time / Part-time studies: conversational lecture, case analysis, problem-solving, project-based method.

Methods of verification of Learning Outcomes: colloquium, project, activity, homework.

The aims of the course are to equip students with knowledge in the field of resource-based, functional, and process diagnosis in a modern enterprise; to develop students' skills in applying diagnostic tools.

Learning Outcomes:

- **in terms of knowledge:** The student defines concepts in the field of business diagnosis and understands the objectives and functions of managerial diagnosis. The student knows and understands the internal and external relations of the enterprise with entities in its environment and their impact on the functioning of the unit.
- **in terms of skills:** The student is able to interpret and solve organizational problems of enterprises. The student is able to apply methods and techniques of obtaining diagnostic information in an enterprise. The student is able to select and use diagnostic tools in the context of the needs of enterprises.
- **in terms of social competence:** The student is aware of how diagnostic conclusions may affect the functioning of the enterprise. The student recognizes the need for systematic and reliable business diagnosis.

Course content:

1. Concepts in the field of business diagnosis, i.e. economic analysis, economic diagnosis, stages of analytical and diagnostic work.
 2. Objectives and functions of managerial diagnosis: links between managerial diagnosis and management, the area of managerial diagnosis, evaluation criteria, recipients of diagnoses.
 3. The essence and characteristics of resource, functional and process diagnosis.
 4. Methods and techniques of obtaining diagnostic information in the enterprise.
 5. Methodology of developing and applying diagnostic tools for the purposes of enterprise research: tools for functional and process diagnoses.
 6. Analysis and diagnosis of enterprise resources – selection of diagnostic methods for different resource groups using a two-dimensional functional–resource approach.
 7. Formulating diagnostic conclusions in the form of decision projects in relation to resource–functional analyses.
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DIAGNOSING ENTERPRISES – EXERCISES

2 ECTS

The aims of the course are to equip students with knowledge in the field of resource-based, functional, and process diagnosis in a modern enterprise; to develop students' skills in applying diagnostic tools.

Learning Outcomes:

- **in terms of knowledge:** The student defines concepts in the field of business diagnosis and understands the objectives and functions of managerial diagnosis. The student knows and understands the internal and external relations of the enterprise with entities in its environment and their impact on the functioning of the unit.
- **in terms of skills:** The student is able to interpret and solve organizational problems of enterprises. The student is able to apply methods and techniques of obtaining diagnostic information in an enterprise. The student is able to select and use diagnostic tools in the context of the needs of enterprises.
- **in terms of social competence:** The student is aware of how diagnostic conclusions may affect the functioning of the enterprise. The student recognizes the need for systematic and reliable business diagnosis.

Course content:

8. Concepts in the field of business diagnosis, i.e. economic analysis, economic diagnosis, stages of analytical and diagnostic work.
9. Objectives and functions of managerial diagnosis: links between managerial diagnosis and management, the area of managerial diagnosis, evaluation criteria, recipients of diagnoses.
10. The essence and characteristics of resource, functional and process diagnosis.
11. Methods and techniques of obtaining diagnostic information in the enterprise.
12. Methodology of developing and applying diagnostic tools for the purposes of enterprise research: tools for functional and process diagnoses.
13. Analysis and diagnosis of enterprise resources – selection of diagnostic methods for different resource groups using a two-dimensional functional–resource approach.

Formulating diagnostic conclusions in the form of decision projects in relation to resource–functional analyses.

PROJECT TEAM MANAGEMENT – WORKSHOPS

1 ECTS

The aim of the course is to provide knowledge in the field of project team management in the context of achieving project goals and the effective use of organizational resources.

Learning Outcomes:

- **in terms of knowledge:** The student knows the key concepts of the theory of human capital management in enterprises and the principles of forming project teams. The student has advanced knowledge of terminology within management sciences and project management in the context of project team management. The student possesses knowledge of human behavior in organizations at the individual, group, and institutional levels in the functioning of project teams.
- **in terms of skills:** The student is able to define criteria for selecting members of a project team. The student is able to use analytical tools (e.g., problem tree, objectives tree, needs analysis, and identification of the main goal and specific objectives) to determine priorities for the project team's activities. The student identifies problems related to project team management and solves them independently and responsibly. The student is able to apply theoretical knowledge of project management in practical activities.
- **in terms of social competence:** The student is ready to work in a team and take on different roles within a project team. The student is ready to responsibly perform the role of a leader in a project team. The student demonstrates initiative in preventing problems and conflicts within a project team.

