MANAGEMENT
BACHELOR

2nd year, 4th semester

CONSTRUCTIVE CONFLICTS RESOLUTION – WORKSHOPS

Objectives of the subjects

The aim of the course is to familiarize with the essence of conflict in a group, improve the ability to recognize a conflict situation, show the influence of the group on the process of conflict formation and resolution,

improve skills to stop the process of escalation of the conflict at the earliest possible stage of its development, or help in resolving the conflict at every stage.

The learning achievements

- **in terms of knowledge**

-Distinguishes and describes the stages of constructive conflict resolution, knows the styles of conflict resolution

- **in terms of abilities**

1 ECTS

- Makes observations and diagnoses conflicts occurring in the group
Recognizes one's emotions and needs in a conflict situation

- **in terms of social competence**

- Demonstrates responsibility for the process taking place
in a group, takes care to resolve the conflict in a constructive manner

Program content

- Definition of conflict and types of conflict
- Stages of constructive conflict resolution. Styles of conflict resolution
- Phases of group conflict
- The role of emotions in group conflict
- Group process vs. conflict situation
- Styles of conflict resolution
- Constructive ways of resolving conflict in a group

Educational methods
- didactic discussion
- brainstorming
- drama techniques
- workshop method
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Method of verifying education:, project, activity during classes

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MANAGEMENT OF LOGISTICS AND PRODUCTION PROCESSES – LECTURE

Objectives of the subjects

The aim of the course is to provide students with theoretical knowledge of the logistics operation of enterprises, to familiarize students with the techniques and technologies used in logistics, to equip students with the ability to practically manage processes carried out in a company using logistics infrastructure.

The learning achievements

- **in terms of knowledge**

3 ECTS

- The student knows the basic concepts of logistics and their classification and elements, as well as the essence of processes and activities logistics

- **in terms of abilities**

-The student is able to select appropriate methods, techniques and tools to solve simple project tasks related to logistics and production activities

- **in terms of social competence**

-The student demonstrates openness to new ideas and techniques of managing logistics and production processes.
Program content

- Concept of logistics and logistics management and production management
- Concept of logistics and production systems
- Classification of logistics systems
- Elements and design of logistics systems
- Selected concepts and types of production processes and logistics activities
- Selected methods of logistics and production management in an enterprise
- Indicators of logistics activities
- Costing of logistics and production activities

Educational methods
- conversational lecture,
- classical problem method,
- individual case analysis,
- group work

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

QUALITY MANAGEMENT – LECTURE

2 ECTS

Objectives of the subjects

The aim of the course is for students to acquire interdisciplinary knowledge in the field of theoretical quality management, as well as to present useful systems, methods, techniques and tools that are necessary in the process of quality management. The specific objective will be to familiarize students with the system implementation process, its documentation, certification and information flow.

The learning achievements

- **in terms of knowledge**

-Defining quality management terms
-Characterizes the problems associated with the implementation, evaluation of the quality management system

- **in terms of abilities**

-Analyzes and defines the conditions of implementation of the system of quality management
-Uses quality management standards to evaluate economic processes.
-Uses ISO standards as part of analysis

- **in terms of social competence**

-Seeks to optimize decisions by accepting the team's solutions
-Works as part of a team taking on various roles

Program content

- Evolution of the quality management system. Precursors and their views on quality
- History of standardization. Elements of ISO standards and quality management systems.
- Characteristics of ISO standards, scope and requirements
- Methods and tools of quality, use in the organization
- Methods quantitative in quality management
- Economics of quality costs
- Types and classification of costs
- Integrated systems: quality management, environmental management, safety.
- Quality measures and indicators
- Documentation of quality. QMS certification.
- Total quality management in a company - TQM. Essence methods, benefits for the enterprise of implementing TQM

Educational methods

- conversational lecture,
- classical problem method,
- individual case analysis,
- work in teams

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

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Human capital and goodwill – lecture
Specialization: Managing the social potential of the organization

Objectives of the subjects

The aim of the course is to familiarize students with the objectives and importance of the process of human and social capital management, to educate students in the ability to take action for the development of social capital in the organization.

The learning achievements

- **in terms of knowledge**

- The student defines the terms human capital and social capital
-The student understands the objectives of human and social capital management and the functions and role of human and social capital in the functioning and development of organizations

2 ECTS

- **in terms of abilities**

-The student recognizes the difference between human capital and social capital
-The student has the ability to make an analysis in terms of the state of social capital and its further planning and development

- **in terms of social competence**

-The student is aware of the fundamental importance of social capital of as one of the elements in an organization
-The student recognizes the need to take measures for increase in the value of human and social capital in the organization and the possibility of problems related to human capital within the organization

Program content

- The concept of "human capital" and "social capital"
- Objectives of human capital management
- Functions and role of human and social capital in the functioning and development of the organization
- The relationship between human capital and social capital
- Planning the state of human capital in the organization
- The role and importance of the manager (manager) in the management of people
- Economic effects of social capital and human capital
- Development activities aimed at increasing the value of human and social capital in the organization
- Methods of analysis of human capital problems

Educational methods
- conversational lecture,
- classical problem method: workshop method, brainstorming, solving tasks, problem solving, simulation of situations,
- project method

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

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**HUMAN CAPITAL AND GOODWILL – PROJECT
SPECIALIZATION: MANAGING THE SOCIAL POTENTIAL OF THE
ORGANIZATION.**

Objectives of the subjects

2 ECTS

The aim of the course is to familiarize students with the objectives and importance of the process of human and social capital management, to educate students in the ability to take action for the development of social capital in the organization.

LEARNING OUTCOMES

Knowledge:

- Knows the concept of human capital and theories of its development.
- Understands the specifics of human capital for process and project

organizations.

- Knows the principles of implementing various HR functions in process and project organizations.
- Understands the conditions for the functioning of process and project organizations.

Skills:

- Can interpret, describe, and analyze HR processes in process and project organizations.
- Identifies needs related to human capital essential for the effective functioning of processes and projects.
- Develops proposals for human capital management solutions in the context of process and project organizations.

Social Competencies:

- Is open to participating in the preparation of projects related to the development of human capital.
- Shows initiative in addressing social problems in process and project organizations.
- Thinks and acts entrepreneurially, focused on achieving tasks and goals related to human capital management.

