SPOŁECZNA AKADEMIA NAUK
ŁÓDŹ

SYLLABUSES
in the field of
MANAGEMENT
first-cycle studies

2025/2026 Academic year

Spis treści

1. GENERAL EDUCATION COURSES 4
Business English 1 4
Business English 2 7
Business English 3 11
Business English 4 15
Philosophy 19
Sociology 22
Psychology 26
Elements of law and intellectual property protection 30
Cultural Studies 33
Information Technology 36
Physical Education 39
2. CORE AND MAJOR COURSES 41
Principles of International Management 41
Economics 46
Principles of Marketing 51
International Finance 55
Accounting 60
Quantitative Methods in Management 64
Economic Law 68
IT Systems and Tools in Management 71
Introduction to Logistics 74
Modern Logistics 78
Companies' Sustainable Development 82
Organisational Behaviour 86
Quality Management Systems 90
Marketing Research 94
International Human Resource Management 98
Integrated Marketing Communication 102
Public Sector Management 105
Corporate Finance Management 109
Financial Analysis 113
Analysing Harvard Business Review 117
Introduction to Project Management 121
Company Policy and Strategy 125
Economic Forecasting 129
Proseminar 133
3. ELECTIVE COURSES 136
E-Business 136
E-Marketing 140

Small Business Financing 144
Investment Financing 147
3a. SPECIALISATION: INTERNATIONAL BUSINESS MANAGEMENT **151**
Management Aesthetics 151
International Business Transactions 156
Business Negotiations 159
Brand Management 162
Diversity Management 165
Crisis Management 169
Doing Business in Europe 172
Doing Business in Asia 176
3b. SPECIALISATION: E-BUSINESS & DIGITAL MARKETING **180**
Management Aesthetics 180
International Business Transactions 185
Business Negotiations 188
Digital Marketing 191
Social Media and Content Marketing 194
Mobile Technologies in E-Business 197
Customer Relationship Management (CRM) 200
Cybersecurity 203
5. DIPLOMA SEMINAR AND DIPLOMA THESIS **206**
Diploma Seminar and Diploma Thesis 1st semester (5th) 206
Diploma Seminar and Diploma Thesis 2nd semester (6th) 209

1. GENERAL EDUCATION COURSES

I. GENERAL INFORMATION ABOUT THE COURSE	
COURSE CODE: **O1/1a**	**Business English 1**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of degree programme, level of study:	**Management, first-cycle studies**
Programme profile:	**GENERAL ACADEMIC**
Name of specialisation:	Not applicable
Type of module:	General Education / elective
ECTS credits:	3 ECTS
Year / Semester:	I / 1
Course coordinator:	**Sylwester Kowalczyk, M.A.**

II. ENTRY REQUIREMENTS
A student starting the course should know English at level B1 according to the Common European Framework of Reference for Languages.

III. COURSE OBJECTIVES	
C1	The student learns the basics of communication in English in speech and writing in relation to everyday situations and those related to the business environment.
C2	The student becomes familiar with vocabulary related to everyday and business situations.
C3	The student develops an attitude of continuous and independent improvement of knowledge and skills in the field of communication in English.

IV. FORM OF TEACHING AND NUMBER OF HOURS

	Lecture	Language Course	Seminar	Laboratory	Workshops	Project	Diploma Seminar	Consultations	Credit	Total hours
Full-time studies		42							2	**44**
Part-time studies		-							-	**-**

V. METHODS OF DELIVERING TEACHING ACTIVITIES

Forms of classes	Teaching methods
Language Course	Audio-lingual/audio-visual method, communicative-pragmatic and eclectic method, individual and group work, working with a dictionary, understanding the meaning of words through explanation in a foreign language, understanding the meaning of words through contextual explanation, independent use of grammar textbooks, segmented listening, understanding the general meaning of the text listened to and read, searching for specific information in the text listened to and read, generalization and assignment, using the Internet.

VI. TEACHING OUTCOMES WITH REFERENCE TO TEACHING OUTCOMES OF THE PROGRAM

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge;	
P_W01	Knows specific general vocabulary within the catalog of topics related to everyday situations and basic vocabulary related to functioning in a business environment.	K_W21
P_W02	Knows grammatical structures within the morpho-syntactic material and linguistic means within the catalog of topics and intentions.	K_W21

Skills:		
P_U01	Has the ability to express specific intentions in statements and communicate in everyday situations and in basic business situations, has the ability to formulate oral and written statements.	K_U03, K_U08, K_U21
P_U02	Can write a text on a given topic, providing important information in everyday and simple business situations.	K_U08
Social competences:		
P_K01	Is ready to deal with most communication situations and establish personal and commercial contacts in the workplace.	K_K01, K_K05
P_K02	Is aware of the role of language competences in solving professional problems.	K_K07

VII. TEACHING CONTENTS

No.	Language Course:	Reference to course learning outcomes
L.1	Self-introduction. Making contacts. Countries and nationalities. Present Continuous, Present Simple.	P_W01, P_W02, P_U01, P_K01, P_K02
L.2	Work, employment, CV, cover letter. Simple and complex sentences. Sentential conjunctions.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
L.3	City. Institutions in the city. The way to work. Past simple tenses (regular and irregular), present perfect - basic differences.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
L.4	Plans and travels. Expressing the future. Future simple tense. Difference between want and won't. The be going to construction.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
L.5	Call. Company - conversation on the phone - basic phrases, providing information about the company. Adjectives and adverbs, gradation and their place in a sentence, articles a/an/-/the.	P_W01, P_W02, P_U01, P_K01, P_K02
L.6	Student life. Fields and types of studies, exams. Casual work, job search. Present perfect tense - for/since.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
L.7	Restaurant, nutrition, dishes; Shopping, filing complaints. Past simple and past continuous.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
L.8	At the airport, at the hotel, business trip.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02

VIII. METHODS OF VERIFYING TEACHING OUTCOMES

Subject-related learning outcomes	Verification method											Form of classes during which learning outcomes are assessed
	Written exam	Oral exam	Test	Practical tasks	Written credit test	Individual presentation	Group presentation	Individual project	Group project	Observation / self-assessment sheets	Class participation	
P_U01				x	x						x	Language Course
P_U02				x	x						x	Language Course
P_K01				x							x	Language Course

P_K02				x							x	Language Course

Pass with grade: Written test (grammar + vocabulary, 20 questions × 1 point = 20 points) – 40%, Oral test (dialogue / monologue on a business topic, 5 criteria × 4 points = 20 points) – 40%, Activity and current tasks – 20%.

Point thresholds for the written test (20 points):

Points	Rating
0–11	2,0
12–13	3,0
14–15	3,5
16–17	4,0
18–19	4,5
20	5,0

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student workload**	
	Full-time studies	**Part-time studies**
Participation in teaching activities (lectures, classes, tutorials, project, laboratories, workshops, language classes, seminars) – TOTAL hours – from point II	42 h	---
Credit	2 h	---
Participation in consultations	---	---
Project/essay	---	---
Independent preparation for classes	21 h	---
Preparation for course credit	10 h	---
Total student workload (25h=1 ECTS) TOTAL hours/ECTS	**75 h / 3 ECTS**	---
Student workload in direct contact with the teacher	44 h / 1.76 ECTS	---
Student workload in practical activity classes	---	---
Student workload related to preparation for conducting research	---	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core course literature:

- Iwonna Dubicka, Margaret O'Keeffe, Business Partner B1+. Coursebook with eBook and Online Practice, Pearson 2021

Supplementary Literature/Further Reading:

- Murphy Raymond (2015) Essential Grammar in Use, A self-study reference and practice book for elementary learners of English, CUP.
- Mascull Bill (2015), Business Vocabulary in Use: Elementary to Pre-intermediate, CUP.

Other teaching materials:

- instructor's own studies,
- YouTube channels explaining selected grammar issues,
- interactive online exercises selected by the instructor available on the Internet.

I. GENERAL BASIC INFORMATION ABOUT THE SUBJECT (MODULES)	
COURSE CODE: **O1/2a**	**Business English 2**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of degree programme, level of study:	**Management, first-cycle studies**
Programme profile:	**GENERAL ACADEMIC**
Name of specialisation:	Not applicable
Type of module:	General Education / elective
ECTS credits:	3 ECTS
Year / Semester:	I / 2
Course coordinator:	**Sylwester Kowalczyk, M.A.**

II. ENTRY REQUIREMENTS
A student starting the course should know English at level B1 + according to the Common European Framework of Reference for Languages..

III. COURSE OBJECTIVES	
C1	The student learns the basics of communication in English in speech and writing in relation to everyday situations and the business environment, including basic categories relating to management.
C2	The student becomes familiar with professional vocabulary related to management and business.
C3	The student develops an attitude of continuous and independent improvement of knowledge and skills in the field of communication in English.

IV. FORM OF TEACHING AND NUMBER OF HOURS

	Lecture	Language Course	Seminar	Laboratory	Workshops	Project	Diploma Seminar	Consultations	Credit	Total hours
Full-time studies		42							2	**44**
Part-time studies		-							-	**-**

V. METHODS OF DELIVERING TEACHING ACTIVITIES	
Forms of classes	**Teaching methods**
Language Course	Audio-lingual/audio-visual method, Communicative-pragmatic and eclectic method, Individual and group work, Working with a dictionary, Understanding the meaning of words through explanation in a foreign language, Understanding the meaning of words through contextual explanation, Independent use of grammar textbooks, Segmented listening, Understanding the general meaning of the text listened to and read, Searching for specific information in the text listened to and read, Generalizing and assigning, Using the Internet.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Knows specific general and professional vocabulary within a catalog of topics related to everyday life and the business environment, including basic categories related to management.	K_W21
P_W02	Knows grammatical structures at the B1 level within the morpho-syntactic material and linguistic means within the catalog of topics and intentions.	K_W21

Skills:		
P_U01	Has the ability to communicate fluently in everyday situations and in simple business situations, has the ability to formulate oral and written statements.	K_U03, K_U08, K_U21
P_U02	Is able to write a text on a given topic, providing important information and expressing his opinion in relation to everyday situations as well as situations typical of the business environment, being able to use basic vocabulary in the field of management in an organization.	K_U08
P_U03	Is able to find useful information in texts about everyday life and business and find the main idea of the entire text and individual paragraphs.	K_U08
Social competences:		
P_K01	Is ready to deal with most communication situations, both in everyday life and in the business environment.	K_K01, K_K05
P_K02	Is aware of the role of language competences in solving professional problems.	K_K07

VII. TEACHING CONTENTS

No.	Language Course:	Reference to course learning outcomes
L.1	Qualifications, training, skills, professional competences; construction verb + to-infinitive, verb + infinitive, verb + gerund.	P_W01, P_W02 P_U01, P_K01 P_K02
L.2	Solving problems, giving advice, including regarding business matters, conditional 1 and conditional 2 sentences, modal verb should.	P_W01, P_W02 P_U01, P_U02, P_K01 P_K02
L.3	Life experiences, including those related to the workplace. Present Perfect + for/since/ever/never.	P_W01, P_W02 P_U01, P_K01 P_K02
L.4	Office - work in the office, office procedures, ability to operate office equipment, office equipment, office supplies, computer and office equipment. Types of work (office work, factory work, laboratory work, out of the office), career, who is the boss?, Present Perfect Simple vs. Present Perfect Continuous.	P_W01, P_W02 P_U01, P_K01 P_K02
L5	Presentation of changes in quantities, description of infographics, charts. Learning methods; giving advice, expressing opinions.	P_W01, P_W02 P_U01, P_U02, P_K01 P_K02
L.6	Reporting on past situations. The use of the used to do construction compared to Past Simple and Past Continuous.	P_W01, P_W02 P_U01, P_U02, P_K01 P_K02
L.7	Products and services. Ensure customer satisfaction. Guarantee. Product details, What's it made of? Service industry. Expressing opinions and preferences.	P_W01, P_W02 P_U01, P_U03, P_K01 P_K02
L.8	Money in business. Transaction profitability, price and value talks, business negotiations.	P_W01, P_W02 P_U01, P_U02, P_U03, P_K01 P_K02

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	Assessment Method										Form of classes during which learning outcomes are assessed
	Descriptive/test exam	Assessment – oral / descriptive / test	Essay / paper / portfolio	Preparation of laboratory reports	Individual presentation and defense of the	Group project presentation	Preparation of an individual project	Preparation of a group project	Observation / self-assessment sheets	Class participation	

P_W01	x		x			x	x				Language Course
P_W02	x										Language Course
P_U01	x	x					x				Language Course
P_U02	x	x					x				Language Course
P_K01		x									Language Course
P_K02		x				x					Language Course

Pass with grade: Written test (grammar + vocabulary, 20 questions × 1 point = 20 points) – 40%, Oral test (dialogue / monologue on a business topic, 5 criteria × 4 points = 20 points) – 40%, Activity and current tasks – 20%.

Point thresholds for the written test (20 points):

Points	Rating
0–11	2,0
12–13	3,0
14–15	3,5
16–17	4,0
18–19	4,5
20	5,0

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student workload**	
	Full-time studies	**Part-time studies**
Participation in teaching activities (lectures, classes, tutorials, project, laboratories, workshops, language classes, seminars) – TOTAL hours – from point II	42 h	---
Credit	2 h	---
Participation in consultations	---	---
Project/essay	---	---
Independent preparation for classes	21 h	---
Preparation for course credit	10 h	---
Total student workload (25h=1 ECTS) TOTAL hours/ECTS	**75 h / 3 ECTS**	---
Student workload in direct contact with the teacher	44 h / 1.76 ECTS	---
Student workload in practical activity classes	---	---
Student workload related to preparation for conducting research	---	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core literature:

- Iwonna Dubicka, Margaret O'Keeffe, Business Partner B1+. Coursebook with eBook and Online Practice, Pearson 2021

Supplementary Literature/Further Reading:

- Murphy Raymond (2015) Essential Grammar in Use, A self-study reference and practice book for elementary learners of English, CUP.
- Mascull Bill (2015), Business Vocabulary in Use: Elementary to Pre-intermediate, CUP.

Other teaching materials:

- instructor's own studies,

- YouTube channels explaining selected grammar issues,
- interactive online exercises selected by the instructor available on the Internet.

I. GENERAL INFORMATION ABOUT THE COURSE	
COURSE CODE: **O1/3a**	**Business English 3**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of degree programme, level of study:	**Management, first-cycle studies**
Programme profile:	**GENERAL ACADEMIC**
Name of specialisation:	Not applicable
Type of module:	General Education / elective
ECTS credits:	3 ECTS
Year / Semester:	II / 3
Course coordinator:	**Sylwester Kowalczyk, M.A.**

II. ENTRY REQUIREMENTS
A student starting the course should know English at level B1+ according to the Common European Framework of Reference for Languages.

III. ICOURSE OBJECTIVES	
C1	The student learns the basics of communication in English in speech and writing in the field of management and business.
C2	The student becomes familiar with professional vocabulary in the field of business management, human resources in organizations and business communication.
C3	The student develops an attitude of continuous and independent improvement of knowledge and skills in the field of communication in English.

IV. FORM OF TEACHING AND NUMBER OF HOURS

	Lecture	Language Course	Seminar	Laboratory	Workshops	Project	Diploma Seminar	Consultations	Credit	Total hours
Full-time studies		42							2	**44**
Part-time studies		-							-	**-**

V. METHODS OF DELIVERING TEACHING ACTIVITIES

Forms of classes	Teaching methods
Language Course	Audio-lingual/audio-visual method, Communicative-pragmatic and eclectic method, Individual and group work, Working with a dictionary, Understanding the meaning of words through explanation in a foreign language, Understanding the meaning of words through contextual explanation, Independent use of grammar textbooks, Segmented listening, Understanding the general meaning of the text listened to and read, Searching for specific information in the text listened to and read, Generalizing and assigning, Use of the Internet;

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Knows specific general and professional vocabulary within the catalog of topics related to business management, human resources in organizations and business communication.	K_W21

P_W02	Knows grammatical structures within the morpho-syntactic material at the B1+ level and linguistic means within the catalog of topics and intentions.	K_W21
Skills:		
P_U01	Has the ability to formulate oral and written statements using vocabulary typical of business relations, organization management, including employee teams, and commercial correspondence.	K_U03, K_U08, K_U21
P_U02	Is able to communicate in routine situations requiring direct exchange of information on topics related to organization management and social aspects of the organization's functioning.	K_U03, K_U08, K_U21
P_U03	Is able to conduct commercial correspondence regarding various aspects of the organization's functioning.	K_U08
Social competences:		
P_K01	Is ready to deal with most communication situations, establish personal and commercial contacts in the workplace, and conduct business negotiations.	K_K01, K_K05
P_K02	Is aware of the role of language competences in solving professional problems.	K_K07

VII. TEACHING CONTENTS

No.	Language Course:	Reference to course learning outcomes
L.1	Organizational culture. Business communication, action & non-action verbs, expressing the future: Present Continuous, be going to, will/won't.	P_W01, P_W02 P_U01, P_U02, P_U03, P_K01 P_K02
L.2	Preparing documentation and correspondence - reports, official letters. Writing responses to letters on various topics related to the scope of professional duties performed. Commercial correspondence; structure, style, inquiries, quotes, orders; passive voice in the Present Simple and Past Simple tenses.	P_W01, P_W02 P_U01, P_U02, P_U03, P_K01 P_K02
L.3	Commercial correspondence: payments, filing complaints, response to complaints; adjective + prepositions, collocations.	P_W01, P_W02 P_U01, P_U02, P_U03, P_K01 P_K02
L.4	Success and failure, adjectives ending in -ing/-ed; modal verbs in relation to the past, reflexive pronouns.	P_W01, P_W02 P_U01, P_U02, P_U03, P_K01 P_K02
L.5	Society. Types of social behaviors and how to deal with them. Giving warnings. Learning basic economic concepts.	P_W01, P_W02 P_U01, P_U02, P_K01 P_K02
L.6	Social problems - unemployment, homelessness - expressing assumptions and opinions. Modal verbs - modals of deduction might, must, can't.	P_W01, P_W02 P_U01, P_U02, P_K01 P_K02
L.7	The specifics of managing a team of employees. Features of a good manager. Human resources management - work in HR. Word formation: creating nouns from verbs.	P_W01, P_W02 P_U01, P_U02, P_U03, P_K01 P_K02
L.8	Enterprise management. Innovation and organizational development. Word formation: creating nouns from verbs.	P_W01, P_W02 P_U01, P_U02, P_U03, P_K01 P_K02

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course	Assessment Method	

	Descriptive/test exam	Assessment – oral / descriptive / test	Essay / paper / portfolio	Preparation of laboratory reports	Individual presentation and defense of the	Group project presentation	Preparation of an individual project	Preparation of a group project	Observation / self-assessment sheets	Class participation	**Form of classes during which learning outcomes are assessed**
P_W01	x		x			x	x				Language Course
P_W02	x										Language Course
P_U01	x	x					x				Language Course
P_U02	x	x					x				Language Course
P_K01		x									Language Course
P_K02		x				x					Language Course

Pass with grade: Written test (grammar + vocabulary, 20 questions × 1 point = 20 points) – 40%, Oral test (dialogue / monologue on a business topic, 5 criteria × 4 points = 20 points) – 40%, Activity and current tasks – 20%.

Point thresholds for the written test (20 points):

Points Rating

0–11 2,0

12–13 3,0

14–15 3,5

16–17 4,0

18–19 4,5

20 5,0

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student workload**	
	Full-time studies	**Part-time studies**
Participation in teaching activities (lectures, classes, tutorials, project, laboratories, workshops, language classes, seminars) – TOTAL hours – from point II	42 h	---
Credit	2 h	---
Participation in consultations	---	---
Project/essay	---	---
Independent preparation for classes	21 h	---
Preparation for course credit	10 h	---
Total student workload (25h=1 ECTS) TOTAL hours/ECTS	**75 h / 3 ECTS**	---
Student workload in direct contact with the teacher	44 h / 1.76 ECTS	---
Student workload in practical activity classes	---	---
Student workload related to preparation for conducting research	---	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core literature:

- Iwonna Dubicka, Margaret O'Keeffe, Business Partner B1+. Coursebook with eBook and Online Practice, Pearson 2021

Supplementary Literature/Further Reading:

- Murphy Raymond (2015) Essential Grammar in Use, A self-study reference and practice book for elementary learners of English, CUP.
- Mascull Bill (2015), Business Vocabulary in Use: Elementary to Pre-intermediate, CUP.

Other teaching materials:

- instructor's own studies,
- YouTube channels explaining selected grammar issues,
- interactive online exercises selected by the instructor available on the Internet.

I. GENERAL INFORMATION ABOUT THE COURSE	
COURSE CODE: **O1/4a**	**Business English 4**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of degree programme, level of study:	**Management, first-cycle studies**
Programme profile:	**GENERAL ACADEMIC**
Name of specialisation:	Not applicable
Type of module:	General Education / elective
ECTS credits:	3 ECTS
Year / Semester:	II / 4
Course coordinator:	**Sylwester Kowalczyk, M.A.**

II. ENTRY REQUIREMENTS
A student starting the course should know English at level B1+ according to the Common European Framework of Reference for Languages.

III. EDUCATIONAL OBJECTIVES FOR THE SUBJECT	
C1	The student learns the basics of communication in English in speech and writing at an in-depth level in relation to the topics of organizational management and business.
C2	The student becomes familiar with professional vocabulary related to business, economy, as well as marketing and law in order to analyze texts related to the field of study.
C3	The student develops an attitude of continuous and independent improvement of knowledge and skills in the field of communication in English.

IV. FORM OF TEACHING AND NUMBER OF HOURS

	Lecture	Language Course	Seminar	Laboratory	Workshops	Project	Dilpoma Seminar	Consultations	Exam	Total hours
Full-time studies		42							2	**44**
Part-time studies		-							-	**-**

V. METHODS OF DELIVERING TEACHING ACTIVITIES

Forms of classes	Teaching methods
Language Course	Audio-lingual/audio-visual method, Communicative-pragmatic and eclectic method, Individual and group work, Working with a dictionary, Understanding the meaning of words through explanation in a foreign language, Understanding the meaning of words through contextual explanation, Independent use of grammar textbooks, Segmented listening, Understanding the general meaning of the text listened to and read, Searching for specific information in the text listened to and read, Generalizing and assigning, Use of the Internet;

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Knows specific general and in-depth professional vocabulary within the catalog of topics related to running a business, economy, as well as marketing and law.	K_W07, K_W21, K_W23
P_W02	Knows grammatical structures at the B2 level within the morpho-syntactic material and linguistic means within the catalog of topics and intentions.	K_W21

Skills:		
P_U01	Has the ability to communicate freely in languages related to topics related to everyday life and running a business.	K_U03, K_U08, K_U21
P_U02	Is able to write a text at an advanced level on a given topic, providing important information, expressing his opinion using vocabulary regarding legal, financial, economic and image aspects of running a business.	K_U03, K_U08
P_U03	Summarizes and reports texts related to the field of study: management.	K_U08
P_U04	Searches for useful information in texts regarding the field of study management.	K_U08
Social competences:		
P_K01	Is ready to deal with most communication situations and establish business contacts in the workplace using business vocabulary.	K_K01, K_K05
P_K02	Is aware of the role of language competences in solving professional problems.	K_K07

VII. TEACHING CONTENTS

No.	Language Course:	Reference to course learning outcomes
L.1	Running a business, finances, saving, currency; Present Perfect Simple vs Present Perf Continuous.	P_W01, P_W02 P_U01, P_K01 P_K02
L.2	Organization of the state: government, president, parliament, elections; passive voice - all tenses.	P_W01, P_W02 P_U01, P_U02, P_U03, P_U04, P_K01 P_K02
L.3	Political and economic situation in the world. The impact of the pandemic on the global economy. Social problems - migration, racism, prejudice, epidemic; conditional sentences 1, 2, 3.	P_W01, P_W02 P_U01, P_U02, P_U03, P_K01 P_K02
L.4	Law, commercial law, transport law, court; reported speech, verbs say vs tell.	P_W01, P_W02 P_U01, P_U02, P_U03, P_U04, P_K01 P_K02
L.5	Economy and environmental protection, sustainable development of organizations; nature, natural disasters; selected phrasal verbs - phrasal verbs.	P_W01, P_W02 P_U01, P_U02, P_U03, P_U04, P_K01 P_K02
L.6	Conducting conversations in typical business situations. Giving orders. Starting a conversation – dialogues during business meetings. Formal and colloquial vocabulary - formal & colloquial words and expressions; Reported speech - different reporting words.	P_W01, P_W02 P_U01, P_K01 P_K02
L.7	Professional career, types of work, remote work, promotion; use of gerund vs infinitive. Marketing, advertising, trade - discussing ideas, giving advice, making suggestions, business ideas.	P_W01, P_W02 P_U01, P_K01 P_K02
L.8	Basic differences between British and American English - vocabulary, use of Past Simple vs. Present Perfect.	P_W01, P_W02 P_U01, P_K01 P_K02

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course	Assessment Method	

	Descriptive/test exam	Assessment – oral / descriptive / test	Essay / paper / portfolio	Preparation of laboratory reports	Individual presentation and defense of the	Group project presentation	Preparation of an individual project	Preparation of a group project	Observation / self-assessment sheets	Class participation	**Form of classes during which learning outcomes are assessed**
P_W01	x		x			x	x				Language Course
P_W02	x										Language Course
P_U01	x	x					x				Language Course
P_U02	x	x					x				Lecture, exercises
P_K01		x									Language Course
P_K02		x				x					Language Course

Pass with grade: Written test (grammar + vocabulary, 20 questions × 1 point = 20 points) – 40%, Oral test (dialogue / monologue on a business topic, 5 criteria × 4 points = 20 points) – 40%, Activity and current tasks – 20%.

Point thresholds for the written test (20 points):

Points	Rating
0–11	2,0
12–13	3,0
14–15	3,5
16–17	4,0
18–19	4,5
20	5,0

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student workload**	
	Full-time studies	**Part-time studies**
Participation in teaching activities (lectures, classes, tutorials, project, laboratories, workshops, language classes, seminars) – TOTAL hours – from point II	42 h	---
Exam	2 h	---
Participation in consultations	---	---
Project/essay	---	---
Independent preparation for classes	21 h	---
Preparation for course credit	10 h	---
Total student workload (25h=1 ECTS) TOTAL hours/ECTS	**75 h / 3 ECTS**	---
Student workload in direct contact with the teacher	44 h / 1.76 ECTS	---
Student workload in practical activity classes	---	---
Student workload related to preparation for conducting research	---	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core literature:

- Iwonna Dubicka, Margaret O'Keeffe, Business Partner B1+. Coursebook with eBook and Online Practice, Pearson 2021

Supplementary Literature/Further Reading:

- Murphy Raymond (2015) Essential Grammar in Use, A self-study reference and practice book for elementary learners of English, CUP.
- Mascull Bill (2015), Business Vocabulary in Use: Elementary to Pre-intermediate, CUP.

Other teaching materials:

- instructor's own studies,
- YouTube channels explaining selected grammar issues,
- interactive online exercises selected by the instructor available on the Internet.

I. GENERAL INFORMATION ABOUT THE COURSE	
COURSE CODE: **O1**	**Philosophy**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of degree programme, level of study:	**Management, first-cycle studies**
Programme profile:	**GENERAL ACADEMIC**
Name of specialisation:	Not applicable
Type of module:	**General Education / elective**
ECTS credits:	3 ECTS
Year / Semester:	**I / 1**
Course coordinator:	**Dr Grzegorz Ignatowski, Prof. SAN**

II. ENTRY REQUIREMENTS
None

III. COURSE OBJECTIVES	
C1	To familiarise students with fundamental philosophical concepts.
C2	To acquire the ability to assess the nature and causes of phenomena and processes.
C3	Understanding the need for the development of a philosophy of the nature of phenomena and processes.

IV. FORM OF TEACHING AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultation	Exam/Credit	Total hours
Full-time Studies	28								2	**30**
Part-time Studies	-								-	**-**

V.TEACHING METHODS

Forms of classes	Teaching methods
Lecture	Classes incorporating multimedia elements, presentations and discussions.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	The student is familiar with philosophical concepts and understands their significance in the context of business ethics, corporate social responsibility (CSR/ESG) and the ethical challenges associated with digitalisation and the use of artificial intelligence.	K_W12, K_W21
	Skills:	
P_U01	The student is able to formulate and analyse philosophical problems concerning the assessment of the nature and causes of phenomena and processes.	K_U06
P_U02	The student is able to apply selected philosophical concepts to assess the nature and causes of social and organisational phenomena and processes.	K_U01
	Social competences:	

P_K01	The student is able to formulate, justify and defend their own judgements and views in discussion, in both professional and academic contexts.	K_K09
P_K02	The student understands the need for a philosophical approach within the framework of designated organisational and social roles.	K_K04

VII. TEACHING CONTENTS

No.	**Lecture:**	**Reference to course learning outcomes**
T1-2	History of philosophy and its main ancient concepts.	P_W01, P_U01, 02, P_K01, 02
T3-4	History of philosophy and its main medieval concepts.	P_W01, P_U01, 02, P_K01, 02
T5	History of philosophy and its main modern concepts.	P_W01, P_U01, 02, P_K01, 02
T6	History of philosophy and its main contemporary concepts.	P_W01, P_U01, 02, P_K01, 02
T7	Business ethics and corporate social responsibility (CSR/ESG) in the light of philosophical concepts	P_W01, P_U01, 02, P_K01, 02
T8	Ethical dimensions of management in the age of digitalisation and artificial intelligence – managers' dilemmas and responsibilities	P_W01, P_U01, 02, P_K01, 02
No.	**Student's Individual Work (Independent Study):**	**Reference to Course learning outcomes**
IS1	Familiarisation with the subject literature	P_W01
IS2	Independent work involving the writing of an essay on the assessment of the potential application of selected philosophical concepts to contemporary professional and personal issues.	P_W01, P_U01, 02, P_K01, 02

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written exam	Oral exam	Test	Essay/paper/portfolio	Practical tasks	Individual presentation	Group presentation	Individual project	Group project	Observation sheets / self-assessment	Class participation	
P_W01			x	x							x	Lecture
P_U01			x	x							x	Lecture
P_U02				x							x	Lecture
P_K01				x							x	Lecture
P_K02			x	x							x	Lecture

Lecture: 3 open-ended questions (ancient and modern philosophical thought, ethics in management) × 6 marks + 1 ethical case study × 2 marks = 20 marks.

Points	Grade
0–11	2.0
12–13	3.0

14–15 3.5
16–17 4.0
18–19 4.5
20 5.0

Course assessment: Argumentative essay of 1200–1500 words (ethical dilemma in management or AI ethics) – 55%, Group presentation (company case study in an ethical context) – 30%, Class participation – 15%. A minimum of 60% is required for each component.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity ECTS	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (lecture, class, seminar, project, lab, workshops, diploma seminar)	28 h	---
Exam/Credit	2 h	---
Participation in consultations	---	---
Student's independent study, including:	45 h	---
- Preparation of a paper, presentation, essay	10 h	---
- Conducting literature reviews	10 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project specifications, project implementation, etc.)	---	---
- Preparation for teaching sessions	15 h	---
- Preparing for an exam/test/assessment	10 h	---
Total student workload (25 hours = 1 ECTS) TOTAL hours/ECTS	**75 h / 3 ECTS**	---
Student workload in classes involving direct contact with the teacher	30 h / 1.2 ECTS	---
Student workload for practical classes	---	---
Student workload for classes related to research preparation	---	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

- Craig E. (2020). Philosophy: A Very Short Introduction. Oxford.
- Rachels, J., Rachels, S. (2023). The Elements of Moral Philosophy (10th ed.). McGraw-Hill.

Supplementary Literature/Further Reading:

- Warburton, N. (2021). A Little History of Philosophy. Yale University Press. ISBN: 978-0300248999
- Crane, A., Matten, D. (2021). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization (5th ed.). Oxford University Press. ISBN: 978-0198870876.

Other teaching materials:

- Multimedia presentations, case studies

I. GENERAL INFORMATION ABOUT THE COURSE	
COURSE CODE: **O2**	**Sociology**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of degree programme, level of study:	**Management, first-cycle studies**
Programme profile:	**GENERAL ACADEMIC**
Name of specialisation:	**Not applicable**
Type of module:	**General Education / elective**
ECTS credits:	3 ECTS
Year / Semester:	I / 2
Course coordinator:	**Dr Eugeniusz Brzuska**

II. ENTRY REQUIREMENTS
None

III. COURSE OBJECTIVES	
C1	To present the basic concepts and terms used in sociology.
C2	To demonstrate the complexity of an individual's social life.
C3	To present the basic social phenomena occurring within organisations.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultation	Exam/Credit	Total hours
Full-time Studies	28								2	**30**
Part-time Studies	-								-	**-**

V.TEACHING METHODS

Forms of classes	Teaching methods
Lecture	Classes incorporating multimedia elements, presentations and discussions.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Knows the main areas of research in sociology and has a general understanding of the theories and methods used in the discipline.	K_W10, K_W14
P_W02	Understands the role of culture, ethics and technical and technological progress in processes of social change, particularly in relation to contemporary organisations.	K_W21
P_W03	Defines types of social systems.	K_W02
	Skills:	
P_U01	Evaluates selected solutions to fundamental social problems.	K_U11

P_U02	Predicts the social behaviour of members of an organisation in typical situations and analyses selected motives behind such behaviour.	K_U19
Social competences:		
P_K01	Is prepared to apply sociological knowledge in the analysis of social phenomena occurring within organisations and their environment.	K_K07
P_K02	Understands the need to act ethically within the framework of designated organisational and social roles.	K_K04

VII. TEACHING CONTENTS

No.	**Lecture:**	**Reference to course learning outcomes**
T1	Sociology as a field of study	P_W02
T2	Selected basic sociological concepts and methods	P_W02, P_K01
T3	A brief outline of social history	P_W01, P_U01, P_K01
T4	Social changes of the 19th century and the emergence of industrial society	P_W03, P_U01, P_U02, P_K02,
T5	Ideology and worldview	P_W01, P_W03,
T6	A brief outline of the history of communism as a worldview and social ideology	P_U02, P_K01,
T7	Nazism and racism – the ideology developed by Hitler	P_W01, P_W03, P_U01, P_U02, P_K01
T8	A brief outline of the history of religion and its influence on society	P_W01, P_U01, P_K01
T9	Social changes in Poland – the communist era, the transition to a digital society	P_W01, P_W03, P_U01, P_U02, P_K01
T10	Major challenges and selected social issues of the contemporary world, Europe and Poland	P_W01, P_W03, P_U01, P_U02, P_K01, P_K02
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature, analysis of source texts and preparation for the course assessment.	P_W01, P_W02, P_W03

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	Written exam	Oral exam	Test	Essay/paper/portfolio	Practical tasks	Individual presentation	Group presentation	Individual project	Group project	Observation sheets / self-assessment	Class participation	**Form of classes during which learning outcomes are assessed**
P_W01			x								x	Lecture
P_W02			x								x	Lecture

P_W03			x								x	Lecture
P_U01							x				x	Lecture
P_U02							x				x	Lecture
P_K01							x				x	Lecture
P_K02							x				x	Lecture

The presentation served as the assessment for the course and demonstrated knowledge of the topics discussed, as well as the ability to analyse and interpret them in a sociological context. Both the substantive content and the manner of presentation were assessed.
Assessment criteria and marking (max. 20 points):
- Substantive content
- Structure and logic of the presentation
- Manner of presentation
- Use of sources and bibliography
Grading scale
18–20 marks – very good (5.0)
16–17 marks – good plus (4.5)
14–15 marks – good (4.0)
12–13 marks – satisfactory plus (3.5)
10–11 marks – pass (3.0)
0–9 points – unsatisfactory (2.0)

Class participation:
During classes, students had the opportunity to earn bonus points for participation. Bonus points were awarded for substantive contributions, participation in discussions, engagement in individual and group work, as well as for preparation for classes. This system was designed to recognise consistent effort and active participation in classes.
Scope of assessed participation (max. 10 points)
- speaking up during classes,
- relevance and substance of contributions,
- ability to argue a point and relate to the content being discussed,
- making reference to literature or examples from social life,
- preparation based on the recommended reading.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (lecture, class, seminar, project, lab, workshop, diploma seminar)	28 h	---
Exam/Credit	2 h	---
Participation in consultations	---	---
Student's independent study, including:	45 h	---
- Preparation of a paper, presentation, essay	---	---
- Conducting literature reviews	10	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project specifications, project implementation, etc.)	---	---
- Preparation for teaching sessions	25 h	---

- Preparation for exams/tests/assessments	10 h	---
Total student workload (25 hours = 1 ECTS) TOTAL hours/ECTS	**75 h / 3 ECTS**	---
Student workload in classes involving direct contact with the teacher	30 h / 1.2 ECTS	---
Student workload for practical classes	---	---
Student workload for classes related to research preparation	---	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

- Giddens, A., Sutton, P. W. (2021). Sociology (9th ed.). Polity Press.
- Bauman, Z., May, T. (2021). Thinking Sociologically (3rd ed.). Wiley-BlackwellRitzer, G., Dean, P. (2021).

Supplementary Literature/Further Reading

- Castells, M. (2023). Networks of Outrage and Hope: Social Movements in the Internet Age (3rd ed.). Polity Press.