Course Content:

1. Characteristics of project teams
2. The essence of human capital in project teams
3. Project team management within the human capital management system
4. Processes of project human capital management
5. Typology of roles performed by members of a project team
6. Effectiveness of project team performance
7. Dysfunctions of teamwork

Teaching methods: (Options: lecture, conversational lecture, classical problem method, didactic discussion, case study, project method, workshop, seminar, brainstorming, drama techniques, problem-solving, ICT tools, simulations, group work, individual work); Full-time / Part-time studies: workshop method, problem-solving, analysis of an individual case, group work

Methods of verification of Learning Outcomes: activity, homework

CONFLICT MANAGEMENT IN SMEs – lecture

1 ECTS

The aim of the course is to identify the factors that cause conflicts in SMEs; to provide knowledge of methods for conflict resolution; to present the role of the mediator and negotiator in resolving conflicts.

Learning Outcomes:

- **in terms of knowledge:** The student knows the terminology related to conflicts. The student knows the parties and sources of conflicts in SMEs. The student is familiar with methods and techniques of conflict resolution in SMEs.
- **in terms of skills:** The student identifies the expectations and interests of the parties involved in a conflict. The student identifies the stages of conflict development and its resolution. The student selects conflict resolution methods appropriate to the given situation.
- **in terms of social competence:** The student demonstrates caution and impartiality in approaching conflict resolution. The student assumes responsibility for the consequences of their actions and decisions. The student shows initiative in preventing conflicts.

Course Content:

1. Introduction to conflict in SMEs.
2. Causes of conflicts in SMEs.
3. Dynamics of conflict development.
4. Methods and techniques of conflict resolution in SMEs, their effectiveness and costs.
5. Prevention of conflicts in SMEs.
6. The role of the mediator and negotiator in resolving conflicts in SMEs.
7. Institutional approaches to problem-solving in SMEs.

Teaching method: (Options: lecture, conversational lecture, classical problem method, didactic discussion, case study, project method, workshop, seminar, brainstorming, drama techniques, problem-solving, ICT tools, simulations, group work, individual work); Full-time / Part-time studies: conversational lecture, workshop method, group work, drama methods

Method of verification of Learning Outcomes: colloquium, activity, written work, homework

CONFLICT MANAGEMENT IN SMEs – workshops

2 ECTS

The aim of the course is to identify the factors that cause conflicts in SMEs; to provide knowledge of methods for conflict resolution; to present the role of the mediator and negotiator in resolving conflicts.

Learning Outcomes:

- **in terms of knowledge:** The student knows the terminology related to conflicts. The student knows the parties and sources of conflicts in SMEs. The student is familiar with methods and techniques of conflict resolution in SMEs.
- **in terms of skills:** The student identifies the expectations and interests of the parties involved in a conflict. The student identifies the stages of conflict development and its resolution. The student selects conflict resolution methods appropriate to the given situation.
- **in terms of social competence:** The student demonstrates caution and impartiality in approaching conflict resolution. The student assumes responsibility for the consequences of their actions and decisions. The student shows initiative in preventing conflicts.

Course Content:

8. Introduction to conflict in SMEs.
9. Causes of conflicts in SMEs.
10. Dynamics of conflict development.
11. Methods and techniques of conflict resolution in SMEs, their effectiveness and costs.
12. Prevention of conflicts in SMEs.
13. The role of the mediator and negotiator in resolving conflicts in SMEs.
14. Institutional approaches to problem-solving in SMEs.

Teaching method: (Options: lecture, conversational lecture, classical problem method, didactic discussion, case study, project method, workshop, seminar, brainstorming, drama techniques, problem-solving, ICT tools, simulations, group work, individual work); Full-time / Part-time studies: conversational lecture, workshop method, group work, drama methods

Method of verification of Learning Outcomes: colloquium, activity, written work, homework

LABOR MARKET BASICS II – lecture

1 ECTS

The aims of the course are providing knowledge about the mechanisms of functioning and institutions of the labor market; presenting the conditions for the implementation of labor market policy; presenting the basic indicators related to the labor market.

Learning Outcomes:

- **in terms of knowledge:** The student knows labor market theories and is able to describe and explain labor market phenomena. The student possesses knowledge about labor market participants and institutions as well as the relationships that connect them. The student knows sources of data, methods, and tools used in analyzing labor market conditions.
- **in terms of skills:** The student uses theoretical knowledge and selects appropriate methods and tools for analyzing labor market conditions. The student is able to acquire and analyze various data and information concerning economic and social phenomena occurring in the labor market. The student is able to analyze and interpret changes taking place in the labor market.
- **in terms of social competence:** The student is ready to work independently and cooperate in a team on an assigned task. The student is responsible for the reliability of the results of their work and their interpretations.