PROGRAM CONTENT

1. Specifics of process and project organizations.
2. Theory of human capital, its components, and competency dimensions.
3. Specifics of employee tasks in process and project organizations.
4. Building human capital in process and project organizations (selection, including temporary employment and investment in development).
5. Planning human and other resources necessary for efficient process and project implementation.
6. Career paths for employees in project and process organizations.
7. Necessary training directions for employees in process and project organizations.
8. Managing human capital in process and project organizations in the context of its diversity (national and demographic).
9. Developing projects related to shaping human capital in process and project organizations.
10. Key factors affecting project quality. The role of human capital in shaping project quality.
11. Social conflicts in project and process organizations and principles and methods of resolving them.

TEACHING METHODS

- Lecture
- Didactic discussion
- Individual case analysis
- Project-based method

CREATING THE COMPANY'S PERSONNEL STRATEGY – TUTORIALS SPECIALIZATION: MANAGING THE SOCIAL POTENTIAL OF THE ORGANIZATION

Objectives of the subjects

The aim of the course is to show students the importance and role of personnel strategy in the effective functioning of the company, equipping students with knowledge and practical skills in the field of creating a personnel strategy of the company.

The learning achievements

- **in terms of knowledge**

-The student understands the difference between general strategy and personnel strategy.
-The student knows what types of personnel strategy exist

- **in terms of abilities**

-The student is able to explain the objectives of personnel strategy
-The student is able to characterize the stages of construction of the personnel strategy

2 ECTS

- **in terms of social competence**

-The student is aware that people are the strategic link in an organization
-Student recognizes the benefits of having a personnel strategy in an enterprise

Program content

- Characteristics of enterprise strategy and personnel strategy
- Types of personnel strategy
- Objectives of personnel strategy
- Stages of building a personnel strategy
- Models of personnel strategy (including, but not limited to, the Michigan Model, the Harvard Model, Schuler Model, Human Capital Model)
- The importance of human resources in an organization
- Practical benefits of having a personnel strategy

Educational methods
- didactic discussion,

- classical problem method,
- project method

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

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CREATING THE COMPANY'S PERSONNEL STRATEGY – PROJECT SPECIALIZATION: MANAGING THE SOCIAL POTENTIAL OF THE ORGANIZATION

Objectives of the subjects

2 ECTS

The aim of the course is to show students the importance and role of personnel strategy in the effective functioning of the company, equipping students with knowledge and practical skills in the field of creating a personnel strategy of the company.

LEARNING OUTCOMES:

Knowledge:

- Understands terminology and theoretical models related to personnel strategy.
- Knows different types of personnel strategies and their conditions.
- Understands principles, procedures, and practices related to the personnel function.

Skills:

- Can explain the goals of personnel strategy.
- Identifies and characterizes the stages of developing a personnel strategy in both individual and group settings.
- Can identify connections between personnel strategy models and business strategy models.
- Diagnoses problems related to the implementation of personnel strategy in an organization.

Social Competencies:

- Prepared to promote and uphold appropriate behavior patterns in both professional and non-professional settings.
- Ready to work in a team, assume various roles within the team, and contribute to social activities.
- Committed to adhering to ethical standards related to personnel strategy.

PROGRAM CONTENT:

1. Introduction to personnel strategy issues in organizations.
2. Evolution of the personnel function.
3. Selected aspects of strategic personnel management.
4. Workforce planning. Developing and implementing personnel strategy. Employee development planning. The personnel department as an internal business partner.
5. Overview of personnel strategy models. Practical issues in implementing personnel strategies in different types of organizations. Ethical standards related to personnel strategy.
6. Internal and external alignment of personnel strategy – balanced scorecard.
7. Flexibility of personnel strategy – scope and limitations. Selected labor market trends and their significance for personnel strategy.

TEACHING METHODS:

- Didactic discussion
- Classical problem-based method
- Project-based method
- Problem-solving
- Group work
- Individual work

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

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METHODS AND PROCEDURES FOR THE FUNCTIONING OF THE HR DEPARTMENT – LECTURE
SPECIALIZATION: MANAGING THE SOCIAL POTENTIAL OF THE ORGANIZATION

Objectives of the subjects

The aim of the course is to familiarize students with the theoretical and practical aspects of the functioning of the HR department in the organization, to show students the essential importance of the HR department in the organizational structure of the company.

2 ECTS

The learning achievements

- **in terms of knowledge**

-The student understands what place the HR department has in the structure of the organizational structure of the company and what functions it performs in the organization

- **in terms of abilities**

-The student is able to characterize the models of functioning of the department HR in a company

- Students will be able to identify the employer's obligations regarding employment documentation and the principles of developing regulations of employment, remuneration, company benefit fund social benefits

- **in terms of social competence**

- The student is aware of the fundamental importance of the HR department for the operation of the company
-The student recognizes the need to improve the work of the HR department

Program content

- The place of the HR department in the organizational structure of the company
- Functions and role of the HR department in the organizational structure of the company
- Models of HR department functioning in a company (including: passive model, reactive model, active model, proactive model)
- HR instruments for managing the personnel of the company (including: instruments for motivation and evaluation of employees, instruments for supporting development of employees)
- Practical application of specific HR instruments in the process of personnel management of the enterprise
- Obligations of the employer in the field of employment documentation and the principles of development of rules and regulations of employment, remuneration, company benefit fund social benefits
- Ways to improve the work of the HR department

Educational methods
- lecture,
- conversation lecture,
- case-study exercises

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

METHODS AND PROCEDURES FOR THE FUNCTIONING OF THE HR DEPARTMENT – TUTORIALS
SPECIALIZATION: MANAGING THE SOCIAL POTENTIAL OF THE ORGANIZATION

Objectives of the subjects

2 ECTS

The aim of the course is to familiarize students with the theoretical and practical aspects of the functioning of the HR department in the organization, to show students the essential importance of the HR department in the organizational structure of the company.

LEARNING OUTCOMES

Knowledge:

- Understands the role of the HR department in an organization and its key functions.
- Knows the key problems and challenges related to personnel management.

Skills:

- Identifies major issues related to the functioning of the HR department.
- Identifies methods for carrying out key functions of the HR department.
- Identifies essential documents used in HR activities.

Social Competencies:

- Aware of the importance of communication and collaboration with various stakeholders, including employees and managers.
- Demonstrates care for harmonious relationships among employees and for enhancing team effectiveness.
- Ready to collaborate with representatives from HR and other departments.

