



**Akademia  
Humanistyczno  
Ekonomiczna  
w Łodzi**

**ERASMUS+ INCOMING STUDENTS ACADEMIC  
OFFER – COURSES TAUGHT IN ENGLISH  
MANAGEMENT  
WINTER SEMESTER 2025/2026**

**MANAGEMENT  
BACHELOR**

**3rd year, 5th semester**

**Customer relations management – tutorials**

**ECTS 3**

The aim of the course is to systematize knowledge in the field of relationship marketing, including in particular the concept of customer relationship management, learning modern methods of marketing analysis and decision-making in the area of cooperation with to learn modern methods of marketing analysis and decision-making in the area of cooperation with business partners in a changing market environment, to improve skills in the use of an integrated package of relationship marketing tools.

**Learning Outcomes**

- **In terms of knowledge:** Understands the essence and principles of customer relationship management. Knows the concept of relationship marketing and its role in shaping organizational competitiveness. Understands the types of relationship-building strategies used in organizational activities.
- **In terms of skills:** Can identify issues related to the application of various tools for building customer relationships. Can define the assumptions for a motivational course for any customer segment. Can identify target groups for which relationship strategies are directed.
- **In terms of social competencies:** Actively participates in building lasting relationships with customers.

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## Course Content

1. Strategic and Operational Dimensions of Relationship Marketing:  
Defining tasks and areas of activity.
2. The Customer in Relationship Marketing.
3. Customer Life Cycle.
4. Customer Loyalty and its Determinants.
5. Developing Quality Customer Service.
6. Building Customer Bonds.
7. Market Segmentation for CRM: Selection of criteria, assessing customer potential.
8. Assessing Profitability and Growth Potential of Buyers for CRM Policy.
9. Methods and Techniques for Identifying Key Customers Based on Customer Cost Accounting.
10. Metrics for Evaluating Customer Service Levels, Loyalty, and Optimizing Actions.

### Teaching Methods (for full-time and part-time studies):

- Lecture
- Seminar
- Case Study Method
- Educational Games
- Didactic Discussion

**Method of verifying education:** project, activity during classes, written work

## **Customer relations management – lecture:**

**ECTS 2**

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### **Learning Outcomes**

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- **In terms of skills:** Can identify issues related to the application of various tools for building customer relationships. Can define the assumptions for a motivational course for any customer segment. Can identify target groups for which relationship strategies are directed.
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### **Course Content**

- 11.Strategic and Operational Dimensions of Relationship Marketing: Defining tasks and areas of activity.
- 12.The Customer in Relationship Marketing.
- 13.Customer Life Cycle.
- 14.Customer Loyalty and its Determinants.
- 15.Developing Quality Customer Service.
- 16.Building Customer Bonds.
- 17.Market Segmentation for CRM: Selection of criteria, assessing customer potential.
- 18.Assessing Profitability and Growth Potential of Buyers for CRM Policy.
- 19.Methods and Techniques for Identifying Key Customers Based on Customer Cost Accounting.
- 20.Metrics for Evaluating Customer Service Levels, Loyalty, and Optimizing Actions.

### **Teaching Methods (for full-time and part-time studies):**

- Lecture
- Seminar
- Case Study Method
- Educational Games
- Didactic Discussion

**Method of verifying education:** exam, activity during classes, written work

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## **Management control and audit in organisations – tutorials: ECTS 2**

The aim of the course is to make students familiar with the essence of management control and its goals, to discuss elements of the management control system and the impact of management control on risk reduction and organisational efficiency, to introduce students to the binding International Standards for the Professional Practice of Internal Auditing and the Code of Ethics in the work of an internal auditor. The aim is also for students to learn about the role of an internal auditor in the management process of a modern organisation. The aim is also to make students familiar with the role of an internal auditor in the process of management of a modern organisation, including its functions, and to present the importance of the process of identification and management of risk in an entity, including in internal audit.