Other teaching materials:

- Multimedia presentations, case studies, film footage

I. GENERAL INFORMATION ABOUT THE COURSE	
COURSE CODE: **O3**	**Psychology**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of degree programme, level of study:	**Management, first-cycle studies**
Programme profile:	**GENERAL ACADEMIC**
Name of specialisation:	**Not applicable**
Type of module:	**General Education / elective**
ECTS credits:	**3 ECTS**
Year / Semester:	**I / 2**
Course coordinator:	**Dr Marta Bem**

II. ENTRY REQUIREMENTS (based on the subjects taken)
None

III. COURSE OBJECTIVES	
C1	The student knows, understands and is able to recognise techniques of manipulation, motivation and persuasion.
C2	The student develops an attitude of independent and lifelong learning in the application of psychology to management.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Classes	Seminar	Lab	Workshop	Project	Seminar	Consultation	Exam/Credit	Total hours
Full-time Studies	28								2	**30**
Part-time Studies	-								-	**-**

V. METHODS OF DELIVERING TEACHING ACTIVITIES	
Forms of teaching	**Teaching methods**
Lecture	Classes incorporating multimedia elements, presentations and discussions. Classes conducted remotely using the Teams platform – synchronous classes.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	The student is familiar with techniques of social influence and persuasion, as well as basic errors in perceiving others (attribution errors). They are familiar with theories of motivation and the psychological mechanisms of human behaviour within an organisation.	K_W10
P_W02	Is familiar with the application of methods and systems supporting decision-making processes under conditions of risk and uncertainty	K_W14
P_W03	The student understands the psychological determinants of individual and group behaviour within an organisation, including the mechanisms of motivation, stress and burnout.	K_W10, K_W12
	Skills:	
P_U01	Is able to construct an effective persuasive message.	K_U03, K_U19

P_U02	Can identify basic techniques of social influence and apply the principles of Harvard-style negotiation.	K_U03, K_U19
P_U03	The student is able to apply selected psychological techniques in interpersonal situations typical of the workplace, such as negotiations, conflict resolution and team communication.	K_U19
Social competences:		
P_K01	The student is prepared to critically assess their own psychological competencies and systematically develop them in line with the needs of the workplace.	K_K06, K_K09

VII. TEACHING CONTENTS

No.	**Lecture:**	**Reference to Course learning outcomes**
T1	Links between psychology (primarily social psychology) and management studies.	P_W01, 02, 03, P_U01, 02, 03, P_K01
T2	Basic interpersonal skills – effective communication and constructive conflict resolution.	P_W01, 02, 03, P_U01, 02, 03, P_K01
T3	Psychological aspects of negotiation as a method of resolving individual and group conflicts.	P_W01, 02, 03, P_U01, 02, 03, P_K01
T4	Social influence and persuasion – techniques and tools for exerting influence.	P_W01, 02, 03, P_U01, 02, 03, P_K01
T5	Psychology of motivation – basic theories of motivation – the language of persuasive communication. Self-Determination Theory and gamification as a motivational tool	P_W01, 02, 03, P_U01, 02, 03, P_K01
T6	Selected techniques of persuasion and social influence. Employee wellbeing and positive psychology in organisations	P_W01, 02, 03, P_U01, 02, 03, P_K01
T7	(Professional) personality as the basis for building individual career paths.	P_W01, 02, 03, P_U01, 02, 03, P_K01
T8	Psychological determinants of human behaviour in organisations. Psychological aspects of working with AI – human–machine interaction	P_W01, 02, 03, P_U01, 02, 03, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature.	P_W01, P_W02, P_W03
IS2	Preparing a paper on examples of the application of psychological principles, manipulation and negotiation in private and professional life.	P_W01, 02, 03, P_U01, 02, 03, P_K01

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written assessment	Oral examination	Test	Essay/paper/portfolio	Practical tasks	Individual presentation	Group presentation	Individual project	Group project	Observation sheets / self-assessment	Class participation	
P_W01	x											Lecture

P_W02	x											Lecture
P_U01	x										x	Lecture
P_U02	x										x	Lecture
P_U03	x										x	Lecture
P_K01	x										x	Lecture

Exam: 3 essay questions (perception/attribution, motivation, emotional intelligence) × 6 marks + 10-question test × 0.2 marks = 20 marks.

Points	Grade
0–11	2.0
12–13	3.0
14–15	3.5
16–17	4.0
18–19	4.5
20	5.0

Course assessment: Individual essay/paper — analysis of a psychological phenomenon in an organisation (burnout, leadership, wellbeing) – 50%, Group project (case study of team dysfunction + intervention) – 30%, Self-assessment form + class participation – 20%. Minimum 60% in each component.

IX. STUDENT WORKLOAD – HOURS AND ECTS CREDITS

Type of activity **ECTS**	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (lecture, class, seminar, project, lab, workshops, diploma seminar)	28 h	---
Exam/Credit	2 h	---
Attendance at consultations	---	---
Student's independent study, including:	45 h	---
- Preparation of a paper, presentation, essay	---	---
- Conducting literature reviews	20 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project specifications, project implementation, etc.)	---	---
- Preparation for teaching sessions	15 h	---
- Preparing for an exam/test/assessment	10 h	---
Total student workload (25 hours = 1 ECTS) TOTAL hours/ECTS	**75 h / 3 ECTS**	---
Student workload in classes involving direct contact with the teacher	30 h / 1.2 ECTS	---
Student workload for practical classes	---	---
Student workload for classes related to research preparation	---	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

- Hogg M.A., Vaughan (2021). Social Psychology. Pearson.
- Robbins, S. P., Judge, T. A. (2022). Organizational Behavior (19th ed.). Pearson.

Supplementary Literature/Further Reading:

- Cialdini, R. B. (2021). Influence, New and Expanded: The Psychology of Persuasion. Harper Business.

Other teaching materials:
- Multimedia presentations.

I. GENERAL BASIC INFORMATION ABOUT THE COURSE	
COURSE CODE: **O4**	**Elements of law and intellectual property protection**
Name of the organisational unit running the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of degree programme, level of study:	**Management, first-cycle studies**
Programme profile:	**GENERAL ACADEMIC**
Name of specialisation:	**Not applicable**
Type of module:	**General academic**
ECTS credits:	**2 ECTS**
Year / Semester:	**I / 1**
Course coordinator:	**Mgr Anna Michalska**

II. ENTRY REQUIREMENTS (based on previous courses)
None

III. EDUCATIONAL OBJECTIVES FOR THE SUBJECT	
C1	To impart knowledge regarding the fundamentals of legal regulations relating to economic and market activities and the protection of intellectual property.
C2	To foster an attitude of independent and continuous learning in the field of law, including the protection of intellectual property.

IV. FORMS OF TEACHING AND NUMBER OF HOURS

	Lecture	Classes	Seminar	Lab	Workshop	Project	Diploma seminar	Consultations	Exam/assessment	Total hours
Daytime studies			28						2	**30**
Extramural studies			-						-	**-**

V. METHODS OF DELIVERING TEACHING ACTIVITIES

Forms of teaching	Teaching methods
Seminar	Interactive classes, moderated discussion, project work, case studies. Classes conducted remotely using the Teams platform – synchronous classes.

VI. TEACHING OUTCOMES WITH REFERENCE TO TEACHING OUTCOMES OF THE PROGRAM

No.	Description of subject-specific learning outcomes	Reference to programme-specific learning outcomes
	Knowledge:	
P_W01	Knows the terminology and understands legal provisions, including those relating to intellectual property protection.	K_W22
P_W02	Describes the basic principles of specific branches of law, including those relating to intellectual property protection.	K_W22
	Skills:	
P_U01	Is able to apply legal provisions, including those relating to intellectual property protection.	K_U15
P_U02	Is able to plan activities in accordance with applicable law.	K_U15

VII. TEACHING CONTENTS

No.	Seminar:	Reference to subject-specific learning outcomes

T1	Elements of jurisprudence: defining what law is, identifying the sources of law and their hierarchy, and the principles of legal interpretation from a jurisprudential perspective. To familiarise students with the principles of interpreting legal provisions, conflict-of-law rules and legal reasoning. To familiarise students with the various branches of law and the fundamental legal principles within each branch, to identify the key elements distinguishing these branches, and to highlight the possibility of a multi-faceted approach to specific legal events.	P_W01, P_W02
T2	Defining legal entities, their legal capacity and legal personality, taking into account issues of representation. Presenting the issues of legal acts, legal relationships and the effects of declarations of intent. Presentation of the practical aspects of participation in commercial transactions, the ability to draft contracts independently and interpret them, and the various forms of legal acts. Familiarising students with the principle of freedom of contract and its limitations.	P_W01, P_W02, P_U01, P_U02
T3	Presentation of liability issues under various legal regimes (tort, contract) and claims for unjust enrichment. Presentation of the legal means of pursuing claims.	P_W01, P_W02, P_U01, P_U02,
T4	Elements of intellectual property: defining what intellectual property law is, identifying the sources of intellectual property law and the fundamental legal principles relating to the protection of intellectual property.	P_W01, P_W02, P_U01, P_U02,
T5	To familiarise students with the institutions of industrial property law (inventions, industrial designs, utility models and trade marks), the law of priority, the functions of the Patent Office, and the benefits associated with registration.	P_W01, P_W02, P_U01, P_U02,
T6	Defining the subject matter of protection and the holders of copyright (distinguishing between economic and moral rights and their protection), the transfer of economic rights, fair use in the public and private spheres, and the 'right to quote'	P_W01, P_W02, P_U01, P_U02
T7	Presentation of regulations concerning the protection of databases and competition. Highlighting the multi-faceted nature of this protection in criminal and civil law. Familiarising students with the legal aspects of the protection of image rights, confidentiality of correspondence and sources of information	P_W01, P_W02, P_U01, P_U02
No.	**Student's Individual Work (Independent Study):**	**Reference to the relevant learning outcomes**
PW1	Familiarisation with the subject literature.	P_W01, P_W02
PW2	Preparing a group project analysing the potential uses of selected works of intellectual or industrial property.	P_U01, P_K01

VIII. METHODS OF VERIFYING TEACHING OUTCOMES

Subject-specific learning outcomes	**Method of verification**											**Teaching method, in which the learning outcome is assessed**
	Written exam	Oral examination	Test	Essay/paper/portfolio	Practical tasks	Individual presentation	Group presentation	Individual project	Group project	Observation sheets / self-assessment	Class participation	
P_W01			x									Seminar
P_W02			x									Seminar
P_U01			x								x	Seminar
P_U02			x								x	Seminar

Seminar: 20-question test – including 3 open-ended questions (1 point each), 6 multiple-choice questions (2–3 points each) + 13 single-choice questions (1 point each) = 33 points.

Points	Grade
0–20	2.0
20–23	3.0
24–27	3.5

28–30	4.0
31–32	4.5
33	5.0

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Type of activity ECTS	**Student workload**	
	Daytime studies	**Extramural studies**
Participation in teaching activities (lectures, tutorials, seminars, projects, laboratory sessions, workshops, seminars)	28 h	---
Exam/assessment	2 h	---
Participation in consultations	---	---
Student's independent study, including:	20 h	---
- Preparation of a paper, presentation, essay	---	---
- Conducting literature reviews	5 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project specifications, project implementation, etc.)	5 h	---
- Preparing for lessons	5 h	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 hours = 1 ECTS) TOTAL hours/ECTS	**50 h / 2 ECTS**	---
Student workload in classes involving direct contact with the teacher	30 h / 1.2 ECTS	---
Student workload for practical classes	---	---
Student workload for classes related to research preparation	---	---

X. READING LIST AND OTHER TEACHING MATERIALS

Compulsory reading:

- Bently, L., Sherman, B., Gangjee, D., Johnson, P. (2022). Intellectual Property Law (5th ed.). Oxford University Press

Supplementary reading:

- Correa, C. M. (2020). Intellectual Property and International Trade: The TRIPS Agreement (3rd ed.). Kluwer Law International..
- Goldstein, P., Hugenholtz, P. B. (2022). International Copyright: Principles, Law, and Practice (5th ed.). Oxford University Press.

Other teaching materials:

- Lex Omega – online database, the Act on Copyright and Related Rights, multimedia presentations.

I. GENERAL INFORMATION ABOUT THE COURSE	
COURSE CODE: **O5**	**Cultural Studies**
Name of the organisational unit running the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of degree programme, level of study:	**Management, first-cycle studies**
Programme profile:	**GENERAL ACADEMIC**
Name of specialisation:	**Not applicable**
Type of module:	**General Education**
ECTS credits:	**2 ECTS**
Year / Semester:	**I / 1**
Course coordinator:	**Dr Anna Maria Migdal, Prof. SAN**

II. ENTRY REQUIREMENTS
None

III. COURSE OBJECTIVES	
C1	To present the basic concepts and trends in culture.
C2	To demonstrate the complexity of an individual's cultural life and the impact of this process on the functioning of organisations.
C3	Fostering an attitude of independent and continuous deepening of knowledge about trends in culture.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma Seminar	Consultation	Exam/Credit	Total hours
Full-time Studies	28								2	**30**
Part-time Studies	-								-	**-**

V. METHODS OF DELIVERING TEACHING ACTIVITIES

Forms of teaching	Teaching methods
Lecture	Classes incorporating multimedia elements, presentations. Classes conducted remotely using the Teams platform – synchronous classes.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Knows the main research areas of cultural studies and has a general understanding of the theories and methods used in the field.	K_W14
P_W02	Understands the role of civilisational processes, as well as culture, art and technical and technological progress, in processes of social change, including those relating to contemporary organisations.	K_W21
	Skills:	
P_U01	Can identify the impact of cultural trends on the individual and the organisation.	K_U01
	Social competences:	
P_K01	Is prepared to defend their views on the significance of cultural trends for individuals and	K_K03, K_K09

	organisations	

VII. TEACHING CONTENTS		
No.	**Lecture:**	**Reference to course learning outcomes**
T1	**Defining the issues falling within the scope of cultural studies**. An outline of the history of culture and art, with particular emphasis on the social conditions of its emergence and development.	P_W01, P_W02, P_K01
T2	**Characterisation of key cultural trends**. (Cultural characteristics of specific eras and nations).	P_W01, P_W02, P_U01, P_K01
T3	**Basic types of cultural activity** (tangible and intangible manifestations of culture). **Cultural transformations**. (Cultural intermingling, the significance of modern technologies and globalisation processes.)	P_W01, P_W02, P_U01, P_K01
T4	**The influence of culture on the individual and the organisation**. (The significance of culture in shaping individual attitudes and organisational practices.)	P_W01, P_W02, P_U01, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to Course learning outcomes**
IS1	Familiarisation with the subject literature	P_W01, P_W02

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written exam	Oral examination	Test	Essay/paper/portfolio	Practical tasks	Individual presentation	Group presentation	Individual project	Group project	Observation sheets / self-assessment	Class participation	
P_W01				x								Lecture
P_W02				x								Lecture
P_U01				x			x				x	Lecture
P_K01				x			x				x	Lecture

Pass with mark: Essay (the role of culture in an organisation, intercultural communication or mass culture and management) – 45%, Group presentation (analysis of an advertising campaign or a cultural phenomenon) – 35%, Participation in discussions – 20%. Minimum 60% in each component.

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Type of activity ECTS	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (lecture, class, seminar, project, lab, workshops, diploma seminar)	28 h	---
Exam/Credit	2 h	---
Participation in consultations	---	---
Student's independent study, including:	20 h	---
- Preparation of a paper, presentation, essay	---	---
- Conducting literature reviews	6 h	---

- Conducting empirical research	---	---
- Project (data collection, preparation of project specifications, project implementation, etc.)	---	---
- Preparation for teaching sessions	3 h	---
- Preparing for an exam/test/assessment	10 h	---
Total student workload (25 hours = 1 ECTS) TOTAL hours/ECTS	**50 h / 2 ECTS**	---
Student workload in classes involving direct contact with the teacher	30 h / 1.2 ECTS	---
Student workload for practical classes	---	---
Student workload for classes related to research preparation	---	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

- Barker Ch., Jane E.A. (2016). Cultural Studies. 5th ed. Sage
- Hofstede, G., Hofstede, G.J., Minkov, M. (2010). Cultures and Organisations: Software of the Mind. 3rd ed. Sage.

Supplementary reading for the course:

- Gannon M.J.,Pillai R. (2016). Understanding Global Cultures.6th. ed.Sage.
- Meyer, E. (2021). The Culture Map: Breaking Through the Invisible Boundaries of Global Business (new ed.). PublicAffairs..
- Trompenaars, F., Hampden-Turner, Ch. (2020). Riding the Waves of Culture. Understanding Diversity in Global Business. 4th ed. McGraw-Hill Education
- Shore, C. (2023). Building Europe: The Cultural Politics of European Integration (2nd ed.). Routledge.

Other teaching materials:

- Multimedia presentations, case studies, film footage.

I. GENERAL BASIC INFORMATION ABOUT THE COURSE	
COURSE CODE: **O6**	**Information Technology**
Name of the organisational unit running the course:	**University of Social Sciences in Lodz, Warsaw Branch**
Name of degree programme, level of study:	**Management, first-cycle studies**
Programme profile:	**GENERAL ACADEMIC**
Name of specialisation:	**Not applicable**
Type of module:	**General academic**
ECTS credits:	**2 ECTS**
Year / Semester:	**I / 2**
Course coordinator:	**Krzysztof Wołk, PhD Eng.**

II. ENTRY REQUIREMENTS
None

III. EDUCATIONAL OBJECTIVES FOR THE SUBJECT	
C1	To impart knowledge regarding the basics of using digital equipment.
C2	To impart basic skills in the use of digital equipment.
C3	Fostering an attitude of independent and continuous learning in the field of information technology.

IV. FORM OF TEACHING AND NUMBER OF HOURS

	Lecture	Classes	Seminar	Lab	Workshop	Project	Seminar	Consultations	Exam/assessment	Total hours
Daytime studies				28					2	**30**
Extramural studies				-					-	**-**

V. METHODS OF DELIVERING CLASSES	
Forms of teaching	**Teaching methods**
Laboratory	Group exercises, individual tasks

VI. TEACHING OUTCOMES WITH REFERENCE TO TEACHING OUTCOMES OF THE PROGRAM

No.	Description of subject-specific learning outcomes	Reference to programme-specific learning outcomes
	Knowledge:	
P_W01	Knows the terms and concepts of information technology.	K_W01, K_W14
P_W02	Lists business applications used in computer networks.	K_W21
P_W03	Gives examples of the use of information technology in business management, databases in logistics, and the use of e-resources in education and work.	K_W14
	Skills:	
P_U01	Is able to apply and assess the usefulness of information technology for describing and analysing an organisation's activities.	K_U07
P_U02	Can apply business applications used in computer networks to support decision-making processes.	K_U12
P_U03	Can use e-resources and tools employed in study and work to search for information, understand	K_U07

	it, and critically select and evaluate material.	
Social competences:		
P_K01	Is prepared to think and act in an entrepreneurial manner.	K_K10

VII. TEACHING CONTENTS

No.	**Laboratory:**	**Reference to subject-specific learning outcomes**
Lab 1	Fundamentals of computer networks – types, architecture, transmission media, addressing. Network services.	P_K01, P_U01, P_U02, P_U03
Lab 2	Characteristics of management information technologies according to the development of logical architecture: (Transaction Processing Systems, Management Information Systems, Decision Support Systems, Expert Systems, Management Information Systems and Management Support Systems, Artificial Intelligence Systems, BI Systems)	P_K01, P_U01, P_U02, P_U03
Lab 3	Use of database systems. Hierarchical database. Relational database. Network database. Characteristics of data types. Form. Constructor. Designer. Types of database operations.	P_K01, P_U01, P_U02, P_U03
Lab 4	Data security. Copyright. Creative Commons software.	P_K01, P_U01, P_U02, P_U03
Lab 5	IT resources on the Internet. Data search. Google.	P_K01, P_U01, P_U02, P_U03
Lab 6	Areas of application of information technology in business management and logistics.	P_K01, P_U01, P_U02, P_U03
Lab 7	Applications of computer science in management. Problems, methods and techniques of information processing and decision-making. Microsoft Visio.	P_K01, P_U01, P_U02, P_U03
Lab 8	IT, information and functional competences; the use of e-resources in study and work; selected tools.	K_W03, P_U03, P_K01
Lab 9	Use of e-resources in learning – searching for information, understanding it, selection and critical evaluation	K_W03, P_U03, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to subject-specific learning outcomes**
SW1	Familiarisation with the subject literature	P_W01, P_W02, P_W03
SW2	Independently completing a set of problem-based tasks.	P_K01, P_U01, P_U02, P_U03

VIII. METHODS OF VERIFYING TEACHING OUTCOMES

Subject-specific learning outcomes	**Assessment method**											**Teaching method, in which the learning outcome is assessed**
	Written exam	Oral exam	Test	Essay/paper/portfolio	Practical tasks	Individual presentation	Group presentation	Individual project	Group project	Observation sheets / self-assessment	Class participation	
P_W01					x						x	Laboratory
P_W02					x						x	Laboratory
P_W02					x						x	Laboratory
P_U01					x						x	Laboratory
P_U02					x						x	Laboratory

P_U03					x						x	Laboratory
P_K01					x						x	Laboratory

Course assessment: Individual project — preparation of a document/presentation/spreadsheet containing data analysis – 50%, Practical tasks in each class (observation sheet: accuracy 0–4, independence 0–3, terminology 0–2, time 0–1 = max 10 points per class) – 35%, Participation – 15%. Min. 60% in each component.

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Type of activity **ECTS**	**Student workload**	
	Daytime studies	**Extramural studies**
Participation in teaching activities (lectures, tutorials, seminars, projects, laboratory sessions, workshops, seminars)	28 h	---
Exam/assessment	2 h	---
Attendance at consultations	---	---
Student's independent study, including:	20 h	---
- Preparation of a paper, presentation, essay	---	---
- Conducting literature reviews	5 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project specifications, project implementation, etc.)	---	---
- Preparation for teaching sessions	7 h	---
- Preparing for an exam/test/assessment	8 h	---
Total student workload (25 hours = 1 ECTS) TOTAL hours/ECTS	**50 h / 2 ECTS**	---
Student workload in classes involving direct contact with the teacher	30 h / 1.2 ECTS	---
Student workload for practical classes	---	---
Student workload for classes related to research preparation	---	---

X. READING LIST AND OTHER TEACHING MATERIALS

Compulsory reading:

- Turban, E., Pollard, C., Wood, G. (2021). Information Technology for Management: Driving Digital Transformation to Increase Local and Global Performance, Growth and Sustainability (12th ed.). Wiley..
- Stair, R., Reynolds, G. (2023). Fundamentals of Information Systems (10th ed.). Cengage..

Supplementary reading:

- Schwab, K. (2022). The Fourth Industrial Revolution (updated ed.). Portfolio/Penguin..
- Laudon, K. C., Laudon, J. P. (2023). Management Information Systems: Managing the Digital Firm (17th ed.). Pearson.

Other teaching materials:

- Lecturer's materials.
- Software: Creative Commons, Google, Microsoft Visio.

I. GENERAL INFORMATION ABOUT THE COURSE	
COURSE CODE: **O7**	**Physical Education**
Name of the organisational unit offering the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the degree programme, level of study:	**Management, first-cycle studies**
Programme profile:	**GENERAL ACADEMIC**
Name of specialisation:	**Not applicable**
Type of module:	**General academic**
ECTS credits:	-
Year / Semester:	**I / 1-2**
Course coordinator:	**Mgr Kamila Wierniuk-Osińska**

II. ENTRY REQUIREMENTS
No health contraindications to active participation in the physical education programme; a basic level of physical fitness is required to take part in physical activities.

III. COURSE OBJECTIVES	
C1	To impart skills in maintaining physical fitness and cooperating within a team.
C2	To foster an attitude of independent and ongoing engagement in activities aimed at maintaining physical fitness.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshop	Project	Diploma Seminar	Consultations	Exam/Credit	Total hours
Full-time Studies		60								**60**
Part-time Studies		---								**---**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Class	Physical exercises in the gym or outdoors.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Social competences:	
P_K01	The student is prepared to work in a group to achieve common goals, respecting the principles of fair play and showing respect towards other participants.	K_K01, K_K03, K_K04
P_K01	The student is prepared to cultivate self-discipline, consistency and perseverance in pursuing their goals	K_K04

VII. TEACHING CONTENTS

No.	Class:	Reference to Course learning outcomes
C1–30	Selected activity from: Swimming (learning and improving swimming skills), Team sports (volleyball, basketball, football, handball), Athletics, Aerobics, Tennis, Table tennis, Self-defence, Elements of ballroom dancing.	P_K01

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	Assessment Method											Form of classes during which learning outcomes are assessed
	Written exam	Oral exam	Test	Essay/paper/portfolio	Practical tasks	Individual presentation	Group presentation	Individual project	Group project	Observation sheets / self-assessment	Class participation	
P_K01											x	Class

Assessment: Attendance and active participation (min. 80% of classes — mandatory) – 40%, General fitness test (Cooper test or equivalent according to age standards) – 40%, Attitude and commitment – 20%. Min. 60% of total marks = pass.

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Type of activity ECTS	Student workload	
	Full-time studies	**Part-time studies**
Participation in classes (lecture, class, seminar, project, lab, workshops, diploma seminar)	60 h	---
Exam/Credit		
Participation in consultations		
Student's independent work, including:		
- Preparation of a paper, presentation, essay		
- Conducting literature reviews		
- Conducting empirical research		
- Project (data collection, preparation of project objectives, project implementation, etc.)		
- Preparing for classes		
- Preparing for an exam/test/assessment		
Total student workload (25 hours = 1 ECTS) TOTAL hours/ECTS	**60 h**	**---**
Student workload for classes involving direct contact with the teacher	60 h	---
Student workload for classes developing practical skills		
Student workload in classes related to preparation for or participation in research activities		

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

- Heyward, V.H., Gibson, A. (2020). Advanced Fitness Assessment and Exercise Prescription (8th ed.). Human Kinetics.
- Corbin, C.B., Welk, G. (2022). Concepts of Fitness and Wellness (13th ed.). McGraw-Hill.

Supplementary Literature/Further Reading:

- Powers, S.K., Howley, E.T. (2021). Exercise Physiology: Theory and Application to Fitness and Performance (11th ed.). McGraw-Hill.

Other teaching materials:

- Sports equipment used in specific types of exercises.

2. CORE AND MAJOR COURSES

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **P1**	**Principles of International Management**
Name of the organizational unit conducting the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Core / Related to research preparation**
ECTS points:	**5 ECTS**
Year / Semester:	**I / 1**
Course coordinator:	**Dr Maciej Dębski, Prof. SAN**

None

III. COURSE OBJECTIVES

C1	Acquiring a grasp of the basic concepts of organisational management and discussing various types of organisations and their organisational forms. Gaining an understanding of the nature and mechanisms of organisational functioning, as well as the principles of organisational operation, management tools and the analysis of selected management issues, and familiarising oneself with the principles of planning, organising, leading people and controlling.
C2	Developing the ability to identify and analyse the functional areas of an organisation and the basic relationships between these areas. Understanding the nature of an organisation's strategy and its environment and gaining knowledge of the basic types of organisational structures and some of the factors influencing their change.
C3	Developing attitudes that shape teamwork and the competencies required to work as a manager. Possessing basic skills in observing, describing, analysing and interpreting fundamental phenomena and processes occurring within an organisation using basic concepts and theoretical approaches, as well as the ability to apply and assess the suitability of selected methods and tools for describing and analysing the organisation's environment.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Lecture using a multimedia presentation, discussion. Remote classes – synchronous – using the Teams platform.
Class	Problem-based discussions, group work, case studies, project, presentation.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes

Knowledge:		
P_W01	Student identifies the nature and place of management and quality studies within social sciences, explains the origins of management and quality studies and their development in the context of socio-economic progress and civilisation development. Demonstrates knowledge of concepts in the field of organisation and management.	K_W01, K_W05, K_W07
P_W02	Student describes methods of strategic analysis of an organisation and its environment, defines the functional areas of an organisation and the relationships between them, as well as types of organisational structures and factors influencing their change. Student demonstrates knowledge of tools enabling the resolution of problems arising in the field of organisational management.	K_W08, K_W09, K_W16, K_W19, K_W20
Skills:		
P_U01	Student carries out a diagnostic assessment of an organisation, analyses and interprets basic phenomena and processes occurring within the organisation using appropriate concepts and theoretical approaches.	K_U01, K_U09
P_U02	Student applies and correctly assesses the suitability of methods and tools for describing and analysing the organisation's environment.	K_U02, K_U07
P_U03	Student works as part of a team and plans the team's work in a conscious and responsible manner.	K_U05, K_U17
Social competences:		
P_K01	Student is prepared to recognise the role of knowledge in the field of management and quality science in solving management problems.	K_K07
P_K02	Student is willing to work together to achieve the organisation's goals.	K_K01

VII. TEACHING CONTENTS

No.	Lecture:	Reference to course learning outcomes
L1	Management – its essence and significance. Basic concepts in management. Concepts related to management. The management process. Managerial attitudes and skills. Managerial roles.	P_W01, P_U01, P_K01
L2	The organisation in its environment as an object of management. The organisation as a system. Organisational subsystems. Types of organisations. Organisational life cycle. Organisation's environment.	P_W01, P_W02, P_U01, P_U02, P_K01
L3	Planning and organising. The nature and types of objectives. Objective management and planning within an organisation. Planning within an organisation. Organising and the tasks of the organising process.	P_W01, P_W02, P_U01, P_K01
L4	Decision-making, power and leadership in an organisation. The decision-making process in an organisation. Models and types of power and authority. The nature and sources of leadership.	P_W01, P_U01, P_U02, P_K01, P_K02
L5	The control process and types of control. The role of controlling in an organisation. Factors necessitating control. Types of control. Strategic control points.	P_W01, P_W02, P_U01, P_K01
L6	Information and communication in management. Information in the management process, sources and methods of obtaining information. The nature and forms of communication within an organisation. The importance of communication in a manager's work. The communication process, methods of improvement. Interpersonal skills	P_W02, P_U01, P_U02, P_K01, P_K02
L7	Human resource management. The nature and objectives of human resource management. Models of personnel policy. Recruitment planning and the recruitment of new staff. Staff development, training and appraisal. Group and team management.	P_W01, P_W02, P_U01, P_K01, P_K02
L8	Motivating employees in the organisational management process. The nature of motivation. The impact of motivation on employee performance. The motivation process. Models of motivation.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
L9	Organisational structure – determinants and directions of evolution. Basic concepts and dimensions of organisational structure. Structure-forming factors and mechanisms. Types of organisational structures.	P_W01, P_W02, P_U01, P_U03, P_K01, P_K02

L10	Strategy, its types and functions within an organisation. The essence of strategic management. Types of strategy. Methods of strategic analysis.	P_W02, P_U01, P_U02, P_K01,
L11	Organisational management in the context of change. The essence of change management. Approaches to change management. Categories of change. Managing the change process. Methods for overcoming resistance to change.	P_W02, P_U01, P_K01, P_K02
L12	The ethical and cultural context of management. Individual ethics in organisations. Corporate social responsibility. Ethics in organisational practice. Code of ethics. The organisation's approach to social responsibility.	P_W02, P_U01, P_U02, P_K01
L13	Management in the context of globalisation. The multidimensional nature of globalisation. The nature of a company's international operations. The concept of a multinational enterprise. Managing the internationalisation process. Multiculturalism in organisations.	P_W02, P_U01, P_U02, P_K01, P_K02
No.	**Class:**	**Reference to course learning outcomes**
C1	The essence of the management process. Management as an information and decision-making process.	P_W01, P_W02, P_U01
C2	The concept of organisation and identification of subsystems. Analysis of types of organisations. Case study.	P_W01, P_U01, P_U02
C3	Practical identification of elements of an organisation's environment and their interdependencies using an example; practical identification of management functions.	P_W01, P_U01, P_U02
C4	The organisation and its environment – analysis of a selected organisation and its environment based on a selected company; identification of the organisation's resources.	P_W02, P_U01, P_U02, P_U03
C5	Decision-making as the culmination of the planning process – types of decisions; determinants of decision-making; types of decision-making models.	P_W02, P_U02
C6	Control as a management function – understanding the purpose and significance of control in a management context; identifying specific areas of control.	P_W02, P_U01
C7	Management of interpersonal and group processes; communication within an organisation – the use of organisational groups in management.	P_U03, P_K01, P_K02
C8	Determinants of organisational structures – identification of structure-forming factors, e.g. organisation size, technology, etc., using examples.	P_W02, P_U01
C9	Organisational structure as a critical element of the organisational management process – practical implementation of the stages of building an organisational structure and determining the type of structure based on selected organisations.	P_W02, P_U02, P_U03
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Preparation of a report on a selected topic.	P_W01, P_W02, P_U01, P_U02, P_U03, P_K01, P_K02
IS2	Preparation of a public presentation on a selected topic.	P_W01, P_W02, P_U01, P_U02, P_U03, P_K01, P_K02

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards/ self-assessment cards	Class participation	
P_W01	x						x		x			Lecture / class

P_W02	x						x		x			Lecture / class
P_U01							x		x		x	Class
P_U02							x		x		x	Class
P_U03							x		x		x	Class
P_K01							x		x		x	Class
P_K02							x		x		x	Class

Lecture: assessment in the form of an exam consisting of 4 open-ended questions, each worth 5 marks.
The Final grade is determined by the total number of points:
12–13 points – 3.0
14–15 points – 3.5
16–17 points – 4.0
18–19 points – 4.5
20 points – 5.0
Classes: to be eligible for the exam, students must pass the classes, which consist of:
Class participation – max. 20 points
Project and its presentation – max. 80 points
The Final grade is determined by the total number of points:
60–69 points – 3.0
70–79 points – 3.5
80–89 points – 4.0
90–94 points – 4.5
95–100 points – 5

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student's workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (lecture, class, seminar, project, lab, workshops, diploma seminar)	56 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
Student's individual work (independent study):	65 h	---
- Preparing an essay	20 h	---
- Conducting literature research	8 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project specifications, project execution, etc.)	20 h	---
- Preparation for the classes	12 h	---
- Preparing for the exam / test / assessment	5 h	---
Total student workload (25 hours = 1 ECTS) SUM of hours / ECTS	**125 h / 5 ECTS**	---
Student workload in classes in direct contact with the teacher	60 h / 2.4 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	125 h / 5 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

– Deresky, H., Miller, S. R. (2021). International Management: Managing Across Borders and Cultures, Text and Cases (10th

ed.). Pearson..
– Griffin R.W. (2016). Fundamentals of Management, 8th ed., Cengage Learning.
– Luthans, F., Doh, J. P. (2023). International Management: Culture, Strategy, and Behavior (12th ed., ISE). McGraw-Hill..
– Hill, C. W. L., Hult, G. T. M. (2022). International Business: Competing in the Global Marketplace (14th ed.). McGraw-Hill..

Supplementary Literature/Further Reading:

– Peng, M. W. (2022). Global Business (5th ed.). Cengage..
– Verbeke, A. (2021). International Business Strategy: Rethinking the Foundations of Global Corporate Success (3rd ed.). Cambridge University Press..
– Collinson S., Narula R., Rugman A. M., Qamar, A. (2024). International Business. 9th ed. Pearson
– Ghemawat, P. (2023). The New Global Road Map: Enduring Strategies for Turbulent Times (new print). Harvard Business Review Press..

Other teaching materials:

- Case studies, multimedia presentations prepared by the lecturer.

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **P2**	**Economics**
Name of the organizational unit conducting the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Core / Related to research preparation**
ECTS points:	**5 ECTS**
Year / Semester:	**I / 1**
Course coordinator:	**Dr Mariusz Nyk**

II. ENTRY REQUIREMENTS
None

III. COURSE OBJECTIVES	
C1	Providing comprehensive knowledge of the fundamentals of economics (the functioning of key economic entities – businesses, households, market mechanisms and their components) and fostering a critical understanding of the theoretical foundations of knowledge regarding economic phenomena and processes.
C2	Preparing graduates to undertake tasks related to entrepreneurship, market research and decision-making regarding the establishment of their own business, the analysis of costs and profitability of business operations, as well as the assessment of the labour market situation through the development of proactive attitudes towards job seeking.
C3	Fostering ethical and social awareness, openness to the views of others, commitment and a sense of responsibility both within and outside the workplace. Raising awareness of the need for and developing skills in lifelong learning and personal development.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS	
Forms of classes	**Teaching methods**
Lecture	Lecture incorporating multimedia elements, presentation. Remote classes – synchronous – using the Teams platform.
Class	Discussion, talk, problem-based tasks, case studies, group work, exercises, questions / problem-based tasks.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Understands the significance of economics within the social sciences.	K_W01
P_W02	Has an advanced understanding of the market system and understands the relationship between supply and demand.	K_W02, K_W04
P_W03	Has an advanced understanding of the principles governing the operation of economic entities	K_W04

	in various market forms and under conditions of resource scarcity.	
P_W04	Has an advanced understanding of the factors conducive to the development of entrepreneurship and identifies the principles of its creation.	K_W23
Skills:		
P_U01	Is able to use the acquired knowledge to analyse and evaluate the functioning of economic entities.	K_U02
P_U02	Is able to analyse a specific market situation in relation to its components: supply, demand and price.	K_U01
Social competences:		
P_K01	Is prepared to recognise the role of economic knowledge in solving management problems.	K_K07

VII. TEACHING CONTENTS

No.	**Lecture:**	**Reference to course learning outcomes**
L1	The subject and functions of economics in managerial management	P_W01, P_W02, P_W03
L2	Production possibility curve – optimisation of managerial decisions	P_W01, P_W02, P_W03
L3	Market functioning in an era of competition and decision-making	P_W01, P_W02, P_W03
L4	The influence of supply and demand on free price formation. Are there instances of regulated prices in a market economy?	P_W01, P_W02, P_W03
L5	The functional relationship between demand, supply and the factors determining them. Flexibility in economic decision-making.	P_W01, P_W02, P_W03
L6	The consumer in the market. How to satisfy the consumer in the context of making choices under boundary conditions?	P_W01, P_W02, P_W03
L7	The frontier of consumption possibilities – the budget line. Consumer indifference curves. Consumer equilibrium.	P_W01, P_W02, P_W03
L8	The firm and its functions in the economy. The objective of a producer's activity.	P_W01, P_W02, P_W03, P_W04
L9	Costs in a business. Isoquant, isocost – optimisation of managerial decisions.	P_W01, P_W02, P_W03, P_W04
L10	A firm in a perfectly competitive market.	P_W01, P_W02, P_W03, P_W04
L11	Do market economies have market monopolies? A case study.	P_W01, P_W02, P_W03, P_W04
L12	Entrepreneurs in a monopolistically competitive market.	P_W01, P_W02, P_W03, P_W04
L13	Growth and economic development – measurement indicators.	P_W01, P_W02, P_W03, P_W04
L14	Government fiscal policy and business efficiency.	P_W01, P_W02, P_W03, P_W04
L15	The impact of monetary policy on the decisions of economic agents.	P_W01, P_W02, P_W03, P_W04
No.	**Class:**	**Reference to course learning outcomes**
C1	Basic issues related to economics. Socio-economic systems. Does the economy have limited production capacity? State intervention in the capitalist economic system – a duty or a safeguard?	P_U01, P_U02, P_K01

C2	The market – supply and demand – relationships, factors and determinants. Stereotypes of demand-side and supply-side behaviour in the market – is it really only the market that determines price levels?	P_U01, P_U02, P_K01
C3	Price elasticity of demand. Income elasticity of demand. Price elasticity of supply.	P_U01, P_U02, P_K01
C4	Consumer decisions in the market. Producer decisions in the market. Factors affecting demand and supply.	P_U01, P_U02, P_K01
C5	Factors of production markets – the labour market, the capital market. Is the labour market in Poland perfect?	P_U01, P_U02, P_K01
C6	Entrepreneurship as a resource in the market. Entrepreneurship in the labour market. Characteristics of various forms of economic activity.	P_U01, P_U02, P_K01
C7	Presentations of students' work. Discussion.	P_U01, P_U02, P_K01
C8	Presentations of students' work. Discussion. Test.	P_U01, P_U02, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Preparation of a case study on market functioning	P_W01, P_W02, P_W03, P_W04, P_U01, P_U02, P_K01
IS2	Group work using real-world data describing economic entities.	P_W01, P_W02, P_W03, P_W04, P_U01, P_U02, P_K01

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment Method**										**Form of classes during which learning outcomes are assessed**
	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Group project	Observation sheets / self-assessment cards	Class participation	
P_W01	x		x				x				Lecture / class
P_W02	x		x				x				Lecture / class
P_W03	x		x				x			x	Lecture / class
P_W04	x		x				x			x	Lecture / class
P_U01	x		x				x			x	Lecture / class
P_U02			x				x			x	Class
P_K01							x			x	Class

Exam: 5 open-ended questions × 4 marks = 20 marks.