PROGRAM CONTENT:

1. Objectives and tasks of the HR department.
2. Development of the HR function in organizations.
3. Characteristics of key HR functions.
4. HR department and organizational structure.
5. Occupational health and safety and the tasks of the HR department.
6. Document management and the HR department.
7. Opportunities for IT support in HR activities.
8. Labor law and the functioning of the HR department.

TEACHING METHODS:

- Conversational lecture
- Classical problem-based method
- Simulation of problem situations

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

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BUSINESS MODELS IN SMES – LECTURE
SPECIALIZATION : INNOVATIVE BEHAVIOR AND SMALL BUSINESS MANAGEMENT

Objectives of the subjects

The aim of the course is to transfer knowledge and shape the ability of students to design a business model. The student knows the elements that make up each business model, knows the definitions, structure of the model, techniques for designing business models and strategies for introducing changes.

The learning achievements

- **in terms of knowledge**

-The student knows the elements that make up each model business model, knows the definitions, structure of the model
-The student knows the techniques for designing business models and strategies for implementing changes

- **in terms of abilities**

-The student is able to select appropriate methods to protect model
-The student is able to recognize the business model its disadvantages, advantages and opportunities for development

3 ECTS

- **in terms of social competence**
- The student has independently developed an idea for the development own business model

Program content

- Business models - selected definitions, planning approach, positional approach, innovative
- Business creation space - product vs. sector, competence vs. market
- Structure of a business model, example of a business model
- Customer (profitable customer segmentation, segmentation by RFM method, customer as a creator of innovation)
- The place of profit formation.
- The concept of profit zone
- Dilemmas of business model configuration, core and supporting
- Methods of protecting business models (protection through: de facto standard, barriers to entry, low cost, bulk commodity, customer relationships, patents and others, value chain management, innovation, system of licenses and permits, firewall and others)

Educational methods
(To choose: lecture, conversational lecture, classical problem method, didactic discussion, individual case analysis, project method, workshop method, seminar, brainstorming, drama techniques, problem solving, situation simulation, group work, individual work):
- lecture,
- discussion
Method of verifying education: test, project, activity during classes

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BUSINESS PLAN IN MSP (SMALL AND MEDIUM-SIZED ENTERPRISES) – PROJECT
SPECIALIZATION : INNOVATIVE BEHAVIOR AND SMALL BUSINESS MANAGEMENT

Objectives of the subjects

The aim of the course is to present the role of a business plan in company Management, including: when setting up a company, obtaining sources of financing, during the implementation of investment activities, etc. During the classes, students acquire practical skills in preparing a business plan and in working groups develop a project based on selected examples. In the course of learning, the ability to create a document structure, analyze macro- and micro-environment factors influencing business activity, plan marketing activities, investment outlays, employment and action schedules, taking into account the sources of financing of individual

3 ECTS

activities, is shaped. In the final part of the course, students make an economic and financial assessment of the developed project.

The learning achievements

- **in terms of knowledge**

-Has knowledge of the methodological principles of preparing a business plan and areas of its application in practice.
-Gains knowledge of the methods of economic analysis

- **in terms of abilities**

- Has the ability to conduct economic analyses required for the development of a business plan
- Will gain the ability to independently build domain plans including strategic plan, marketing plan, organizational, financial plan of a selected enterprise

- **in terms of social competence**

-Will possess the ability to communicate and work in a group necessary for developing a business plan
- Will possess the readiness to observe the changing conditions of economic conditions and their impact on the development of enterprises operating in the market

Program content

- Genesis and essence of planning. Selected principles of modern planning
- Layout and structure of a business plan
- Methodological principles of preparing a business plan
- Typical applications of a business plan
- Selection and characterization of the enterprise or venture selected to be analyzed in terms of subject of activity, legal form, registered office, owners, etc.
- Strategic analysis taking into account internal and external development conditions - selection of the optimal development strategy
- Construction of a marketing action plan taking into account the product, main customers, competition, pricing policy, distribution and promotional activities
- Development of an activity plan, i.e.: determination of technology, capital expenditures, investment and sources of their financing, determination of the quantitative plan of production, determination of supply and sales organization

- Preparation of an organization and management plan, taking into account the structure and costs of employment, and the schedule of major intentions
- Develop a financial plan, revenue forecast, income statement, balance sheet and cash flow statement in optimistic, pessimistic and probable variants

Educational methods
- conversational lecture,
- project method,
- discussion

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

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FINANCING THE ACTIVITIES OF SMES – LECTURE
SPECIALIZATION : INNOVATIVE BEHAVIOR AND SMALL BUSINESS MANAGEMENT

Objectives of the subjects

The aim of the course is to familiarize students with the model of financing business development in the SME sector and to develop the ability to match the source of financing to the current situation of the business entity.

The learning achievements   **2 ECTS**

- **in terms of knowledge**

-The student has knowledge of the sources of financing for the development economic entity
-The student has knowledge of the financial strategies economic entities
-The student has knowledge of the conditions of operation of entities in the SME sector

- **in terms of abilities**

-The student is able to apply practical knowledge in the field of use of sources of financing for the development of the economic entity
-The student has the skills of preliminary assessment of available sources of financing for the development of the enterprise
-Student has the ability to analyze and evaluate proposed solutions and is able to participate in the processes of making decisions and their implementation in the organization

- **in terms of social competence**

-The student is ready to actively participate in the activities of employee representatives in management bodies
-Student is able to work in a group in the implementation of certain projects related to planning of financing of development of a business entity.

Program content

- Sources of financing for a business entity
- Financing conditions for SME entities
- Factors affecting the financial strategy of the SME entity
- Effectiveness of the various sources of financing in the activities of SMEs
- Barriers related to obtaining foreign capital for SME entities

Educational methods
- conversational lecture,
- didactic discussion with the use of audiovisual techniques,
- project method,
- group work,
- individual case analysis

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

FINANCING THE ACTIVITIES OF SMES – PROJECT
SPECIALIZATION : INNOVATIVE BEHAVIOR AND SMALL BUSINESS MANAGEMENT

Objectives of the subjects

2 ECTS

The aim of the course is to familiarize students with the model of financing business development in the SME sector and to develop the ability to match the source of financing to the current situation of the business entity.

LEARNING OUTCOMES

Knowledge:

- Understands the sources of financing for a business entity.
- Comprehends complex decision-making processes and principles of financial planning and forecasting for business development.
- Has knowledge of financial strategies for SMEs.