### **Learning Outcomes**

- **In terms of knowledge:** Understands the concept and standards of management control, and has knowledge of the essence and role of internal auditing within an organization. Knows the legal regulations related to management control and understands the significance of the International Standards for the Professional Practice of Internal Auditing and the Code of Ethics for Internal Auditors. Correctly characterizes the components of the management control system and recognizes the role of the internal auditor as a creative advisor to management in organizational governance.
- **In terms of skills:** Can explain the impact of management control on risk reduction and the achievement of organizational goals, and can apply theoretical knowledge in internal auditing within an organization. Has the ability to observe and identify phenomena, processes, and risks within an organization that should be assessed by an internal auditor. Possesses the ability to analyze and evaluate risks in audited processes or areas of organizational activity.
- **In terms of social competencies:** Is aware of the necessity for continuous improvement of knowledge in light of changes in legal regulations and management standards, and has decision-making skills relevant to the auditing process.

### **Course Content**

1. Introduction to Management Control Issues.
2. Management Control and Audit Standards.
3. Roles, Functions, and Responsibilities of Management Control and Audit in Organizational Management.
4. Management Control and Audit Systems within an Organization.
5. Implementing Management Control and Audit in an Organization.
6. Assessment of the Management Control State.
7. The Role of Management Control and Audit in Achieving Organizational Goals and Tasks.

### **Teaching Methods:**

- Informational Lecture
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- Interactive Lecture with Multimedia Presentations
  - Didactic Discussion

**Method of verifying education:** test, activity during classes, written work

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## **Management control and audit in organisations – lecture:**

**ECTS 3**

The aim of the course is to make students familiar with the essence of management control and its goals, to discuss elements of the management control system and the impact of management control on risk reduction and organisational efficiency, to introduce students to the binding International Standards for the Professional Practice of Internal Auditing and the Code of Ethics in the work of an internal auditor. The aim is also for students to learn about the role of an internal auditor in the management process of a modern organisation. The aim is also to make students familiar with the role of an internal auditor in the process of management of a modern organisation, including its functions, and to present the importance of the process of identification and management of risk in an entity, including in internal audit.

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## **Course Content**

8. Introduction to Management Control Issues.
9. Management Control and Audit Standards.
10. Roles, Functions, and Responsibilities of Management Control and Audit in Organizational Management.
11. Management Control and Audit Systems within an Organization.
12. Implementing Management Control and Audit in an Organization.
13. Assessment of the Management Control State.
14. The Role of Management Control and Audit in Achieving Organizational Goals and Tasks.

## **Teaching Methods:**

- Informational Lecture
- Interactive Lecture with Multimedia Presentations
- Didactic Discussion

**Method of verifying education:** exam, activity during classes, written work

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## **Recruitment and selection of employees – lecture: Specialization: Managing the social potential of the organization**

**ECTS 2**

The aim of the course is to equip students with knowledge about the process of recruitment and selection of employees, to acquaint students with methods and techniques of recruitment and selection of employees and to develop in students skills and social competences necessary in the area of recruitment and To develop in students social skills and competences necessary in the field of recruitment and selection of employees.

## **Learning Outcomes**

- **In terms of knowledge:** Understands the essence of the recruitment and selection process. Knows the responsibilities of an HR specialist in an organization and the legal aspects of recruitment and selection. Understands techniques for diagnosing an organization's personnel needs for the purposes of recruitment and selection.
  - **In terms of skills:** Identifies recruitment and selection methods and tools in the context of personnel policy goals. Can prepare a recruitment and selection plan based on job descriptions. Possesses the ability to apply selection methods and tools in practice, including knowledge of the advantages and disadvantages of each method.
  - **In terms of social competencies:** Recognizes the importance of interpersonal communication and ethics in the recruitment and selection process. Is aware of the significance of employee selection for the organization.
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## Course Content

1. The Essence and Importance of Employee Selection in an Organization.
2. Responsibilities of an HR Specialist in an Organization and Legal Foundations of Recruitment and Selection.
3. Methods for Diagnosing Personnel Needs in an Organization.
4. Job Descriptions and Preparing Job Offers for Recruitment.
5. Types and Stages of the Recruitment Process: Traditional and Modern Methods and Tools.
6. Types and Stages of the Selection Process: Traditional and Modern Selection Methods and Tools (e.g., Assessment Centers, Tests, References, Interviews, Work Samples).