Points	Grade
0–11	2.0
12–13	3.0

14–15 3.5
16–17 4.0
18–19 4.5
20 5.0

Passing the classes:
Student **participation** in class – 20% (16 marks)
Group project, presentation and group discussion (analysis of a selected market – demand, supply, factors and conditions affecting demand and supply, forecasts and recommendations for the future for entrepreneurs) – 20% (32 marks)
Test – 16 single-choice questions (1 mark) and 8 open-ended descriptive questions (2 marks each) (32 marks)
Test marking:
0 – 18 fail
19 – 21 satisfactory
22 – 24 satisfactory plus
25 – 27 good
28–30 good plus
31–32 very good
Grading scale:
0–47 fail
48–54 satisfactory
55–61 satisfactory plus
62–68 good
69–75 good plus
76–80 very good

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (lecture, class, seminar, project, lab, workshops, diploma seminar)	56 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
Student's individual work (independent study):	65 h	---
- Preparing an essay	---	---
- Conducting literature research	20 h	---
- Conducting empirical research	10 h	---
- Project (data collection, preparation of project specifications, project implementation, etc.)	20 h	---
- Preparation for the classes	10 h	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**125 h / 5 ECTS**	---
Student workload in classes involving direct contact with the teacher	60 h / 2.4 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	125 h / 5 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

- Blanchard O. (2017). Macroeoconomic. (7th ed.). Pearson.
- Pindyck, R.S., Rubinfeld D.L. (2018). Microeconomics. (9th ed.). Pearson.

Supplementary Literature/Further Reading:

- Peng, M. W. (2022). Global Business (5th ed.). Cengage..
- Keat P.G., Young P.K.Y., Erfle, S.E. (2014). Managerial Economics. Economic Tools for Today's Decision Making, Pearson Education Limited.
- Verbeke, A. (2021). International Business Strategy: Rethinking the Foundations of Global Corporate Success (3rd ed.). Cambridge University Press..

- Ghemawat, P. (2023). The New Global Road Map: Enduring Strategies for Turbulent Times (new print). Harvard Business Review Press.
Other teaching materials: - Multimedia presentations, case studies.

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **P3**	**Principles of Marketing**
Name of the organisational unit running the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Core / Related to research preparation**
ECTS points:	**5 ECTS**
Year / Semester:	**I / 1**
Course coordinator:	**Dr Bartłomiej Stopczyński**

II. ENTRY REQUIREMENTS
None

III. COURSE OBJECTIVES	
C1	To provide students with knowledge and skills in the fundamentals of marketing, analysis of offers, potential customers and the creation of marketing plans.
C2	To foster among students an attitude of continuous and independent learning in the field of marketing.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of classes	Teaching methods
Lecture	Lecture using a multimedia presentation, with elements of discussion. Classes conducted remotely – synchronous – using the Teams platform.
Class	Discussion, brainstorming, problem-solving tasks, project, presentation.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Has an advanced understanding of the definitions, nature and functions of individual marketing tools.	K_W07, K_W14
P_W02	Knows and describes the criteria for market segmentation.	K_W04
P_W03	Knows and describes the stages of creating a marketing plan.	K_W15
	Skills:	
P_U01	Is able to analyse and compare the application of marketing mix tools (product, price, distribution, promotion) and assess their impact on the achievement of the company's marketing objectives.	K_U07

P_U02	Is able to analyse the relationships between demand, supply and market prices, and to identify the determinants of consumer decisions, including carrying out basic market segmentation.	K_U01, K_U06
P_U03	Is able to prepare a marketing plan for a selected product or service.	K_U06, K_U07, K_U11
P_U04	Is able to analyse the role of the brand in marketing communication, evaluate activities aimed at building customer loyalty, and interpret selected case studies in brand management.	K_U06, K_U21
Social competences:		
P_K01	Demonstrates adaptability when working in a team.	K_K01, K_K06
P_K02	Is able to set priorities in the preparation and implementation of various projects.	K_K02

VII. TEACHING CONTENTS

No.	**Lecture:**	**Reference to course learning outcomes**
L1	The origins, nature and principles of marketing.	P_W01, P_K02
L2	The market – forms and participants.	P_W01, P_K02
L3	Market segmentation.	P_W01, P_K02
L4	The product and its components.	P_W01, P_K02
L5	Distribution as an element of the marketing mix.	P_W02, P_W03, P_K02
L6	Price as an element of the marketing mix.	P_W02, P_W03, P_K02
L7	Promotion as an element of the marketing mix.	P_W03, P_U03, P_K02
L8	Marketing research in a company.	P_W02, P_W03, P_K02
No.	**Class:**	**Reference to course learning outcomes**
C1	Introduction to the exercises. The market and marketing. Supply, demand and market prices.	P_W01, P_W02, P_U01, P_U02,
C2	The consumer as the target of marketing activities, determinants of consumer choice, market segmentation.	P_W01, P_W02, P_U01, P_U04, P_K01, P_K02
C3	Go-To-Market strategy – components and examples; analysis of selected examples.	P_W01, P_U01, P_U04, P_K01
C4	Price as a marketing mix tool. Analysis of selected pricing strategies. Methods of product pricing.	P_W01, P_U01, P_K02
C5	Distribution as a marketing mix tool. Analysis of selected distribution strategies.	P_W02, P_W03, P_U02, P_U04, P_K01, P_K02
C6	Promotion as a marketing mix tool, objectives and instruments of promotion. Promotion strategy and stages of developing a professional promotion strategy for individual products.	P_W02, P_W03, P_U02, P_U04, P_K01, P_K02
C7	The brand as a tool for marketing communication. Brand management. Brand and loyalty – selected case studies of companies.	P_W02, P_W03, P_U02, P_U04, P_K01, P_K02
C8	Presentation and defence of projects.	P_W02, P_W03, P_U02, P_U03, P_U04, P_K01, P_K02

No.	Student's Individual Work (Independent Study):	Reference to Course learning outcomes
IS1	Preparation for active participation in classes.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_U04, P_K01, P_K02
IS2	Developing a project involving the analysis of a selected market offering and its potential target groups, as well as a marketing plan.	P_U1, P_U02, P_U03, P_U04

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	Assessment Method											Form of classes during which learning outcomes are assessed
	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment card	Class participation	
P_W01	x											Lecture
P_W02	x											Lecture
P_W03	x											Lecture
P_U01					x				x			Classes
P_U02					x				x		x	Classes
P_U03					x				x		x	Classes
P_U04					x				x		x	Classes
P_K01					x				x		x	Classes
P_K02					x				x		x	Classes

Lecture: assessment in the form of an exam: Test: 10 multiple-choice questions × 1 mark + 2 open-ended questions × 2 marks = 14 marks.

Points	Grade
0–6.5	2.0
7–8	3.0
8.5–9.5	3.5
10–11	4.0
11.5–12.5	4.5
13–14	5.0

Classes: To be eligible for the exam, students must pass the classes, which consist of:
Class participation – 20% – max. 4 marks
Project and its defence – 40% – max. 8 marks
Test – 40% – max. 8 marks
To pass the practical classes, 60% of the total points are required: 12–13 points – 3.0; 14–15 points – 3.5; 16–17 points – 4.0; 18–19 points – 4.5; 20 – 5.0.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity ECTS	Student workload	
	Full-time Studies	Part-time Studies
Participation in classes (lecture, class, seminar, project, lab, workshops, diploma seminar)	56 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---

Student's individual work (independent study):	65 h	---
- Preparing an essay	---	---
- Conducting literature research	20 h	---
- Conducting empirical research	10 h	---
- Project (data collection, preparation of project specifications, project execution, itd.)	20 h	---
- Preparation for teaching sessions	10 h	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 hours = 1 ECTS) SUM of hours / ECTS	**125 h / 5 ECTS**	---
Student workload in classes involving direct contact with the teacher	60 h / 2.4 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	125 h / 5 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

- Marketing: An Introduction, Gary Armstrong, Philip Kotler, Pearson, 2025.
- Global Marketing, Warren J Keegan, Mark C. Green, Pearson, 2025.
- Kotler, Ph., Amstrong G. (2023). Principles of Marketing. Pearson.

Supplementary Literature/Further Reading:

- Digidable Chandigarh University (2021). Digital Marketing Handbook: Guide to Evolution and Future of Digital Marketing, 2021
- Kingsnorth S. (2022), The Digital Marketing Handbook: Deliver Powerful Digital Campaigns, Kogan Page,

Other teaching materials:

- Lecturer's materials.

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **P4**	**International Finance**
Name of the organisational unit running the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialty:	**Not applicable**
Type of teaching module:	**Core / Related to research preparation**
ECTS points:	**5 ECTS**
Year / Semester:	**I / 2**
Course coordinator:	**Dr Jolanta Zombirt, Prof. SAN**

II. ENTRY REQUIREMENTS
None

III. EDUCATIONAL OBJECTIVES FOR THE SUBJECT	
C1	Imparting knowledge and skills in the analysis of the financial system and its significance in economic activity.
C2	Fostering an attitude of independent and continuous learning regarding changes in the financial system.

IV. FORMS OF TEACHING AND NUMBER OF HOURS

	Lecture	Classes	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultation	Exams/final tests	Total hours
Daytime studies	28	28							4	**60**
Extramural studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Didactic methods
Lecture	Lecture using multimedia techniques. Remote classes – synchronous – using the Teams platform.
Classes	Solving numerical examples, written work, problem-based discussion.

VI. TEACHING OUTCOMES WITH REFERENCE TO TEACHING OUTCOMES OF THE PROGRAM

No.	Teaching outcomes of the subject	Reference to field-related teaching outcomes
	Knowledge:	
P_W01	Student has an advanced understanding of the nature of the financial system and understands its role in the national economy. Student explains the functions of financial institutions.	K_W01, K_W03, K_W04, K_W08
P_W02	Student describes the mechanisms by which financial markets operate.	K_W09
P_W03	Student has an advanced understanding of financial instruments and the principles of their valuation.	K_W01, K_W04, K_W06, K_W14
	Skills:	
P_U01	Student is able to value basic financial market instruments.	K_U07, K_U09
P_U02	Student acquires and organises information on the tasks of central institutions related to the	K_U02

	financial system	
P_U03	Student is able to assess the advantages and disadvantages of the functioning of financial institutions.	K_U11, K_U13
Social competences:		
P_K01	Student is prepared to recognise the importance of knowledge in solving financial problems.	K_K07

VII. TEACHING CONTENTS

No.	**Lecture:**	**Reference to learning outcomes**
L1	Functions of financial markets. Why do financial markets need to be regulated?	P_W01, P_U01, P_U02, P_K01
L2	Segments of financial markets: a. the money market, b. capital market, c. foreign exchange market, d. derivatives market.	P_W01, P_W02, P_U01, P_U02, P_U03, P_K01
L3	Financial market segments: a. money market, b. capital market c. foreign exchange market, d. derivatives market.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L4	Primary and secondary markets. Financial market participants.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L5	Banks – commercial banks, central banks.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L6	Insurance companies.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L7	Investment funds.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L8	Pension funds.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L9	Stock exchange.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L10	Financial market supervision.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L11	Types of financial instruments: a. shares, b. bonds, c. mortgage bonds, d. derivatives.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L12	International financial markets.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L13	Major financial institutions.	P_W01, P_W02, P_W03, P_U01,

		P_U02, P_U03, P_K01
L14	Main components of EU finances.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
No.	**Classes:**	**Reference to the relevant learning outcomes**
C1	Basic objectives and instruments of financial management. External determinants of financial decisions (economic cycle, inflation, fiscal and budgetary policy, monetary policy, exchange rate policy). Strategic objectives of corporate financial management. Functions of financial management.	P_U01, P_U03, P_K01
C2	Assessment of a company's financial position. The importance of financial statements, objectives of financial analysis. Practical examples.	P_U01, P_U03, P_K01
C3	Raising capital and shaping its structure. Sources of equity capital, long-term and short-term borrowed capital. The impact of capital structure on a company's profitability. Practical examples.	P_U01, P_U03, P_K01
C4	Public finance, the richest and poorest countries in the world (in terms of GDP per capita). Empirical analysis.	P_U01, P_U03, P_K01
C5	The time value of money. Discounting and capitalisation – numerical examples.	P_U01, P_U02, P_K01
C6	Valuation of selected income-generating instruments – numerical examples.	P_U01, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to the relevant learning outcomes**
IS1	Preparation for active participation in classes.	P_W01, P_W02, P_W03, P_U01, P_K01
IS2	Preparation for assessment	P_U01, P_U03

VIII. METHODS OF VERIFYING TEACHING OUTCOMES

Subject learning outcomes	**Assessment method**										**Teaching method, in which the learning outcome is assessed**
	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual and group projects	Observation cards / self-assessment cards	Class participation	
P_W01	x			x							Lecture
P_W02	x			x							Lecture
P_W03	x			x							Lecture
P_U01				x				x		x	Classes
P_U02				x				x		x	Classes
P_U03				x				x		x	Classes
P_K01				x				x		x	Classes

Project track (basic): Preparation of two multimedia presentations on topics specified by the lecturer. Obtaining a pass mark for both projects results in the course being passed with a pass mark (3.0). This track includes:

- Public presentation: Each project must be presented to the class in the form of a public presentation (selected at random) and uploaded by the lecturer (after checking) to Teams, with the aim of developing business communication skills.
- Moderated discussion: Following the presentation, the project authors take part in a discussion, responding to comments and observations from the group and the lecturer.
- Substantive assessment (follow-up questions): The tutor asks the authors follow-up questions to assess their understanding of the topic presented and the extent to which they prepared the project independently.

A pass mark for both presentations, taking into account both the content, the quality of the presentation, and the answers to the assessment questions, results in an automatic pass mark (3.0).
Examination pathway: Students wishing to obtain a grade higher than a pass, or those who have not fulfilled the requirements of the project pathway, sit a written examination (problem-based – descriptive questions).
- Exam format: The exam is written and consists of four problem-based questions.
- Scope of content: The questions cover all the material covered during the semester
- Marking: Each of the four problem-based questions is marked on a scale of 0 to 5 marks.
- Pass criteria: A minimum of 10 marks (50% of the maximum score) is required to pass.
- Transparency of requirements: To facilitate preparation, sample exam-style questions will be discussed progressively during lectures.

Relationship to the grading scale: The marks obtained in the exam (max 20 marks) are converted into a final grade according to the following scale:
- 0–9 points: fail
- 10–12 points: pass
- 13 points: pass with distinction
- 14–17 points: good
- 18 points: good plus
- 19–20 points: very good

Rewarding outstanding achievements: Students who have completed the project pathway and demonstrated particular academic engagement (solving decision-making problems in class) may be exempted from the exam with a very good grade (5.0)
Classes:
The following contribute to the pass mark for the seminars:
Class participation – 20% (20 points)
Classwork carried out individually or in groups and presented in class, discussion (80 points)
Grading scale:
0–59 marks: fail
60–70 points: satisfactory
71–75 points: satisfactory plus
76–85 points: good
86–90 points very good plus
91–100: very good

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student workload**	
	Daytime studies	**Extramural studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	56 h	---
Exams/final tests	4 h	---
Participation in consulting meetings	---	---
Student work, which includes:	65 h	---
- Preparing an essay	---	---
- Conducting literature research	10 h	---
- Conducting empirical research	15 h	---
- Project (data collection, preparation of project specifications, project implementation, etc.)	---	---
- Preparation for teaching sessions	35 h	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 h= 1 ECTS) SUM of hours / ECTS	**125 h / 5 ECTS**	---
Student workload in classes involving direct contact with the teacher	60 h / 2.4 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	125 h / 5 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Compulsory reading: - Financial Management: Principles and Applications, Sheridan Titman, Arthur J. Keown, John D. Martin, Pearson, 2025. - Madura, J., Fox, R. (2020). International financial management. Cengage Learning. - Corporate Finance, Jonathan Berk, Peter DeMarzo, Pearson, 2019.
Supplementary reading: - International Finance, K. Pilbeam, Bloomsbury, 2023.
Other teaching materials: - Presentations prepared by students under the supervision of the lecturer

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **P5**	**Accounting**
Name of the organisational unit running the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Core / Related to research preparation**
ECTS points:	**5 ECTS**
Year / Semester:	**I / 2**
Course coordinator:	**Dr Monika Perlińska**

II. ENTRY REQUIREMENTS
Knowledge and understanding of basic financial categories and their functions within the socio-economic system.

III. COURSE OBJECTIVES	
C1	Providing students with Konwledge of accounting, familiarising them with the fundamental and overarching principles of accounting, and developing their skills in recording and interpreting economic transactions, as well as preparing the basic components of financial statements.
C2	Fostering an attitude of independent and continuous learning in the field of accounting and financial reporting.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma Seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Lecture using a multimedia presentation. Classes conducted remotely using the Teams platform – synchronous classes.
Class	Practical tasks and exercises.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	The student has an advanced understanding of the place and roles of accounting within a company's information system and understands the significance of accounting as a system for measuring and presenting business activities.	K_W02, K_W15
P_W02	The student has an advanced understanding of and comprehends the role of accounting in the management of a business entity.	K_W08

P_W03	The student has an advanced knowledge of and understands the key concepts and methods of financial accounting.	K_W14
P_W04	The student is familiar with the principles of preparation, the structure and the relationships between the various elements of financial statements.	K_W15
P_W05	The student has knowledge of the standards and rules of Polish accounting law.	K_W18
Skills:		
P_U01	The student correctly identifies and interprets the financial effects of economic events.	K_U01
P_U02	The student is able to consider accounting events in the context of social phenomena and can analyse the relationships between accounting events and social phenomena.	K_U01, K_U06
P_U03	The student is able to independently acquire knowledge and develop their professional skills in the field of accounting.	K_U20
Social competences:		
P_K01	The student is prepared to act in a professional and ethical manner, in accordance with legal and professional regulations in the field of accounting, in order to present the financial position and performance of a business entity clearly and accurately and is aware of the legal consequences of unethical conduct.	K_K04
P_K02	The student is prepared to recognise the role of accounting knowledge in the conduct of business activities.	K_K07, K_K10
P_K03	The student assesses their own accounting competencies and is aware of the need to improve them by using the latest literature on the subject and information provided by professional accounting bodies.	K_K08, K_K09

VII. TEACHING CONTENTS

No.	**Lecture:**	**Reference to course learning outcomes**
L1	Definitions, functions and scope of accounting. Accounting as an information system. Accounting regulations in Poland.	P_W01, P_W02, P_K03
L2	Fundamental principles (assumptions) and overarching principles of accounting. Qualitative characteristics of financial information. Scope of financial statements. The principle of balance sheet equilibrium.	P_W03, P_W05, P_K03
L3	Business transactions and their impact on financial statements. Bookkeeping.	P_W01, P_W05, P_K02
L4	Data protection. Storage and disclosure of documentation. Criminal liability.	P_W02, P_W05, P_K01, P_K02
L5	Assets and capital of a business entity. Fundamentals of accounting records.	P_W03, P_K02
L6	Balance sheet: - Criteria for classifying an item as an asset of the entity. - Criteria for presenting assets and liabilities in the balance sheet. - Detailed classification of assets and liabilities.	P_W04, P_W05, P_K02
L7	Measuring an entity's performance: - Definitions of revenue and costs. Related terms. - Classification of revenue and costs. - Methods of determining the financial result.	P_W03, P_W04, P_W05, P_K02
L8	Financial reporting: - Qualitative characteristics of financial statements. - Principles and deadlines for preparing financial statements. - Deadlines for approving financial statements. - Events occurring after the balance sheet date.	P_W04, P_W05, P_K01, P_K02
No.	**Class:**	**Reference to course learning outcomes**

C1	Structure of the balance sheet. Concept and classification of assets and liabilities. Balance sheet method. Classification of economic operations.	P_U03, P_K01
C2	Recording balance sheet transactions in synthetic accounts. Preparing the balance sheet and the trial balance of synthetic accounts.	P_U01, P_U02, P_U03, P_K01
C3	Recording of balance sheet transactions in synthetic and analytical accounts. Statement of turnover and balances for analytical accounts.	P_U01, P_U02, P_U03, P_K01
C4	Correction of accounting errors. Recording of VAT invoices and settlements with customers and suppliers.	P_U01, P_U02, P_U03, P_K01, P_K02
C5	Recording of final transactions. Recording of VAT and CIT. Determining the financial result. Preparing the profit and loss account.	P_U01, P_U02, P_U03, P_K01, P_K02
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature.	P_W01, P_W02, P_W03, P_W04, P_W05
IS2	Completing tasks set by the lecturer.	P_U01, P_U02, P_U03, P_K01, P_K02, P_K03

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment Method**										**Form of classes during which learning outcomes are assessed**
	Written and oral exam	Written assessment	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	
P_W01	x										Lecture
P_W02	x										Lecture
P_W03	x										Lecture
P_W04	x										Lecture
P_W05	x										Lecture
P_U01		x								x	Class
P_U02		x								x	Class
P_U03		x								x	Class
P_K01		x								x	Class
P_K02		x								x	Class
P_K03		x								x	Class

Lecture: participation in discussions and solving tasks/problems (class participation) and a written exam (multiple-choice test and open-ended questions). The pass mark is 50%. Passing the classes is a prerequisite for sitting the exam.
Grading scale:
91–100% – very good
81-90% – good plus
71-80% – good
61-70% – satisfactory plus
50–60% – satisfactory
0–50% – fail
Classes: participation in discussions and problem-solving (class participation) and a final test. The pass mark is 50%.
Grading scale:

91–100% – very good
81–90% – good plus
71–80% – good
61–70% – satisfactory plus
50–60% – satisfactory
0–50% – fail

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	56 h	---
Exams/Credits	4 h	---
Student's individual work (independent study):	65 h	---
- Preparing an essay	---	---
- Conducting literature research	20 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project specifications, project execution, itd.)	---	---
- Preparation for the classes	25 h	---
- Preparation for the exam / test / assessment	20 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**125 h / 5 ECTS**	---
Student workload in classes involving direct contact with the teacher	60 h / 2.4 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	125 h / 5 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

– Financial Accounting and Reporting, Jamie Elliott, Barry Elliott, Jo Watkins, Pearson, 2025.

Supplementary Literature/Further Reading:

– Accounting, J. Hoggett, J. Medlin, K. Chalmers, C. Beattie, A. Hellmann, J. Maxfield, L. Edwards, Wiley, 2024.

Other teaching materials:

– Teaching materials prepared by the instructor.

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **P6**	**Quantitative Methods in Management**
Name of the organizational unit conducting the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Core**
ECTS points:	**5 ECTS**
Year / Semester:	**I / 1**
Course coordinator:	**Dr Małgorzata Markowska**

II. ENTRY REQUIREMENTS
None

III. COURSE OBJECTIVES	
C1	Imparting knowledge and skills in the application of quantitative methods in the field of management.
C2	Fostering an attitude of independent and continuous learning regarding the application of quantitative methods to organisational management issues.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshop	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Lecture using multimedia techniques. Classes conducted remotely using the Teams platform – synchronous classes.
Class	Assignments, practical exercises, project, presentation, problem-based discussion.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Knows quantitative methods applicable in the decision-making process.	K_W14, K_W15
P_W02	Is familiar with econometric methods used in modelling and forecasting management processes.	K_W15
	Skills:	
P_U01	Is able to use quantitative methods in the decision-making process.	K_U12
P_U02	Is able to build a predictive model for selected management processes.	K_U07
	Social competences:	
P_K01	Is prepared to recognise the importance of quantitative methods in management decision-making.	K_K07

VII. TEACHING CONTENTS		
No.	**Lecture:**	**Reference to course learning outcomes**
L1	Introduction to quantitative methods in management. Basic concepts of quantitative analysis.	P_W01
L2	Probability and probability distributions.	P_W01
L3	Continuous distributions: uniform, normal, chi-squared, Student's, Fisher–Snedecor.	P_W01
L4	Statistical inference: testing statistical hypotheses.	P_W01
L5	Network optimisation: the shortest and longest path problem, the maximum flow problem in a network, the minimum spanning tree problem, the travelling salesman problem.	P_W02
L6	Decision theory: methods for solving problems under conditions of certainty, risk and uncertainty. The decision tree method. Various criteria for solutions.	P_W02
L7	Game theory: two-player zero-sum games. Methods for solving games: the minimax method and the linear programming method.	P_W02
L8	Dynamic programming: the knapsack problem, the stagecoach problem, finished goods inventory control.	P_W02
No.	**Class:**	**Reference to course learning outcomes**
C1	Fundamentals of quantitative analysis. Statistical research methodology. Graphical presentation of statistical data.	P_U01
C2	Statistical series. Principles of constructing a frequency distribution. Comprehensive analysis of a distribution. Interpretation of measures. Graphical presentation of a distribution.	P_U01
C3	Measures of central tendency (including: geometric, harmonic).	P_U01
C4	Correlation analysis. Use of selected correlation measures. Selection of an appropriate measure, interpretation of relationships.	P_U01, P_U02
C5	Probability. Selected probability distributions.	P_U01
C6	Testing statistical hypotheses.	P_U01, P_K01
C7	The use of quantitative methods in statistical data analysis. The linear trend model.	P_U01, P_U02
C8	Decision-making under conditions of risk and uncertainty. Application of game theory. Decision-making criteria.	P_U01, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature.	P_W01, P_W02
IS2	Preparing a group project on the use of quantitative methods and forecasting methods when making selected management decisions.	P_U01, P_U02, P_K01

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION		
Course learning outc	**Assessment Method**	**Form of classes during which**

	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	**learning outcomes are assessed**
P_W01			x									Lecture
P_W02			x									Lecture
P_U01					x	x		x			x	Classes
P_U02					x				x		x	Classes
P_K01					x				x		x	Classes

Lecture: assessment in the form of a test. Questions (20 questions) comprising single-choice and multiple-choice options.
Marking scheme:
0–10 fail
11–13 satisfactory
14–15 satisfactory plus
16–17 good
18–19 good plus
20 very good
Classes: assessed pass, taking into account: demonstration of skills acquired during the practicals (assessment of individual specimens, description of microscopic specimens, report), a test after each thematic block, participation in practicals, 100% attendance.
Tasks:
1. Individual work – statistical research project (research problem – aim and topic, statistical concepts, stages of the study, conducting the study, statistical error, conclusions). Results presented and discussed in class.
2. Group work (in pairs) – comprehensive analysis of a statistical series – interval series (measures, graphs, interpretations). Assigned tasks (numerical data).
3. Calculation task – application of measures of central tendency (harmonic mean, geometric mean) to practical problems.
4. Group work (2-person groups) – analysis of correlation using own examples (application of selected measures of correlation).
5. Written test – probability (problems to be solved).
6. Presentation given in class – verification of statistical hypotheses (an independent, self-prepared additional assignment presented in class).
7. Research project
   - Part I: descriptive – analysis of a selected indicator/coefficient – GUS data (including international comparisons),
   - Part II: Quantitative – construction of a dynamic model (e.g. linear trend model).
8. Presentation – decision-making under conditions of risk and uncertainty, application of game theory (an independent, individual supplementary assignment presented in class).

Assessment of work: level of task completion (including accuracy, comprehensiveness, independence, timeliness).
Assessment of social competences: continuous assessment by the teacher (observation), discussion during classes (substantive participation, completion of tasks).
Assessment: arithmetic mean of partial marks for tasks (+0.5 for attendance, +0.5 for participation).

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	56 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
Student's individual work (independent study):	65 h	---
- Preparing an essay	---	---
- Conducting literature research	12 h	---
- Conducting empirical research	10 h	---
- Project (data collection, preparation of project specifications, project execution,	20 h	---

itd.)		
- Preparing for the classes	18 h	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 hours = 1 ECTS) SUM of hours / ECTS	**125 h / 5 ECTS**	---
Student workload in classes involving direct contact with the teacher	60 h / 2.4 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	---	---

XI. COURSE READING LIST AND OTHER TEACHING MATERIALS

Core course literature:

– Quantitative Analysis for Management, Barry Render, Ralph M. Stair, Michael E. Hanna, Trevor S. Hale, Pearson, 2025.

Supplementary Literature/Further Reading:

– Lind A.D., Marchal W.G, Wathen S. (2019). Basic Statistics for Business and Economics. 9th ed. Mcgraw Hill Education.

Other teaching materials:

- Lecturer's own materials.

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **P7**	**Economic Law**
Name of the organizational unit conducting the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Core**
ECTS points:	**3 ECTS**
Year / Semester:	**II / 4**
Course coordinator:	**Dr Piotr Mikołajczyk**

II. ENTRY REQUIREMENTS
Knowledge, skills and social competences acquired through the course: Copyright and Intellectual Property Protection

III. COURSE OBJECTIVES	
C1	Imparting knowledge regarding the fundamentals of legal regulations relating to economic and market activities.
C2	Fostering an attitude of independent and continuous learning in the field of economic law and intellectual property protection.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28								2	**30**
Part-time Studies	-								-	**-**

V. TEACHING METHODS	
Forms of teaching	**Teaching methods**
Lecture	Classes conducted remotely using the Teams platform – synchronous classes. Moderated discussion.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Knows and understands the provisions of civil and commercial law, as well as their structure and systematics.	K_W17
P_W02	Knows the principles of interpreting civil law provisions, freedom of civil transactions and freedom of contract.	K_W17
	Skills:	
P_U01	Is able to apply in practice the legal elements relevant to business operations.	K_U15
	Social competences:	
P_K01	Understands the need to keep their legal knowledge up to date, given the changing regulations and standards.	K_K09

VII. TEACHING CONTENTS

No.	Lecture:	Reference to course learning outcomes
L1	Legal elements: civil and commercial law, sources of such law and principles of legal interpretation within the legal system from a comparative perspective. Principles of interpretation of civil law provisions, freedom of civil transactions and freedom of contract, as well as the limits of such freedom, general clauses. Internal market freedoms in EU law. Delivered using the Lex Akademia legal platform.	P_W01, P_W02, P_U01, P_K01
L2	Definition of legal entities, their legal capacity and capacity to perform legal acts, taking into account issues of representation.	P_W01, P_W02, P_U01, P_K01
L3	Familiarising students with specific legal acts, their classifications and the consequences arising from them, including real and consensual acts, as well as abstract and causal acts.	P_W01, P_U01, P_K01
L4	To present the issues surrounding legal acts, legal relationships, contractual and tortious liability, and claims for unjust enrichment.	P_W01, P_U01, P_K01
L5	Presentation of the issues surrounding time limits in civil law, limitation periods and preclusion, natural obligations, the consequences of failing to meet a time limit, and the fulfilment or non-fulfilment of a condition.	P_W01, P_U01, P_K01
L6	An overview of the practical aspects of participating in commercial transactions, the ability to draft contracts independently and the possible interpretation of such contracts, as well as the legal options for pursuing claims in connection with running a business.	P_W01, P_W02, P_U01, P_K01
L7	An overview of the civil and legal liability of specific groups of employees within a company and its relationship with other liability regimes provided for by law.	P_W01, P_W02, P_U01
L8	Practical guidance on elements relevant to the division of tasks and the standard of the company's operations.	P_W01, P_W02, P_U01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature.	P_W01

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	Assessment method											Form of classes during which learning outcomes are assessed
	Written exam	Oral exam	Test	Essay/paper/portfolio	Practical tasks	Individual presentation	Group presentation	Individual project	Group project	Observation sheets / self-assessment	Class participation	
P_W01			x								x	Lecture
P_W02			x								x	Lecture
P_U01			x								x	Lecture
P_K01											x	Lecture

Course assessment:
Lecture: assessment in the form of a test comprising 20 questions (fundamentals of law, civil law, employment law, company law, commercial contracts) – including 4 open-ended questions x 1–3 marks; 13 single-choice questions x 1 mark; 7 multiple-choice questions x 1 point = 27 points – 90% of the Final grade.

Points Grade
0–15 2
16–18 3
19–21 3.5
22–24 4
25–26 4.5
27 5
Class participation – 10% of the Final grade.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS		
Type of activity **ECTS**	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	28 h	---
Exams/Credits	2 h	---
Participation in consultations	---	---
Student's individual work (independent study):	45 h	---
- Preparing an essay	---	---
- Conducting literature research	10 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project specifications, project implementation, etc.)	---	---
- Preparation for teaching sessions	30 h	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**75 h / 3 ECTS**	---
Student workload in classes involving direct contact with the teacher	30 h / 1.2 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	---	---

X. READING LIST AND OTHER TEACHING MATERIALS
Core reading for the course: - Law for Business Students, Alix Adams, Stephanie Caplan, Graeme Lockwood, Pearson, 2023. - Essentials of Business Law, Ewan MacIntyre, Pearson, 2018.
Supplementary Literature/Further Reading: - Principles of International Economic Law, M. Herdegen, Oxford University Press, 2024.
Other teaching materials: - multimedia presentations, case studies.

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **P8**	**IT Systems and Tools in Management**
Name of the organizational unit conducting the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Core / Related to research preparation**
ECTS points:	**4 ECTS**
Year / Semester:	**I / 2**
Course coordinator:	**Dr Artur Kwasek**

II. ENTRY REQUIREMENTS
None

III. COURSE OBJECTIVES	
C1	Imparting knowledge and skills regarding the potential applications of IT systems and tools in the field of management.
C2	Fostering an attitude of independent and continuous learning regarding IT systems and tools.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshop	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	14			28					4	**46**
Part-time Studies	-			-					-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Lecture using multimedia techniques. Remote classes – synchronous – using the Teams platform.
Laboratory	Tasks, practical exercises.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	The student is familiar with IT systems supporting management	K_W14
P_W02	The student is familiar with standards relating to the development and use of information systems	K_W18
	Skills:	
P_U01	The student is able to manage their IT resources effectively	K_U05
P_U02	The student is able to apply selected IT tools	K_U12
	Social competences:	
P_K01	The student is prepared to initiate and support IT implementation processes within an	K_K02

	organisation, taking into account management efficiency and the security of data and systems.	

VII. TEACHING CONTENTS		
No.	**Lecture:**	**Reference to Course learning outcomes**
L1	Information and Communication Technology (ICT) in modern knowledge-based business	P_W01
L2	The digital economy in a global society. Integrated information systems (ERP, CRM classes)	P_W01
L3	Business analysis – Business Intelligence (BI) systems. The internet as a platform for management processes	P_W02
L4	Mobile technologies and cloud computing in management. Legal aspects of using IT solutions in management. AI in management: process automation	P_W02
No.	**Laboratory:**	**Reference to course learning outcomes**
Lab1	(Excel workshop) Auto-complete, addresses (relative, absolute, mixed), functions (IF, SUMIF, COUNTIF, VLOOKUP, MAX, MIN)	P_U01, P_U02, P_K01
Lab2	(Excel workshops) MS Excel spreadsheets and mathematical modelling in management. Using Excel for calculations, modelling and building decision support applications. Conditional formatting. Formulas using arithmetic operators, sorting data, headers and footers, printing.	P_U01, P_U02 P_K01
Lab3	Microsoft Visio graphical modelling editor and the modelling of structures and management systems. Modelling and building systems analysis and engineering models. Structural modelling. Functions and function diagrams. Data modelling: data flow diagrams and entity diagrams. Introduction to no-code/low-code tools	P_U02, P_K01
Lab4	Use of other IT tools for data management. Integrated management information systems (IMIS). Implementation and operation of integrated management systems in the traditional (on-premises) model and in the cloud computing model. Practical work (workshops) in a CRM-class integrated IT system. CRM with an AI module Practical work (workshops) in an ERP-class integrated IT system	P_U02, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to Course learning outcomes**
IS1	Familiarisation with the subject literature.	P_W01 P_W02
IS2	Preparing a project for the implementation of a selected IT system within a given organisation	P_W01, P_W02, P_U01, P_U02, P_K01

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment method**											**Form of classes during which learning outcomes are assessed**
	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	
P_W01			x									Lecture
P_W02			x									Lecture

P_U01								x		x	x	Laboratory
P_U02								x		x	x	Laboratory
P_K01								x		x	x	Laboratory

Exam: 25-question **test** (ERP/CRM systems architecture, databases, BI, cybersecurity) × 1 mark = 25 marks.