Skills:

- Identifies internal and external sources of financing for SME operations.
- Possesses the skill to preliminarily evaluate available sources of financing for SMEs.
- Can select sources of financing based on the needs of the business entity.
- Can analyze and assess proposed financing solutions.

Social Competencies:

- Ready to work collaboratively on projects related to financial planning for SMEs.
- Recognizes the importance of practical financial management knowledge, adheres to professional ethics, and expects the same from others.
- Critical of their knowledge, carefully gathers data, and verifies information and sources.

PROGRAM CONTENT:

1. Sources of financing in business operations.
2. Diagnosing needs for external financing.
3. Financing conditions for SME sector entities.
4. Factors influencing the financial strategy of an SME.
5. Analysis of the investment efficiency of SMEs.
6. Assessment of investment risk in SME activities.

TEACHING METHODS:

- Conversational lecture
- Didactic discussion
- Project-based method
- Group work
- Case study analysis

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

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Legal aspects of SMEs – lecture
Specialization : Innovative behavior and small business management

Objectives of the subjects

The aim of the course is to acquire practical knowledge and skills in setting up and running a business in Poland and to familiarize students with the legal basis, subjective and subjective scope of business registration, conditions for running and managing a business entity.

The learning achievements

- **in terms of knowledge**

-The student has knowledge of the principles of the economy, the principles of creating and conducting economic activity, recognizes normative and practical aspects of undertaking and conducting business activity in Poland with particular emphasis on small and medium-sized enterprises

2 ECTS

- **in terms of abilities**

- He is able to independently undertake and conduct business activities.
-Student Is able to distinguish between the legal forms of small and medium-sized businesses enterprises

- **in terms of social competence**

-Demonstrates activity and self-reliance in economic activities, with particular attention to small and medium-sized enterprises

Program content

- The concept of economic activity
- Legal and formal registration of economic activity in Poland in the context of the functioning of small and medium-sized enterprises.

- Rights and obligations of entities operating small and medium-sized enterprises
- Principles of public economic law and their impact on the activities of enterprises in Poland
- The concept, essence and principles of small and medium-sized enterprises
- Sources of financing for small and medium-sized enterprises
- Small and medium-sized enterprises on the market

Educational methods
- lecture, conversational lecture,
- didactic discussion

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

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DESIGN MODELS AND ORGANIZATION MANAGEMENT – LECTURE
SPECIALIZATION: PROJECT AND PROCESS MANAGEMENT

Objectives of the subjects

The aim of the course is to familiarize students with selected models of organization design and management.

The learning achievements

- **in terms of knowledge**   **2 ECTS**

-Has knowledge of the organizational management process, norms and rules organizational design, organizational changes organizational and the consequences of these changes
-Has in-depth knowledge of the processes of changes in organizational structures, causes, conditions and consequences of these processes
- **in terms of abilities**

-Can design a management system from selected procedures and decision-making instruments
-Is able to identify decision-making problems during the design of an

organization

- **in terms of social competence**

- Cooperate in a team by taking on different roles and be aware of the
of the consequences from decisions made

Program content

- Theoretical foundations of the operation of enterprises - consolidation of news
- Organizational structure, its essence, features functions and types - consolidation of news and introduction to design
- Determinants of the organization design process: situational approach to organization design, the environment of the organization and its impact on its functioning, organizational effectiveness model, mechanistic and organic models of organizations, the relationship between organizational structure and technology and organizational strategy, the life cycle of an organization
- Design of organizational structures: classical and modern designs
- organizational structures, the problem of grouping organizational units, span of leadership, decentralization of organizational authority, subordination, functional and responsibilities, organizational documentation, structures of network organizations.
- Classical and contemporary design methodologies
- Methods of organizational analysis and diagnostics.
- Methods of designing organizational improvements
- Design of organizational management systems and subsystems
- Organizational change as part of modeling an organization:
- preparation for change, change management process, resistance
- to change, communication during change, organizational culture and the process of
- change management, change in organizational structure.
- Models of modern enterprises and determinants of their development

Educational methods
- lecture
- classic problem method
- workshop method
- brainstorming
- simulation of situations,
- solving problem situations

- individual work

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

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DESIGN MODELS AND ORGANIZATION MANAGEMENT – TUTORIALS
SPECIALIZATION: PROJECT AND PROCESS MANAGEMENT

Objectives of the subjects   **2 ECTS**

The aim of the course is to familiarize students with selected models of organization design and management.

LEARNING OUTCOMES

Knowledge:

- Understands the process of organizational management, norms, and rules for designing organizations, organizational changes, and their consequences.
- Knows the course and conditions of changes in organizational structures, their causes, and consequences.

Skills:

- Can identify decision-making problems during organizational design.
- Can design an organizational management system using known procedures and decision-making tools.
- Can design an organizational model with defined elements.

Social Competencies:

- Ready to collaborate in a team designing organizational changes, assuming different roles and being aware of the consequences of decisions made.
- Demonstrates initiative in identifying organizational problems that require solutions.
- Critical of various organizational improvement concepts, carefully verifying information and sources.

PROGRAM CONTENT:

1. Goals and principles of organizational design.
2. Organizational design: conditions, approaches, and methods.
3. Contemporary business models and determinants of their development.
4. Analysis of organizational management subsystems.

5. Organizational structure: essence, features, functions, and types – consolidation of knowledge and introduction to design.
6. Methods of designing organizational structures and management systems.
7. Methods of organizational analysis and diagnostics.
8. Methods of designing organizational improvements.
9. Organizational change as an element of organizational modeling.