### Teaching Methods (for full-time and part-time studies):

- Interactive Lecture
- Discussion
- Case Study
- Situation Simulations
- Problem Solving

**Method of verifying education:** exam, activity during classes, written work

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## Recruitment and selection of employees – tutorials Specialization: Managing the social potential of the organization

ECTS 2

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- **In terms of skills:** Identifies recruitment and selection methods and tools in the context of personnel policy goals. Can prepare a recruitment and selection plan based on job descriptions. Possesses the ability to apply selection methods and tools in practice, including knowledge of the advantages and disadvantages of each method.
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## Course Content

7. The Essence and Importance of Employee Selection in an Organization.
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10. Job Descriptions and Preparing Job Offers for Recruitment.
11. Types and Stages of the Recruitment Process: Traditional and Modern Methods and Tools.
12. Types and Stages of the Selection Process: Traditional and Modern Selection Methods and Tools (e.g., Assessment Centers, Tests, References, Interviews, Work Samples).

## Teaching Methods

- Interactive Lecture
- Discussion
- Case Study
- Situation Simulations
- Problem Solving

**Method of verifying education:** exam, activity during classes, written work



## **Career planning and talent management – lecture**

### **Specialization: Managing the social potential of the organization**

**ECTS 2**

The aim of the course is to equip students with knowledge of employee development issues and to develop students' skills in using employee development methods and techniques.

#### **LEARNING OUTCOMES**

- **In terms of knowledge:** Understands the determinants of employee career development in and outside the workplace. Knows and understands the factors influencing career paths, including those for talented employees. Understands the criteria for identifying talented employees and the principles of talent management within an organization.
- **In terms of skills:** Can discuss human development theories and their stages. Can identify and describe methods and tools used to support employees in their career development. Can define talents and recognize the conditions for their retention and development within an organization.
- **In terms of social competencies:** Recognizes the importance of organizational actions for employee retention and development. Sees the need for improving organizational actions for employee career development.

#### **COURSE CONTENT**

1. Introduction to career planning and talent management.
2. The relationship between career and the human life cycle.
3. Personality and the process of professional development. Career planning and development.
4. Principles and tools of organizational support for employee career development.
5. The essence and characteristics of a talented employee. Principles of identifying and retaining talent within an organization.
6. Planning career paths for talents and supporting their development.
7. Benefits of actions aimed at employee development (including talents).
8. Value systems and career planning.

#### **TEACHING METHODS**

- Lecture
- Individual work
- Didactic discussion
- Project method

**Method of verifying education:** exam, activity during classes, written work

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## **Career planning and talent management – project Specialization: Managing the social potential of the organization**

**ECTS 2**

The aim of the course is to equip students with knowledge of employee development issues and to develop students' skills in using employee development methods and techniques.

### **LEARNING OUTCOMES**

- **In terms of knowledge:** Understands the determinants of employee career development in and outside the workplace. Knows and understands the factors influencing career paths, including those for talented employees. Understands the criteria for identifying talented employees and the principles of talent management within an organization.
- **In terms of skills:** Can discuss human development theories and their stages. Can identify and describe methods and tools used to support employees in their career development. Can define talents and recognize the conditions for their retention and development within an organization.
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9. Introduction to career planning and talent management.
10. The relationship between career and the human life cycle.
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### **TEACHING METHODS**

- Lecture
- Individual work
- Didactic discussion
- Project method

**Method of verifying education:** exam, activity during classes, written work

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## **Communication and culture in the organization – lecture Specialization: Managing the social potential of the organization**

**ECTS 2**

The aim of the course is to provide students with knowledge related to the functioning of individuals and groups within a specific collective, which is an enterprise, and to make students aware of the impact of the enterprise's organisational culture on its internal and external functioning.

### **LEARNING OUTCOMES**

- **In terms of knowledge:** Understands the concept of culture and social communication within an organization. Knows and understands the sources and significance of organizational culture and social communication in an organization.
- **In terms of skills:** Can identify factors shaping organizational culture and characterize its main types. Can distinguish between different channels of social communication and their significance. Can determine conditions for effective communication within an organization, the impact of organizational culture on communication, and identify dysfunctions in this area.
- **In terms of social competencies:** Is aware of the impact of organizational culture on competitiveness and interactions with the environment. Recognizes the importance of values within organizational culture. Is sensitive to manifestations of dysfunctions in social communication within an organization.