Points	Grade
0–14	2.0
15–16	3.0
17–18	3.5
19–20	4.0
21–22	4.5
23–25	5.0

Laboratory assessment: Individual project — designing a business process in BPMN or a Power BI/Excel analytical spreadsheet with interpretation – 50%, Practical tasks assessed using an observation sheet (correctness 0–4, independence 0–3, IT terminology 0–2, time 0–1 = max 10 points per session) – 35%, Participation – 15%. Min. 60% in each component.

IX. STUDENT WORKLOAD – HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	42 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
Student's individual work (independent study):	54 h	---
- Preparing an essay	---	---
- Conducting literature research	10 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project objectives, project implementation, etc.)	15 h	---
- Preparation for teaching sessions	24 h	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**100 h / 4 ECTS**	---
Student workload in classes involving direct contact with the teacher	46 h / 1.84 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	100 h / 4 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

- Management Information Systems: Managing the Digital Firm, Kenneth C. Laudon, Jane P. Laudon, Carol G. Traver, Pearson, 2025.
- Business Information Systems: Technology, Development and Management for the Modern Business, Paul Bocij, Andrew Greasley, Simon Hickie, Pearson, 2020.

Supplementary Literature/Further Reading:

- Managing & Using Information Systems: A Strategic Approach, K. Pearlson, C. Saunders, D. Galletta, Wiley, 2024.
- Strategic Information Management: Theory and Practice, R. Galliers, D. Leidner, B. Simeonova, Routledge, 2020.

Other teaching materials:

- Lecturer's own materials.
- Software: Microsoft Excel, SPSS, GRETL, integrated CRM and ERP IT systems.

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **K1**	**Introduction to Logistics**
Name of the organisational unit offering the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Specialisation name:	**Not applicable**
Type of teaching module:	**Major / Related to research preparation**
ECTS points:	**4 ECTS**
Year / Semester:	**II / 3**
Course coordinator:	**Dr Michał Tumielewicz, Prof. SAN**

II. ENTRY REQUIREMENTS

Konwledge of the following courses: Principles of International Management, Economics, Principles of Marketing.

III. COURSE OBJECTIVES

C1	Imparting knowledge of theoretical and practical issues covering the field of methods for shaping contemporary logistics processes.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Classes conducted remotely – synchronously – using the Teams platform. Lecture, case study, presentation.
Class	Case studies, brainstorming, projects, presentations.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Knows and understands the place of logistics within the discipline of management and quality studies in the social sciences and in relation to other sciences.	K_W01
P_W02	Knows and understands logistics terminology, concepts and methodologies in the field of logistics.	K_W01, K_W05, K_W08, K_W14
	Skills:	
P_U01	Is able to analyse and interpret logistics phenomena and processes occurring within an organisation, using appropriate concepts and theoretical methods.	K_U01, K_U12
P_U02	Is able to formulate and analyse research problems, collecting data and applying knowledge in the field of logistics and related scientific disciplines	K_U06, K_U20
	Social competences:	
P_K01	Is prepared to apply knowledge of logistics to solve management problems and to improve their own competences in this area.	K_K09

VII. TEACHING CONTENTS		
No.	**Lecture:**	**Reference to course learning outcomes**
L1	The origins, nature, definition and reasons for the development of logistics.	P_W01, P_W02, P_U01, P_U02
L2	Basic aspects and orientations of the concept of logistics.	P_W01, P_W02, P_U01, P_U02
L3	The logistics system within an enterprise.	P_W01, P_W02, P_U01, P_U02
L4	Logistics infrastructure.	P_W01, P_W02, P_U01, P_U02
L5	Supply chain management.	P_W01, P_W02, P_U01, P_U02
L6	Logistics organisation within a company. Logistics 4.0 – warehouse automation, IoT, drones and AGVs.	P_W01, P_W02, P_U01, P_U02
L7	Globalisation in logistics.	P_W01, P_W02, P_U01, P_U02
No.	**Class:**	**Reference to course learning outcomes**
C1	Logistics from a macro- and microeconomic perspective.	P_W01, P_W02, P_U01, P_U02, P_K01
C2	The logistics process within a company.	P_W01, P_W02, P_U01, P_U02, P_K01
C3	Designing the logistics structure in a company.	P_W01, P_W02, P_U01, P_U02, P_K01
C4	How are supply chains formed?	P_W01, P_W02, P_U01, P_U02, P_K01
C5	Digitalisation and AI in logistics.	P_W01, P_W02, P_U01, P_U02, P_K01
C6	E-commerce and the last mile – urban logistics.	P_W01, P_W02, P_U01, P_U02, P_K01
C7	Sustainable logistics.	P_W01, P_W02, P_U01, P_U02, P_K01
C8	The future and megatrends in logistics.	P_W01, P_W02, P_U01, P_U02, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature.	P_W01 P_W02
IS2	Group work related to the completion of the project: - gathering and compiling the information needed to resolve the issues raised in the project, - selecting and analysing the information gathered, - drawing conclusions aimed at selecting the optimal solution, - preparing a project report in accordance with the agreed structure (computer-generated report, use of photographs, tables, etc., depending on the nature of the project), - preparing a project presentation taking into account pre-determined parameters, such as: presentation duration, the possibility of using technical presentation aids, and group participation in the presentation.	P_U01, P_U02, P_K01

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION												
Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	
P_W01			x									Lecture, classes
P_W02			x									Lecture, classes
P_U01					x				x		x	Lecture, classes
P_U02					x				x		x	Lecture, classes
P_K01					x		x		x		x	Classes

Lecture:
- **A test comprising 20 multiple-choice questions and 10 open-ended questions designed to assess understanding of contemporary logistics concepts** and knowledge of tools (TMS, WMS, IoT, big data in logistics) to check whether the student can name and explain modern solutions.
- **Marking: 1 mark per multiple-choice question, 2 marks per open-ended question. Total: max. 40 marks.**
- **Grading: 35–40 points – excellent, 30–34 points – very good, 26–30 points – satisfactory, 0–25 points – unsatisfactory.**

Classes:
- **Mini-projects / logistics case studies** – e.g. analysis of a selected delivery model (B2C, e-distribution, urban logistics), routing project, warehouse optimisation; assessment based on a report and presentation.
- **Operational simulations** – exercises such as 'dispatch planning' and 'response to a major event/crisis', assessed on the basis of decisions made in a simulated environment.
- **Presentations and panel discussions** – assessment of teamwork, presentation of results, responses to questions, and reasoned communication.
- **Practical group tasks** – assessment based on the project and presentation assessment sheet.

Methods continued throughout the semester:
- **Activity points** – assessment of participation in discussions, homework, short quizzes, and mini-assignments during classes.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS		
Type of activity **ECTS**	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	56 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
Student's individual work (independent study):	40 h	---
- Preparing an essay	---	---
- Conducting a literature review	5 h	---
- Conducting empirical research	5 h	---
- Project (data collection, preparation of project objectives, project implementation, etc.)	10 h	---
- Preparation for teaching sessions	10 h	---
- Preparing for an exam/test/assessment	10 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**100 h / 4 ECTS**	---

Student workload in classes involving direct contact with the teacher	60 h / 2.4 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	100 h / 4 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

- Rushton, A., Croucher, P. and Baker, P., The handbook of logistics and distribution management. 7th ed. London: Kogan, 2022. Page.
- Logistics Management and Strategy: Competing through the Supply Chain, H. Skipworth, R. Van Hoek, J. Aitken, A. Harrison, Pearson, 2025.

Supplementary Literature/Further Reading:

- Managing Logistics Systems: Planning and Analysis for a Successful Supply Chain. J. Longshore, A. Cheatham, Routledge, 2022.
- Jacobs, F.R. and Chase, R.B., Operations and supply chain management. 16th ed. New York: McGraw-Hill, 2021.
- Mangan, J., Lalwani, C. and Butcher, T., Global logistics and supply chain management. 3rd ed. Hoboken: Wiley, 2020.
- Contemporary Logistics. Paul R. Murphy, A Michael Knemeyer, Pearson, 2018.

Other teaching materials

- Multimedia presentations, case studies.

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **K2**	**Modern Logistics**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Major / Related to research preparation**
ECTS points:	**3 ECTS**
Year / Semester:	**II / 4**
Course coordinator:	**Dr Michał Tumielewicz, Prof. SAN**

II. ENTRY REQUIREMENTS
Principles of International Management, Economics, Principles of Marketing.

III. COURSE OBJECTIVES	
C1	To impart knowledge on building an organisation's competitive advantage through logistics management
C2	To acquire the ability to identify factors contributing to the improvement of logistics processes
C3	Preparing students to carry out tasks within project teams

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshop	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Lecture, case study, presentation. Remote classes – synchronous – using the Teams platform.
Class	Case studies, brainstorming, projects, presentations.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Has an advanced understanding of and comprehends the role of logistics as a tool for streamlining business processes.	K_W08
P_W02	Knows and understands the most important aspects and trends in modern logistics, as well as the components of a company's logistics system.	K_W02, K_W03, K_W08
P_W03	Has an advanced knowledge and understanding of logistics management and supply chain management.	K_W03, K_W08
	Skills:	
P_U01	Is able to analyse the functioning of the components of a logistics system in modern logistics.	K_U02
P_U02	Is able to describe logistics processes at an advanced level.	K_U03, K_U06

P_U03	Is able to assess situations in the field of logistics at various levels of its operation, including micro-logistics, macro-logistics and global logistics.	K_U06
Social competences:		
P_K01	Is willing to develop and improve their knowledge in the field of logistics.	K_K09
VII. TEACHING CONTENTS		
No.	**Lecture:**	**Reference to course learning outcomes**
L1	Orientations of the modern concept of logistics in the 4.0 context.	P_W01, P_W02
L2	Logistics as a tool for rationalisation and cost reduction in business.	P_W01, P_W02
L3	Logistics management in a company in the context of green logistics.	P_W02, P_W03
L4	Logistics system. Procurement subsystem compliant with environmental requirements.	P_W01, P_W02
L5	Security in extensive logistics networks.	P_W01, P_W02
L6	Supply chain management in the age of globalisation.	P_W02, P_W03
No.	**Class:**	**Reference to course learning outcomes**
C1	Logistics tasks within an organisation in the context of Industry 4.0.	P_U01
C2	Logistics costs. Reducing logistics costs.	P_U01
C3	Supply chain organisation in the age of globalisation.	P_U03, P_K01
C4	Digitalisation and AI in logistics.	P_U01, P_U02, P_U03, P_K01
C5	Sustainable development in logistics.	P_U01, P_U02, P_K01
C6	E-commerce and the last mile.	P_U01, P_U02, P_K01
C7	Competency management and the labour market.	P_U01, P_U02, P_K01
C8	The future and megatrends.	P_K01, P_K02, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature.	P_W01 P_W02 P_W01
IS2	Group work related to the project: - collecting and compiling the information needed to resolve the problems set out in the project, - selection and analysis of the gathered information, - drawing conclusions aimed at selecting the optimal solution, - preparing a project report in accordance with the agreed structure (computer-based preparation, use of photographs, tables, etc., depending on the nature of the project),	P_U01, P_U02, P_U03, P_K01

	- preparing a project presentation taking into account pre-determined parameters, such as: presentation duration, the possibility of using technical presentation aids, and group participation in the presentation.	

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	
P_W01			x									Lecture
P_W02			x									Lecture
P_W03			x									Lecture
P_U01					x				x		x	Class
P_U02					x				x		x	Class
P_U03					x				x		x	Class
P_K01					x		x		x		x	Class

Lecture:
- **A test comprising 20 multiple-choice questions and 10 open-ended questions designed to assess understanding of contemporary logistics concepts** and knowledge of tools (TMS, WMS, IoT, big data in logistics) to check whether the student can name and explain modern solutions
- **Marking: 1 mark per multiple-choice question, 2 marks per open-ended question. Total: max. 40 marks.**
- **Grading: 35–40 points – excellent, 30–34 points – very good, 26–30 points – satisfactory, 0–25 points – unsatisfactory**

Classes:
- **Mini-projects / case studies in logistics** – e.g. analysis of a selected delivery model (B2C, e-distribution, urban logistics), routing design, warehouse optimisation; assessment based on a report and presentation.
- **Operational simulations** – exercises such as 'dispatch planning' and 'response to a major incident/crisis', assessed on the basis of decisions made in a simulated environment.
- **Presentations and panel discussions** – assessment of teamwork, presentation of results, responses to questions, and reasoned communication.
- **Practical group tasks** – assessment based on the project and presentation assessment sheet.

Methods continued throughout the semester
- **Activity points** – assessment of participation in discussions, homework assignments, short quizzes, and mini-assignments during classes.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity ECTS	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	56 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
Student's independent study, including:	15 h	---
- Preparing an essay	---	---
- Conducting literature research	2 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project objectives, project implementation, etc.)	5 h	---

- Preparation for teaching sessions	3 h	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**75 h / 3 ECTS**	---
Student workload in classes involving direct contact with the teacher	60 h / 2.4 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	75 h / 3 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

- Chopra, S. and Meindl, P., Supply chain management: Strategy, planning, and operation. 8th ed. Harlow: Pearson, 2023.
- Logistics Management and Strategy: Competing through the Supply Chain. H. Skipworth, R. Van Hoek, J. Aitken, A. Harrison, Pearson, 2025.

Supplementary Literature/Further Reading:

- Logistics 4.0: Digital Transformation of Supply Chain Management, T. Paksoy, C. G. Kochan, S. S. Ali, CRC Press, 2021.
- Simchi-Levi, D., Kaminsky, P. and Simchi-Levi, E., Designing and managing the supply chain. 4th ed. New York: McGraw-Hill, 2021.
- Mangan, J., Lalwani, C. and Butcher, T., Global logistics and supply chain management. 3rd ed. Hoboken: Wiley, 2020.
- Contemporary Logistics. P. R. Murphy, A. M. Knemeyer, Pearson, 2018.

Other teaching materials:

- Multimedia presentations, case studies.

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **K2**	**Companies' Sustainable Development**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Major / Related to research preparation**
ECTS points:	**3 ECTS**
Year / Semester:	**II / 3**
Course coordinator:	**Dr Artur Kwasek**

II. ENTRY REQUIREMENTS
Konwledge of the ethics of organisational activities covered in the course: Ethics.

III. COURSE OBJECTIVES	
C1	Familiarising students with the concept of sustainable development and corporate social responsibility, as well as applying and implement these concepts in management to enhance the organisation's operational efficiency.
C2	Acquiring the ability to analyse selected issues related to the implementation of sustainable development within an organisation, with particular emphasis on the strategy's objectives, its actions and outcomes.
C3	Fostering socially responsible attitudes.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshop	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Seminar-style lecture, discussion, multimedia presentation. Classes conducted remotely – synchronously – using the Teams platform.
Class	Discussion, small-group work, case study, project.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Knows and explains key concepts, the evolution of ideas, international and Polish initiatives for sustainable development, adopted documents and commitments, methods of measuring targets, and implementation tools. Knows the areas requiring sustainable development. Explains its significance and recognise its manifestations in economic practice.	K_W01, K_W05, K_W07, K_W15, K_W18, K_W19
P_W02	Understands the concept of sustainable development at the enterprise level, is familiar with the principles of building a corporate social responsibility management system, the methods of communicating activities in the areas of the environment, society and corporate governance, and the implementation tools used.	K_W05, K_W06, K_W13, K_W18, K_W21, K_W23

P_W03	Understands the importance of teamwork in building a socially responsible organisation.	K_W13
Skills:		
P_U01	Has the ability to find and present information on good practices of various companies in selected areas of CSR, which are based on ethical values, compliance with legal requirements and respect for the community and the environment.	K_U06, K_U11, K_U15
P_U02	Has the ability to diagnose the situation of a selected company and to identify and assess priorities relating to the organisation's sustainable development strategy towards specific stakeholder groups, analysing the impacts of business decisions and actions taken as part of the strategy, and proposing courses of action for the future across various CSR areas, including innovative solutions to challenges in the organisation's sustainable development.	K_U06, K_U11, K_U13, K_U14, K_U16, K_U17
P_U03	Has the ability to analyse and present selected research problems related to the sustainable development of the organisation based on desk research.	K_U03, K_U07, K_U10, K_U12
Social competences:		
P_K01	Is prepared to initiate actions promoting the sustainable development of organisations.	K_K02, K_K08
P_K02	Is prepared to promote an ethical attitude and social awareness, as well as to demonstrate these independently in activities aimed at sustainable development.	K_K04

VII. TEACHING CONTENTS

No.	**Lecture:**	**Reference to Course learning outcomes**
L1	The essence of sustainable development – concepts, international initiatives related to sustainable development, adopted documents and commitments. The evolution of approaches to the concept of sustainable development. The need for development and the outcomes of sustainable agriculture, sustainable transport, sustainable production, sustainable energy, and sustainable management of natural resources. Strategies for sustainable development. The global goals of the 2030 Agenda. National priorities for implementing the 2030 Agenda goals. Sustainable development for Polish business.	P_W01, P_W03
L2	Monitoring the implementation of sustainable development goals. EU and national sustainable development indicators by sector and area, as well as by specific goals; UN sustainable development indicators for the 2030 Agenda and their measurement at global, regional and national levels. Indicators for business.	P_W01, P_W03
L3	Aspects of corporate sustainability. The concept of sustainability at the corporate level – Corporate Social Responsibility (CSR) – essence, rationale, development of CSR, areas and pillars, multidimensionality, universal principles, levels of CSR, attitudes and strategies adopted by companies in response to social expectations.	P_W02, P_W03
L4	The concept of sustainable development at the corporate level cont. – Corporate Social Responsibility – steps in building a CSR management system, types of instruments, international CSR norms and standards, stakeholders, CSR and ESG, non-financial reporting, socially responsible investment, CSR labelling and awards, costs and benefits associated with a CSR strategy, functions of social responsibility, barriers and challenges in implementing the concept.	P_W02, P_W03
L5	The issue of the green economy and green growth. Monitoring the green economy. The European Green Deal and other existing and proposed legislation in the environmental, social and governance areas that will impact business operations in Poland.	P_W01, P_W03
No.	**Class:**	**Reference to course learning outcomes**
C1	Discussion and guidelines for the work being carried out. Identifying issues and organisations for analysis. Implementing CSR in practice, identifying good CSR practices – case studies in the area of the natural environment and concerning the local community and development	P_U01, P_U03, P_K01, P_K02
C2	Implementing CSR in practice, identifying good CSR practices – case studies in the areas of labour practices and human rights, and concerning the market	P_U01, P_U03, P_K01 P_K02
C3	Development and discussion of a CSR Strategy for a selected company – a project assignment covering: provisions on social responsibility, sustainable development policy, the company's core values and adopted principles, codes, policies, corporate governance model, risks and methods of managing them, identification of stakeholders and determination of their importance, objectives and expectations, material aspects, issues for stakeholders and their importance, the company's existing relationships with stakeholders, forms of dialogue and	P_U02, P_U03, P_K01, P_K02

	channels of communication with stakeholders, the company's activities to date in various areas of CSR, the outcomes of decisions taken as part of the sustainable development strategy, tools used to shape the organisation's sustainable development, setting objectives and courses of action for the future, including innovative solutions to the organisation's sustainable development challenges	
C4	Analysis of selected issues/problems related to sustainable development and corporate social responsibility that have been the subject of previous research.	P_U03
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature.	P_W01 P_W02 P_W03
IS2	Preparing for class activities and discussions on specific topics.	P_W01 P_W02 P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
PW3	Development of a project analysing the CSR Strategy and tools used to shape sustainable development in a selected organisation, including proposals for improvements.	P_U01, P_U02, P_U03, P_K01, P_K02

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	
P_W01	x											Lecture
P_W02	x											Lecture
P_W03	x											Lecture
P_U01							x				x	Class
P_U02							x		x		x	Class
P_U03							x		x		x	Class
P_K01							x		x		x	Class
P_K02							x		x		x	Class

To pass the course, students must achieve a minimum of 50% in the written exam (test).
The test consisted of 26 questions, including single-choice, multiple-choice and open-ended questions.
Test marking criteria (scoring):

28–26 – very good
25–23 – very good+
22–20 – good
19–17 – satisfactory+
16–14 – satisfactory
13-0 – fail

To pass the course, students must complete all the course assignments (achieving at least a pass mark).
Task 1
Preparation and group presentation – discussion of case studies of good corporate practices relating to one of the areas of CSR (environmental, human rights and labour relations, fair market practices and customer relations, social engagement and development); active participation in class is required
Assessment criteria:

1) Relevance of the presentation to the topic
2) Number of entities prepared with descriptions of activities
3) Description of initiatives – diversity

4) Clarity of the report
5) Preparation for the presentation and presentation of activities
6) Bibliography

Task 2

Preparation and group presentation of a group project on a CSR strategy for a selected company, in accordance with specified guidelines, and participation in class

Grade for Task 2 awarded on the basis of:

1) Inclusion of all required points in the report
2) Clarity and organisation of the topics
3) Accuracy of the content
4) Level of detail
5) Bibliography (type, number)
6) Discussion of the project elements

Task 3 is carried out orally, in the form of a discussion on a topic prepared for discussion (active participation required).

The final assessment for the seminar takes into account partial marks for individual tasks (Task 1 – 50%, Task 2 – 50%) and participation in Task 3.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	56 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
Student's own work, including:	15 h	---
- Preparing an essay	2 h	---
- Conducting literature research	2 h	---
- Conducting empirical research	--	---
- Project (data collection, preparation of project specifications, project implementation, etc.)	5 h	---
- Preparation for teaching sessions	2 h	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 hours = 1 ECTS) SUM of hours / ECTS	**75 h / 3 ECTS**	---
Student workload for face-to-face teaching	60 h / 2.4 ECTS	---
Student workload in classes developing practical skills	---	---
Student workload in classes related to preparation for conducting research activities or participation in such activities	75 h / 3 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

– How to Achieve Sustainable Development: Local Actions for Global Change, S. Ledermann, Routledge, 2026.
– Sustainable Finance for Sustainable Development: Regulations, Theory and Practice, G. Aras, Routledge, 2025

Supplementary Literature/Further Reading:

– Aluchna M. (2015). Strategies of sustainable business. Warsaw School of Economics.
– Hatten T.S. (2019). Small business management: creating a sustainable competitive advantage. 7th ed.
– Jacobs, M., Mazzucato, M. (Eds.) (2016). Rethinking capitalism: economics and policy for sustainable and inclusive growth. Wiley-Blackwell.

Other teaching materials:

– Multimedia presentations, case studies.

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **K4**	**Organisational Behaviour**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Major / Related to research preparation**
ECTS points:	**4 ECTS**
Year / Semester:	**I / 2**
Course coordinator:	**Dr Barbara Bojewska**

II. ENTRY REQUIREMENTS

Konwledge of the following subjects: Fundamentals of Management, Sociology or Psychology.

III. COURSE OBJECTIVES

C1	Imparting knowledge and developing students' skills in the field of human behaviour within organisations.
C2	Identifying social relationships within an organisation in the context of its formal structures and understanding the social implications of these relationships.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Lecture with a discussion on aspects of resource management within an organisation. Classes conducted remotely – synchronously – using the Teams platform.
Class	Seminars with discussion and presentation of selected topics in the field of personnel management in a company, presentations, a project, the use of brainstorming techniques, and a case study.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	The student defines concepts relating to human behaviour within an organisation.	K_W10, K_W12, K_W13
P_W02	The student knows and understands the nature and determinants of human behaviour in organisations, including the mechanisms shaping individual and group attitudes and the functioning of work teams.	K_W10, K_W11, K_W13
P_W03	The student knows and understands the processes occurring within organisations in terms of communication, decision-making and the influence of organisational culture on employee behaviour.	K_W12, K_W13
	Skills:	

P_U01	The student analyses the mechanisms shaping human behaviour within an organisation and applies them effectively.	K_U05, K_U17, K_U19
P_U02	The student anticipates the consequences of actions and decisions in soft management.	K_U05, K_U11
P_U03	The student anticipates the consequences of pathological behaviour for the organisation and within it.	K_U10, K_U19
Social competences:		
P_K01	The student is prepared to recognise the role of knowledge regarding human behaviour in organisations and its significance in solving cognitive problems.	K_K07, K_K09
P_K02	The student is prepared to fulfil their professional role responsibly.	K_K04, K_K05
VII. TEACHING CONTENTS		
No.	**Lecture:**	**Reference to Course learning outcomes**
W1	The nature and determinants of human behaviour within an organisation.	P_W01, P_W02, P_U01, P_K02
W2	Forming groups and teams of employees within an organisation.	P_W01, P_W02, P_U01, P_K02
W3	Human behaviour in communicative relationships – effectiveness of organisational communication; decision-making.	P_W02, P_W03, P_U02, P_K01
W4	The concept of organisational culture.	P_W01, P_W02, P_U01, P_K02
W5	The concept of authority and leadership styles.	P_W02, P_W03, P_U02, P_K01
W6	Pro-social behaviour – cooperation and conflict.	P_W02, P_W03, P_U02, P_K01
W7	Organisational pathologies; stress at work.	P_W02, P_W03, P_U03, P_K01, P_K02
W8	Change in the organisation – overcoming resistance to change.	P_W02, P_W03, P_U03, P_K01, P_K02
No.	**Class:**	**Reference to course learning outcomes**
C1	Building work teams; communication in the process of managing groups and teams.	P_W01, P_W02, P_U01, P_K02
C2	Diagnosis of organisational culture.	P_W01, P_W02, P_U01, P_K02
C3	Organisational determinants of power.	P_W02, P_W03, P_U02, P_K01
C4	Methods of diagnosing selected pathological behaviours within an organisation.	P_W02, P_W03, P_U02, P_K01
C5	Project overview.	P_U01 P_U02 P_U03 P_K01 P_K02
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature.	P_W01 P_W02 P_W03
IS2	Preparing for active participation in classes.	P_W01 P_W02 P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
PW3	Development of a project analysing the manifestations, tools and causes of organisational behaviour in a selected organisation.	P_U01, P_U02, P_U03

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	Assessment Method											Form of classes during which learning outcomes are assessed
	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	
P_W01	x											Lecture
P_W02	x											Lecture
P_W03	x											Lecture
P_U01					x		x		x		x	Classes
P_U02					x		x		x		x	Classes
P_U03					x		x		x		x	Classes
P_K01					x		x		x		x	Classes
P_K02					x		x		x		x	Classes

To be eligible for the exam, students must pass the classes.
Exam requirements (50% required for a pass).
Requirements for passing the course: the overall mark consists of the following components: 20% attendance (80% required), 30% skills assessment (class participation, involvement in discussions, completion of business cases, presentation of work results, etc.), 50% – completion of a research-based final assignment.
The final assignment involves conducting research into organisational behaviour using an ethnographic approach within a selected, real-world organisation. As part of the assignment, the student is required to compile the research findings, analyse them and prepare a presentation, followed by a public defence of the results during the final class session.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity ECTS	Student workload	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	56 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
Student's individual work (independent study):	40 h	---
- Preparing an essay	---	---
- Conducting literature research	5 h	---
- Conducting empirical research	10 h	---
- Project (data collection, preparation of project objectives, project implementation, etc.)	10 h	---
- Preparation for teaching sessions	10 h	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**100 h / 4 ECTS**	---
Student workload in classes involving direct contact with the teacher	60 h / 2.4 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	100 h / 4 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

- Robbins, S.P. and Judge, T.A., Organizational behavior. 19th ed. Harlow: Pearson, 2023.
- Colquitt, J. A., LePine, J. A., Wesson, M. J. (2021). Organizational Behavior: Improving Performance and Commitment in the Workplace (7th ed.). McGraw-Hill..

Supplementary Literature/Further Reading:

- Wilson, F.M. (2018). Organizational behaviour and work : a critical introduction. 5th ed. Oxford University Press.
- Langton, N., Robbins, S.P. and Judge, T.A., Exploring organizational behavior. 4th ed. Harlow: Pearson, 2022.
- Colquitt, J.A., LePine, J.A. and Wesson, M.J., Organizational behavior: Improving performance and commitment in the workplace. 7th ed. New York: McGraw-Hill, 2021.

Other teaching materials:

- PowerPoint presentations, training materials, case studies, source texts.

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **K5**	**Quality Management Systems**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Major / Related to research preparation**
ECTS points:	**4 ECTS**
Year / Semester:	**I / 2**
Course coordinator:	**Dr inż. Danuta Janczewska**

II. ENTRY REQUIREMENTS
Konwledge of the following subjects: Management

III. COURSE OBJECTIVES	
C1	Imparting: knowledge on quality management; detailed information on the development of quality concepts; knowledge of issues relating to the application of quality systems in management; Konwledge of economics and management.
C2	Developing skills in the analysis of quality systems within an organisation. Applying skills in the analysis of management processes within an organisation. Defining process quality parameters. Verifying process quality. Constructing a model of the quality system's operation within an organisation and evaluating it.
C3	Developing social skills in teamwork, including task allocation, team leadership and the creation of effective communication methods. Presenting the results of teamwork within a student group.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Lecture with a discussion on the fundamental elements of quality management within an organisation. Classes conducted remotely – synchronously – using the Teams platform.
Class	Seminars with discussion and presentation of selected topics in the field of quality management in business, presentations, a project, and the use of case studies.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	The student defines and describes the nature and functions of quality in an organisation.	K_W01, K_W05, K_W07, K_W08
P_W02	The student knows and understands the principles of quality standardisation, including the role of ISO standards and the significance of variability, benchmarks and quality requirements in quality management systems.	K_W18

P_W03	The student has an advanced understanding of quality management methods.	K_W15
Skills:		
P_U01	The student is able to define the objective of quality management in a company	K_U01, K_U15
P_U02	Can design and describe quality requirements for processes and products	K_U06, K_U15
P_U03	Can analyse and evaluate process quality metrics	K_U07, K_U09, K_U15
Social competences:		
P_K01	Is prepared to initiate quality management activities in the public interest	K_K03
P_K02	Is prepared to adhere to the principles of professional ethics	K_K04

VII. TEACHING CONTENTS

No.	**Lecture:**	**Reference to course learning outcomes**
W1	Structure, class and functions of quality. Quality standards in enterprises.	P_W01, P_W02, P_W03
W2	Variability, standards and quality models in selected quality standards. Standardisation according to the ISO standard.	P_W01, P_W02, P_W03
W3	Quality economics, costs of standardisation.	P_W01, P_W02, P_W03
W4	Methods of quality standard analysis – QFD, FMEA analysis.	P_W01, P_W02, P_W03
W5	Implementation of a quality management system in a company.	P_W01, P_W02, P_W03
No.	**Class:**	**Reference to course learning outcomes**
C1	Analysis of quality standards in enterprises.	P_U01, P_U02, P_U03, P_K01, P_K02
C2	Analysis of standardisation processes according to ISO standards.	P_U01, P_U02, P_U03, P_K01, P_K02
C3	An analysis of the economics of quality and the costs of standardisation in organisations.	P_U01, P_U02, P_U03, P_K01, P_K02
C4	Application of quality standard analysis methods – QFD, FMEA analysis.	P_U01, P_U02, P_U03, P_K01, P_K02
C5	Project overview.	P_U01, P_U02, P_U03, P_K01, P_K02
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature.	P_W01 P_W02 P_W03
IS2	Preparing for active participation in classes.	P_W01 P_W02 P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
PW3	Development of a project analysing the implementation of quality systems in a selected organisation and proposals for improvements.	P_U01, P_U02, P_U03, P_K01, P_K02

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outc	**Assessment Method**	**Form of classes during which**

	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	**learning outcomes are assessed**
P_W01	x			x								Lecture
P_W02	x			x								Lecture
P_W03	x			x			x		x			Lecture
P_U01	x			x			x		x		x	Class
P_U02							x		x		x	Class
P_U03	x			x					x		x	Class
P_K01							x		x		x	Class
P_K02							x		x		x	Class

Lecture: Students are eligible to sit the exam after submitting the essay/paper. A grade of 4 in the essay and 4 in the exercises exempts the student from the exam. Exam: A test comprising 10 questions on the lecture topics, each question worth 1 mark. Total marks = 10

Exam mark

Points	Grade
0–5	2.0
6	3.0
7	3.5
8	4.0
9	4.5
10	5.0

Classes: Group project — designing a QMS for a selected organisation (QMS process model, quality policy, process quality metrics and indicators, quality records). Grades awarded for each exercise; task grades on a scale of 2–5. Final assessment: Attendance – 30%, Participation – 50%, 10% written report on the entire project, 10% oral presentation of the project. Minimum 60% in each component.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity ECTS	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	56 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
Student's individual work (independent study):	40 h	---
- Preparing an essay	---	---
- Conducting literature research	5 h	---
- Conducting empirical research	10 h	---
- Project (data collection, preparation of project objectives, project implementation, etc.)	10 h	---
- Preparation for teaching sessions	10 h	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**100 h / 4 ECTS**	---
Student workload in classes involving direct contact with the teacher	60 h / 2.4 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in	100 h / 4 ECTS	---

research activities		

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

- Oakland, J.S., Total quality management and operational excellence: Text with cases. 5th ed. London: Routledge, 2022.
- Dale, B. G., van der Wiele, T., van Iwaarden, J. (2021). Managing Quality (6th ed.). Wiley-Blackwell..
- Goetsch, D. L., Davis, S. B. (2022). Quality Management for Organizational Excellence: Introduction to Total Quality (9th ed.). Pearson..

Supplementary Literature/Further Reading:

- Goetsch, D.L. and Davis, S.B., Quality management for organizational excellence: Introduction to total quality. 9th ed. Harlow: Pearson, 2021.
- Womack, J. P., Jones, D. T. (2022). Lean Thinking: Banish Waste and Create Wealth in Your Corporation (revised ed.). Free Press.

Other teaching materials:

- Lecture materials: PowerPoint presentations, training materials, case studies

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **K6**	**Marketing Research**
Name of the organisational unit running the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Major / related to research preparation**
ECTS points:	**4 ECTS**
Year / Semester:	**I / 2**
Course coordinator:	**Dr Maciej Dębski, Prof. SAN**

II. ENTRY REQUIREMENTS

Konwledge of the following courses: Principles of Management, Economics, Principles of Marketing.

III. COURSE OBJECTIVES

C1	Imparting knowledge of theoretical and practical issues relating to the design and conduct of marketing research.
C2	Developing skills in applying the components of effective and efficient data and information gathering in the decision-making process within an organisation.
C3	Implementing a business development improvement system in the field of conducting marketing research.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Classes	Seminar	Lab	Workshop	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Lecture using a multimedia presentation, discussion. Remote classes – synchronous – using the Teams platform.
Class	Problem-based discussions, group work, case studies, project, presentation.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Has an advanced understanding of the principles and stages of conducting marketing research.	K_W15
P_W02	Has an advanced understanding of the types of research methods and techniques.	K_W15, K_W16
	Skills:	
P_U01	Is able to develop and implement a marketing research plan from scratch and conduct the research.	K_U06, K_U11
P_U02	Is able to relate the results of the marketing research conducted to the internal situation of the organisation and the socio-economic conditions in the market.	K_U01, K_U11, K_U12
	Social competences:	

P_K01	Is willing to recognise the role of marketing research in cognitive processes.	K_K03, K_K09
P_K02	Is prepared to engage in entrepreneurial activities using marketing knowledge	K_K05, K_K07

VII. TEACHING CONTENTS

No.	**Lecture:**	**Reference to course learning outcomes**
L1	The nature and elements of marketing research. The aim and subject of marketing research.	P_W01,
L2	Marketing information within a company.	P_W01, P_W02
L3	The market research process	P_W01, P_W02, P_U01
L4	Sample selection. Hypothesis testing. Statistical methods in marketing research.	P_W01, P_W02
L5	Market research methods.	P_W01, P_W02, P_U01
L6	Characteristics of survey research, questionnaire design, types of questions, scales	P_W01, P_W02, P_U01
L7	The report as a form of presenting survey results.	P_W01, P_W02 P_U01, P_U02
No.	**Class:**	**Reference to course learning outcomes**
C1	The essence of marketing research in the light of selected examples – a case study.	P_U01, P_K01, P_K02
C2	Decision-making problems versus research problems, objectives, hypotheses, analysis of secondary sources – their role in the marketing research process.	P_U01, P_K01, P_K02
C3	Sample selection – analysis of selected methods.	P_U01, P_K01, P_K02
C4	The questionnaire as a research tool – essence, principles, creation.	P_U01, P_K01, P_K02
C5	Conducting and monitoring marketing research.	P_U01, P_K01, P_K02
C6	Selected marketing research methods, surveys, interviews, observations, heuristic methods – simulation of research, e.g. focus group interviews.	P_U01, P_K01, P_K02
C7	Statistical analysis of research results. Use of SPSS	P_U01, P_U02, P_K01, P_K02
C8	Research report: structure and content; analysis of selected reports	P_U01, P_U02, P_K01, P_K02
C9	Presentation of completed marketing research projects	P_U01, P_U02, P_K01, P_K02
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature.	P_W01, P_W02
IS2	Preparing for classes, coursework, preparing a research project	P_U01, P_U02

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outc	**Assessment Method**	**Form of classes during which**

	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	**learning outcomes are assessed**
P_W01	x											Lecture
P_W02	x											Lecture
P_U01	x				x				x		x	Class
P_U02	x				x				x		x	Class
P_K01					x				x		x	Class
P_K02					x				x		x	Class

Lecture: the exam consists of 3 open-ended questions, each worth 5 marks.
The Final grade is determined by the total number of points, where:
8–9.5 points – 3.0
10–11.5 points – 3.5
12–13.5 points – 4.0
14–14.5 points – 4.5
15 – 5.0

Classes: group project on the development of marketing research in the tourism market. Assessment of learning outcomes through classwork, homework, and a final project presented in teams during the last class session, with tasks carried out throughout the semester. Successful completion of the practical classes is a prerequisite for sitting the lecture exam.
Grading scale used – total 20 points, including:
- 8 marks for coursework during the semester,
- 2 points for the presentation of the project
- 10 points for the substantive content of the presentation based on the guidelines.