Course Content:

1. Concept and functions of the labor market
 2. Labor market theories
 3. Labor market policy and instruments
 4. Methods of analyzing labor market phenomena
 5. Unemployment – essence, causes, effects, dynamics, and structural changes
 6. Labor market policy in Poland
 7. Labor market policy in the European Union.
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LABOR MARKET BASICS II – project

2 ECTS

The aims of the course are providing knowledge about the mechanisms of functioning and institutions of the labor market; presenting the conditions for the implementation of labor market policy; presenting the basic indicators related to the labor market.

Learning Outcomes:

- **in terms of knowledge:** The student knows labor market theories and is able to describe and explain labor market phenomena. The student possesses knowledge about labor market participants and institutions as well as the relationships that connect them. The student knows sources of data, methods, and tools used in analyzing labor market conditions.
- **in terms of skills:** The student uses theoretical knowledge and selects appropriate methods and tools for analyzing labor market conditions. The student is able to acquire and analyze various data and information concerning economic and social phenomena occurring in the labor market. The student is able to analyze and interpret changes taking place in the labor market.
- **in terms of social competence:** The student is ready to work independently and cooperate in a team on an assigned task. The student is responsible for the reliability of the results of their work and their interpretations.

Course Content:

8. Concept and functions of the labor market
 9. Labor market theories
 10. Labor market policy and instruments
 11. Methods of analyzing labor market phenomena
 12. Unemployment – essence, causes, effects, dynamics, and structural changes
 13. Labor market policy in Poland
- Labor market policy in the European Union.
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PROJECT RISK MANAGEMENT

1 ECTS

Course objectives are to provide knowledge about the role of risk and uncertainty in decision-making; to develop the ability to identify, estimate, and assess the probability of risks occurring in project management.

Learning Outcomes:

- **in terms of knowledge:** The student knows and understands the impact of risk and uncertainty on project management and the possibilities of its implementation. The student knows the types of risk, as well as the standards and methodologies of risk management.
- **in terms of skills:** The student identifies sources of risk in a project, determining the potential consequences of their occurrence. The student is able to identify an individual's tendency or aversion to taking risks and the determinants of these attitudes. The student is able to describe risk management methodologies and propose the application of a specific method appropriate to the situation.
- **in terms of social competence:** The student assumes responsibility for the consequences of their actions and decisions. The student demonstrates entrepreneurial thinking and action. The student exercises due caution when making decisions involving risk.

Course Content:

1. Risk – definitions, concepts, and models (introductory remarks).
 2. Economic decisions – process, decision tree, strategies.
 3. Risk analysis and assessment in project management.
 4. Psychosocial and economic aspects of risks related to project management.
 5. Methodologies and standards of risk management.
 6. Procedures in case of an increased probability of project failure.
 7. Selected issues in the process of risk management in projects.
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PROJECT OF OWN INITIATIVES

3 ECTS

Course objectives are: stimulating an entrepreneurial attitude among students; inspiring students to create jobs for themselves and others; developing the ability to independently plan a career path in order to realize personal goals and passions.

Learning Outcomes:

- **in terms of knowledge:** The student knows the definition and individual stages of a project. The student distinguishes an initiative from other forms of activity.
- **in terms of skills:** The student defines personal objectives realized during the design of their own initiative. The student designs their own undertaking. The student transforms passions and interests into a real project. The student critiques their own project as well as the projects of other group members.
- **in terms of social competence:** The student remains open to change. The student demonstrates personal benefits resulting from the implementation of the project. The student takes responsibility for their own undertaking.

Course Content:

1. Planning one's own initiative
 2. Action schedule
 3. Characteristics of an entrepreneurial attitude
 4. Identifying strengths and weaknesses of the project
 5. Evaluation of change
 6. Passions and interests versus professional work
 7. Formulating objectives
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! Please note that in each case AHE reserves the right not to open the subject due to low number of participants or internal issues. At each time we will try to offer alternative subjects to meet the learning outcomes required by the sending institution. The student has 30 days to make changes to his/ her Learning Agreement after the arrival at AHE.

**CHANGES IN SUBJECTS, COURSE CONTENTS AND ECTS MAY OCCUR
UPON YOUR ARRIVAL.**