### **COURSE CONTENT**

1. Introduction to organizational culture and social communication issues within an organization.
2. Sources of organizational culture and factors shaping it.
3. Functions of organizational culture and their significance for organizational management.
4. Typologies of organizational cultures.
5. Values within organizational culture.
6. The impact of organizational culture on the competitive position of the organization and its interactions with the environment.
7. Roles and functions of social communication within an organization.
8. The importance of social communication for the functioning of the organization and its organizational culture.

### **TEACHING METHODS**

- Lecture
  - Didactic discussion
  - Case analysis
  - Project method
  - Problem-solving
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- Group work

**Method of verifying education:** exam, activity during classes, written work

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## **Communication and culture in the organization – project Specialization: Managing the social potential of the organization**

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The aim of the course is to provide students with knowledge related to the functioning of individuals and groups within a specific collective, which is an enterprise, and to make students aware of the impact of the enterprise's organisational culture on its internal and external functioning.

### **LEARNING OUTCOMES**

**In terms of knowledge:** Understands the concept of culture and social communication within an organization. Knows and understands the sources and significance of organizational culture and social communication in an organization.

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organization and its organizational culture.

## TEACHING METHODS

- Lecture
- Didactic discussion
- Case analysis
- Project method
- Problem-solving
- Group work

**Method of verifying education:** exam, activity during classes, written work

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## Accounting and taxation in SMEs – lecture Specialization: Innovative management of small and medium-sized enterprises development <sup>ECTS 3</sup>

The aim of the course is to provide students with theoretical knowledge of business finance, to equip students with practical skills in using theoretical knowledge of business finance, to introduce students to aspects of financial analysis in a market economy, to teach students practical skills in recording business operations in companies and in preparing and interpreting financial statements on the example of SYMFONIA MK to make students aware of the importance of acting in accordance with legal regulations and to discuss the significance of tax and non-tax forms of burdening a company with regard to its financial situation. Discuss the importance of tax and non-tax forms of burdening a company with regard to its financial situation.

## LEARNING OUTCOMES

- **In terms of knowledge:** Understands the essence and principles of the management process. Knows concepts related to tax and non-tax forms of enterprise burden. Knows the legal forms of conducting business. Knows simplified forms of economic record-keeping and associated taxation forms. Understands the applicable procedures and deadlines.
- **In terms of skills:** Can choose the appropriate form of business activity based on existing conditions and possibilities. Can conduct simplified accounting records for a business entity. Can correctly use dedicated computer accounting software.
- **In terms of social competencies:** Is critical of acquired knowledge, diligently collects data, and verifies information and its sources. Recognizes the importance of decisions regarding mandatory business burdens and adherence to professional ethics. Is aware of the responsibility for illegal financial and accounting management within a business.

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## **COURSE CONTENT**

1. Economic effects of tax and non-tax burdens on businesses.
2. Direct and indirect taxes as elements of business burden.
3. Pension, sickness, accident, and disability insurance as non-tax forms of business burden.
4. Simplified forms of record-keeping: lump-sum taxation, tax card, revenue and expense ledger.
5. Utilization of record-keeping databases: classification of fixed assets, employment forms, CEIDG, etc.
6. Principles of operating and working with selected accounting software (Symfonia MK).
7. Record-keeping of fixed assets, employees, contractors, equipment, and other necessary forms of record-keeping in computer software.
8. Creating financial reports and tax declarations.

## **TEACHING METHODS**

- Conversational lecture
- Project method
- Case analysis

**Method of verifying education:** exam, activity during classes, written work

## **Accounting and taxation in SMEs – workshops:**

### **Specialization: Innovative management of small and medium-sized enterprise development**

**ECTS 3**

The aim of the course is to provide students with theoretical knowledge of business finance, to equip students with practical skills in using theoretical knowledge of business finance, to introduce students to aspects of financial analysis in a market economy, to teach students practical skills in recording business operations in companies and in preparing and interpreting financial statements on the example of SYMFONIA MK to make students aware of the importance of acting in accordance with legal regulations and to discuss the significance of tax and non-tax forms of burdening a company with regard to its financial situation. Discuss the importance of tax and non-tax forms of burdening a company with regard to its financial situation.