Grading scale:
0–50% – 2.0
51–60% – 3.0
61–70% – 3.5
71–80% – 4.0
81–90% – 4.5
91–100% – 5.0

Assessment of social skills:
- assessment by the teacher (observation),
- assessment of interim work to monitor progress on project work,
- classroom discussion,
- substantive assessment of final projects
- test results.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	56 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
Student's individual work (independent study):	40 h	---
- Preparing an essay	5 h	---
- Conducting literature research	5 h	---
- Conducting empirical research	10 h	---
- Project (data collection, preparation of project objectives, project implementation, etc.)	10 h	---

- Preparation for teaching sessions	5 h	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**100 h / 4 ECTS**	---
Student workload in classes in direct contact with the teacher	60 h / 2.4 ECTS	---
Student workload for practical skills classes	----	---
Student workload for courses related to preparation for or participation in research activities	100 h / 4 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

– Malhotra, N.K., Nunan, D. and Birks, D.F., Marketing research: An applied approach. 7th ed. Harlow: Pearson, 2022.
– Burns, A.C., Veeck, A. and Bush, R.F., Marketing research. 9th ed. Harlow: Pearson, 2022.

Supplementary Literature/Further Reading:

– Marketing Research, Alvin C. Burns, Ann Veeck, Pearson, 2025.
– Hair, J.F., Bush, R.P. and Ortinau, D.J., Essentials of marketing research. 4th ed. New York: McGraw-Hill Education, 2019.
– Wilson, A. (2021). Marketing Research: Delivering Customer Insight (5th ed.). Bloomsbury Academic.

Other teaching materials:

- Case studies, multimedia presentations prepared by the lecturer, preparation of individual or group projects.
- Brand24.pl

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **K7**	**International Human Resource Management**
Name of the organizational unit conducting the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Major / related to research preparation**
ECTS points:	**4 ECTS**
Year / Semester:	**II / 3**
Course coordinator:	**Prof. Barbara Kożuch**

II. ENTRY REQUIREMENTS
Konwledge of the following subjects: Fundamentals of Management

III. COURSE OBJECTIVES	
C1	Describing and explaining the fundamental issues in the field of people management within an organisation
C2	Familiarising students with typical methods of human resource management in a company.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Lecture incorporating multimedia elements, presentation, and discussion. Classes conducted remotely – synchronous – using the Teams platform.
Class	Seminars involving discussion and presentation of selected topics in the field of personnel management in an organisation, presentations, a project, the use of brainstorming techniques, and case study analysis.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	The student knows and understands the objectives and conditions of human resource management, as well as the main concepts and models of HRM used in organisations.	K_W10, K_W11, K_W12, K_W13
P_W02	The student names and describes typical methods of human resource management and provides examples of solutions within the scope of specific HRM methods and techniques.	K_W11, K_W12, K_W14
P_W03	The student knows and understands the processes involved in the organisation of human resource management, including workforce planning, recruitment and staff selection.	K_W10, K_W11, K_W12
	Skills:	
P_U01	The student applies and uses HRM methods and techniques effectively.	K_U12, K_U15

P_U02	The student utilises and develops the skills required for the effective and efficient management of entrusted human resources.	K_U02, K_ U05 K_U19
P_U03	The student is able to predict specific outcomes of the HRM methods applied; is able to assess the validity of the HRM solutions applied and implemented.	K_U11, K_U15
Social competences:		
P_K01	The student is prepared to uphold the achievements and traditions of the managerial profession in the field of human resource management and to shape employee relations responsibly.	K_K01

VII. TEACHING CONTENTS

No.	**Lecture:**	**Reference to course learning outcomes**
L1	Basic issues, objectives and conditions of human resource management.	P_W01, P_W02,
L2	Basic concepts of human resource management.	P_W03, P_U02,
L3	Organisation of HRM processes.	P_W02, P_W03, P_U02, P_K01
L4	Planning and staffing the organisation.	P_W02, P_W03, P_U01, P_U02, P_K01
L5	Performance appraisal in people management.	P_W02, P_W03, P_U01, P_U03, P_K01
L6	Motivation in organisations.	P_W02, P_W03, P_U01, P_U03,
L7	Staff development policy in the organisation. Staff training.	P_W02, P_W03, P_U01, P_U03,
L8	Staff turnover.	P_W02, P_W03, P_U01, P_U03,
No.	**Class:**	**Reference to course learning outcomes**
C1	Staff planning: recruitment and selection. Organisation of the HR department's work – using the Symfonia 'HR and Payroll' system package.	P_W02, P_W03, P_U01, P_U03, P_K01,
C2	Periodic Employee Appraisal System (SOOP) – principles of preparation, designing an employee appraisal system. Competency gap analysis and preparation of training based on an organisational case study.	P_W02, P_W03, P_U01, P_U03, P_K01,
C3	Analysis of the effectiveness of motivational tools. Employee departures – preparation for redundancies, preparation for exit interviews.	P_W02, P_W03, P_U01, P_U03, P_K01,
C4	The role of the manager in HRM. Ethics in HRM.	P_W02, P_W03, P_U01, P_U03, P_K01,
C5	Discussion of projects.	P_U01 P_U02 P_U03 P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the core literature for the course.	P_W01, P_W02, P_W03
IS2	Preparing for active participation in classes.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
IS3	Preparation of a project analysing human resource management methods and tools in a selected organisation and proposals for their improvement.	P_U01, P_U02, P_U03, P_K01,

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outc	**Assessment Method**	**Form of classes during which**

	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	**learning outcomes are assessed**
P_W01			x									Lecture
P_W02			x									Lecture
P_W03			x									Lecture
P_U01					x						x	Class
P_U02					x	x		x			x	Class
P_U03					x	x		x			x	Class
P_K01					x	x		x			x	Class

LECTURE

Assessment method: a final written test consisting of 15 true/false questions.

Test marking scheme: Students receive 1 mark for each correct answer. The maximum number of marks available on the test is 15.

Test grading thresholds:

Number of points	Grade
15–14	Very good (5.0)
13	good plus (4.5)
12	good (4.0)
11	satisfactory plus (3.5)
10–9	satisfactory (3.0)
8–0	fail (2.0)

Components of the final lecture mark:

- 85% – result of the final written test
- 15% – substantive participation in the lecture, assessed according to the following scale:
  - 3 substantive contributions during classes – 15%
  - 2 substantive contributions during classes – 10%
  - 1 substantive contribution during classes – 5%
  - no participation – 0%

The final lecture mark is the sum of the above components, calculated according to the given percentage weights.

CLASSES

Passing the classes (min. 60% in each component):

- individual project – comparison of internal and external recruitment, interview scenario for a selected role – 15%,
- job interview simulation (recruiter/candidate/observer) – 15%,
- preparation and simulation of an exit interview – 15%,
- team analysis of case studies – 20%,
- final project (in teams) – 25%,
- class participation – 10%.

As part of the classes, students complete and present tasks prepared individually and in teams:

1. Team task 1: The importance of HRM in the functioning and development of an organisation
2. Team task 2: Comparison of internal and external recruitment
3. Team task 3: The Periodic Employee Appraisal System
4. Group assignment 4: Case studies A, B, C – motivating and conducting interviews with employees
5. Team task 5: Achievement motivation
6. Team task 6: Exit interview
7. Team task 7: Case study: ECO Garden – motivation, analysis of employee competencies
8. Team task 8: Case study*: The Team That Wasn't* – a case study based on an article in the Harvard Business Review
9. Team task 9: Case study: Continental Airlines

FINAL PROJECT for Fire Art – integrating individual projects into a final project in the field of HRM, gathering literature and empirical data, analysing expert opinions from Harvard Business Review, project implementation, group presentation of projects, discussion.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS	
Type of activity	**Student workload**

ECTS	Full-time Studies	Part-time Studies
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	56 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
St Student's individual work (independent study):	40 h	---
- Preparing an essay	---	---
- Conducting literature research	10 h	---
- Conducting empirical research	10 h	---
- Project (data collection, preparation of project objectives, project implementation, etc.)	10 h	---
- Preparation for teaching sessions	5 h	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**100 h / 4 ECTS**	---
Student workload in classes involving direct contact with the teacher	60 h / 2.4 ECTS	---
Student workload for classes developing practical skills	---	---
Student workload for classes related to preparation for or participation in research activities	100 h / 4 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

- Brewster C., Houldsworth E., Sparrow P., Vernon G. | 2023 | International Human Resource Management | 5th ed.
- Dowling P.J., Festing M., Engle A.D. | 2023 | International Human Resource Management | 8th ed.

Supplementary Literature/Further Reading:

- Smith, P. E., & Rees, G. (2021). Strategic human resource management: An international perspective.
- Agazu BG, Birbirsa ZA (2024), International Human Resource Management, 7th edition. European Journal of Training and Development, Vol. 48 No. 1-2 pp. 276–278.
- Deresky H., Miller S.H. (2023). International Management: Managing Across Borders and Cultures,Text and Cases, 11th ed., Pearson.
- Griffin R.W. (2016). Fundamentals of Management, 8th ed., Cengage Learning.
- Harzing A.-W., Pinnington A. | 2022 | International Human Resource Management
- Rees C., Edwards T. | 2022 | International Human Resource Management: Multinational Companies in National, Regional and Global Context .

Other teaching materials:

- PowerPoint presentations, training materials, case studies, source texts.

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **K8**	**Integrated Marketing Communication**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Major / Related to research training**
ECTS points:	**4 ECTS**
Year / Semester:	**II / 3**
Course coordinator:	**Dr Michał Turniak, prof. SAN**

II. ENTRY REQUIREMENTS

Konwledge of the following courses: Marketing, Quantitative Methods in Management.

III. COURSE OBJECTIVES

C1	Imparting knowledge of theoretical and practical issues relating to communication and corporate image building.
C2	Developing skills in the practical implementation of reputation-building processes and negotiation techniques.
C3	Implementation of the customer relationship management process in business development.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Lecture incorporating multimedia elements, presentation. Classes conducted remotely – synchronously – using the Teams platform.
Class	Discussion, problem-based tasks, case studies, projects.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Understands the nature of the marketing communication process and its stages, as well as the importance of brand and organisational image.	K_W03, K_W15, K_W21, K_W23
P_W02	Understands the methods and techniques of marketing communication.	K_W08, K_W15
	Skills:	
P_U01	Is able to prepare guidelines for integrated marketing communication.	K_U06, K_U12
P_U02	Is able to design a marketing communication process using selected communication methods and techniques.	K_U12
	Social competences:	

P_K01	Is able to set priorities in marketing communication, thinking and acting in an entrepreneurial manner.	K_K10

VII. TEACHING CONTENTS

No.	Lecture:	Reference to course learning outcomes
L1	The essence of integrated communication in business. Stages of building effective communication.	P_W01, P_W02
L2	Principles and methods of communication budgeting.	P_W01, P_W02
L3	Building relationships with stakeholders. Corporate image as an element of stakeholder communication.	P_W01, P_W02
L4	Mass marketing communications (advertising, promotion, sales, public relations, personal selling).	P_W01, P_W02
L5	Direct marketing communication.	P_W01, P_W02
L6	The impact of integrated marketing communication on customer behaviour.	P_W01, P_W02
L7	New phenomena in communication.	P_W01, P_W02
No.	**Class:**	**Reference to course learning outcomes**
C1	Advertising as an element of integrated marketing communication.	P_U01, P_U02, P_K01,
C2	Sales promotion as an element of integrated marketing communication.	P_U01, P_U02, P_K01,
C3	Personal selling as an element of integrated marketing communication.	P_U01, P_U02, P_K01,
C4	PR as an element of integrated marketing communication.	P_U01, P_U02, P_K01
C5	Sponsorship as an element of integrated marketing communication.	P_U01, P_U02, P_K01,
C6	The impact of integrated marketing communication on customer behaviour.	P_U01, P_U02, P_K01,
C7	Presentation of the project task.	P_U01, P_U02, P_K01,
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature.	P_W01, P_W02
IS2	Preparing a group project to develop a marketing communication plan for a new market offering or organisation.	P_U01, P_U02, P_K01,

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes learning outcomes	Assessment Method											Form of classes during which learning outcomes are assessed
	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	
P_W01			x									Lecture

P_W02			x									Lecture
P_U01									x		x	Class
P_U02									x		x	Class
P_K01									x		x	Class

Exam: 10 problem-based multiple-choice questions and one open-ended question (10 x 1 point + 1 x 3 points).

Marks	Grade
0–6	2.0
7–8	3.0
9–10	3.5
11	4.0
12	4.5
13	5.0

Course assessment: Project – integrated communication campaign + presentation with defence – 65%, Class participation and ongoing assignments – 35%. A minimum of 60% in each component.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	56 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
Student's individual work (independent study):	40 h	---
- Preparing an essay	---	---
- Conducting literature research	10 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project objectives, project implementation, etc.)	15 h	---
- Preparation for teaching sessions	10 h	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**100 h / 4 ECTS**	---
Student workload in classes involving direct contact with the teacher	60 h / 2.4 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	100 h / 4 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

- Belch, G.E., & Belch, M.A. (2023). Advertising and Promotion: An Integrated Marketing Communications Perspective (13th ed.). McGraw-Hill.
- Turnbull S. (2022). Marketing Communications. Fame, influencers and agility, Pearsons.

Supplementary Literature/Further Reading:

- Kotler, P., Keller, K.L., & Chernev, A. (2022). Marketing Management (16th ed.). Pearson.
- Grayson, R. (2023). Foundations in Digital Marketing: Building Meaningful Customer Relationships and Engaged Audiences. BCcampus / Pressbooks.
- Schechter, S. (2023). Social Media & Reputation Management. BCcampus / Pressbooks

Other teaching materials:

- Multimedia presentations, case studies

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **K9**	**Public Sector Management**
Name of the organizational unit conducting the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Major / related to research preparation**
ECTS points:	**4 ECTS**
Year / Semester:	**II / 3**
Course coordinator:	**Prof. Barbara Kożuch**

II. ENTRY REQUIREMENTS

Students commencing the course should possess Konwledge of the following subjects: Management, Economics, Finance and Business Law. Familiarity with fundamental concepts in organisational theory, market mechanisms and sources of law is a prerequisite for effective participation in the course.

III. COURSE OBJECTIVES

C1	Imparting knowledge regarding the nature and specific characteristics of the public sector, its organisational structure, management models and financing mechanisms.
C2	Developing the ability to analyse the functioning of public institutions, apply public management tools and assess the effectiveness of public sector entities.
C3	Fostering a sense of responsibility for the quality of public services, adherence to professional ethical standards in public administration, and a willingness to act for the common good.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Lecture incorporating multimedia elements, presentation, discussion. Classes conducted remotely – synchronous – using the Teams platform.
Class	Discussion, problem-based tasks, case studies, projects.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	The student describes the specific nature and scope of the public sector, its organisational structure (central and local government administration) and financing mechanisms (state budget, local government finances).	K_W02, K_W03, K_W14
P_W02	The student explains the main models of public management (traditional bureaucracy, New Public Management, New Public Governance, Public Value Management) and their practical implications for public sector organisations.	K_W03, K_W11, K_W15, K_W20
P_W03	The student describes the management instruments and tools used in public institutions, including performance evaluation systems, public procurement, EU project management and management	K_W07, K_W14, K_W19

	control mechanisms.	
Skills:		
P_U01	The student analyses organisational structures and management processes in selected public institutions, identifying areas requiring improvement based on publicly available data (Public Information Bulletin, local government financial statements, National Audit Office reports).	K_U01, K_U04, K_U05
P_U02	The student applies selected public management methods and tools (strategic planning, management by results, the CAF model, activity-based budgeting) to assess the effectiveness of public sector entities.	K_U07, K_U11, K_U13
Social competences:		
P_K01	The student is prepared to carry out tasks within the public sector whilst upholding standards of professional ethics, transparency of action and responsibility for the common good.	K_K03, K_K04, K_K09

VII. TEACHING CONTENTS

No.	Lecture:	Reference to course learning outcomes
L1	The public sector — concept, boundaries and classification of entities; market failure as a justification for public intervention; public goods, merit goods, externalities.	P_W01, P_W02
L2	The evolution of public management paradigms — Weberian bureaucracy, New Public Management (NPM), New Public Governance (NPG), Public Value Management; a comparison of principles, instruments and critiques.	P_W01, P_W02
L3	The structure of public administration in Poland — central and local government administration and local government (municipality, county, province); bodies, powers and relations between levels; the 1999 local government reform.	P_W01, P_W03
L4	Public finance — the concept and principles of public finance; the state budget: revenue, expenditure, deficit and public debt; the budgetary procedure; the state's multi-annual financial plan.	P_W01, P_W02, P_W03
L5	Local government finance — revenue and expenditure of local government units (LGUs); grants and subsidies; municipal bonds; participatory budgeting as an instrument of participation and legitimacy; indicators of the financial health of LGUs.	P_W01, P_W03
L6	Strategic planning in the public sector — development strategies at national (National Spatial Development Strategy, National Spatial Strategy), regional (Regional Spatial Strategy) and local levels; planning documents; hierarchy of objectives; monitoring and evaluation of strategies.	P_W02, P_W03
L7	Management by objectives and results in public administration — performance-based budgeting, MBO, Balanced Scorecard adapted to the public sector; KPIs and metrics in public institutions; management control (Public Finance Act, Articles 68–70).	P_W02, P_W03
L8	Human resource management in the public sector — the civil service (Civil Service Act); professional regulations (local government employees, teachers, officers); remuneration system; performance appraisals; development of civil servants' competencies.	P_W01, P_W03
No.	**Class:**	**Reference to course learning outcomes**
C1	Map of public sector entities — identification and classification of public institutions in a selected district; comparison of own and delegated tasks; analysis of the organisational structure of the office.	P_W01, P_U01
C2	Case study: public management reform — analysis of a selected implementation of NPM (e.g. healthcare or education reform) or the 1999 local government reform in Poland; assessment of impacts and lessons learnt.	P_W02, P_U02, P_K01
C3	Analysis of local government finances — working with publicly available data (municipal/county Public Information Bulletin, Central Statistical Office, Ministry of Finance): budget structure, debt ratios, capital expenditure; ranking of local government financial health.	P_W01, P_U01, P_U02
C4	Performance-based budgeting in practice — group exercise: assigning tasks, sub-tasks, activities and indicators to a selected budgetary unit; discussion of the differences between traditional and performance-based budgeting.	P_W03, P_U02
C5	Strategic planning for local government units — analysis of the Development Strategy of a selected municipality or county: diagnosis, hierarchy of objectives, consistency with higher-level documents, quality of indicators; recommendations for the council.	P_W03, P_U01, P_U02
C6	Balanced Scorecard for a public institution — design of a scorecard for a selected institution (district office, county employment office, Social Welfare Centre): perspectives, strategic objectives, metrics and target values.	P_W03, P_U02
C7	Public procurement — simulation of an open tender process: preparation of tender specifications (SWZ), bid evaluation criteria, bid analysis, selection of the most advantageous bid; discussion of	P_W03, P_U02, P_K01

	errors and irregularities.	
C8	EU grant application — preparation of a simplified application for a project funded under the ROP/NOP: project description, timetable, budget, output and result indicators; analysis of selection criteria.	P_W03, P_U02, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature and current legal regulations (Local Government Act, Public Finance Act, Public Procurement Law).	P_W01, P_W02, P_W03
IS2	Preparation of a group project — diagnosis and improvement plan for a selected public institution (data collection, analysis, development of recommendations, preparation of a presentation).	P_U01, P_U02, P_U03 P_K01, P_K02

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	
P_W01	x											Lecture
P_W02	x											Lecture
P_W03	x											Lecture
P_U01					x		x					Class
P_U02					x		x					Class
P_K01							x					Class

Lecture: 4 open-ended questions (specifics of public management, NPM, administration, public finance) × 5 marks = 20 marks.

Points	Grade
0–11	2.0
12–13	3.0
14–15	3.5
16–17	4.0
18–19	4.5
20	5.0

Classes: Case study of a public institution (analysis + recommendations) – 55%, Group project (drafting of an internal procedure or resolution) – 30%, Class participation – 15%. A minimum of 60% in each component.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity ECTS	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	56 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
Student's individual work (independent study):	40 h	---
- Preparing an essay	---	---
- Conducting literature research	5 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project specifications, project implementation, etc.)	10 h	---

- Preparation for teaching sessions	15 h	---
- Preparing for an exam/test/assessment	10 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**100 h / 4 ECTS**	---
Student workload in classes involving direct contact with the teacher	60 h / 2.4 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	100 h / 4 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature

– Flynn, N., & Asquer, A. (2024). Public Sector Management (8th ed.). SAGE Publications
– Renfro, J.L. (2023). Public Administration: The Essentials. University of Northern Iowa / Open Textbook Library

Supplementary Literature/Further Reading:

– Kożuch, B., Magala, S.J., & Paliszkiewicz, J. (red.) (2018). Managing Public Trust. Palgrave Macmillan.
– Kożuch, B., & Sienkiewicz-Małyjurek, K. (2024). Trust and Digital Transformation in the Public Sector. Routledge.
– Denhardt, R.B., & Denhardt, J.V. (2000). The New Public Service: Serving Rather than Steering. Public Administration Review, 60(6), 549–559

Other teaching materials:

- OECD. (2025). Government at a Glance 2025. OECD Publishing, Paris.
- World Bank. (2024). Worldwide Governance Indicators. Dostępne bezpłatnie: govindicators.org
- OECD Observatory of Public Sector Innovation (OPSI) — oecd-opsi.org
- European Institute of Public Administration (EIPA) — eipa.eu
- Torfing, J., et al. (2024). Developing New Public Governance as a Public Management Reform Model. Public Management Review, 26(10), 3040–3056.
- Mergel, I., Dickinson, H., Stenvall, J., & Gasco, M. (2023). Implementing AI in the Public Sector. Public Management Review, 25(12).

I. GENERAL BASIC INFORMATION ABOUT THE SUBJECT	
COURSE CODE: **K10**	**Corporate Finance Management**
Name of the organisational unit offering the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Major / Related to research preparation**
ECTS points:	**4 ECTS**
Year / Semester:	**II / 3**
Course coordinator:	**Dr Paweł Trippner, Prof. SAN**

II. ENTRY REQUIREMENTS
Konwledge of the following subjects: Economics, International Finance, Principles of Management

III. COURSE OBJECTIVES	
C1	To understand the nature and functions of corporate financial management, as well as the basic elements of management, together with their functions and tasks.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Lecture incorporating multimedia elements, presentation, discussion. Classes conducted remotely – synchronously – using the Teams platform.
Classes	Discussion, problem-based tasks, case studies.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	The student characterises a business as a financial system.	K_W02, K_W23
P_W02	The student defines the categories and instruments of corporate financial management.	K_W03, K_W06, K_W08, K_W18
P_W03	The student describes the principles of developing a corporate financing strategy.	K_W16
	Skills:	
P_U01	The student applies methods of strategic business analysis to make financial decisions.	K_U09, K_U12
P_U02	The student applies knowledge from the disciplines of economics and finance to make financial decisions.	K_U02, K_U06
	Social competences:	

P_K01	The student is able to critically evaluate sources of information in financial management	K_K09

VII. TEACHING CONTENTS

No.	Lecture:	Reference to course learning outcomes
L1	The enterprise in a market economy (the nature of an enterprise, the enterprise from a systemic perspective – financial aspects, financial objectives of an enterprise – profit maximisation versus enterprise value maximisation).	P_W01, P_W02, P_W03
L2	Financial strategy and financing strategy in the context of the enterprise's objectives (the nature of an enterprise's financing strategy, determinants of an enterprise's financial strategy, areas of strategic financial decisions, elements and stages of an enterprise's financing strategy, principles of an enterprise's financing strategy).	P_W01, P_W02, P_W03
L3	Types of corporate financing strategies (aggressive, moderate and conservative strategies).	P_W01, P_W02, P_W03
L4	Traditional and innovative forms of corporate financing and the criteria for selecting them.	P_W01, P_W02, P_W03
L5	Corporate finance at different stages of a company's life cycle.	P_W01, P_W02, P_W03
L6	Working capital management in a company (characteristics of working capital, strategies for financing current assets).	P_W01, P_W02, P_W03
L7	Financial liquidity and profitability in assessing a company's financial health. The use of leverage in corporate profit planning (operating and financial leverage).	P_W01, P_W02, P_W03
L8	Company dividend policy – characteristics, types of dividends, factors determining dividend policy, types of dividend policy, forms of dividend payment.	P_W01, P_W02, P_W03
No.	**Class:**	**Reference to course learning outcomes**
C1	Analysis of the business environment in a market economy.	P_U01, P_U02, P_K01
C2	Analysis of strategic areas of corporate financial decision-making.	P_U01, P_U02, P_K01
C3	Planning a company's financing strategy (aggressive, moderate and conservative strategies).	P_U01, P_U02, P_K01
C4	Analysis of traditional and innovative forms of corporate financing.	P_U01, P_U02, P_K01
C5	Analysis of corporate financial management at different stages of the business life cycle	P_U01, P_U02, P_K01
C6	Developing a strategy for managing net working capital.	P_U01, P_U02, P_K01
C7	Analysis of a company's liquidity and profitability. Calculating liquidity and profitability ratios based on financial statements and interpreting them in the context of assessing the company's financial health.	P_U01, P_U02, P_K01
C8	Company dividend policy – types of dividends, forms of dividend payments.	P_U01, P_U02, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Acquiring knowledge in the field of corporate finance.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01
IS2	Compiling financial statements and financial ratios and evaluating them.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outc	Assessment Method	Form of classes during which

	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	**learning outcomes are assessed**
P_W01	x											Lecture
P_W02	x											Lecture
P_W03	x				x							Lecture
P_U01					x						x	Classes
P_U02					x						x	Classes
P_K01					x						x	Classes

Lecture: Students' learning outcomes for this course are assessed through a written examination in the form of a multiple-choice test. The marks obtained in the examination (max. 30 marks) are converted into a final grade according to the following scale:
0–17 marks: fail
18–21 points: pass
22 points – pass with distinction
23–26: good
27 – good plus
28–30: very good

Classes: Students' learning outcomes for this course are assessed through a test consisting of tasks to be completed, marked according to the following scale:
Task 1 – max 15 marks
Task 2 – max 10 marks
Task 3 – max 10 marks
Task 4 – max 10 marks

The marks obtained in the test (max 45 marks) are converted into a final grade according to the following scale:
0–26 marks: fail
27–32 marks: pass
33–34 marks: pass with distinction
35–40: good
41–42: good plus
43–45: very good

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity ECTS	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	56 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
Student's independent study, including:	40 h	---
- Preparing an essay	---	---
- Conducting literature research	5 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project specifications, project implementation, etc.)	10 h	---
- Preparation for teaching sessions	15 h	---
- Preparing for an exam/test/assessment	10 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**100 h / 4 ECTS**	---
Student workload in classes involving direct contact with the teacher	60 h / 2.4 ECTS	---
Student workload for practical skills classes	---	---

Student workload for courses related to preparation for or participation in research activities	100 h / 4 ECTS	---

X. COURSE READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

- Jonathan Berk, Peter DeMarzo, Corporate Finance, 6th edition, 2023.
- Brealey, R. A., Myers, S. C., Allen, F. (2023). Principles of Corporate Finance (14th ed.).
- McGraw-Hill. Ross, S. A., Westerfield, R., Jordan, B. D. (2022). Fundamentals of Corporate Finance (13th ed.). McGraw-Hill..

Supplementary Literature/Further Reading:

- Welch, I. (2022). Corporate Finance (5th ed.). UCLA Anderson School of Management.
- Damodaran, A. Corporate Finance Online Class. NYU Stern School of Business.
- Brealey, R.A., Myers, S.C., Allen, F., & Edmans, A. (2022). Principles of Corporate Finance (14th ed.).

Other teaching materials:

- Financial statements of listed companies, commercial banks' loan offerings.
- Multimedia presentations, case studies.

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **K11**	**Financial Analysis**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Major / Related to research preparation**
ECTS points:	**4 ECTS**
Year / Semester:	**II / 4**
Course coordinator:	**Dr Monika Perlińska**

II. ENTRY REQUIREMENTS

Knowledge: The student has knowledge of accounting and financial reporting.
Skills: The student is able to read financial statements.
Social competences: The student is aware of the need to prepare analyses and reports accurately and is willing to expand their knowledge and improve their skills.

III. COURSE OBJECTIVES

C1	Providing students with knowledge of financial analysis and familiarise them with the methods and tools of financial analysis.
C2	Fostering an attitude of independent and continuous learning in the field of financial analysis.

IV. FORMS OF TEACHING AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma Seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	14	28							4	**46**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Classes conducted remotely using the Teams platform – synchronous classes. Discussion, questions and answers.
Class	Case study.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	The student has knowledge of the need to use a wide range of information – both financial and non-financial – to assess the financial condition of a company and identify signs indicating a threat to the continuity of its operations.	K_W04, K_W23
P_W02	The student knows and understands the key concepts and tools of financial analysis of business entities, including public companies.	K_W14, K_W15

Skills:		
P_U01	The student is able to carry out a financial analysis of business entities with varying characteristics and scopes of operation, including public companies.	K_U01, K_U06
P_U02	The student is able to interpret the results of financial statement analysis and draw conclusions regarding the financial condition of a selected entity and its creditworthiness.	K_U01, K_U06
P_U03	The student is able to collaborate with others in teamwork involving the use of financial analysis tools to assess the financial condition of a selected entity, as well as its creditworthiness.	K_U17, K_U18
Social competences:		
P_K01	The student is able to critically assess their knowledge of financial analysis.	K_K09

VII. TEACHING CONTENTS

No.	**Lecture:**	**Reference to course learning outcomes**
L1	Sources of data and information used in financial analysis. Financial reporting as a tool for assessing a company's performance. The impact of legal and accounting regulations (Accounting Act, National Accounting Standards, regulations of the Minister of Finance vs IAS/IFRS) on the analytical usefulness of financial statements. Data reliability vs estimates and subjective assessments by the entity's management. The use of non-financial data (*ESG, CSR*, management reports) to complement the analysis of hard financial data (assessment of corporate value drivers).	P_W01, P_K01
L2	The nature and classification of financial statement analysis methods. The objectives, methods and nuances of preliminary analysis.	P_W01, P_K01
L3	Ratio analysis of the balance sheet and profit and loss account.	P_W02, P_K01
L4	Cash flow analysis.	P_W01, P_W02, P_K01
L5	Multi-indicator analysis and early warning systems (*scoring* models) – Polish and global experiences in bankruptcy forecasting.	P_W02, P_U03, P_K01
No.	**Class:**	**Reference to course learning outcomes**
C1	Case study – analysis of the financial statements of a selected public company and/or a company entered in the National Court Register (KRS) (preliminary, ratio-based and discriminatory analysis) for at least 3 reporting periods.	P_U01, P_U02, P_U04, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature.	P_W01, P_W02
IS2	Preparing for the course assessment.	P_W01, P_W02, P_U03, P_K01
IS3	Developing a case study as part of a team project, involving the use of financial analysis tools (preliminary analysis, ratio analysis, discriminant analysis) to assess the financial health of a selected public company and/or a company entered in the National Court Register (KRS).	P_W01, P_W02, P_U01, P_U02, P_U04, P_K01

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment Method**										**Form of classes during which learning outcomes are assessed**
	Written exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	
P_W01	x										Lecture

P_W02	x										Lecture
P_U01						x		x			Class
P_U02						x		x			Class
P_U03						x		x			Class
P_U04						x		x			Class
P_K01						x		x			Class

Lecture assessment: written exam (multiple-choice test and open-ended questions). The pass grade is 50%. To sit the exam, students must have passed the classes.
Grading scale:
91–100% – very good
81-90% - good plus
71–80% – very good
61-70% - satisfactory plus
50–60% – pass
0–50% – fail
Class (Coursework) grade: preparation and presentation of a group project – a case study. The pass mark is 50%.
Grading scale:
91–100% – very good
81–90% – good plus
71–80% – good
61–70% – satisfactory plus
50–60% – pass
0–50% – fail

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	42 h	---
Exams/Credits	4 h	---
Student's individual work (independent study):	54 h	---
- Essay preparation	---	---
- Conducting literature research	5 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project specifications, project implementation, etc.)	34 h	---
- Preparation for teaching sessions	5 h	---
- Preparing for an exam/test/assessment	10 h	---
Total student workload (25 hours = 1 ECTS) SUM of hours / ECTS	**100 h / 4 ECTS**	---
Student workload in classes involving direct contact with the teacher	46 h / 1.84 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	100 h / 4 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

– Fridson, M., Alvarez, F., (2022), Financial Statement Analysis: A Practitioners Guide, Fifth Edition, Wiley Francis Series.
– Robinson, T. R. (2021). International Financial Statement Analysis (4th ed.). CFA Institute Investment Series. Wiley.

Supplementary Literature/Further Reading:

- J. Fijałkowska, D. Hadro, E. Supino, K.M. Klimczak, (2024), Intelligibility of communication with stakeholders after accounting system change: an exploratory data analysis of Italian universities, Meditari Accountancy Research 32 (3), 945-975.
- J. Fijalkowska, D. Hadro, D. Calandra, M. Oppioli, S. Secinaro, (2025) Addressing Symbolic Versus Substantive Disclosures Under CSRD/ESRS E5 in the Circular Economy Disclosure of the Automotive Industry, Business Strategy and the Environment, 35 (3), 4360-4375.
- D. Hadro, J. Fijałkowska, T. Słoński (2022), Quantum leap or information heap? The study on information quality of integrated reports, Understanding the Polish Capital Market, 261-279.
- D. Hadro, J Fijałkowska, K. Daszyńska-Żygadło, I. Zumente, S. Mjakuškina, (2022), What do stakeholders in the construction industry look for in non-financial disclosure and what do they get? Meditari Accountancy Research 30 (3), 762-785.

Other teaching materials:

- Multimedia presentations
- Websites containing financial analyses, e.g. Warsaw Stock Exchange (GPW), sample financial analyses.
- Sector financial ratios
- Company rankings.
- Software: Symfonia

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **K12**	**Analysing Harvard Business Review**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Major / Related to research preparation**
ECTS points:	**2 ECTS**
Year / Semester:	**III / 5**
Course coordinator:	**Dr Adam Kałowski**

II. ENTRY REQUIREMENTS

Knowledge of basic concepts in economics and management.