TEACHING METHODS:

- Lecture
- Brainstorming
- Didactic discussion
- Problem-solving scenarios
- Individual work

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

PROCESS APPROACH TO ORGANIZATION MANAGEMENT – TUTORIALS
SPECIALIZATION: PROJECT AND PROCESS MANAGEMENT

Objectives of the subjects

The aim of the course is to provide knowledge in the field of project management and their evaluation. After completing the course, the student will learn modern concepts and methods of measuring enterprise performance management in terms of the process. The student will learn the principles of analyzing, diagnosing and making changes to economic organizations, including the processes of restructuring and strategic renewal of the organization in terms of the process.   **3 ECTS**

The learning achievements

- **in terms of knowledge**

-He is familiar with contemporary concepts and methods of measuring management achievements of the enterprise in a process perspective
-Knows the principles of analyzing, diagnosing and making changes to economic organizations, including processes of restructuring and renewal of the strategic renewal of the organization in process view

- **in terms of abilities**

-Has the ability to identify managerial problems allowing practical analysis of processes on the scale of the organization, national economy, as well as on a global scale
-Has the ability to diagnose the situation of the organization and design possible variants of its strategy in terms of process-based

- **in terms of social competence**

-Is able to appropriately identify priorities for the implementation of specific tasks in the context of process management
-Is able to use elements of process management in the micro environment of the company

Program content

- Process definition, process approach
- Types of processes and their parameters
- Process optimization
- Process management
- Implementation methods
- Evaluation and control of implementation of management processes
- The way of evaluation and development of the process approach in the environment of the organization

Educational methods
- conversational lecture,
- classical problem method,
- individual case analysis.
- group work
- individual work

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

**PROCESS APPROACH TO ORGANIZATION MANAGEMENT – LECTURE
SPECIALIZATION: PROJECT AND PROCESS MANAGEMENT**

Objectives of the subjects

The aim of the course is to provide knowledge in the field of project management and their evaluation. After completing the course, the student **2 ECTS** will learn modern concepts and methods of measuring enterprise performance management in terms of the process. The student will learn the principles of analyzing, diagnosing and making changes to economic organizations, including the processes of restructuring and strategic renewal of the organization in terms of the process.

LEARNING OUTCOMES

Knowledge:

- Understands contemporary concepts and methods of business management from a process perspective.
- Knows the principles of analyzing, diagnosing, and implementing changes in business organizations from a process perspective.
- Understands process architecture within organizations and methods for its improvement.

Skills:

- Can analyze and identify problems related to implementing a process-oriented approach in an organization.
- Can diagnose organizational situations from a process perspective.
- Can design a selected process within an organization considering the architecture of existing processes.

Social Competencies:

- Critical of the knowledge possessed in process management within an organization.
- Critical of the use of process management elements within an organization.

PROGRAM CONTENT:

1. Introduction to process management in organizations.
2. Concepts of function-oriented and process-oriented organizations.
3. Definition of processes, types of processes, and process architecture in organizations.
4. Systemic approach to process management.
5. Competency-based approach to process management.
6. Process management in organizations: design, implementation, execution, and control.
7. Process-oriented approach to managing various organizational areas.

8. Methods of process improvement.
9. Process maturity of organizations.
10. Automation and robotization of processes within organizations.

TEACHING METHODS:

- Conversational lecture
- Classical problem-solving method
- Individual case analysis
- Individual work

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

PROJECT MANAGEMENT METHODS – LECTURE
SPECIALIZATION: PROJECT AND PROCESS MANAGEMENT

Objectives of the subjects

The aim of the course is to acquire interdisciplinary knowledge in the field of theoretical foundations of service design management and appropriate methods used for project management.

The learning achievements

- **in terms of knowledge**

-The student knows the concepts of project management. Knows the different methods of project management
-Distinguishes between the roles and competencies of the project personal structure

2 ECTS

- **in terms of abilities**

-Can distinguish between project management methods and knows how to Apply to the purpose and type of project

- **in terms of social competence**

-Demonstrates openness to teamwork; as part of a team is able to assume different roles, and is willing to co-organize activities for the benefit of the professional environment and initiate activities for the benefit of the group

Program content

- Definition and concepts related to the management and conduct of projects
- The role, competencies and tasks of individuals in a project group
- Construction of project teams
- Project management methodologies: (PRINCE, PMI, etc.).
- Tools used in project management
- Project management: project charter, project scope and project management plan
- Financing, risk assessment and success factors
- Project monitoring and evaluation

Educational methods
- conversational lecture,
- classical problem method,
- individual case analysis,
- group work

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

PROJECT OF OWN VENTURE – PROJECT

Objectives of the subjects

The aim of the course is to stimulate an entrepreneurial attitude in students, to inspire them to create jobs for themselves and others. The subject will allow students to develop the ability to independently plan their career path in order to achieve their own goals and passions.

3 ECTS

The learning achievements

- **in terms of abilities**

-It defines its own subject goals realized during designing one's own venture
-Designs own venture
-Critiques his/her own project and the projects of others in the group

- **in terms of social competence**

-Is open to change
-Demonstrates its subjective gain resulting from the implementation of the project

Program content

- Planning your own venture
- Schedule of activities
- Characteristics of the entrepreneurial attitude
- Identification of strengths and weaknesses of the project
- Evaluation of the change

Educational methods
- didactic discussion,
- brainstorming,
- project method.

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

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INTERNET MARKETING – LECTURE

Objectives of the subjects

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.   **2 ECTS**

The learning achievements

- **in terms of knowledge**

- He 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 abilities**

-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**

-He 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

Program content

- The impact of the Internet on the marketing activities of enterprises
- Marketing research on the Internet
- Planning a promotional campaign on the Internet
- Communication of the enterprise with the market through Internet tools
- Social campaigns on the Internet
- Internet in the product development process
- 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

Objectives of the subjects

The aim of the course is to provide information on modern marketing, **2 ECTS** 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:

1. Understands concepts and ideas related to online marketing.
2. Knows various strategies and techniques used in online marketing and their practical application in business.
3. 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:

1. Able to create online advertising campaign projects.
2. Able to evaluate and formulate online marketing strategies, considering various communication channels and tools available on the Internet.
3. 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:

1. Prepared for teamwork, taking on various roles within the team, and organizing activities for social life.
2. Shows initiative in addressing social, ethical, and discrimination issues.

Program Content

1. Introduction to online marketing.
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

INNOVATION MANAGEMENT – TUTORIALS

Objectives of the subjects

The aim of the course is to learn the importance of innovation in a modern organization, also in the economy and enterprise. Developing the ability to plan and implement innovation processes, innovative projects in accordance with the assumptions of the innovation policy of Poland and the EU.