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  7. Record-keeping of fixed assets, employees, contractors, equipment, and other necessary forms of record-keeping in computer software.
  8. Creating financial reports and tax declarations.
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## TEACHING METHODS

- Conversational lecture
- Project method
- Case analysis

**Method of verifying education:** exam, activity during classes, written work

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## Leadership and leadership of SMEs – lecture ECTS 2 Specialization: Innovative management of small and medium-sized enterprises development

The aim of the course is to develop students' skills in the application of tools of management teams and in the practical application of the learnt methods and techniques of shaping the desired behaviour of employees, affecting the functioning of organisations and their success.

## LEARNING OUTCOMES

- **Knowledge:** Understands the essence of leadership and its impact on the functioning of SMEs. Knows and characterizes leadership styles and models applicable to SMEs.
- **Skills:** Identifies roles within a team and leadership styles. Identifies and analyzes problems arising from the mismatch of leadership styles with the conditions of SMEs. Can define a leader's tasks in resolving crisis situations and propose solutions for overcoming these situations. Can analyze the process of change management in SMEs.
- **Social Competencies:** Is ready to work collaboratively, assume various roles within a team, and contribute to organizing activities for social benefit. Takes responsibility for the outcomes of their actions and decisions.

## COURSE CONTENT

1. Introduction to SME management issues.
  2. The essence of managerial functions in SMEs.
  3. Leadership issues in the context of SMEs – key characteristics of effective leadership in SMEs.
  4. The role of the leader in building organizational culture in SMEs.
  5. Leadership styles and models in SMEs.
  6. Leadership competencies in the contemporary world.
  7. The process of change management in SMEs.
  8. The leader's role in dealing with conflict and crisis situations in SMEs.
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9. The role of the leader in building trust and relationships within the team.

### TEACHING METHODS

- Lecture
- Dramatic techniques
- Problem-solving

**Method of verifying education:** exam, activity during classes, written work

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## Family businesses – lecture ECTS 2 **Specialization: Innovative management of small and medium-sized enterprises development**

The aim of the course is to acquire skills to identify family businesses; to provide knowledge about historical relationships of work in a family business; ability to recognize key threats to the functioning of family businesses family businesses.

### LEARNING OUTCOMES

- **Knowledge:** Understands and comprehends concepts related to the functioning of family businesses in Poland. Has knowledge of strategies and conflicts in family businesses. Understands the significance of generational changes and their impact on the management of family businesses. Knows the conditions for the development of family businesses.
- **Skills:** Can identify and classify family businesses.
- **Social Competencies:** Is critical of the knowledge possessed, carefully collects data, and verifies information and sources. Shows openness to the rationale behind generational changes in family businesses and the associated management strategies.

### COURSE CONTENT

1. Characteristics of family business issues.
2. Intergenerational succession management.
3. Methods and techniques of management in family businesses.
4. Strategies of family businesses in the market.
5. Forms and sources of financing for family businesses.
6. Conditions for the development of family businesses and the specifics of family entrepreneurship.
7. Management of relationships in family businesses.
8. Forms of cooperation among family businesses in the market.

### TEACHING METHODS

- Lecture with discussion
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- Problem-based discussion
  - Case study analysis

**Method of verifying education:** exam, activity during classes, written work

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## **Human capital in the process and project organization** **ECTS 2** **– lecture | Specialization: Project and process management**

The aim of the course is to familiarise students with the theory, types of human capital and methods of measurement that can be used in an organisation during project realisation in a task team, providing knowledge on conditions (internal and external) of human capital management to provide knowledge about conditions (internal and external) of human capital management in an organisation, to provide knowledge about human capital development and career shaping in an organisation, to provide to impart knowledge about relations and partnerships and to impart knowledge about planning and implementing a European project, the structure of activities in its to organise a European project.