III. COURSE OBJECTIVES

C1	The aim of the course is to familiarise students with key concepts, trends and best practices in management, as presented in leading articles from the 'Harvard Business Review'. Students will develop skills in analytical thinking, critical evaluation, synthesising information and discussing complex business issues. The course also aims to expand students' business vocabulary in English and raise awareness of the importance of continuous professional development based on up-to-date knowledge.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies		28							2	**30**
Part-time Studies		-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Classes	Case studies, Moderated discussions, Individual/group presentations, Working with source texts in English, Short introductory lectures on the topic, Debates and problem-based tasks

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Identifies and explains key management concepts and theories from the HBR.	K_W05, K_W07,
P_W02	Understands business trends and challenges.	K_W03, K_W21
	Skills:	
P_U01	Analyses and critically evaluates arguments from HBR articles.	K_U01, K_U21
P_U02	Synthesises information and draws conclusions.	K_U05, K_U06, K_U20
P_U03	Leads a substantive discussion on management	K_U21
	Social competences:	

P_K01	Demonstrates an awareness of continuous learning and business adaptation.	K_K06, K_K09
VII. TEACHING CONTENTS		
No.	**Class:**	**Reference to course learning outcomes**
Each session (2 hours) is devoted to the analysis of 1–2 selected articles from the *Harvard Business Review*, focusing on discussion and the practical application of the ideas presented.		
Module 1: Introduction to the "Harvard Business Review" and the basics of strategic thinking (4 hours)		
C1	Introduction to the course, discussion of the syllabus and expectations. "Harvard Business Review" as a source of business knowledge – history, mission, distinctive features. Reading: A short introductory article, e.g. on the importance of innovation in business. Discussion: How to read "HBR" to get the most out of it?	P_W01, P_K01
C2	Fundamentals of strategy and competitive advantage. Reading: Michael E. Porter, “What Is Strategy?” (a classic, available in the HBR archives). Discussion: What is strategy? Why do companies need a strategy?	P_W01, P_K01
Module 2: Leadership and People Management (6 hours)		
C3	Leadership styles and their impact on the organisation. Reading: Daniel Goleman, "What Makes a Leader?" Discussion: The role of emotional intelligence in leadership.	P_W02, P_U03
C4	Building effective teams and engaging employees. Reading: An article on employee engagement or teamwork (e.g. Amy Edmondson, "Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy" – excerpts or an HBR article on the subject). Discussion: How to motivate and build trust within a team?	P_W02, P_U03
C5	Change management and organisational resilience. Reading: An article on change management (e.g. John P. Kotter, "Leading Change" – excerpts or an HBR article on the subject). Discussion: How can change be managed effectively in a turbulent environment?	P_W02, P_K01
Module 3: Innovation and digital transformation (6 hours)		
C6	Types of innovation and the process of implementing them. Reading: Clayton M. Christensen, Michael E. Raynor, "The Innovator's Solution" (excerpts or an HBR article on disruptive innovations). Discussion: Does every innovation have to be disruptive?	P_W01, P_U01
C7	Challenges and opportunities associated with digital transformation. Reading: An article on digital transformation or AI in business. Discussion: What are the biggest obstacles to digital transformation?	P_W02, P_U02
C8	Agile in project and organisational management. Reading: An article on Agile methodologies in business (e.g. Darrell Rigby, Jeff Sutherland, Hirotaka Takeuchi, "Embracing Agile"). Discussion: Is Agile the solution for everyone?	P_U03, P_K01
Module 4: Marketing and customer service in the new era (4 hours)		
C9	Customer-centric marketing strategies. Reading: An article on customer experience or marketing automation. Discussion: How to build customer loyalty?	P_U01, P_U03
C10	The brand and its importance in building company value. Reading: An article on brand management or storytelling in marketing. Discussion: Does a strong brand always guarantee success?	P_W01, P_U02
Module 5: Ethics, sustainable development and the future of work (4 hours)		
C11	Corporate social responsibility and ethical management. Reading: An article on CSR or business ethics. Discussion: Can ethics and profit go hand in hand?	P_W02, P_K01
C12	Sustainable development as part of business strategy. Reading: An article on ESG or the circular economy. Discussion: How can companies contribute to sustainable development?	P_W02, P_K01
Module 6: Summary and project work (4 hours)		
C13	Summary of the course’s key concepts. Consultations on final projects. Discussion: Key lessons from the ‘HBR’ for future managers.	P_U03, P_K01

C14	Presentations of final projects by students. Question and answer session, discussion.	P_U01, P_U02, P_U03
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature	P_W01, P_W02
IS2	Literature tasks (analysis of additional sources, synthesis).	P_U01, P_U02
IS3	Preparation for assessment (essays, presentations, final project).	P_U03, P_K01

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment method**										**Form of classes during which learning outcomes are assessed**
	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Presentation and moderation of a discussion – individual or group	Individual project	Group project	Observation cards / self-assessment cards	Class participation	
P_W01				x			x			x	Classes
P_W02				x			x			x	Classes
P_U01						x	x			x	Classes
P_U02						x	x			x	Classes
P_U03						x	x			x	Classes
P_K01						x	x			x	Classes

Pass requirements:

1. Compulsory attendance at classes (up to 2 unexcused absences permitted).
2. Active participation in discussions (taking part in discussions, presenting prepared analyses, asking questions).
3. Achieving positive marks in all forms of assessment of learning outcomes:
   - Short essays/quizzes: Periodic assessment of understanding of key concepts.
   - Presentation and moderation of discussions: Individual or group presentation of a selected article from the "HBR" and leading a discussion on the topic.
   - Final project: Preparation of a written analysis or essay on a selected topic in the field of management, inspired by "HBR" articles.

Assessment criteria:

- Class participation: 30%
- Short essays/quizzes: 20%
- Presentation and moderation of the discussion: 30%
- Final project (analysis/essay): 20%

Grading scale:

Fail: < 59%
pass: 60–70%
pass+: 71–80%
good: 81–90%
very good+: 91–95%
bdb: > 96%

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	28 h	---
Exams/Credits	2 h	---

Participation in consultations	---	---
Student's individual work (independent study):	20	---
- Review of course literature	10 h	---
- Preparing an essay	---	---
- Conducting literature research	5 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project specifications, project implementation, etc.)	---	---
- Preparing for teaching sessions	---	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**50 h / 2 ECTS**	---
Student workload in classes involving direct contact with the teacher	30 h / 1.2 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	50 h / 2 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

– Selected articles from the "Harvard Business Review" (available online via the university library database or the HBR platform). A list of specific articles will be provided at the start of the semester.
– Examples of classic HBR articles (available in the HBR collection):
  1. Porter, M. E. (1996). "What Is Strategy?".
  2. Goleman, D. (1998). "What Makes a Leader?".
  3. Christensen, C. M. (1997). "The Innovator's Dilemma" (excerpts or articles).

Supplementary Literature/Further Reading:

– Books by authors publishing in "HBR" (e.g. Goleman, Kotter, Porter, Christensen).
– Other leading academic and industry journals in the field of management.

Other teaching materials:

–

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **K13**	**Introduction to Project Management**
Name of the organizational unit conducting the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Major / related to research preparation**
ECTS points:	**4 ECTS**
Year / Semester:	**II / 4**
Course coordinator:	**Dr Justyna Trippner-Hrabi**

II. ENTRY REQUIREMENTS
Konwledge of the following course: Principles of International Management.

III. COURSE OBJECTIVES	
C1	To impart knowledge regarding the structure of projects.
C2	To acquire the skills to carry out projects.
C3	Preparation for working in a project team.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	14	28							4	**46**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Lecture using a multimedia presentation. Classes conducted remotely – synchronously – using the Teams platform.
Class	Discussion, group tasks, analysis, case study, project.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Understands the objectives and significance of project management in organisations.	K_W07, K_W08
P_W02	Understands and identifies the characteristics and elements of projects within organisations.	K_W07, K_W08
	Skills:	
P_U01	Is able to analyse aspects of project management, including risk, financing, changes during project implementation and budget control – is able to plan project implementation.	K_U01, K_U04, K_U05, K_U17, K_U18
	Social competences:	

P_K01	Is willing to collaborate for the benefit of the community in the implementation of social projects	K_K02, K_K03
VII. TEACHING CONTENTS		
No.	**Lecture:**	**Reference to course learning outcomes**
L1	Introduction to project management	P_W01, P_W02
L2	Defining a project	P_W01, P_W02, P_U01
L3	Estimating project costs	P_W01, P_W02, P_U01
L4	Risk management	P_W01, P_W02, P_U01
L5	Project organisation and project scheduling	P_W01, P_W02, P_U01
L6	Resource utilisation planning during project implementation	P_W01, P_W02, P_U01
L7	Implementing the plan	P_W01, P_W02, P_U01
L8	Change management and cost management	P_W01, P_W02, P_U01
No.	**Class:**	**Reference to course learning outcomes**
C1	Different types of projects.	P_W01, P_W02, P_U01
C2	Defining the aim and scope of a project.	P_W01, P_W02, P_U01, P_K01
C3	Project funding.	P_W01, P_W02, P_U01, P_K01
C4	Project risk analysis.	P_W01, P_W02, P_U01, P_K01
C5	Preparation of project documentation.	P_W01, P_W02, P_U01, P_K01
C6	Building a project team and analysing project resources.	P_W01, P_W02, P_U01, P_K01
C7	Project scheduling.	P_W01, P_W02, P_U01, P_K01
C8	Managing changes during project implementation and monitoring budget implementation	P_W01, P_W02, P_U01, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature	P_W01, P_W02, P_U01
IS2	Preparing a team project: - gathering the necessary data to carry out the project - selection of the collected information - analysis of the available information - preparation of proposed solutions and selection of the most optimal one - forecasting the effects of the chosen solution	P_W01, P_W02, P_U01, P_K01

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	Assessment Method											Form of classes during which learning outcomes are assessed
	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	
P_W01			x						x			Lecture
P_W02			x						x			Lecture
P_U01							x		x		x	Class
P_K01							x		x		x	Class

LECTURE

Assessment method: a final written test consisting of 15 true/false questions.

Test marking scheme: Students receive 1 mark for each correct answer. The maximum number of marks available on the test is 15.

Test grading thresholds:

Number of marks	Grade
15–14	Very good (5.0)
13	good plus (4.5)
12	good (4.0)
11	satisfactory plus (3.5)
10–9	pass (3.0)
8–0	fail (2.0)

Components of the final lecture grade:

- **85%** – result of the final written test
- **15%** – substantive participation in the lecture, assessed according to the following scale:
  - 3 substantive contributions during classes – 15%
  - 2 substantive contributions during classes – 10%
  - 1 substantive contribution during the class – 5%
  - no participation – 0%

The final lecture mark is the sum of the above components, calculated according to the given percentage weights.

CLASSES

Assessment method: a final project presented in the form of a presentation.

Components of the final grade for the class:

- **60%** – preparation and substantive content of the presentation
- **25%** – defence of the presentation (answers to questions, reasoning, knowledge of the subject)
- **15%** – substantive participation in class, assessed according to the following scale:
  - 3 substantive contributions during classes – 15%
  - 2 substantive contributions during classes – 10%
  - 1 substantive contribution during classes – 5%
  - no participation – 0%

The Final grade for the seminar is the sum of the above components, calculated according to the specified percentage weights. To pass the seminar, students must achieve at least a pass mark (3.0) for both the presentation and its defence.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity ECTS	Student workload	
	Full-time Studies	Part-time Studies
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	42 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
Student's individual work (independent study):	54 h	---

- Preparing an essay	---	---
- Conducting literature research	5 h	---
- Conducting empirical research	5 h	---
- Project (data collection, preparation of project objectives, project implementation, etc.)	20 h	---
- Preparation for teaching sessions	14 h	---
- Preparing for an exam/test/assessment	10 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**100 h / 4 ECTS**	---
Student workload involving face-to-face contact with the lecturer	46 h / 1.84 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	100 h / 4 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

– Kerzner, H. (2025). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (14th ed.). Wiley.
– Darnall, R., & Preston, J. (2022). Project Management (2nd ed.). BCcampus / Open Textbook Library

Supplementary Literature/Further Reading:

– Oguz, A. (2022). Project Management: Navigating the Complexity with a Systematic Approach (2nd ed.). Cleveland State University / Open Textbook Library.
– Farag, A. (2022). Essentials of Project Management. Fanshawe College / eCampusOntario

Other teaching materials:

– Serrador, P., & Pinto, J.K. (2015). Does Agile Work? A Quantitative Analysis of Agile Project Success. International Journal of Project Management, 33(5), 1040–1051
– Müller, R., & Turner, R. (2007). The Influence of Project Managers' Leadership Styles on Project Success. Project Management Journal, 38(1), 21–39.
– Multimedia presentations

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **K14**	**Company Policy and Strategy**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialty:	**Not applicable**
Type of teaching module:	**Core**
ECTS points:	**4 ECTS**
Year / Semester:	**III / 5**
Course coordinator:	**Dr Adam Kałowski**

II. ENTRY REQUIREMENTS

Students commencing the course should possess basic knowledge of the following subjects: Management, Economics, Finance and Organisational Behaviour. Knowledge of the basic concepts of organisational theory, market mechanisms and the principles of financial analysis is a prerequisite for effective participation in strategic management classes.

III. EDUCATIONAL OBJECTIVES FOR THE SUBJECT

C1	Imparting knowledge regarding the nature, stages and tools of the strategic management process in an enterprise — from strategic analysis, through strategy formulation, to its implementation and monitoring.
C2	Developing the ability to independently conduct a strategic analysis of a business (external environment and internal resources), and developing and evaluating strategic options.
C3	Fostering an attitude of strategic thinking, responsibility for the quality of long-term decisions, and openness to innovative approaches to building a sustainable competitive advantage.

IV. FORM OF TEACHING AND NUMBER OF HOURS

	Lecture	Classes	Seminar	Lab	Workshop	Project	Diploma seminar	Consultations	Exams/final tests	Total hours
Daytime studies	14	28							4	**46**
Extramural studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Didactic methods
Lecture	Lecture using a multimedia presentation. Classes conducted remotely – synchronously – using the Teams platform.
Classes	Discussion, case study analysis, project

VI. TEACHING OUTCOMES WITH REFERENCE TO TEACHING OUTCOMES OF THE PROGRAM

No.	Teaching outcomes of the subject	Reference to field-related teaching outcomes
	Knowledge:	
P_W01	The student describes the essence, concepts and schools of strategic management (planning, evolutionary, positional, resource-based and dynamic capabilities schools) and explains the differences between policy and corporate strategy	K_W01, K_W07
P_W02	The student characterises the methods and tools of strategic analysis of the external environment (PEST/PESTLE, Porter's five forces model, strategic group map) and the company's internal resources (value chain analysis, BCG/McKinsey matrix, VRIO analysis).	K_W14, K_W15, K_W16
	Skills:	

P_U01	The student conducts a comprehensive strategic analysis of a selected company – identifying opportunities and threats in the environment as well as the organisation's strengths and weaknesses,	K_U01, K_U04, K_U06
P_U02	The student formulates a synthesis in the form of a SWOT/TOWS matrix and a strategic profile matrix.	K_U01, K_U04, K_U06
Social competences:		
P_K01	The student is prepared to make strategic decisions independently and responsibly in conditions of uncertainty and complexity, guided by both the organisation's interests and responsibility towards external stakeholders.	K_K02, K_K04, K_K05, K_K08
VII. TEACHING CONTENTS		
No.	**Lecture:**	**Reference to learning outcomes**
L1	Strategic management – essence, origins and significance; the concepts of strategy and corporate policy; the hierarchy of organisational objectives: mission, vision, values, strategic objectives; strategic versus operational thinking.	P_W01, P_W02
L2	Schools and paradigms of strategic management – the planning school (Ansoff), the positioning school (Porter), the resource-based school (Barney), the evolutionary school (Mintzberg), the dynamic capabilities school (Teece); emergent vs. intended strategies; the significance of the school model in managerial practice.	P_W01, P_W02
L3	Analysis of the external environment – macro-environment: the PEST/PESTLE model; scenario analysis; competitive environment: Porter's five forces model; analysis of strategic groups and competitor mapping; assessment of industry attractiveness.	P_W01, P_W02
L4	Analysis of the organisation's resources and competencies – tangible and intangible resources; core competencies (Prahalad, Hamel); VRIO model; Porter's value chain analysis; strategic benchmarking.	P_W01, P_W02
L5	Synthesis of strategic analysis – SWOT and TOWS matrices: developing strategic options; strategic profile matrix; portfolio analysis: BCG, GE/McKinsey, ADL matrix; assessment of the company's strategic position.	P_W01, P_W02
L6	Corporate-level strategies – diversification strategies (related, unrelated); growth strategies (Ansoff: market penetration, market development, product development, diversification); vertical and horizontal integration; SBU portfolio strategies.	P_W01, P_W02
L7	Business-level strategies – Porter's generic competitive strategies: cost leadership, differentiation, focus; the middle-ground trap; Bowman's strategic clock; hybrid strategies and Blue Ocean Strategy (Kim, Mauborgne).	P_W01, P_W02
L8	Functional strategies – marketing, production, financial, logistics and HRM strategies as tools for implementing business strategy; alignment of strategy levels; innovation strategies.	P_W01, P_W02
No.	**Classes:**	**Reference to the learning outcomes**
C1-2	Analysis of mission, vision and strategic objectives – comparative analysis of strategic documents of selected companies (Poland, EU, USA); assessment of the quality of formulated objectives using the SMART method; discussion on the mission–strategy relationship. | Document analysis	P_U01, P_K01
C3-4	Porter's Five Forces Model – analysis of the competitive forces structure in a selected industry (buyer power, supplier power, threat of substitutes, threat of new entrants, rivalry); assessment of industry attractiveness and strategic implications. | Case study	P_U01, P_K01
C5-6	Value chain analysis – mapping the value chain of a selected company; identification of value-creating activities and areas for optimisation; comparison with competitors; conclusions for cost strategy and differentiation. | Analytical workshop	P_U01, P_K01
C7-8	Growth strategies – analysis of the Ansoff matrix using real-world company examples; assessment of the risks associated with individual growth directions; case study of a merger or acquisition (motives, process, evaluation of results). | Case study	P_U01, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to the relevant learning outcomes**
IS1	Familiarisation with the subject literature	P_W01, P_W02
IS2	Preparing a group project – collecting and analysing data on a selected company (annual reports, press releases, industry analyses), developing individual elements of a strategic project, preparing a presentation.	P_W01, P_W02, P_U01, P_K01
VIII. METHODS OF VERIFYING TEACHING OUTCOMES		

Subject learning outcomes	Assessment method											Didactic form against which the teaching outcomes are verified
	Written examination	Oral examination	Test	Essay/paper/portfolio	Practical tasks	Individual presentation	Group presentation	Individual project	Group project	Observation sheets / self-	Class participation	
P_W01	x								x			Lecture
P_W02	x								x			Lecture
P_U01							x		x			Classes
P_U02							x		x			Classes
P_K01							x		x			Classes

Lecture: the written assessment consists of 4 open-ended questions (5 marks each = 20 marks in total), covering the following areas:

1. Schools of strategic management and paradigms of strategic thinking; the concepts of mission, vision and objectives.
2. Strategic analysis tools – external (PESTLE, Porter) and internal (VRIO, value chain, SWOT/TOWS).
3. Types and levels of strategy – Porter's generic strategies, Blue Ocean, corporate strategies, internationalisation.
4. Strategic case study – analysis of the strategic situation of the company in question and formulation of recommendations.

Points	Marking
0–11	2.0
12–13	3.0
14–15	3.5
16–17	4.0
18–19	4.5
20	5.0

Classes: Simulation of team management in a crisis situation assessed via an observation sheet – 50%, Group project (onboarding plan for a new employee) – 30%, Participation – 20%. Minimum 60% in each component.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity ECTS	Student workload	
	Daytime studies	**Extramural studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	42 h	---
Exams/final tests	4 h	---
Participation in consultations	---	---
Student work, which includes:	54 h	---
- Preparing an essay	---	---
- Conducting literature research	5 h	---
- Conducting empirical research	5 h	---
- Project (data collection, preparation of project objectives, project implementation, etc.)	20 h	---
- Preparation for teaching sessions	14 h	---
- Preparing for an exam/test/assessment	10 h	---
Total student workload (25 hours = 1 ECTS) SUM of hours / ECTS	**100 h / 4 ECTS**	---
Student workload in classes involving direct contact with the teacher	46 h / 1.84 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	---	---

X. READING LIST AND OTHER TEACHING MATERIALS
Compulsory reading: – Morris, J. (2021). Strategic Management (2nd ed.). Oregon State University / Open Oregon State. – Whittington, R., Regnér, P., Angwin, D., Johnson, G., & Scholes, K. (2023). Exploring Strategy: Text and Cases (13th ed.). Pearson
Supplementary reading: – Carpenter, M., Bauer, T., & Erdogan, B. (2021). Mastering Strategic Management (1st Canadian ed.). – Porter, M.E. (1998). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press. – Porter, M.E. (1998). Competitive Advantage: Creating and Sustaining Superior Performance. Free Press – Kim, W.C., & Mauborgne, R. (2015). Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant (expanded ed.). Harvard Business Review Press.
Other teaching materials: – Barney, J.B. (1991). Firm Resources and Sustained Competitive Advantage. Journal of Management, 17(1), 99–120. – Prahalad, C.K., & Hamel, G. (1990). The Core Competence of the Corporation. Harvard Business Review, 68(3), 79–91 – Mintzberg, H. (1987). The Strategy Concept I: Five Ps for Strategy. California Management Review, 30(1), 11–24 – Teece, D.J., Pisano, G., & Shuen, A. (1997). Dynamic Capabilities and Strategic Management. Strategic Management Journal, 18(7), 509–533. – multimedia presentations.

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **K15**	**Economic Forecasting**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Major**
ECTS points:	**3 ECTS**
Year / Semester:	**II / 3**
Course coordinator:	**Dr Małgorzata Markowska**

II. ENTRY REQUIREMENTS
Konwledge of the following courses: Principles of International Management, Economics, Quantitative Methods in Management.

III. COURSE OBJECTIVES	
C1	Imparting knowledge in the field of forecasting theory and empirical research, and fostering a critical understanding of the theoretical foundations of knowledge regarding economic phenomena and processes.
C2	Preparing graduates to use modern economic forecasting tools.
C3	Fostering commitment and a sense of responsibility within and outside the workplace. Raising awareness of the need for, and developing skills in, lifelong learning and personal development.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	21	28							4	**53**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Lecture using presentations, elements of discussion and case studies,
Class	Group work, case studies, problem-solving tasks, projects, surveys, analysis of sources. Working with Excel, Gretl and Statistica.

VI. VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	The student understands the concepts, functions and classifications of forecasts, as well as the role of economic forecasting in decision-making processes at the macro-, meso- and microeconomic levels.	K_W04, K_W14, K_W15
P_W02	The student knows and understands methods of economic forecasting, including statistical, econometric, adaptive, heuristic and analogical methods, as well as the basic principles of constructing and interpreting forecasting models.	K_W04, K_W14, K_W15
	Skills:	
P_U01	The student is able to apply basic statistical and econometric forecasting methods, using	K_U12

	specialist software (MS Excel, Gretl, Statistica).	
P_U02	The student is able to select and apply forecasting methods, as well as analyse and interpret forecasting results in the context of economic processes at the macro-, meso- and microeconomic levels.	K_U06, K_U12
Social competences:		
P_K01	The student is prepared to recognise the role of forecasting knowledge in management processes.	K_K09

VII. TEACHING CONTENTS

No.	**Lecture:**	**Reference to course learning outcomes**
L1	Introduction to forecasting theory. The concept of a forecast. Functions and classification of forecasts. Issues in the construction of economic forecasts. Economic forecasts in the decision-making process.	P_W01, P_K01, P_U02
L2	Forecasting methods – classification. Economic forecasting methods. Stages of economic forecasting – formulation of the research problem, subject of the study, population, constant and variable characteristics. Organising and grouping data. Presentation of research results and their interpretation.	P_W01, P_K01
L3	Introduction to the issues of empirical research in economic forecasting. Primary and secondary research. Data sources, research methods and techniques. Methods and techniques in qualitative research. Measurement in qualitative research – the problem of quantifying qualitative information.	P_W01, P_K01
L4	Mathematical and statistical forecasting methods: - methods based on deterministic models, - methods based on stochastic (econometric) methods.	P_W01, P_K01, P_U02
L5	Single-equation models: time series models (trend and seasonal models, AR autoregressive models, MA moving average models, ARMA, ARINA), single-equation cause-and-effect models.	P_W01, P_W02, P_K01, P_U02
L6	Multi-equation models (simple models, recursive models, models with interdependent equations).	P_W01, P_W02, P_K01, P_U02
L7	Adaptive models (moving averages and exponential smoothing). Other forecasting methods (artificial neural networks, simulation-based forecasting).	P_W01, P_W02, P_K01, P_U01, P_U02
L8	Non-mathematical forecasting methods: heuristic methods (survey methods, intuitive method, expert method, Delphi method), analogical methods (historical analogies, spatio-temporal analyses, biological analyses).	P_W01, P_W02, P_K01, P_U01, P_U02
L9	Combined forecasts: formulated on the basis of various models and the determination of the forecast as the average of individual results.	P_W01, P_W02, P_K01, P_U01, P_U02
L10	The use of forecasting methods in management (macro, meso and micro levels) – a case study.	P_W01, P_W02, P_K01, P_U01, P_U02
No.	**Class:**	**Reference to course learning outcomes**
C1	Methods and techniques in qualitative research. Questionnaire design and data analysis, measurement scales – classes using MS Excel and Statistica.	P_W01, P_K01
C2	Organising and grouping data, classification tables. Presentation of research results. Introduction to data analysis – classes using MS Excel and Statistica.	P_W01, P_K01, P_U02
C3	Mathematical and statistical forecasting methods: methods based on deterministic models, methods based on stochastic (econometric) methods – classes using MS Excel, Gretl and Statistica.	P_W01, P_K01, P_U01
C4	Single-equation models: time series models (trend and seasonality models, AR autoregressive models, MA moving average models, ARMA, ARINA), single-equation cause-and-effect models – classes using MS Excel, Gretl, and Statistica.	P_W01, P_K01, P_U01
C5	Multi-equation models (simple models, recursive models, models with interdependent equations) – classes using MS Excel, Gretl and Statistica.	P_W01, P_K01, P_U01
C6	Adaptive models (moving averages and exponential smoothing). Other forecasting methods (artificial neural networks, simulation-based forecasting) – classes using MS Excel and Statistica.	P_W01, P_W02, P_K01, P_U01, P_U02

C7	Non-mathematical forecasting methods: heuristic methods (survey methods, intuitive method, expert method, Delphi method), analogical methods (historical analogies, spatio-temporal analyses, biological analyses) – classes using MS Excel and Statistica.	P_W01, P_W02, P_K01, P_U01, P_U02
C8	Combined forecasts: formulated on the basis of various models and the determination of the forecast as the average of individual results – classes using MS Excel and Statistica.	P_W01, P_W02, P_K01, P_U01, P_U02
C9	Cause-and-effect forecasting methods. Simulations and development scenarios – classes using MS Excel and Statistica.	P_W01, P_W02, P_K01, P_U01–P_U02
C10	The use of forecasting methods in management (macro, meso and micro levels) – solving case studies using MS Excel and Statistica.	P_W01, P_W02, P_K01, P_U01–P_U02
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Carrying out a project using secondary research with time series analysis	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01
IS2	Constructing a forecast using the extrapolation method.	P_W01, P_W02, P_W03, P_W04, P_K01, P_K02, P_U01, P_U02

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	
P_W01			x		x				x			Lecture
P_W02			x		x				x			Lecture
P_U01					x				x		x	Class
P_U02					x				x		x	Class
P_K01					x						x	Class

Lecture: test. Questions (20 questions) – single-choice and multiple-choice. Marking scheme:
0–10 points
11–13 pass
14–15 pass +
16–17 good
18–19 good+
20 very good

Class:
- Individual project – forecast of a selected macroeconomic variable (inflation, GDP, unemployment) for 4 quarters using at least two methods (Excel/R) + assessment of forecast error – 55%,
- Exercise tasks – 30%,
- Class participation – 15%. Min. 60% in each component.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity ECTS	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	49 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
Student's individual work (independent study):	22 h	---

- Preparing an essay	---	---
- Conducting literature research	4 h	---
- Conducting empirical research	3 h	---
- Project (data collection, preparation of project objectives, project implementation, etc.)	5 h	---
- Preparation for teaching sessions	5 h	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**75 h / 3 ECTS**	---
Student workload in classes involving direct contact with the teacher	53 h / 2.12 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	---	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

– Hyndman, R. J., Athanasopoulos, G. (2021). Forecasting: Principles and Practice (3rd ed., open access: otexts.com/fpp3). OTexts..
– Makridakis, S., Wheelwright, S. C., Hyndman, R. J. (2023). Forecasting: Methods and Applications (reprint 3rd ed.). Wiley..
– Montgomery, D. C., Jennings, C. L., Kulahci, M. (2021). Introduction to Time Series Analysis and Forecasting (3rd ed.). Wiley..
– Graham Elliott, Allan Timmermann, Economic Forecasting, Princeton University Press, 2016.

Supplmentary reading:

– Diebold, F.X. (2024). Forecasting in Economics, Business, Finance and Beyond. University of Pennsylvania.

Other teaching materials:

– Multimedia presentations, http://www.stat.gov.pl
– Software: Microsoft Excel, GRETL, SPSS.

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **K16**	**Proseminar**
Name of the organisational unit running the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Major / Related to research preparation**
ECTS points:	**2 ECTS**
Year / Semester:	**II / 4**
Course coordinator:	**Dr Małgorzata Markowska**

II. ENTRY REQUIREMENTS

Konwledge of the following courses: Quantitative Methods in Management, Marketing Research.

III. COURSE OBJECTIVES

C1	To outline the principles of academic writing, in particular the principles of formulating hypotheses and academic theses, as well as to develop the relevant skills for using academic articles and monographs, taking copyright into account.
C2	To prepare students to select and formulate the topic of their dissertation.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	28								2	**30**
Part-time Studies	-								-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Classes involving multimedia presentations, discussion, project work.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	The student is familiar with methods of data collection, using libraries and writing academic papers. They understand the principles of formulating hypotheses and scientific theses.	K_W14, K_W15, K_W16
	Skills:	
P_U01	The student formulates a research problem relating to professional practice, selects appropriate methods for solving it and forms of presenting the results.	K_U07
P_U02	The student locates, evaluates and selects academic literature appropriate to the chosen topic of their bachelor's thesis, using various types of sources, accessing resources in various forms, and utilising modern information and communication technologies.	K_U12, K_U20
P_U03	The student plans the scope, content and structure of the research project, taking into account formal requirements, the practical feasibility of completing it within a specified timeframe,	K_U01, K_U07, K_U20

	and its significance for the professional community.	
Social competences:		
P_K01	The student ss prepared to recognise the role of knowledge in solving cognitive problems	K_K07

VII. TEACHING CONTENTS

No.	**Lecture:**	**Reference to Course learning outcomes**
L1	Presentation of the general principles of cooperation between students and their supervisor, particularly regarding the scope of responsibility for individual tasks and the achievement of the final objective.	P_W01, P_U01, P_U02, P_U03, P_K01
L2-3	Time management – preparing students to draw up their own schedule of tasks and realistic deadlines for their completion. Discussion of the requirements for writing a dissertation.	P_W01, P_U01 P_U02, P_U03, P_K01
L4	Presentation of the principles and methods of conducting empirical research. Presentation of general principles for selecting literature, gathering it from various sources, and using it selectively and critically.	P_W01, P_U01 P_U02, P_U03, P_K01
L5	Rules for formulating scientific research problems. Attempt to construct a thesis topic. Research problems and hypotheses – methodology of empirical research. Attempt to formulate a research problem for a specific scientific issue.	P_W01, P_U01 P_U02, P_U03, P_K01
L6-7	Preparation of a research project concept. Presentation of the results of one's own theoretical studies and empirical research, and identification, on this basis, of directions for further research in the chosen field.	P_W01, P_U01 P_U02, P_U03, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature	P_W01, P_U02, P_K01
IS2	Preparation of a research proposal – case study.	P_W01, P_U03, P_K01

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written exam	Oral exam	Test	Essay/ report/ portfolio	Independent work	Individual presentation	Group presentation	Individual project	Group project	Observation cards / self-assessment cards	Class participation	
P_W01			x					x			x	Lecture
P_U01			x					x			x	Lecture
P_U02								x				Lecture
P_U03								x			x	Lecture
P_K01								x			x	Lecture

Pass with a grade:

1. Individual project:
   Thesis outline (topic, aim, hypotheses, research methods, abstract, preliminary bibliography of at least 10 current references, including at least 5 from abroad) – 50%,
   Presentation of the outline + discussion – 35%, active participation and contribution to the peer review of other students' outlines – 15%.
2. Course test. Questions (20 questions) of single-choice and multiple-choice types.

Marking scheme:

0–10 fail
11–13 pass
14–15 satisfactory +
16–17 good

18–19 very good
20 very good
Passing the course requires a pass mark in both components (minimum 60%). If both marks are a pass, an arithmetic mean is calculated.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity **ECTS**	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	28 h	---
Exams/Credits	2 h	---
Participation in consultations	---	---
Student's individual work (independent study):	20	---
- Preparing an essay	---	---
- Conducting literature research	5 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project specifications, project implementation, etc.)	10 h	---
- Preparation for teaching sessions	---	---
- Preparing for an exam/test/assessment	5 h	---
Total student workload (25 h = 1 ECTS) SUM of hours / ECTS	**50 h / 2 ECTS**	---
Student workload involving face-to-face contact with the lecturer	30 h / 1.2 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	50 h / 2 ECTS	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

– Saunders M.N.K., Lewis P., Thornhill A. (2023). Research Methods for Business Students. 9 ed. Pearson.
– Booth, W.C., Colomb, G.G., Williams, J.M., Bizup, J., & FitzGerald, W.T. (2024). The Craft of Research (5th ed.). University of Chicago Press.

Supplementary Literature/Further Reading:

– Bel, E. Bryman, A., Harley, B. (2022). Business Research Methods. 6th ed. Oxford University Press.
– Clark, T., Foster, L., Sloan, L., Bryman, A. (2021). Bryman's Social Research Methods. 6th ed. Oxford University Press
– Creswell, J.W., & Creswell, J.D. (2023). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (6th ed.). SAGE.
– Horne, C.S. (2022). A Quick Introduction to Empirical Social Science Research Methods (Eds. 4). University of Tennessee at Chattanooga.
– Sheppard, V. (2020). Research Methods for the Social Sciences: An Introduction. BCcampus / Pressbooks.

Other teaching materials:

– Multimedia presentations
– Webinars

3. ELECTIVE COURSES

I. GENERAL INFORMATION ABOUT THE COURSE	
COURSE CODE: **W1a**	**E-Business**
Name of the organizational unit conducting the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Elective**
ECTS credits:	**4 ECTS**
Year / Semester:	**II / 4**
Course coordinator:	**Dr Krzysztof Kandefer, Prof. SAN**

II. ENTRY REQUIREMENTS
Konwledge of the following subjects: Management, Marketing, Information Technology.

IIII. COURSE OBJECTIVES	
C1	To impart knowledge and skills regarding the specific nature of internal processes and external relations for companies operating, in whole or in part, in the e-commerce market.
C2	To foster an attitude of independent and continuous learning regarding the digitalisation of market processes in companies and organisations.

IV. FORM OF TEACHING AND NUMBER OF HOURS

	Lecture	Classes	Seminar	Lab	Workshop	Project	Diploma seminar	Consultations	Exam/Credit	Total hours
Full-time Studies	14	28							4	**46**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Lecture incorporating multimedia elements, presentation, and discussion. Classes conducted remotely – synchronously – using the Teams platform.
Classes	Discussion, group tasks, project.

VI. VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	The student knows, defines and describes the nature and significance of the digital economy in a global society.	K_W03, K_W06, K_W21
P_W02	The student understands and describes the technical aspects of launching and running a business on the Internet.	K_W14, K_W21, K_W23
P_W03	Understands and describes the sources of success and failure of e-businesses.	K_W23
	Skills:	

P_U01	The student is able to draw up an e-business plan for an e-commerce venture.	K_U04, K_U05, K_U06, K_U07
P_U02	Can plan the development of the functional infrastructure of an e-business.	K_U06, K_U12
P_U03	Can plan the implementation of technical and technological solutions to support an e-business.	K_U12
Social competences:		
P_K01	The student is prepared to initiate e-business activities in the public interest.	K_K03

VII. TEACHING CONTENTS

No.	**Lecture:**	**Reference to course learning outcomes**
L1	The nature and significance of the digital economy in a global society.	P_W01, P_U01
L2	The specific nature of business operations in the virtual space.	P_W01, P_U01
L3	Legal aspects of e-business operations.	P_W01, P_U01
L4	Facilitating e-business operations – e-Government.	P_W02, P_U02
L5	E-commerce as an example of the dynamic growth of e-business.	P_W02, P_U02
L6	Legal and formal aspects of setting up and running a business online.	P_W02, P_U02
L7	Sources of success for e-businesses: logistics and customer service.	P_W03, P_U03, P_K02
L8	Promotional activities of e-Firms: traditional (press, radio, television), using electronic tools and the Internet.	P_W03, P_U03
No.	**Class:**	**Reference to course learning outcomes**
C1	Creating an e-business plan for an e-business.	P_W01, P_W02, P_U01, P_U02,
C2	Creating an e-business plan for an e-company.	P_W01, P_W02, P_U01, P_U02,
C3	Preparing the functional infrastructure of an e-business.	P_W01, P_W02, P_U01
C4	Preparing the functional infrastructure of an e-business.	P_W01, P_W02, P_U01, P_U04, P_K01
C5	Implementation of technical and technological solutions to support the e-company.	P_W02, P_W03, P_U02, P_K01
C6	Implementation of technical and technological solutions to support e-Business.	P_W02, P_W03, P_U02, P_U04, P_K01
C7	E-business operations in practice.	P_W02, P_W03, P_U02, P_K01
C8	E-business in practice.	P_W02, P_W03, P_U02, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Preparation of a project analysing the online operations of a selected company and identifying opportunities to improve its processes	P_U01, P_U02, P_U03, P_K01
IS2	Reviewing the relevant literature	P_W01 P_W02 P_W03

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	Assessment Method											Form of classes during which learning outcomes are assessed
	Written exam	Oral exam	Test	Essay/paper/portfolio	Practical tasks	Individual presentation	Group presentation	Individual project	Group project	Observation sheets / self-assessment	Class participation	
P_W01			x									Lecture
P_W02			x									Lecture
P_W03			x									Lecture
P_U01							x		x		x	Class
P_U02							x		x		x	Class
P_U03							x		x		x	Class
P_K01							x		x		x	Class

Lecture: 4 essay questions × 5 marks = 20 marks.

Points	Grade
0–11	2.0
12–13	3.0
14–15	3.5
16–17	4.0
18–19	4.5
20	5.0

Class: Individual project — e-shop concept (Canvas, choice of platform, competitor analysis, customer acquisition plan) – 60%, Group presentation + discussion – 25%, Participation – 15%. Min. 60% in each component.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity ECTS	Student workload	
	Full-time Studies	**Part-time Studies**
Participation in teaching activities (lectures, tutorials, seminars, projects, laboratory sessions, workshops, seminars)	42 h	---
Exam/Credit	4 h	---
Attendance at consultations	---	---
Student's independent work, including:	54 h	---
- Preparation of a paper, presentation, essay	---	---
- Conducting literature reviews	5 h	---
- Conducting empirical research	5 h	---
- Project (data collection, preparation of project objectives, project implementation, etc.)	20 h	---
- Preparation for teaching sessions	14 h	---
- Preparing for an exam/test/assessment	10 h	---
Total student workload (25 h = 1 ECTS) TOTAL hours/ECTS	**100 h / 4 ECTS**	---
Student workload in classes involving direct contact with the teacher	46 h / 1.84 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	---	---

X. COURSE READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

– Chaffey, D. (2022). E-Business and E-Commerce Management: Strategy, Implementation and Practice (7th ed.). Pearson. ISBN: 978-1292357478.
– Turban, E., Outland, J., King, D., Lee, J. K., Liang, T.-P. (2022). Electronic Commerce 2022: A Managerial and Social

Networks Perspective (10th ed.). Springer. ISBN: 978-3030866099.
– Laudon, K. C., Traver, C. G. (2021). E-Commerce: Business, Technology, Society (17th ed.). Pearson. ISBN: 978-0136931003.