The learning achievements

- **in terms of knowledge**

-Can characterize and identify innovations of different types and is able to analyze sources of knowledge innovation
-Is able to plan, implement and manage innovation processes in an Organization

1 ECTS

- **in terms of abilities**

-He skillfully analyzes and evaluates the factors affecting the growth of the Innovation of the organization

- **in terms of social competence**

-Can actively interact in problem solving, making decisions during the implementation of innovation processes

Program content

- Presentation of the types of innovations including their classification
- Determination of the assumptions of planning and implementation of the innovation process, creation of an innovation project

- Sources of innovation
- Formulation of the characteristics of an innovative organization, an innovative enterprise
- Define the scope of research and development activities, including its types and the possibility of using its results in the enterprise
- Presentation of the conditions for the development, implementation, diffusion of innovations in the network organization (including in the enterprise)
- Preparation of innovation projects in accordance with the assumptions of innovation policy in the European Union and in Poland
- Identification of sources of innovation financing
- Presentation of the principles of cooperation with partners in the regional innovation system

Educational methods
- classical problem method,
- multimedia techniques,
- didactic discussion

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

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INNOVATION MANAGEMENT - LECTURE

Objectives of the subjects

The aim of the course is to learn the importance of innovation in a modern organization, also in the economy and enterprise. Developing the ability to plan and implement innovation processes, innovative projects in accordance with the assumptions of the innovation policy of Poland and the EU.

1 ECTS

Learning Outcomes

In terms of knowledge:

1. Knows the terminology related to business models for SMEs.
2. Understands the processes of designing business models for SMEs.
3. Knows and understands the role of the customer in the business model of SMEs.

In terms of skills:

1. Able to identify the type of business model for SMEs.

In terms of social competencies:

1. Demonstrates entrepreneurial thinking and actions.

Program Content

1. The essence of the business model and its role in SMEs.
2. Typology of business models and the conditions for selecting a model for a specific venture.
3. The role of the customer in the business model of SMEs.
4. Processes supporting the creation of business models.
5. Profit and cost zones in the business model.
6. Methods for protecting business models.

Teaching Methods

- Lecture
- Didactic discussion

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

CORPORATE SOCIAL RESPONSIBILITY – LECTURE

2 ECTS

Objectives of the subjects

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 achievements

- **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 abilities**

-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

Program content

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

Educational methods

- conversational lecture,
- multimedia presentations,
- discussion
Method of verifying education: test, project, activity during classes

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BUSINESS NEGOTIATIONS– LECTURE

Objectives of the subjects

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 achievements

- **in terms of knowledge**

-Indicate the different styles adopted by negotiators
-Indicate the manipulation techniques used in negotiations

- **in terms of abilities**

1 ECTS

-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

Program content

- The importance of interpersonal communication in the negotiation process
- Stages of negotiation. Contingency plans - BATNA
- Negotiation styles and techniques

- Principled negotiation
- Manipulations in negotiations
- Breakthrough negotiation

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

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

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BUSINESS NEGOTIATIONS– WORKSHOPS

Objectives of the subjects

The aim of the course is to provide students with knowledge about the **2 ECTS**
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:

1. Knows key concepts related to negotiations.
2. Understands the rationale for using negotiation techniques based on
   persuasion or manipulation.

In terms of skills:

1. Able to analyze and discuss the negotiation process.
2. Able to communicate on professional topics with colleagues, contractors,
   clients, internal and external stakeholders.

In terms of social competencies:

1. Ready for teamwork, taking on various roles within the team, and
   organizing activities for social purposes.

2. Ready to responsibly fulfill professional roles, including adhering to professional ethics and expecting the same from others.

Program 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

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EMPLOYER IMAGE MANAGEMENT – LECTURE
SPECIALIZATION: MANAGING THE SOCIAL POTENTIAL OF THE ORGANIZATION

Objectives of the subjects

2 ECTS

The aim of the course is to make students aware of the benefits for the organization of building the right image of the employer. Equipping students with employer branding tools. Presentation of the leading issues in the field of shaping and improving the employer brand in the practice of innovative enterprises operating in the modern market.

The learning achievements

- **in terms of knowledge**

-The student knows the concept of image and employer image
-Student understands the rationale for the increase in the importance of the image employer and knows the main assumptions of the concept of building employer's image
-Student understands the essence of the process of building brand image and knows in which stages it takes place

- **in terms of abilities**

-The student is able to organize the process of branding employer
-Student is able to apply tools for building employer image

- **in terms of social competence**

-The student is ready to follow the trends in the field of employer image building
-The student is aware of the advantages of implementing the concept of building employer image

Program content

- The concept of "image" and "employer image"
- Rationale for the increasing importance of the employer's image
- The main assumptions of the concept of employer image building
- The concept of "employer branding process"
- Organization of the employer branding process
- Stages of the employer branding process
- Tools for building the employer's image
- Modern methods of employer branding
- Benefits flowing from the implementation of activities aimed at improving the employer brand

Educational methods
- lecture
- discussion,
- individual case analysis,
- brainstorming
- project method

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

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EMPLOYER IMAGE MANAGEMENT – PROJECT
SPECIALIZATION: MANAGING THE SOCIAL POTENTIAL OF THE ORGANIZATION

Objectives of the subjects

The aim of the course is to make students aware of the benefits for the

organization of building the right image of the employer. Equipping students with employer branding tools. Presentation of the leading issues in the field of shaping and improving the employer brand in the practice of innovative enterprises
operating in the modern market.

The learning achievements

- **in terms of knowledge**

-The student knows the concept of employer image
- Student understands the rationale for the increase in the importance of the employer image and knows the main assumptions of the concept of building of employer image
-Student understands the essence of the process of building brand image

2 ECTS

- **in terms of abilities**

-The student is able to organize the process of branding employer
-Student is able to apply tools for building employer image

- **in terms of social competence**
-The student is ready to follow the trends in the field of buiding the employer image
-The student is aware of the advantages of implementing the concept of building employer image

Program content

- The concept of "image" and "employer image"
- Rationale for the increasing importance of the employer's image
- The main assumptions of the concept of employer image building
- The concept of "employer branding process"

- Organization of the employer branding process
- Stages of the employer branding process
- Tools for employer image building
- Modern methods of employer branding
- Benefits flowing from the implementation of activities aimed at improving the employer brand

Educational methods
- lecture
- discussion,
- individual case analysis,
- brainstorming
- project method

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

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MOTIVATING AND REWARDING EMPLOYEES – LECTURE
SPECIALIZATION: MANAGING THE SOCIAL POTENTIAL OF THE ORGANIZATION

Objectives of the subjects

The aim of the course is to familiarize students with the theory of shaping an effective motivation system in a modern organization. The subject is aimed at developing students' skills in practical use of means of motivating employees in the organization.