### **LEARNING OUTCOMES**

- **Knowledge:** The student understands the concept of human capital and theories of its development. Knows the specifics of human capital for process and project organizations. Knows the principles of implementing HR functions in process and project organizations. Understands the conditions for the functioning of process and project organizations.
- **Skills:** The student can interpret, describe, and analyze HR functions in process and project organizations. Recognizes the human capital needs essential for the effective functioning of processes and projects. Develops proposals for managing human capital within the context of process and project organizations.
- **Social Competencies:** The student is open to participating in projects related to human capital development. Shows initiative in addressing social issues within process and project organizations. Thinks and acts entrepreneurially, focusing on task completion and achieving objectives relevant to HR functions.

## COURSE CONTENT

1. Specifics of process and project organizations.
2. Theory of human capital, its components, and competency dimensions.
3. Specific tasks of employees in process and project organizations.
4. Building human capital in process and project organizations (selection, including temporary employment and investments in development).
5. Planning human and other resources necessary for effective process and project execution.
6. Career paths for employees in project and process organizations.
7. Essential 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 human capital formation in process and project organizations.
10. Key factors in 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
- Case study analysis
- Project-based method

**Method of verifying education:** exam, activity during classes, written work

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### **Human capital in the process and project organization – tutorials | Specialization: Project and process management**

**ECTS 3**

The aim of the course is to familiarise students with the theory, types of human capital and methods of measurement that can be used in an organisation during project realisation in a task team, providing knowledge on conditions (internal and external) of human capital management to provide knowledge about conditions (internal and external) of human capital management in an organisation, to provide knowledge about human capital development and career shaping in an organisation, to provide to impart knowledge about relations and partnerships and to impart knowledge about planning and implementing a European project, the structure of activities in its to organise a European project.

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1. Specifics of process and project organizations.
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10. Key factors in 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
- Case study analysis
- Project-based method

**Method of verifying education:** exam, activity during classes, written work

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## **Information technologies supporting design methods – lecture | Specialization: Project and process management**

**ECTS 1**

The aim of the course is to present issues concerning the use of information technologies, technologies whose task is to support design methods.

### **LEARNING OUTCOMES**

- **Knowledge:** Understands the role and significance of information technology in organizations. Knows project methods and their evolution, and understands the justification for supporting them with information technology.
- **Skills:** Can identify the benefits of information technology concerning various project methods. Can select appropriate information technologies for a chosen project management method. Can utilize a specific information technology in project implementation. Can use available tools for data collection and presentation.
- **Social Competencies:** Is prepared to work in a project team, take on various roles within it, and assist in organizing activities to achieve project goals. Is ready to continuously improve their skills in information technology.

### **COURSE CONTENT**

1. Concepts related to information technology, multimedia, and media convergence. The role of information technology in managerial work.
2. Tools and forms of information processing in information technologies used in project methods.
3. Popular project methods (Agile, Lean, Waterfall, Kanban, Scrum, Prince, etc.).
4. Universal standards for project management – selecting a project method based on the specifics of a given project.
5. Supporting project implementation with information technologies.
6. Verifying the effectiveness of applied IT solutions in project execution.

### **TEACHING METHODS**

- Lecture
- Didactic discussion
- Demonstration with explanation
- Instruction
- Project-based method
- Individual work

**Method of verifying education:** exam, activity during classes, written work

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## **Information technologies supporting design methods – tutorials | Specialization: Project and process management**

**ECTS 3**

The aim of the course is to present issues concerning the use of information technologies, technologies whose task is to support design methods.

### **Learning outcomes:**

- **In terms of knowledge:** The student understands the role and significance of information technology in organizations. Knows project methods and their evolution, and understands the justification for supporting them with information technology.
- **In terms of skills:** The student can identify the benefits of information technology concerning various project methods. Can select appropriate information technologies for a chosen project management method. Can utilize a specific information technology in project implementation. Can use available tools for data collection and presentation.
- **In terms of social competences:** The student is prepared to work in a project team, take on various roles within it, and assist in organizing activities to achieve project goals. Is ready to continuously improve their skills in information technology.

### **Course content:**

1. Concepts related to information technology, multimedia, and media convergence. The role of information technology in managerial work.
2. Tools and forms of information processing in information technologies used in project methods.
3. Popular project methods (Agile, Lean, Waterfall, Kanban, Scrum, Prince, etc.).
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### **TEACHING METHODS**

- Lecture
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- Project-based method
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**Method of verifying education:** exam, activity during classes, written work

*! 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.**