Supplementary Literature/Further Reading:

– Parker, G., Van Alstyne, M., Choudary, S. P. (2021). Platform Revolution: How Networked Markets Are Transforming the Economy (updated ed.). W. W. Norton. ISBN: 978-0393354355.
– Moazed, A., Johnson, N. L. (2022). Modern Monopolies: What It Takes to Dominate the 21st Century Economy. St. Martin's Press. ISBN: 978-1250091895.
– Kenney, M., Zysman, J. (eds.) (2023). Work and the Digital Transformation. Oxford University Press. ISBN: 978-0197653852.

Other teaching materials:

– On-line case study

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **W1b**	**E-Marketing**
Name of the organizational unit conducting the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Elective**
ECTS credits:	**4 ECTS**
Year / Semester:	**II / 4**
Course coordinator:	**Dr Bartłomiej Stopczyński**

II. ENTRY REQUIREMENTS
Konwledge of the following courdses: Management, Marketing, Information Technology.

III. COURSE OBJECTIVES	
C1	To impart knowledge and skills regarding the specific nature of internal processes and external relations for companies operating partly or entirely online.
C2	To foster an attitude of independent and continuous learning regarding the digitisation of processes in companies and organisations.

IV. TYPES OF TEACHING ACTIVITIES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exam/Credit	Total hours
Full-time Studies	14	28							4	**46**
Part-time Studies	-	-							-	**-**

V. METHODS OF DELIVERING TEACHING ACTIVITIES

Forms of teaching	Teaching methods
Lecture	Lecture incorporating multimedia elements, presentation, and discussion. Classes conducted remotely – synchronously – using the Teams platform.
Classes	Discussion, group tasks, project.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Has an advanced understanding of the principles, tools, methods and procedures related to traditional and online marketing (including how to integrate e-marketing activities with traditional marketing activities).	K_W14, K_W18, K_W21
P_W02	Has an advanced understanding of the latest developments in online marketing (search engine optimisation, mobile marketing, inbound/outbound marketing, social media, etc.).	K_W14, K_W21
	Skills:	
P_U01	Is able to use tools related to the implementation and management of internet marketing projects.	K_U07, K_U12
P_U02	Can plan and carry out consumer research online. Assesses the reach and effectiveness of internet marketing campaigns.	K_U03, K_U06

P_U03	Is able to assess the economic, social, psychological and legal aspects of internet marketing.	K_U07, K_U13, K_U15
Social competences:		
P_K01	Is prepared to critically assess their own knowledge and skills and is open to new ideas related to internet marketing.	K_K06, K_K09
P_K02	Is willing to recognise issues related to online marketing activities (including the issue of responsibility towards consumers).	K_K04, K_K05
VII. TEACHING CONTENTS		
No.	**Lecture:**	**Reference to course learning outcomes**
L1	Classic e-commerce promotion channels. Differences between traditional and online forms of advertising. Search engines and website optimisation. Data-driven marketing – the basics of analytics.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
L2	Common models for presenting advertising creatives (CPC, CPM, etc.). Advertisements on ad server networks. AdWords and AdSense advertisements. Remarketing. Email campaigns.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
L3	Social media marketing. Viral marketing. Applications of social media in marketing.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
L4	New forms of promoting online projects – Definition of user engagement, Building user engagement through activities on social media, via mobile apps and video platforms. Dissemination of online content and PR techniques. Competitor analysis using AI tools.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
L5	Measurement methods and tools for assessing the effectiveness of online advertising.	P_W01, P_W02, P_U01, P_U02, P_U03, P_K01, P_K02
L6	Research into the effectiveness of e-business projects: methods of collecting data on user behaviour on the Internet, criteria for selecting data collection strategies to support web analytics, typical measures of user behaviour effectiveness, analysis of the effectiveness of advertising activities on social media and geolocation services.	P_W01, P_W02, P_U01, P_U02, P_U03, P_K01, P_K02
L7	Legal aspects of e-business. Copyright and the publication of content on the Internet.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
No.	**Class:**	**Reference to course learning outcomes**
C1-2	Developing a media plan for an e-business project. Part 1 – Environmental analysis using data from Google tools: Tag Manager.	P_W01, P_W02, P_U01, P_U02, P_U03, P_K01, P_K02
C3-4	Developing a media plan for an e-business project. Part 2 – Forecasting web traffic using Google Trends and Google Keywords Tool.	P_W01, P_W02, P_U01, P_U02, P_U03, P_K01, P_K02
C5-6	Developing a media plan for an e-business project. Part 3 – Developing a customer engagement strategy on social media using analytics: Google Analytics	P_W01, P_W02, P_U01, P_U02, P_U03, P_K01, P_K02
C7	Conducting a usability test carried out as part of the DL on a group of users. Discussion of the results.	P_W01, P_W02, P_U01, P_U02, P_U03, P_K01, P_K02
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Preparation of a project presentation on the structure of a media plan.	P_U01 P_U02 P_U03 P_U04
IS2	Familiarisation with the subject literature	P_W01 P_W02 P_W03
VIII. METHODS OF LEARNING OUTCOMES VERIFICATION		

Course learning outcomes	Assessment Method											Form of classes during which learning outcomes are assessed
	Written exam	Oral exam	Test	Essay/paper/portfolio	Practical tasks	Individual presentation	Group presentation	Individual project	Group project	Observation sheets / self-assessment	Class participation	
P_W01			x				x		x		x	Lecture
P_W02			x				x		x		x	Lecture
P_U01							x		x		x	Class
P_U02							x		x		x	Class
P_U03							x		x		x	Class
P_K01							x		x		x	Class
P_K02							x		x		x	Class

Lecture: **4** essay **questions** (campaign planning, marketing audit, e-commerce strategy, analytical tools) × 5 marks = 20 marks.

Points	Grade
0–11	2.0
12–13	3.0
14–15	3.5
16–17	4.0
18–19	4.5
20	5.0

Class: **Individual project** — marketing audit of a selected online shop with recommendations (Google Trends, SEO analysis, content plan) – 45%, **Tasks on the REVAS simulation platform** (decision-making, interpretation of results) – 40%, **Participation** – 15%. Minimum 60% in each component.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity ECTS	Student workload	
	Full-time Studies	**Part-time Studies**
Participation in teaching activities (lectures, tutorials, seminars, projects, laboratory sessions, workshops, seminars)	42 h	---
Exam/Credit	4 h	---
Participation in consultations	---	---
Student's independent work, including:	54 h	---
- Preparation of a paper, presentation, essay	---	---
- Conducting literature reviews	5 h	---
- Conducting empirical research	5 h	---
- Project (data collection, preparation of project objectives, project implementation, etc.)	20 h	---
- Preparation for teaching sessions	14 h	---
- Preparing for an exam/test/assessment	10 h	---
Total student workload (25 h = 1 ECTS) TOTAL hours/ECTS	**100 h / 4 ECTS**	---
Student workload in classes involving direct contact with the teacher	46 h / 1.84 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	---	---

X. COURSE READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

– Turban, E., Outland, J., King, D., Lee, J. K., Liang, T.-P. (2022). Electronic Commerce 2022: A Managerial and Social Networks Perspective (10th ed.). Springer..
– Laudon, K. C., Traver, C. G. (2021). E-Commerce: Business, Technology, Society (17th ed.). Pearson.

Supplementary Literature/Further Reading:

– Parker, G., Van Alstyne, M., Choudary, S. P. (2021). Platform Revolution: How Networked Markets Are Transforming the Economy (updated ed.). W. W. Norton..

Other teaching materials:

– Teaching materials prepared by the instructor.

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **W2a**	**Small Business Financing**
Name of the organisational unit running the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Elective**
ECTS credits:	**4 ECTS**
Year / Semester:	**II / 4**
Course coordinator:	**Dr hab. Aneta Ejsmont**

II. ENTRY REQUIREMENTS
Principles of International Management, Economics.

III. COURSE OBJECTIVES	
C1	To present knowledge regarding sources of financing for business activities at various stages of their development.
C2	To prepare students to search for information and evaluate sources of funding for SMEs.

IV. FORMS OF TEACHING AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exam/Credit	Total hours
Full-time Studies	14	28							4	**46**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of teaching	Teaching methods
Lecture	Lecture using a multimedia presentation. Classes conducted remotely – synchronously – using the Teams platform.
Classes	Discussion, group tasks, case study analysis, project.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Has an advanced understanding of sources of business financing, their advantages and disadvantages.	K_W04, K_W23
P_W02	Has an advanced understanding of the principles of financing SMEs and the impact of individual sources of financing on the short- and long-term performance of enterprises	K_W04, K_W23
	Skills:	
P_U01	The student is able to gather information on various sources of financing for SMEs and compare them.	K_U01, K_U05, K_U11
P_U02	The student is able to assess sources of financing in terms of the current and future needs of an SME and identify the consequences of their use.	K_U11
	Social competences:	
P_K01	The student is prepared to act in accordance with the principles of law and ethics.	K_K04

VII. TEACHING CONTENTS		
No.	**Lecture:**	**Reference to course learning outcomes**
L1	Characteristics of the SME sector in Poland.	P_W01, P_W02, P_U01, P_U02, P_K01
W2	Classification of capital – equity and debt capital (concept, types, characteristics).	P_W01, P_W02, P_U01, P_U02, P_K01
W3	Venture capital funds. Business angels.	P_W01, P_W02, P_U01, P_U02, P_K01
W4	Raising funds on the over-the-counter market. Crowdfunding.	P_W01, P_W02, P_U01, P_U02, P_K01
W5	Loans as the primary instrument of corporate financing. Bank loans. Trade credit.	P_W01, P_W02, P_U01, P_U02, P_K01
W6	Leasing – the nature and costs, a comparison of available types of leasing	P_W01, P_W02, P_U01, P_U02, P_K01
W7	Franchising – market overview, advantages and disadvantages of using this instrument.	P_W01, P_W02, P_U01, P_U02, P_K01
W8	Factoring and forfaiting – benefits and costs.	P_W01, P_W02, P_U01, P_U02, P_K01
W9	Grants from the Agricultural Support Agency (UP). Loans from the Bank of Gdańsk (BGK). Loans from the MIKRO fund.	P_W01, P_W02, P_U01, P_U02, P_K01
W10	Local loan/guarantee funds.	P_W01, P_W02, P_U01, P_U02, P_K01
No.	**Classes:**	**Reference to course learning outcomes**
C1–4	Factors influencing the selection of financing instruments for different types of SMEs (case studies).	P_W01, P_W02, P_U01, P_U02, P_K01
C5–6	Presentation and discussion of a group project comparing and analysing the advantages and disadvantages of funding sources for SMEs.	P_W01, P_W02, P_U01, P_U02, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature.	P_W01, P_W02
IS2	Preparing a team project comparing and analysing the advantages and disadvantages of funding sources for SMEs.	P_W01, P_W02, P_U01, P_U02, P_K01

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written exam	Oral exam	Written descriptive assessment	Essay/paper/portf	Practical tasks	Individual presentation	Group presentation	Individual project	Group project	Observation sheets / self-	Class participation	
P_W01			x						x			Lecture / Classes
P_W02			x						x			Lecture / Classes
P_U01							x	x	x			Lecture / Classes

P_U02							x	x	x			Lecture / Classes
P_K01							x	x	x			Lecture / Classes

Lecture: Written descriptive assessment: 5 descriptive questions × 3 points + 1 SME financing case study × 5 points = 20 points.

0–11	2.0
12–13	3.0
14–15	3.5
16–17	4.0
18–19	4.5
20	5.0

Classe: Individual project – on the topic of current issues in the selection of funding sources for SMEs – 55%, Group project (on a topic selected by the lecturer) – 45%. Minimum 60% for each component.

IX. STUDENT'S WORKLOAD – NUMBER OF HOURS AND ECTS POINTS

Type of activity ECTS	**Student workload**	
	Full-time Studies	**Part-time Studies**
Participation in teaching activities (lectures, tutorials, seminars, projects, laboratory sessions, workshops, seminars)	42 h	---
Exam/Credit	4 h	---
Attendance at consultations	---	---
Student's independent work, including:	54 h	---
- Preparation of a paper, presentation, essay	---	---
- Conducting literature reviews	5 h	---
- Conducting empirical research	5 h	---
- Project (data collection, preparation of project objectives, project implementation, etc.)	20 h	---
- Preparation for teaching sessions	14 h	---
- Preparing for an exam/test/assessment	10 h	---
Total student workload (25 h = 1 ECTS) TOTAL hours/ECTS	**100 h / 4 ECTS**	---
Student workload in classes involving direct contact with the teacher	46 h / 1.84 ECTS	---
Student workload for practical skills classes	---	---
Student workload for courses related to preparation for or participation in research activities	---	---

X. COURSE READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

– Leach, J.C., Melicher, R.W. (2021). Entrepreneurial Finance (7th ed.). Cengage Learning.
– Adelman, P.J., Marks, A.M. (2022). Entrepreneurial Finance (7th ed.). Pearson.
– Timmons, J.A., Spinelli, S., Zacharakis, A. (2022). New Venture Creation: Entrepreneurship for the 21st Century (10th ed.). McGraw-Hill.

Supplementary Literature/Further Reading:

– Amis, D., Stevenson, H. (2020). Winning Angels: The 7 Fundamentals of Early-Stage Investing. Financial Times/Prentice Hall.
– Kraemer-Eis, H. et al. (2023). The European Small Business Finance Outlook 2023. European Investment Fund (EIF) Working Paper. (open access: eif.org)

Other teaching materials:

–

I. GENERAL BASIC INFORMATION ABOUT SUBJECT (MODULE)	
COURSE CODE: **W2b**	**Investment Financing**
Name of the organizational unit conducting the course:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	**Management, first-cycle studies**
Education profile:	**GENERAL ACADEMIC**
Name of the specialisation:	**Not applicable**
Type of teaching module:	**Elective**
ECTS points:	**4 ECTS**
Year / Semester:	**II / 4**
Course coordinator:	**Dr Patrycja Szkudlarek**

II. ENTRY REQUIREMENTS
The student is familiar with the basic methods of investment financing and the advantages and disadvantages of using particular sources.

III. COURSE OBJECTIVES	
C1	To impart knowledge regarding the classification of investment financing sources and the possibilities for raising equity and debt capital.
C2	To impart knowledge and skills regarding institutional support for enterprises in investment processes.
C3	To present the nature and conditions of various sources of investment financing, along with their costs and benefits, and to understand the differences and similarities between methods of raising funds for investments.

IV. FORM OF TEACHING AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab	Workshops	Project	Diploma seminar	Consultations	Exams/ Credits	Total hours
Full-time Studies	14	28							4	**46**
Part-time Studies	-	-							-	**-**

V. METHODS OF DELIVERING TEACHING ACTIVITIES

Forms of teaching	Teaching methods
Lecture	Lecture using a multimedia presentation or other teaching materials. Classes conducted remotely – synchronously – using the Teams platform.
Classes	Deepening and supplementing the knowledge conveyed in the lecture, discussion and presentation and analysis of numerical data or examples, project.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Has an advanced understanding of the objectives and significance of raising funds for investment in organisations.	K_W04, K_W07
P_W02	Has an advanced understanding of the characteristics of sources of investment funding.	K_W03
	Skills:	
P_U01	Is able to determine the capital requirements for an investment and evaluate various sources of financing.	K_U05, K_U09

P_U02	The student is able to assess the possibilities of securing investment financing, including from EU funds, structural funds and alternative sources of support for businesses, with particular emphasis on the SME sector.	K_U06, K_U10
Social competences:		
P_K01	Is prepared to initiate investment activities with an optimal selection of funding sources.	K_K01, K_K03

VII. TEACHING CONTENTS

No.	**Lecture:**	**Reference to course learning outcomes**
L1	Introduction – the nature and specific features of investment financing, types of business strategies.	P_W01, P_W02
L2	Available sources of investment financing – financial structure, classification of financing sources.	P_W01, P_W02
L3	The concepts of debt and equity capital, and the financing of investments using equity and debt capital.	P_W01, P_W02
L4	Sources of investment funding through: Hybrid capital, Private Equity, Venture Capital, Business Angels, Securitisation (conditions for obtaining funds from the sources discussed, their characteristics, benefits and costs, comparison).	P_W01, P_W02
L5	EU funds (opportunities for co-financing and grants from EU funds) and business combinations (mergers and acquisitions – concepts, objectives, disadvantages, advantages, examples).	P_W01, P_W02
L6	Factoring, forfaiting (concepts, types, disadvantages, advantages, terms, fees and a comparison of the two methods of raising funds).	P_W01, P_W02
L7	Leasing and credit (options for utilising the various types of capital-raising sources discussed – classification, costs and benefits, subject and object, and comparison).	P_W01, P_W02
L8	The NewConnect market and crowdfunding as methods of raising funds for investment in the SME sector (concepts, rules for obtaining funds, advantages and disadvantages of both options).	P_W01, P_W02
No.	**Class:**	**Reference to the learning outcomes**
C1-2	Financing investments based on the type of business strategy.	P_U01, P_U02, P_K01
C3-4	Comparison of investment financing methods broken down by source of funding.	P_U01, P_U02, P_K01
C5-6	EU funds and analysis of the activities of loan funds and guarantee funds (financial support instruments for SMEs).	P_U01, P_U02, P_K01
C7-8	Financial support for investments from structural funds. Alternative sources of investment financing – a debate on the pros and cons, differences and similarities.	P_U01, P_U02, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Familiarisation with the subject literature	P_W01, P_W02
IS2	Preparing a proposal to secure funding for a selected investment project	P_W01, P_W02, P_U01, P_U02, P_K01

VIII. METHODS OF ASSESSING LEARNING OUTCOMES

Course learning outcomes	**Assessment method**											**Form of classes during which learning outcomes are assessed**
	Written exam	Oral exam	Test	Essay/paper/portfolio	Practical tasks	Individual presentation	Group presentation	Individual project	Group project	Observation sheets / self-	Class participation	
P_W01			x									Lecture

P_W02			x									Lecture
P_U01							x	x			x	Classes
P_U02							x	x			x	Classes
P_K01							x	x			x	Classes

Lecture: assessment in the form of a test comprising 5 single-choice questions x 1 point and 10 short open-ended questions x 3 points = 35 points (types of business strategies, classification of funding sources, types of debt and equity capital, opportunities for raising funds for investment from traditional and alternative sources). A grade of 3 (pass) requires 60% of the total marks from the test; similarly, 3+ requires 70%, 4 requires 80%, 4+ requires 90%, and 5 requires 95%.

Points	Grade
0–20	2.0
21–24	3.0
24.5–27	3.5
28–31	4.0
31.5–33	4.5
33.5–35	5.0

Class: assessment in the form of an individual project – a comprehensive analysis of potential sources of funding for a selected investment project and a proposal for the optimal financing structure of the investment.

Criterion	**Points**
Accuracy of the investment description	0–10
Analysis of funding sources (minimum 4)	0–20
Quality of the comparison of methods	0–15
Financial structure – consistency, feasibility	0–25
Argumentation and logic of conclusions	0–10
Aesthetics, structure, tables, charts	0–10
Bibliography and correct citation	0–10
Total	**100 points**

The Final grade for the class is increased by a maximum of 5 points if the student has demonstrated good attendance, active participation in class and diligence in completing homework assignments designed to consolidate knowledge.
The Final grade for the lecture is increased by 3 points if the student has demonstrated active participation during lectures.

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Type of activity **ECTS**	**Student's workload**	
	Full-time Studies	**Part-time Studies**
Participation in didactic activities (lectures, classes, EPL, project, labs, workshops, seminars)	42 h	---
Exams/Credits	4 h	---
Participation in consultations	---	---
Student's individual work (independent study):	54 h	---
- Preparing an essay	---	---
- Conducting literature research	8 h	---
- Conducting empirical research	5 h	---
- Project (data collection, preparation of project specifications, project execution, etc.)	30 h	---
- Preparation for the classes	1 h	---
- Preparing for the exam / test / assessment	10 h	---
Total student workload (25 h = 1 ECTS) TOTAL hours/ECTS	**100 h / 4 ECTS**	---
Student workload in classes in direct contact with the teacher	46 h / 1.84 ECTS	---
Student workload for practical skills classes	---	---

Student workload for courses related to preparation for or participation in research activities	---	---

X. READING LIST AND OTHER TEACHING MATERIALS

Core Literature:

- Metrick, A., Yasuda, A. (2021). Venture Capital and the Finance of Innovation (3rd ed.). John Wiley & Sons.
- Rosenbaum, J., Pearl, J. (2022). Investment Banking: Valuation, LBOs, M&A, and IPOs (3rd ed.). John Wiley & Sons.
- Leach, J.C., Melicher, R.W. (2021). Entrepreneurial Finance (7th ed.). Cengage Learning.

Supplementary Literature/Further Reading:

- Lam, W., Vega, J. (2021). Entrepreneurial Finance: Concepts and Cases (2nd ed.). Routledge.
- Kraemer-Eis, H. et al. (2023). The European Small Business Finance Outlook 2023. European Investment Fund (EIF) Working Paper. (open access: eif.org)
- Damodaran, A. (2022). The Dark Side of Valuation: Valuing Young, Distressed, and Complex Businesses (3rd ed.). Pearson/FT Press.

Other teaching materials:

- On-line case study

3a. SPECIALISATION: INTERNATIONAL BUSINESS MANAGEMENT

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **PS1**	**Management Aesthetics**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**International Business Management**
Type of education module:	**Specialisation / Related to research preparation**
ECTS Points:	**5**
Year / Semester:	**III / 5**
Course coordinator	**Adam Kałowski, PhD**

II. PREREQUISITES (resulting from the succession of courses)
Konwledge in Principles of International Management and Introduction to Cultural Studies.

III. COURSE OBJECTIVES	
C1	Learning the basic concepts of humanistic management, discussing various types of organisations and their organisational forms. Acquiring an understanding of the essence and mechanisms of the organisation's operation, the principles of the organisation's functioning, management instruments and the analysis of selected management problems, and getting acquainted with the principles of planning, organising, managing people, and controlling from the perspective of humanistic management and management aesthetics.
C2	Developing the ability to identify and analyse the functional areas of an organisation and the basic relationships between these areas from the perspective of humanistic management and management aesthetics.
C3	Shaping attitudes that develop acting in a team and competencies to work as a manager from the perspective of humanistic management and management aesthetics. Having elementary skills of observation, description, analysis and interpretation of basic phenomena and processes occurring in an organisation with the use of the basic concepts and theoretical approaches from the perspective of humanistic management and management aesthetics, as well as the ability to apply and evaluate the usefulness of selected methods and tools for the description and analysis of the organisation's environment.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultations	Exam/ credit	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS	
Forms of classes	**Teaching methods**
Lecture	Multimedia-supported lecture, presentation, elements of discussion. Classes conducted remotely via the Teams platform – synchronous classes.
Class	Discussion, group tasks, project work.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES		
No.	**Course Learning Outcomes Description**	**Reference to the programme learning outcomes**
	Knowledge:	
P_W01	The student indicates the nature and place of humanistic management in the field of social sciences and explains the genesis of management and quality sciences and their development in socio-economic and civilisation development. Demonstrates knowledge of the concepts of humanistic management.	K_W01, K_W05, K_W07
P_W02	The student describes the methods of the aesthetic approach to an organisation and its environment, and defines the organisation's functional areas and their relations. Demonstrates the knowledge of tools allowing for solving problems occurring in humanistic management.	K_W08, K_W09, K_W16, K_W19
	Skills:	
P_U01	The student conducts a diagnostic assessment of an organisation from the perspectives of humanistic management and management aesthetics, and analyses and interprets the basic phenomena and processes at work in an organisation using the concepts and theoretical approaches relevant to these perspectives.	K_U01, K_U09

P_U02	The student uses and correctly evaluates the usefulness of methods and tools for describing and analysing the organisation's environment from the perspectives of humanistic management and management aesthetics.	K_U02, K_U07
P_U03	The student works as a team and plans the team's work consciously and responsibly.	K_U05, K_U17
Social Competences:		
P_K01	The student is ready to recognise the role of knowledge in the discipline of management science in solving problems from the perspective of humanistic management and management aesthetics.	K_K09
P_K02	The student is ready to work as part of a team to achieve the organisation's goals.	K_K01, K_K09

VII. EDUCATIONAL CONTENT

No.	Lecture:	Reference to course learning outcomes
L1	Humanistic management - its essence and importance.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L2	Aesthetics and its role in personality development, and its application in management sciences	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L3	Personality types from the perspective of aesthetics and types of creative personalities	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L4	Theory of the aesthetic situation, its elements and application in management practice.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L5	Creativity and its role in contemporary organisations. Development methods of one's own creativity from the perspective of aesthetics.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L6	Paradoxical thinking and its potential for creativity development and solving managerial problems.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L7	Human resources management from the perspective of humanistic management. Complex identities.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L8	Motivating employees in the organisational management process. The essence of motivation. Role of inspiration and motifs in undertaking creative activities.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L9	Arts and kitsch - how to perceive kitsch in non-artistic activities (management, social sciences).	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L10	Arts and kitsch - how to perceive kitsch in non-artistic activities (management, social sciences).	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L11	Improvisation and fixation.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L12	Combining art fields with the practice of management, change management.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02

L13	Combining art fields with the practice of management, change management.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L14	Application of creativity and artistry in management practice.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L15	Application of creativity and artistry in management practice.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
No.	**Class:**	**Reference to course learning outcomes**
C1	Humanistic management - its essence and importance.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C2	Aesthetics and its role in personality development, and its application in management sciences.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C3	Personality types from the perspective of aesthetics and types of creative personalities.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C4	Theory of the aesthetic situation, its elements and application in management practice	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C5	Creativity and its role in contemporary organisations. Development methods of one's own creativity from the perspective of aesthetics.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C6	Paradoxical thinking and its potential for creativity development and solving managerial problems.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C7	Human resources management from the perspective of humanistic management. Complex identities.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C8	Motivating employees in the organisational management process. The essence of motivation. Role of inspiration and motifs in undertaking creative activities.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C9	Arts and kitsch - how to perceive kitsch in non-artistic activities (management, social sciences).	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C10	Arts and kitsch - how to perceive kitsch in non-artistic activities (management, social sciences).	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C11	Improvisation and fixation.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C12	Combining art fields with the practice of management, change management.	P_W01, P_W02,

		P_W03, P_U01, P_U02, P_K01, P_K02
C13	Combining art fields with the practice of management; change management	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C14	Application of creativity and artistry in management practice	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C15	Application of creativity and artistry in management practice	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Preparing essays and a group project based on humanistic management and management aesthetics.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
IS2	Preparing a public speech and multimedia presentation.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02

VIII. LEARNING OUTCOMES VERIFICATION METHODS

Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written examination	Oral examination	Test	Essay/ report/ portfolio	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment cards	Active Participation in Class	
P W01		x										Lecture
P_W02		x										Lecture
P_U01		x		x	x				x		x	Class
P_U02				x	x				x		x	Class
P_U03				x	x				x		x	Class
P_K01				x	x				x		x	Class
P_K02				x	x				x		x	Class

Assessment criteria:

The **oral Assessment**consists of three open questions assessing knowledge of humanistic management and management aesthetics. Each answer is evaluated on a scale of 0–5 points (maximum 15 points total):

- 0–8 pts — 2.0 (fail)
- 9–10 pts — 3.0
- 11–12 pts — 3.5
- 13 pts — 4.0
- 14 pts — 4.5
- 15 pts — 5.0

Eligibility for the oral Assessmentrequires **successful completion of the class, which is evaluated according to the following criteria:**

- Essay / Group project (preparing essays and group project based on humanistic management and management aesthetics) — 40% (max. 8 pts)
- Tasks / independent work (including preparation of a public speech and multimedia presentation) — 40% (max. 8 pts)
- Active Participation in Class — 20% (max. 4 pts)

A minimum of 60% of the total points (12/20) is required to pass the Class. Grading scale for Class:

- 12–13 pts — 3.0
- 14–15 pts — 3.5
- 16–17 pts — 4.0

- 18–19 pts — 4.5
- 20 pts — 5.0

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS		
Activity Type	**Student's workload**	
ECTS	**Full-time Studies**	**Part-time Studies**
Participation in classes (Class / lab / seminar / workshop / project / e-learning / diploma seminar)	56 h	---
Exam / credit	4 h	---
Participation in consultations	---	---
Student's individual work, including:	65 h	---
- Essay preparation	---	---
- Conducting literature research	21 h	---
- Conducting empirical research	10 h	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	20 h	---
- Preparation for the classes	9 h	---
- Preparation for the exam / colloquium / credit	5 h	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**125 h / 5 ECTS**	---
Student workload during classes involving direct contact with a teacher	60 h / 2,4 ECTS	---
Student workload during Class	---	---
Student workload during research preparation classes or research activities	125 h / 5 ECTS	---

X. READINGS AND OTHER TEACHING MATERIALS

Core Literature:

– Szostak, M. (Ed.) (2025). Management Aesthetics: Kitsch and Modern Organisations. Routledge. DOI: 10.4324/9781003504931
– Kostera, M., Woźniak, C. (Eds.) (2021). Aesthetics, Organization, and Humanistic Management. Routledge.

Supplementary Literature/Further Reading:

– Szostak M. & Sułkowski Ł. (2020). *Manager as an Artist: Creative Endeavor in Crossing the Borders of Art and Organizational Discourse*, "Creativity Studies" 13(3), 351-368.
– Szostak, M. and Sułkowski, Ł. (2020). *Kitsch in Management: characteristic forms, carriers and propagators*', in Education excellence and innovation management: a 2025 Vision to sustain economic development during global challenges: proceedings of the 35th International Business Information Management Association Conference (IBIMA). Sevilla: IBIMA, 7584-7598.
– Szostak, M. and Sułkowski, Ł. (2021). *The Challenges in Identification of Artists-Managers: Consequences for creativity*, "Creativity Studies", 14(1), 112–124. doi: 10.3846/cs.2021.13822.
– Szostak, M. and Sułkowski, Ł. (2021). *The Identity and Self-Perception of Artists-Managers',* 'Problems and Perspectives in Management', 19(1), 372–386. doi: 10.21511/ppm.19(1).2021.32.
– Szostak, M. (2021). *Artistry, Management, and Creativity: Links and Common Denominators*, Discourses on Culture, 16(1), 23–54. doi: 10.36145/DoC2021.08.
– Szostak, M. (2022). *Contextual inspiration and motive in persuasive creativity: lessons from artistic improvisation*, 'Discourses on Culture', 17(1), 101–131. doi: 10.36145/DoC2022.05.

Other teaching materials:

- Teaching materials prepared by the teacher.
- Multimedia presentations.
- Case studies.

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **PS2**	**International Business Transactions**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**International Business Management**
Type of education module:	**Specialisation / Related to research preparation**
ECTS Points:	**5**
Year / Semester:	**III / 5**
Course coordinator	**Anna Maria Migdał, PhD, Associ.**

II. PREREQUISITES (resulting from the succession of courses)
Konwledge in Introduction to Economics, Principles of International Management

III. COURSE OBJECTIVES	
C1	Equip students with the strategic and operational expertise necessary to design, negotiate, and manage complex international business transactions, while effectively mitigating risks.
C2	Develop the ability to actively negotiate, draft, and analyse various contracts as well as prepare necessary documentation.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultations	Exam/ credit	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of classes	Teaching methods
Lecture	Multimedia-supported lecture, presentation, and elements of discussion. Classes conducted remotely via the Teams platform – synchronous classes.
Class	Discussion, case study, role play

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to the programme learning outcomes
	Knowledge:	
P_W01	The student has in-depth knowledge of various types of international business transactions from both institutional and managerial perspectives.	K_W03, K_W07, K_W08
P_W02	The student has in-depth knowledge of concluding contracts from both institutional and managerial perspectives.	K_W03, K_W07, K_W08
	Skills:	
P_U01	The student is able to analyse the market from the managerial decision-making perspective.	K_U10, K_U17
P_U02	The student is able to negotiate and formulate contracts that address specific needs in organisational and managerial contexts.	K_U10, K_U17
P_U03	The student is able to prepare documentation for international business transactions using new technologies.	K_U06, K_U11
	Social Competences:	
P_K01	The student is ready to rely on legal provisions and expert opinions in solving various problems in international business transactions.	K_K08

VII. EDUCATIONAL CONTENT

No.	Lecture:	Reference to course learning outcomes
L1	Sources of information for international business as a base for managerial decision-making.	P_W01
L2	International business transactions. Types of international business transactions.Transaction cycle.	P_W01
L3	International Transactions on Formal Markets. Types of Markets.	P_W01
L.4	Terms of Trade. Incoterms.	P_W02
L5	International Contracts. International Sales Contracts.	P_W02

L6	Terms of Payment.	P_W02
L7	Risk in international trade and methods of risk mitigation. Insurance.	P_W02
L8	Claism and dispute resolution methods. Arbitration. Mediation. Conciliation	P_W02
No.	**Class:**	**Reference to course learning outcomes**
C1	Analysis of a company's environment in the market economy.	P_U01
C2	Market Analysis – CR Ratio, BCG Matrix.	P_U01, P_U02, P_K01
C3	Role of negotiations in international business transactions.	P_U01, P_U02, P_K01
C4	Understanding Incoterms. Electronic Data Interchange.Common Errors in Incoterms Usage.	P_U01, P_U02, P_K01
C5	International contracts analysis.	P_U01, P_U02, P_K01
C6	International Commercial Documents. Electronic Data Interchange.	P_U01, P_U02, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Preparing an oral assessment and multimedia presentation.	P_W01, P_W02, P_U01, P_U02, P_U03

VIII. LEARNING OUTCOMES VERIFICATION METHODS

Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written Assessment	Oral Assessment	Case studies	Group tasks	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment cards	Active Participation in Class	
P_W01		x										Lecture
P_W02		x										Lecture
P_U01				x	x	x	x	x			x	Class
P_U02				x	x	x	x	x			x	Class
P_U03				x	x							Class
P_K01		x	x		x	x		x			x	Class

Assessment criteria:
Class
Grade from the class is based on partial grades from:
- individual tasks
- group tasks
- role play
-case studies

Lecture
Oral assessment:
Each student draws 1 set consisting of 3 questions (from a pool of 15 sets). Each of the 3 answers is graded according to the university's grading scale, i.e. from 2 (unsatisfactory) to 5 (very good). The mark for the oral assessment is the arithmetic mean of the answers obtained.

Important:

Students who have submitted all assignments on time are eligible to request a review of any partial mark, including passing grades.

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Activity Type **ECTS**	**Student's workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (Class / lab / seminar / workshops / project / e-learning / diploma seminar)	56 h	---
Exam / credit	4 h	---
Participation in consultations	---	---
Student's individual work, including:	65 h	---

- Essay preparation	----	---
- Conducting literature research	5 h	---
- Conducting empirical research	----	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	30 h	---
- Preparation for the classes	20 h	---
- Preparation for the exam / colloquium / credit	10 h	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**125 h / 5 ECTS**	---
Student workload during classes involving direct contact with a teacher	60 h / 2,4 ECTS	---
Student workload during Class		---
Student workload during research preparation classes or research activities	125 h / 5 ECTS	---

X. READING AND OTHER TEACHING MATERIALS

Core Literature:

- Collinson S., Narula R., Rugman A. M., Qamar, A. (2024). International Business. 9th ed. Pearson
- Folsom R., Van Alstine M., Ramsey M., Schaeffer M. (2025). International Business Transactions in a Nutshell. 12th ed., West Academic Publishing.
- Luthans, F., Doh, J. (2024). International Management: Culture, Strategy, and Behavior, 12h ed. , McGraw Hill.

Supplementary Literature/Further Reading:

- Deresky H., Miller S.H. (2023). International Management: Managing Across Borders and Cultures,Text and Cases, 11th ed., Pearson.
- Folsom R., Wallace Gordon M. Van Alstine M.P., Damsey M.D. (2016). International Business Transactions in a Nutshell, 10th ed., West Academic Publishing.

Other teaching materials:

- Teaching materials prepared by the instructor.
- Case studies.
- Negotiation game - role play.
- Materials from international institutions: International Chamber of Commerce, UNIDROIT, LLOYDS.

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **PS3**	**Business Negotiations**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**International Business Management**
Type of education module:	**Specialisation / Related to research preparation**
ECTS Points:	**5 ECTS**
Year / Semester:	**III / 5**
Course coordinator	**Dr hab. Jan Woroniecki**

II. PREREQUISITES (resulting from the succession of courses)

Principles of Marketing, Sociology or Psychology.