2 ECTS

The learning achievements

- **in terms of knowledge**

- The student understands the essence of motivation employees and knows what a motivation system is
-The student understands the concepts and theories of motivation

- **in terms of abilities**

-The student can describe the process of motivating employees
-The student is able to effectively apply measures motivating based on the principles of motivation

- **in terms of social competence**

- The student is ready to learn about modern means of influencing the motivation of employees
=The student is aware of the role of motivation in talent development and careers of employees

Program content

- The essence of motivation and motivating employees
- Concepts and theories of motivation
- The concept of "motivation system"
- The process of motivating employees
- Types of means of motivating employees
- Principles of effective application of individual means of motivation
- Coaching as a modern means of influencing the motivation of employees
- The role of motivation in talent and career development of employees

Educational methods
- conversational lecture,
- classical problem method,
- solving problem tasks,
- workshop method
- group work,
- individual work

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

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MOTIVATING AND REWARDING EMPLOYEES – TUTORIALS SPECIALIZATION: MANAGING THE SOCIAL POTENTIAL OF THE ORGANIZATION	**2 ECTS**

Objectives of the subjects

The aim of the course is to familiarize students with the theory of shaping an effective motivation system in a modern organization. The subject is aimed at developing students' skills in practical use of means of motivating employees in the organization.

Learning Outcomes

In terms of knowledge:

1. Understands the essence of motivation and motivating employees, and knows what a motivation system is.
2. Understands motivation concepts and theories.
3. Understands the significance of financial and non-financial motivation.

In terms of skills:

1. Able to describe the employee motivation process.
2. Identifies factors of financial and non-financial motivation.
3. Able to analyze elements of compensation strategy in terms of their impact on motivational processes.

In terms of social competencies:

1. Convinced of the crucial importance of motivation in the management process of an organization.
2. Aware of the role of motivation in the development of employee talents and careers.
3. Convinced of the importance of ethics in motivating employees.

Program Content

1. The essence of motivation and motivating employees.
2. Motivation concepts and theories.
3. Management strategy and management styles in relation to employee motivation.
4. The employee motivation process.
5. Factors of material and non-material motivation.
6. Contemporary tools for motivating employees.
7. The role of motivation in the development of talents and employee careers.
8. Studying employees' motivational needs.
9. Principles and forms of wage compensation – advantages, disadvantages, and limitations.
10. Compensation strategies and their components.

Teaching Methods

- Conversational lecture
- Problem-solving tasks
- Project method
- Group work

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

PERSONNEL CONTROLLING – LECTURE
SPECIALIZATION: MANAGING THE SOCIAL POTENTIAL OF THE
ORGANIZATION

Objectives of the subjects

The aim of the course is to prepare the student to apply specialized knowledge in the field of management science in practice in connection with the completed specialization and acquiring the ability to select appropriate methods and tools in solving practical problems in the field of human resource management, and creating innovative solutions.

The learning achievements

- **in terms of knowledge**

-To learn the essence and importance of personnel controlling
-Understanding the difference between classical control and the concept of personnel controlling
-To understand the role of human resources in the functioning of modern enterprises
=To learn about the qualitative instruments used by personnel controlling

2 ECTS

- **in terms of abilities**

-Ability to diagnose the state of personnel resources in enterprise and search for ways to increase efficiency of the work performed by them
-To make a correct assessment of signals on the state of personnel resources in the enterprise

- **in terms of social competence**

-Ability to independently perform the tasks of a controller of personnel in an enterprise
-Ability to cooperate in a group
-Attitude to the necessity of continuous professional development

Program content

- Personnel controlling, as a philosophy of enterprise management
- Areas and tools of personnel controlling

- The role of the controller in the organization
- Places and importance of personnel controlling for effective management of personnel of an economic entity
- Controlling the development of employees
- Controlling personnel resources planning of the enterprise
- Personnel controlling and motivational system in the enterprise
- Strategic scorecard and scorecard of human resources management
- The role of the personnel controller in recruiting and selecting employees and in stimulating the development of potential labor

Educational methods
- informative lecture,
- Conversational lecture supported by multimedia presentations,
- didactic discussion

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

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PERSONNEL CONTROLLING – TUTORIALS
SPECIALIZATION: MANAGING THE SOCIAL POTENTIAL OF THE ORGANIZATION

Objectives of the subjects

2 ECTS

The aim of the course is to prepare the student to apply specialized knowledge in the field of management science in practice in connection with the completed specialization and acquiring the ability to select appropriate methods and tools in solving practical problems in the field of human resource management, and creating innovative solutions.

Course Objectives

To prepare students to analyze processes occurring within an organization and its environment, with a special focus on human resource management. To familiarize students with the principles of the personal controlling system.

Learning Outcomes

In terms of knowledge:

1. Knows and understands the significance of personal controlling and its relationship with classical control.
2. Knows and understands the role of human resources in the functioning of contemporary organizations.
3. Knows the quantitative and qualitative tools used by personal controlling.

In terms of skills:

1. Able to identify the state of human resources in an organization and propose ways to improve their work efficiency.
2. Proposes quantitative and qualitative tools for diagnosing the state of human resources in an organization.
3. Analyzes and performs preliminary assessments of the state of human resources in an organization.

In terms of social competencies:

1. Critical of the knowledge possessed regarding personal controlling.
2. Ready for teamwork, taking on various roles within the team, and organizing activities for social purposes.

Program Content

1. Personal controlling as a management philosophy for the organization. Concepts, types, and functions of personal controlling.
2. The role of personal controlling and controllers in the management process of an organization.
3. The place and significance of personal controlling for effective personnel management in an organization.
4. The use of quantitative and qualitative indicators in personal controlling in various areas of organizational management.
5. Conditions for the functioning of personal controlling – opportunities and barriers to implementation.
6. Controlling and human resource management.
7. The competency profile of a personal controller.

Teaching Methods

- Individual work
- Group work
- Didactic discussion
- Problem-solving tasks
- Conversational lecture

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

INNOVATION OF SMES – LECTURE
SPECIALIZATION : INNOVATIVE BEHAVIOR AND SMALL BUSINESS MANAGEMENT

2 ECTS

Objectives of the subjects

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 achievements

- **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 abilities**

-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

Program content

- Classification of innovations and the essence of innovation
- The need for innovation - the aspect of competitiveness
- Sources of innovation of SMEs
- Methods and tools of innovative management in SME enterprises
- Building an innovation strategy of SME business entities
- Future forms of organization of SME enterprises
- Innovations in human capital management
- 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

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MARKETING MANAGEMENT OF SMES – LECTURE
SPECIALIZATION : INNOVATIVE BEHAVIOR AND SMALL BUSINESS
MANAGEMENT

Objectives of the subjects

The aim of the course is to create Qualifications in solving decision-making problems in marketing management and applying analyzes to identify and solve these problems.

The learning achievements

- **in terms of knowledge**

-The student has knowledge of marketing management in the SME sector
-The student has knowledge of the application of social media in marketing of SMEs   **3 ECTS**
-The student has knowledge of marketing (as a social and management process), its components (components, participants, in particular, knowledge of marketing tools, including advertising and other components of the marketing communication system)

- **in terms of abilities**

-He is able to select marketing tools to the situation of a particular enterprise
-The student communicates using specialized terminology from the field of management science and marketing
-The student analyzes and interprets statistical research, develops and presents statistical material, as well as uses statistical studies and from other data sources; uses them in analytical planning work

- **in terms of social competence**

- The student understands the need to track changes in the economic situation, that is relevant to the enterprise (institution)
-The student is ready to perform professional roles responsibly, including adherence to the principles of professional ethics and requires it of others

Program content

- Specifics of the SME sector in the context of marketing activities
- The importance and methods of analyzing the competitive and sectoral environment and opportunities to expand the market
- Marketing management vs. value management
- The importance of Internet marketing in SMEs.
- The role of social media in SMEs
- Promotional strategies and principles of writing marketing content for SMEs' needs
- Analysis of the effectiveness of sales activities, growth potentials, effectiveness of sales activities, and intangible assets in the sales department
- Marketing decisions in the long term
- Image as a strategic intangible asset
- Product image and corporate image in the marketplace

Educational methods
- lectures with the use of multimedia presentations
- discussions with students.
- solving problem tasks

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

PROJECT MANAGEMENT IN SMES – LECTURE
SPECIALIZATION : INNOVATIVE BEHAVIOR AND SMALL BUSINESS MANAGEMENT

Objectives of the subjects

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 achievements

- **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

3 ECTS

- **in terms of abilities**

-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 programs, facts and challenges in the field of project management

Program content

- Project management - concepts in the context of the specifics of SMEs
- Initiating project activities using the potential of the enterprise
- 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
- Planning project activities in SMEs: building a project team, building a schedule of project activities - Gantt chart, critical path, progress path; project budget
- Project control: control and monitoring of activities - project objectives and indicators, project evaluation tools
- Risk management in projects: identification of risks in the project, strategy, response to risk, supervision and control of risk situation
- 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

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PROJECT MANAGEMENT IN SMES – PROJECT SPECIALIZATION : INNOVATIVE BEHAVIOR AND SMALL BUSINESS MANAGEMENT

Objectives of the subjects
The learning achievements

- **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 abilities**

-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 programs, facts and challenges inthe field of project management

2 ECTS

Program content

- Project management - concepts in the context of the specifics of SMEs
- Initiating project activities using the potential of the enterprise
- 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
- Planning project activities in SMEs: building a project team, building a schedule of project activities - Gantt chart, critical path, progress path; project budget
- Project control: control and monitoring of activities - project objectives and indicators, project evaluation tools
- Risk management in projects: identification of risks in the project, strategy, response to risk, supervision and control of risk situation
- 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

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.

RISK MANAGEMENT IN PROJECTS – TUTORIALS
SPECIALIZATION: PROJECT AND PROCESS MANAGEMENT

Objectives of the subjects

The aim of the course is for students to understand the role of risk and uncertainty in decision-making, the role of psychology, athematics and statistics in decision-making in the face of risk and uncertainty. Students will master the knowledge of identifying, estimating, assessing, interpreting and managing the most important risks in projects.

The learning achievements

- **in terms of knowledge**

-Has knowledge of the concepts of making decisions, the role of risk and uncertainty in decisions (differences for both approaches), the most important decision models in the face of risk and uncertainty
-Has knowledge of standards and methodologies for managing risks, structures and documentation of risks in the organization
-The student has knowledge of legal norms and rules, organizational, moral, ethical , economic and financial that determine the organization of structures and management systems of international projects in Poland

3 ECTS

- **in terms of abilities**

-Properly creates decision trees with alternatives and selection options
-Properly Identifies the tendency and aversion of an individual to risk depending on the type of decision
-Adequately calculates objective risks and is able to identify the the most important psychological traps into a decision-maker

- **in terms of social competence**

-Presents his own views on the role of risk and uncertainty in decision-making models, especially from the perspective of economic decisions

Program content

- Risk - definitions, concepts, models (introductory remarks)

- Economic decisions - decision-making process, decision tree
- Crisis phenomena and their impact on ways to measure risk
- Risk - between psychology and economics
- Dealing with increased risk of failure
- Risk management methodologies and standards
- Selected issues of the risk management process in projects

Educational methods
- conversational lecture,
- classical problem method,
- individual case analysis.
- Brainstorming

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

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PROJECT EVALUATION PROCESS – TUTORIALS
SPECIALIZATION: PROJECT AND PROCESS MANAGEMENT

Objectives of the subjects

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.   **1 ECTS**

The learning achievements

- **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 abilities**

-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

Program content

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

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ORGANIZATION OF E-ENTERPRISE – LECTURE
SPECIALIZATION: PROJECT AND PROCESS MANAGEMENT

Objectives of the subjects

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 achievements

- **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

2 ECTS

- **in terms of abilities**

-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

Program content

- E-business-modern enterprise based on e-environment know-how
- E-client - the modern consumer
- E-learning - a modern way of improving competence and qualifications in the organization
- Electronic exchange of information (EDI)

- Models of e-business in an enterprise
- Channels of communication in e-business
- Threat, analysis of the e-business environment

Educational methods
- lecture,
- classical project method.
- didactic discussion

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

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ORGANIZATION OF E-ENTERPRISE – PROJECT
SPECIALIZATION: PROJECT AND PROCESS MANAGEMENT

Objectives of the subjects

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:

1. Knows concepts related to the use of e-business platforms in management.
2. Knows and understands the essence of e-business activities in contemporary enterprises.

In terms of skills:

1. Identifies conditions and opportunities related to running e-business operations.
2. Describes popular e-business models.
3. Able to distinguish and characterize the internal and external environment of an e-enterprise.
4. 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:

1. Ready to disseminate modern business practices.
2. Aware of the risks associated with running an e-enterprise.

Program 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