III. COURSE OBJECTIVES

C1	Knowledge of the process of negotiation.
C2	Acquiring skills to implement negotiation techniques into practice.
C3	Induction to continuing improvement of qualifications through independent study.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultations	Exam/Credit	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of classes	Teaching methods
Lecture	Multimedia presentations; problem-based lecture; structured discussion; case-study analysis; synchronous online delivery (MS Teams).
Class	Role-play simulations of negotiation scenarios; group negotiation exercises; case study resolution; peer feedback; individual and group presentations; self-assessment using observation cards.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Student identifies and explains negotiation assumptions, strategies, and styles (distributive, integrative, principled).	K_W17
P_W02	Student describes contemporary determinants of effective negotiation and defines the role of a negotiator and mediator.	K_W09
P_W03	Student characterises the typology and legal framework of ADR mechanisms (negotiation, mediation, arbitration).	K_W17, K_W09
	Skills:	
P_U01	Student selects and applies appropriate negotiation methods and tools to analyse specific conflict situations in business.	K_U04
P_U02	Student designs and conducts a negotiation/mediation process, evaluating results and adjusting strategies accordingly.	K_U04
	Social competences:	
P_K01	Student is ready to define priorities, collaborate in a team negotiation setting, and take responsibility for assigned roles.	K_K03, K_K06
P_K02	Student demonstrates ethical conduct and cultural sensitivity in negotiation and conflict resolution contexts.	K_K03

VII. EDUCATIONAL CONTENT

No.	Lecture:	Reference to course learning outcomes
W1	The nature of conflict: definitions, sources, types and escalation dynamics in organisational contexts	P_W01, P_W03
W2	Negotiation: concept, classification, and theoretical foundations (game theory, Harvard model, principled negotiation)	P_W01, P_W02
W3	Negotiation strategies and tactics: distributive vs. integrative; BATNA, ZOPA, anchoring	P_W01, P_W02
W4	The negotiator's profile: competences, psychological traits, cognitive biases and ethical dilemmas	P_W02, P_K02
W5	Alternative Dispute Resolution (ADR): concept, genesis, typology (negotiation, mediation, arbitration, conciliation) and legal frameworks	P_W03
W6	Mediation: definition, principles, stages, typology and the role of the mediator	P_W02, P_W03
W7	Cross-cultural and international dimensions of business negotiations	P_W01, P_W02, P_K02
No.	**Class:**	**Reference to course learning outcomes**
C1	Conflict analysis exercise: identifying conflict types and root causes in business cases	P_W01, P_W03, P_K01
C2	Negotiation simulation I – distributive negotiation (price/contract scenario); debrief and analysis	P_U01, P_U02, P_K01
C3	Negotiation simulation II – integrative (win-win) negotiation; interest mapping and option generation	P_U01, P_U02, P_K01
C4	BATNA workshop: identifying BATNA, WATNA and ZOPA in real-world business scenarios	P_U01, P_U02
C5	Negotiation skills training: communication, active listening, persuasion, handling impasse	P_U02, P_K01, P_K02
C6	Mediation simulation: role-play of a commercial dispute; parties, mediator, observer roles	P_U02, P_K01, P_K02
C7	Group presentations: negotiation/mediation case study analysis with proposed solutions	P_U01, P_U02, P_K01, P_K02
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Individual work related to presentations in groups: - an analysis of literature sources and a case study - selection of gathered information - an analysis of available information - preparation of proposals of solutions and selection of the most optimal one - a forecast of effects of the solution applied	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02

VIII. LEARNING OUTCOMES ASSESSMENT METHODS

Course learning outcomes	Assessment Method											Form of classes during which learning outcomes are assessed
	Written examination	Oral Assessment	Test	Essay/ report/ portfolio	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment cards	Active Participation in Class	
P_W01		x					x				x	Lecture/Class
P_W02		x					x				x	Lecture/Class
P_W03		x			x		x				x	Lecture/Class
P_U01					x				x		x	Class
P_U02					x				x		x	Class
P_K01					x				x		x	Class
P_K02					x				x		x	Class

Assessment Criteria:
Oral assessment (2 open questions on negotiation strategy and ADR/mediation principles, 0–10 pts each, max 20 pts):

- 0–10 pts — 2.0 (ndst)
- 11–12 pts — 3.0

- 13–14 pts — 3.5
- 15–16 pts — 4.0
- 17–18 pts — 4.5
- 19–20 pts — 5.0

Passing the Class (prerequisite for oral Assessment) — max 20 pts:

- Group project + presentation (negotiation/mediation simulation, case study) — 50% (max 10 pts)
- Tasks / independent work (conflict & ADR analysis) — 30% (max 6 pts)
- Active participation — 20% (max 4 pts)

Minimum to pass: 12/20 pts (60%)

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Activity Type **ECTS**	**Student's workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (Class / lab / seminar / workshop / project / e-learning / diploma seminar)	56 h	---
Exam/credit	4 h	---
Participation in consultations	---	---
Student's individual work, including:	65 h	---
- Essay preparation	---	---
- Conducting literature research	20 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	---	---
- Preparation for the classes	35 h	---
- Preparation for the exam / colloquium / credit	10 h	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**125 h / 5 ECTS**	---
Student workload during classes involving direct contact with a teacher	60 h / 2,4 ECTS	---
Student workload during Class	---	---
Student workload during research preparation classes or research activities	125 h / 5 ECTS	---

X. READING AND OTHER TEACHING MATERIALS

Core Literature:

- Lewicki, R.J., Barry, B., Saunders, D.M. (2021). Negotiation (8th ed.). McGraw-Hill Education.
- Fisher, R., Ury, W., Patton, B. (2011). Getting to Yes: Negotiating Agreement Without Giving In (3rd ed.). Penguin Books
- Moore, C.W. (2014). The Mediation Process: Practical Strategies for Resolving Conflict (4th ed.). Jossey-Bass

Supplementary Literature/Further Reading:

- Lempereur, A., Salzer, J., Colson, A. (2021). Mediation: Negotiation by Other Moves. Wiley
- Brett, J.M. (2014). Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries (3rd ed.). Jossey-Bass.

Other teaching materials:

- Teaching materials prepared by the instructor.
- Multimedia presentations, case studies.

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **PS4**	**Brand Management**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**International Business Management**
Type of education module:	**Specialisation / Related to research preparation**
ECTS points:	**5 ECTS**
Year / Semester:	**III / 5**
Course coordinator:	**Dr Edyta Łyszkowska**

II. PREREQUISITES (resulting from the succession of courses)

Knowledge: Konwledge of the laws of economics and market entities. Knowledge of management and marketing concepts.
Skills: An analysis of basic economic phenomena and interpretation thereof. Using basic terms in the field of economics, management and marketing.
Social competences: Teamwork and effective communication in a group.

III. COURSE OBJECTIVES

C1	Review of effective elements of designing successful brands and the most important issues related to creation and building of a better personal brand.
C2	Acquisition of skills of creating elements of own brand, i.e. logotype, corporate colours, typography, texture and aesthetics.
C3	A comprehensive review of strategies and tactics involved in building a personal brand, enabling improvement of communication and professional skills at work, university and in a social environment.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultation s	Exam / Credit	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of classes	Teaching methods
Lecture	Classes conducted remotely via the Teams platform – synchronous classes. Classes with a multimedia presentation,
Class	Presentation, discussion, case studies.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	The student defines, describes the essence and importance of a personal brand, and knows methods for constructing it using marketing techniques, social media, and personal competencies.	K_W03, K_W05
	Skills:	
P_U01	The student formulates objectives in the professional and personal areas, as well as strategies for their achievement, using effective motivation techniques, time and stress management techniques, and can design a plan to build and strengthen their personal brand using modern marketing tools, social media, and personal competencies.	K_U01, K_U07, K_U08, K_U13
P_U02	The student can analyse an image- and identity-related problem in an organisation using appropriate methods and tools, and take corrective action without hesitation.	K_U04
	Social competences:	
P_K01	The student is ready to initiate actions aimed at achieving a shared goal for a given community. The student is ready to take steps that will lead to changes in image.	K_K02, K_K09

VII. EDUCATIONAL CONTENT

No.	Lecture:	Reference to course learning outcomes
L1	Introduction to issues related to branding. What is the brand? Brand vs. Products.	P_W01
L2-3	Brand and identity creation. The brand equity concept. Strategic brand management process	P_W01
L4-5	Positioning and three models of brands.	P_W01
L6-7	Customer-based brand equity.	P_W01
L8-9	Designing a marketing program based on the 4P.	P_W01
L10	Creation of a development plan for a brand in business and in the corporate world.	P_W01
No.	**Class:**	**Reference to course learning outcomes**
C1-2	Introduction to issues related to branding. What is the brand? Brand vs Products. Skills and deliverables for brand management	P_U01, P_U02, P_K01
C3-4	Brand concepts and elements.	P_U01, P_U02, P_K01
C5-6	Presentation of the best brands.	P_U01, P_U02, P_K01
C7-8	Building consumer insight and creating a marketing program. Defining a brand mantra.	P_U01, P_U02, P_K01
C9-10	Review of group projects.	P_U01, P_U02, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Preparation of a group project concerning a development plan and brand building for the chosen brand.	P_U01, P_U02, P_K01
IS2	Reading the source literature and preparing to get credit (pass the course).	P_W01

VIII. LEARNING OUTCOMES ASSESSMENT METHODS

Course learning outcomes	Assessment Method											Form of classes during which learning outcomes are assessed
	Written examination	Oral Assessment	Test	Essay/ report/ portfolio	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment cards	Active Participation in Class	
P_W01		x					x		x		x	Lecture
P_U01		x					x		x		x	Class
P_U02					x		x		x		x	Class
P_K01					x		x		x			Class

Assessment criteria:

The oral assessment consists of two open questions. Each question is graded on a scale of 0–10 points (maximum 20 points):

- 11–12 pts — 3.0
- 13–14 pts — 3.5
- 15–16 pts — 4.0
- 17–18 pts — 4.5
- 19–20 pts — 5.0

Admission to the **oral assessment** is conditional upon **passing the class**, which are assessed on the basis of:

- Group project with group presentation (concerning a development plan and brand building for the chosen brand) — 50% (max. 10 pts)
- Tasks / independent work (— 30% (max. 6 pts)
- Active Participation in Class — 20% (max. 4 pts)

A minimum of 60% of the total points (12/20) is required to pass. Grading scale:

- 12–13 pts — 3.0
- 14–15 pts — 3.5
- 16–17 pts — 4.0
- 18–19 pts — 4.5
- 20 pts — 5.0

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS		
Activity Type ECTS	**Student's workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (Class / lab / seminar / workshop / project / e-learning / diploma seminar)	56 h	---
Exam / credit	4 h	---
Participation in consultations		---
Student's individual work, including:	65 h	---
- Essay preparation	---	---
- Conducting literature research	15 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	20 h	---
- Preparation for the classes	20 h	---
- Preparation for the exam / colloquium / credit	10 h	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**125 h / 5 ECTS**	---
Student workload during classes involving direct contact with a teacher	60 h / 2,4 ECTS	---
Student workload during Class	---	---
Student workload during research preparation classes or research activities	125 h / 5 ECTS	---

X. READING AND OTHER TEACHING MATERIALS

Core Literature:

- Keller, K.L., Swaminathan, V. (2020). Strategic Brand Management: Building, Measuring, and Managing Brand Equity (5th ed.). Pearson.
- Mogaji, E. (2021). Brand Management: An Introduction through Storytelling. Springer.
- Gręboszc-Krawczyk, M., Siuda, D. (2020). Modern Brand Management. Wydawnictwo Politechniki Łódzkiej.

Supplementary Literature/Further Reading:

- Kapferer, J.-N. (2022). The New Strategic Brand Management: Advanced Insights and Strategic Thinking (6th ed.). Kogan Page.
- Aaker, D.A. (2020). Owning Game-Changing Subcategories: Uncommon Growth in the Digital Age. Morgan James Publishing.

Other teaching materials:

- Teaching materials prepared by the instructor.

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **PS5**	**Diversity Management**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**International Business Management**
Type of education module:	**Specialisation / Related to research preparation**
ECTS points:	**5**
Year / Semester:	**III / 6**
Course coordinator:	**Dr Anna Maria Migdał, prof. SAN**

II. PREREQUISITES (resulting from the succession of courses)

Knowledge in Principles of International Management

III. COURSE OBJECTIVES

C1	Providing students with a comprehensive understanding of diversity, inclusion and diversity management as a strategic managerial function.
C2	Developing skills necessary to work out strategies aimed at the integration of diverse groups into the organisation and communicate them.
C3	Fostering the readiness to operate in a diversified environment and respect others.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultations	Exam / Credit	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of classes	Teaching methods
Lecture	Classes conducted remotely via the Teams platform – synchronous classes.
Class	Presentation, discussion, case studies.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to the programme learning outcomes
	Knowledge:	
P_W01	The student knows and understands the foundations of DEI.	K_W02
P_W02	The student has in-depth knowledge of various dimensions of diversity (age, gender, disability, background, religion, culture, sexual orientation, etc.).	K_W02
P_W03	The student has advanced knowledge of the impact of diversity management on organisation's functioning.	K_W02, K_W09
	Skills:	
P_U01	The student is able to develop strategies to integrate diverse groups into the organisation and communicate them.	K_U03, K_U07
P_U02	The student is able to use inclusive language and counter hate speech and microaggressions.	K_U03
	Social competences:	
P_K01	The student is ready to operate in a diversified environment and respect others.	K_K06

VII. EDUCATIONAL CONTENT

No.	Lecture:	Reference to course learning outcomes
L1	Notion of diversity and inclusion. Theory of inclusion and diversification. Dimensions of diversity in the modern world.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
L2	Various aspects of diversity based on ethnicity, age, gender, sexual orientation, disability or religion in the context of everyday life and professional work.	P_W01, P_W02, P_W03,

		P_U01, P_U02, P_K01, P_K02
L3	Diversity management – the organisational approach and the critical approach	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
L4	Diversity management in the context of the European Union and Polish society: legal solutions, good practices, research on effective diversity management.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
L5	Mobility and international migration as determinants of workforce diversity	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
No.	**Class:**	**Reference to course learning outcomes**
C1	Cultural aspects of diversity – individual perspective.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C2	Inclusive language and countering hate speech and microaggressions.	W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C3	Cultural aspects of diversity – organisational perspective.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C4	Gender based diversity – individual and organisational perspective	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C5	Age management as an element of diversity management	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C6	Diversity Charters in the EU.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C7	Diversity policy of selected companies – evaluation.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Group project "Development of the diversity policy"	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02

VIII. LEARNING OUTCOMES ASSESSMENT METHODS

Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written examination	Oral Assessment	Test	Essay/ report/ portfolio	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment cards	Active Participation in Class	
P_W01		x										Lecture
P_W02		x										Lecture

P_W03		x										Lecture
P_U01					x		x		x		x	Class
P_U02					x		x		x		x	Class
P_K01							x		x			Class
P_K02							x		x			Class

Assessment criteria:

Class

Grade from the class is based on partial grades from:
- individual tasks
- group tasks
- group project and individual defence.

Lecture

Oral assessment:

Each student draws 1 set consisting of 2 questions (from a pool of 10 sets). Each of the 2 answers is graded according to the university's grading scale, i.e. from 2 (unsatisfactory) to 5 (very good). The mark for the oral assessment is the arithmetic mean of the answers obtained.

Important:

Students who have submitted all assignments on time are eligible to request a review of any partial mark, including passing grades.

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Activity Type **ECTS**	**Student's workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (Class / lab / seminar / workshop / project / e-learning / diploma seminar)	56 h	---
Exam/credit	4 h	---
Participation in consultations		---
Student's individual work, including:	65 h	---
- Essay preparation	---	---
- Conducting literature research	15 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	34 h	---
- Preparation for the classes	15 h	---
- Preparation for the exam / colloquium / credit	15 h	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**125 h / 5 ECTS**	---
Student workload during classes involving direct contact with a teacher	60 h / 2,4 ECTS	---
Student workload during Class	---	---
Student workload during research preparation classes or research activities	125 h / 5 ECTS	---

X. READING AND OTHER TEACHING MATERIALS

Core Literature:

- Pinkett, R. (2023). Data Driven Diversity and Inclusion. Wiley.
- Plummer, D.L. (2018). Handbook of Diversity Management: Inclusive Strategies for Driving Organizational Excellence, 2nd ed. Half Dozen Publications,
- Shirley, D. (2022). Diversity, Equity & Inclusion for Dummies, For Dummies.Shirley, D. (2022). Diversity, Equity & Inclusion for Dummies, For Dummies.

Supplementary Literature/Further Reading:

- Syed, J., Ozbilgin M. (Eds). (2020). *Managing diversity and inclusion: an international perspective.* Sage
- Hofstede, G., Hofstede, G.J., Minkov, M. (2010). Cultures and Organisations: Software of the Mind, 3rd ed. Sage.
- Światęk-Barylska, I., Mohan Devas, U. (Eds.). (2021). *Facets of Managing in Cross-Cultural Diversity*.Wyd. Uniwersytetu Łódzkiego. [Ibuk Libra]
- Trompenaars, F., Hampden-Turner, C. (2020). Riding the Waves of Culture. Understanding Diversity in Global Business, 4th ed. McGraw-Hill Education

Other Teaching Materials:

- Multimedia presentations.

- Teaching materials prepared by the instructor.
- Diversity Charters.
- Diversity Policies of Selected Companies.
- The EU Commission Website.

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **PS6**	**Crisis Management**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**International Business Management**
Type of education module:	**Specialisation / Related to research preparation**
ECTS points:	**5 ECTS**
Year / Semester:	**III / 6**
Course coordinator:	**Dr Wojciech Duranowski**

II. PREREQUISITES (resulting from the succession of courses)

Knowledge: Student should be familiar with Principles of International Management, Organisational Behaviour, and business risk concepts.
Skills: Ability to analyse business case studies; basic skills in data interpretation and teamwork in project settings.
Social Competences: Effective teamwork and communication; readiness to take initiative and responsibility under pressure.

III. COURSE OBJECTIVES

C1	To familiarise students with the theoretical foundations of crisis management: typology of crises, models of crisis cycles, and organisational resilience frameworks.
C2	To develop students' practical skills in designing crisis response plans, conducting risk assessments, and managing crisis communication.
C3	To build students' readiness to act responsibly and decisively in conditions of uncertainty, making decisions under time pressure and incomplete information.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultations	Exam / Credit	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of classes	Teaching methods
Lecture	Multimedia presentations; problem-based lecture; structured discussion; analysis of real crisis case studies
Class	Crisis simulation exercises (tabletop exercises); group crisis response planning workshops; stakeholder communication drafting; risk mapping using scenario analysis; peer review and group debriefs; individual and group presentations.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to the programme learning outcomes
	Knowledge:	
P_W01	Student defines the concept of a crisis, its typology (natural, technological, reputational, financial, cyber), and distinguishes crisis management phases (pre-crisis, response, post-crisis).	K_W03, K_W10
P_W02	Student identifies key crisis management models (Fink's Life Cycle, Mitroff's Onion Model, PPRR model) and explains their application in organisational management.	K_W11, K_W12
P_W03	Student describes the role of leadership, communication, and organisational culture in crisis preparedness and resilience building.	K_W03, K_W10
	Skills:	
P_U01	Student conducts a risk assessment using scenario analysis tools (SWOT, PESTEL, risk matrix) and formulates a crisis preparedness plan for a selected organisation.	K_U05, K_U08
P_U02	Student designs a crisis communication strategy, including internal communication, media relations, and stakeholder management during an active crisis.	K_U05, K_U08
P_U03	Student evaluates an organisation's post-crisis recovery strategy and proposes resilience-building improvements based on lessons learned.	K_U05, K_U08
	Social competences:	

P_K01	Student is ready to work in a crisis management team, accept delegated responsibilities, and act decisively under conditions of uncertainty and time pressure.	K_K07
P_K02	Student demonstrates ethical awareness in crisis decision-making, including transparency in communication and stakeholder accountability.	K_K02

VII. EDUCATIONAL CONTENT

No.	**Lecture:**	**Reference to course learning outcomes**
W1	Crisis: definition, typology and characteristics — natural, technological, reputational, financial, cyber, and geopolitical crises	P_W01
W2	Crisis lifecycle models: Fink's Four-Stage Model, Mitroff's Onion Model, PPRR (Prevention–Preparedness–Response–Recovery) framework	P_W02
W3	Organisational resilience: concepts, frameworks (ISO 22301, BS 11200), and the link between business continuity and crisis management	P_W02, P_W03
W4	Leadership and decision-making in crisis: cognitive biases, groupthink, sensemaking under uncertainty	P_W03, P_K01
W5	Crisis communication: principles, media relations, social media management, spokesperson training, and dark site communication	P_W03, P_U02
W6	Corporate reputation management during and after crisis: stakeholder theory, CSR response, and reputational recovery	P_W03, P_K02
W7	Case studies of landmark crises: Johnson & Johnson Tylenol (1982), BP Deepwater Horizon (2010), COVID-19 pandemic response, Boeing 737 MAX — lessons for modern management	P_W01, P_W02, P_W03
No.	**Class:**	**Reference to course learning outcomes**
C1	Crisis typology workshop: students classify and analyse recent real-world crises using a crisis taxonomy matrix	P_W01, P_K01
C2	Risk identification and assessment: constructing a risk register and risk matrix for a selected company or industry	P_U01, P_K01
C3	Crisis preparedness planning: designing a Crisis Management Plan (CMP) — roles, escalation procedures, resource allocation	P_U01, P_U03, P_K01
C4	Tabletop simulation I — crisis response exercise: students manage an unfolding corporate crisis (product recall / data breach scenario) in assigned roles (CEO, PR, Legal, Operations)	P_U01, P_U02, P_K01, P_K02
C5	Crisis communication workshop: drafting press releases, stakeholder communications, and social media statements; peer review	P_U02, P_K02
C6	Tabletop simulation II — post-crisis recovery: conducting a post-incident review (PIR), updating the crisis plan, reputation repair strategy	P_U03, P_K01, P_K02
C7	Group presentations: analysis of a selected organisational crisis — root causes, response evaluation, and recommendations	P_U01, P_U02, P_U03, P_K01, P_K02
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Solving problematic tasks (without help or within teamwork)	P_W02, P_U02, P_K01, P_K02
IS2	Getting acquainted with the lecture and reading the source literature to prepare for a credit in the subject.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03

VIII. LEARNING OUTCOMES ASSESSMENT METHODS

Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written examination	Oral asssesment	Test	Essay/ report/ portfolio	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment cards	Active Participation in Class	
P_W01		x					x				x	Lecture
P_W02		x					x				x	Lecture
P_W03		x			x						x	Lecture
P_U01					x				x		x	Class
P_U02					x		x		x		x	Class

P_U03					x				x		x	Class
P_K01					x				x		x	Class
P_K02					x		x		x		x	Class

Assessment Criteria:

Oral Assessment(2 open questions on crisis management theory and crisis communication; 0–10 pts each; max 20 pts):

0–10 pts — 2.0 (ndst)

11–12 pts — 3.0

13–14 pts — 3.5

15–16 pts — 4.0

17–18 pts — 4.5

19–20 pts — 5.0

Passing the Class (prerequisite for exam admission) — max 20 pts:

Group project + group presentation (crisis case study analysis with response plan) — 50% (max 10 pts)

Tasks / independent work (risk register, CMP draft) — 30% (max 6 pts)

Active participation (tabletop simulations, in-class exercises) — 20% (max 4 pts)

Minimum to pass: 12/20 pts (60%)

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Activity Type **ECTS**	**Student's workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (Class / lab / seminar / workshop / project / e-learning / diploma seminar)	56 h	---
Exam / credit	4 h	---
Participation in consultations	---	---
Student's individual work, including:	65 h	---
- Essay preparation	---	---
- Conducting literature research	15 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	20 h	---
- Preparation for the classes	23 h	---
- Preparation for the exam / colloquium / credit	7 h	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**125 h / 5 ECTS**	---
Student workload during classes involving direct contact with a teacher	60 h / 2,4 ECTS	---
Student workload during Class	---	---
Student workload during research preparation classes or research activities	125 h / 5 ECTS	---

X. READING AND OTHER TEACHING MATERIALS

Core Literature:

- Crandall, W.R., Parnell, J.A., Spillan, J.E. (2020). Crisis Management: Leading in the New Strategy Landscape (3rd ed.). SAGE Publications.
- Kovoor-Misra, S. (2020). Crisis Management: Resilience and Change. SAGE Publications.
- Crask, J. (2021). Business Continuity Management: A Practical Guide to Organizational Resilience and ISO 22301. Kogan Page.

Supplementary Literature/Further Reading:

- Swartz, E., Elliott, D. (2023). Business Continuity Management: A Crisis Management Approach (3rd ed.). Routledge.

Other teaching materials:

- Teaching materials prepared by the instructor.
- Set of tasks and case studies prepared by the teacher

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **PS7**	**Doing Business in Europe**
Name of the organisational unit responsible for the programme:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**International Business Management**
Type of education module:	**Specialisation**
ECTS Points:	**5 ECTS**
Year / Semester:	**III / 6**
Course coordinator	**Dr Natalia Mospan**

II. PREREQUISITES (resulting from the succession of courses)
Principles of International Management, Economics, and Principles of Marketing.

III. COURSE OBJECTIVES	
C1	Getting students acquainted with the basic issues related to the issues of organisation and management of economic entities, in particular companies and entrepreneurship. Getting to know the principles of creating a business, entrepreneurial behaviour, as well as visions, missions and strategies.
C2	Knowing and understanding the role of the company's resources and the rules of their use. Developing the ability to analyse processes and phenomena occurring in a company.
C3	Acquisition of competence to prepare a project for a business venture and work in a team.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultations	Exam/ credit	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS	
Forms of classes	**Teaching methods**
Lecture	Classes conducted remotely via the Teams platform – synchronous classes.
Class	Presentation, discussion, case studies.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	The student names and describes issues in the field of business management. The student defines the essence of entrepreneurship, the entrepreneur and the company. The student defines the goals of undertaking business activity.	K_W03, K_W07, K_W11, K_W23
P_W02	The student characterises the company's resources and their interrelationships. The student presents the concepts related to the creation of a business venture.	K_W07, K_W08
P_W03	The student knows the principles of creating, running and developing business activities in connection with the selection of the appropriate organisational and legal form of the venture.	K_W07, K_W23
	Skills:	
P_U01	The student is able to prepare assumptions for running a business and phrase goals to be achieved by a company.	K_U02, K_U04
P_U02	The student is able to design a business venture and prepare a business plan for it.	K_U04
P_U03	The student is able to analyse and evaluate as well as to draw conclusions for the prepared projects of business ventures.	K_U01, K_U11
	Social Competences:	
P_K01	The student is ready to define priorities while thinking and acting entrepreneurially.	K_K10

VII. EDUCATIONAL CONTENT

No.	Lectures:	Reference to course learning outcomes
L1	Why do business in Europe? Is Europe still worth doing business with?	P_W01, P_W02,

		P_W03, P_U01, P_U02, P_U03, P_K01
L2	Business activities, basic concepts. The essence of a company and the purposes of its establishment. Classification of companies. The company typology.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L3	Criteria for differentiating companies. Legal and organisational forms of companies. The concept of economic activity.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L4	Organisation's life cycle. The impact of the life cycle on the process of managing an economic organisation. Vision, mission, and strategy of a company. Family business life cycle model.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
L5/6	Structural elements of the organisational structure. Designing a company.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
L7	The New European Business Environment.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
L8	The European Union in 2022. Current challenges for the EU.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L9	Foundations and symbols. Why "Europe"?	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
L10	The euro. Strategic choices for Europeanization. Competitiveness of business.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
L11	What is a Financial Market? Types of Financial Market.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
L12	Funding/Investment Markets. Long-Term vs. Short-Term Funding. Debt vs. Equity Funding.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L13	Organising the supply chain in Europe.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
L14	Legislative instruments and the EU budget.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
L15	Supporting Competitive Analysis.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
No.	**Class:**	**Reference to course learning outcomes**
C1	Business Processes.	P_W01, P_W02, P_W03, P_U01,

		P_U02, P_U03, P_K01,
C2	Vision and mission of a company. Strategic goals vs operational goals.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
C3	EU enlargement: advantages and disadvantages for doing business in Europe.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
C4	An analysis of the logistic network of an EU company. Case study.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
C5	EU Transport.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
C6	Argumentation for choosing a company location.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
C7	Competitive analysis of a chosen company.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
C8	An analysis of the business activities of a company through a case study.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Preparation for in-class and home assignments.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
IS2	Preparation for the Test.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,

VIII. LEARNING OUTCOMES ASSESSMENT METHODS

Course learning outcomes	**Assessment Method**											**Form of classes**
	Written examination	Oral examination	Test	Essay/ report/ portfolio	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment cards	Active Participation in Class	
P_W01			x								x	Lecture
P_W02			x								x	Lecture
P_W03			x								x	Lecture
P_U01							x		x		x	Class
P_U02							x		x		x	Class
P_U03							x		x		x	Class
P_K01							x		x		x	Class

Assessment criteria:

11–12 pts — 3.0
- 13–14 pts — 3.5
- 15–16 pts — 4.0
- 17–18 pts — 4.5
- 19–20 pts — 5.0

Admission to the oral Assessmentis conditional upon **passing the class**, which is assessed on the basis of:
- Group project with group presentation — 50% (max. 10 pts)
- Tasks / independent work— 30% (max. 6 pts)
- Active Participation in Class — 20% (max. 4 pts)

A minimum of 60% of the total points (12/20) is required to pass. Grading scale:
- 12–13 pts — 3.0
- 14–15 pts — 3.5
- 16–17 pts — 4.0
- 18–19 pts — 4.5
- 20 pts — 5.0

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Activity Type **ECTS**	**Student's workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (lecture, class, seminar, project, lab, workshops, diploma seminar)	56 h	---
exam/credit	4 h	---
Participation in consultations	---	---
Student's individual work, including:	65 h	---
- Essay preparation	---	---
- Conducting literature research	15 h	---
- Conducting empirical research	----	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	25 h	---
- Preparation for the classes	20 h	---
- Preparation for the exam/colloquium / credit	5 h	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**125 h / 5 ECTS**	---
Student workload during classes involving direct contact with a teacher	60 h / 2,4 ECTS	---
Student workload during Class	---	---
Student workload during research preparation classes or research activities	125 h / 5 ECTS	---

X. READING AND OTHER TEACHING MATERIALS

Core Literature:

– Somers, F. (Ed.) (2020). European Business Environment: Doing Business in Europe (2nd ed.). Routledge
– Suder, G., Riviere, M., Lindeque, J. (Eds.) (2022). The Routledge Companion to European Business. Routledge.
– Collinson, S., Narula, R., Qamar, A., Rugman, A.M. (2023). International Business (9th ed.). Pearson.

Supplementary Literature/Further Reading:

– Dąbrowski, M., Suska, M. (Eds.) (2023). The European Union Digital Single Market: Europe's Digital Transformation. Routledge.

Other teaching materials:

- Teaching materials prepared by the instructor.
- Interactive lectures.
- Multimedia presentations.
- Case studies.

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **PS8**	**Doing Business in Asia**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**International Business Management**
Type of education module:	**Specialisation / Related to research preparation**
ECTS Points:	**5 ECTS**
Year / Semester:	**III / 6**
Course coordinator	**Dr Jacek Oleksiejuk**

II. PREREQUISITES (resulting from the succession of courses)
Principles of International Management, Economics, Principles of Marketing.

III. COURSE OBJECTIVES	
C1	Getting students acquainted with the basic issues related to the organisation and management of economic entities, in particular companies and entrepreneurship, in the Asian context. Getting to know the principles of creating a business, entrepreneurial behaviour as well as visions, missions and strategies from the Asian perspective.
C2	Knowing and understanding the role of the company's resources and the rules of their use. Developing the ability to analyse processes and phenomena occurring in a company – Asian specificity.
C3	Acquisition of competence to prepare a project for a business venture operating in a selected Asian country and work in a team.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultations	Exam/ credit	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of classes	Teaching methods
Lecture	Classes conducted remotely via the Teams platform – synchronous classes.
Class	Presentation, discussion, case studies.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	The student identifies and describes business management issues from an Asian perspective. The student defines the essence of entrepreneurship, the entrepreneur and the company. The student defines the goals of undertaking business activity in the Asian context.	K_W03, K_W07, K_W11, K_W23
P_W02	The student characterises the company's resources and their interrelationships. The student presents the concepts related to the creation of a business venture in Asia.	K_W07, K_W08
P_W03	The student understands the principles of creating, running, and developing business activities in Asia, including selecting the appropriate organisational and legal form for the venture.	K_W07, K_W23
	Skills:	
P_U01	The student is able to prepare assumptions for running a business in Asia and to phrase goals for a company.	K_U02, K_U04
P_U02	The student is able to design a business venture and prepare a business plan for it.	K_U04
P_U03	The student is able to analyse and evaluate, as well as to draw conclusions for the prepared projects of business ventures	K_U01, K_U11
	Social Competences:	
P_K01	The student is ready to define priorities while thinking and acting in an entrepreneurial way.	K_K10

VII. EDUCATIONAL CONTENT

No.	Lecture:	Reference to Course (Module) Learning Outcomes
L1	The essence of entrepreneurship. The concept and features of an entrepreneur. Entrepreneur as a creator and implementer of entrepreneurial activities.	P_W01, P_W02, P_W03, P_U01,

		P_U02, P_U03, P_K01
L2	Business activities, basic concepts. The essence of a company. Spin-off of a company and the purpose of the activity. Other organisations in a market economy. Companies and other entities in Asian context.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L3	Organisation's life cycle. The impact of the life cycle on the process of managing an economic organisation. Vision, mission, and strategy of a company. Family business life cycle model.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L4	The subject and development of knowledge about a company. The genesis of a company. A company as a market economy entity. Classification of companies. Classification of companies in selected Asian Countries.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
L5/6	Criteria for differentiating companies. Legal and organisational forms of companies. The concept of economic activity.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
L7	Creation and transformation of an organisation. Stages of organising a company. Configuration of the organisational structure. Centralisation, formalisation and division of labour. Structural elements of the organisational structure. Designing a company.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
L8	Resources, assets, potential and capital of a company. The resource trend in management sciences. Fixed and current assets. Value and valuation of a company.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L9	Cooperation between companies. The essence of collective action. Goals of cooperation. Groups of companies. Making use of projects in business management.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
L10	Company of the future. New approach to organisation. Network organisations. Virtual organisations.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
L11	A family company as a form of running a business. Family company strategy. Succession and its impact on business continuity. Family businesses in Asia.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
L12	The role and importance of a business plan in creating and developing a business venture. Basic elements of a business plan. Specificity of Asian markets.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01
L13	Determinants of production and service management. Quality management.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
L14	Results of the company's activity and their evaluation.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
L15	Development of the company's potential in the Asian context. Organisations and programmes supporting entrepreneurship in Asia. ASEAN activity.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
No.	**Class:**	**Reference to Course (Module) Learning Outcomes**
C1	Features of an entrepreneur. Assessment of one's own skills.	P_W01, P_W02, P_W03, P_U01,

		P_U02, P_U03, P_K01,
C2	Vision and mission of a company in the Asian context. Strategic goals vs operational goals.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
C3	Advantages and disadvantages of choosing organisational and legal forms of companies in the Asian context.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
C4	Formal and legal requirements for registration of a business entity in selected Asian countries. Filling out registration documents.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
C5	Decisions in the planning phase of a business venture in the Asian context. Decision on the choice of the subject of activity, the decision on the method of financing the investment, the decision on the choice of the organisational and legal form, the decision on the choice of the entrepreneur's location and the location of the company's activity.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
C6	Tangible and intangible resources in a company. The role of the human factor in a company – Asian perspective.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
C7	Company life cycle. Company life cycle in the Asian context. Company of the future.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
C8	Business plan and its structure. Business plan for a specific business venture operating in a selected Asian country.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Preparation of the concept of a business venture operating in a selected Asian country.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,
IS2	Preparation for active participation in class.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01,

VIII. LEARNING OUTCOMES ASSESSMENT METHODS

Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written examination	Oral examination	Test	Essay/ Report/ Portfolio	Tasks/ Independent Work	Individual Presentation	Group Presentation	Individual Project	Group Project	Observation/ Self-Assessment Cards	Active Participation In Class	
P_W01		x									x	Lecture
P_W02		x									x	Lecture
P_W03		x									x	Lecture
P_U01							x		x		x	Class
P_U02							x		x		x	Class
P_U03							x		x		x	Class
P_K01							x		x		x	Class

Assessment criteria:
The oral assessment consists of two open questions. Each question is graded on a scale of 0–10 points (maximum 20 points):

- 11–12 pts — 3.0
- 13–14 pts — 3.5
- 15–16 pts — 4.0
- 17–18 pts — 4.5
- 19–20 pts — 5.0

Admission to the oral Assessmentis conditional upon **passing the class**, which are assessed on the basis of:

- Group project with group presentation — 50% (max. 10 pts)
- Tasks / independent work— 30% (max. 6 pts)
- Active Participation in Class — 20% (max. 4 pts)

A minimum of 60% of the total points (12/20) is required to pass. Grading scale:

- 12–13 pts — 3.0
- 14–15 pts — 3.5
- 16–17 pts — 4.0
- 18–19 pts — 4.5
- 20 pts — 5.0

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Activity Type	**Student's workload**	
ECTS	**Full-time Studies**	**Part-time Studies**
Participation in classes (Class / lab / seminar / workshop / project / e-learning / diploma seminar)	56 h	---
Exam / credit	4 h	---
Participation in consultations	---	---
Student's individual work, including:	65 h	---
- Essay preparation	---	---
- Conducting literature research	17 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	23 h	---
- Preparation for the classes	20 h	---
- Preparation for the exam / colloquium / credit	5 h	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**125 h / 5 ECTS**	---
Student workload during classes involving direct contact with a teacher	60 h / 2,4 ECTS	---
Student workload during Class	---	---
Student workload during research preparation classes or research activities	125 h / 5 ECTS	---

X. READING AND OTHER TEACHING MATERIALS

Core Literature:

- Doing Business in Asia, Suder Gabriele, Terence Tsai, Sumati Varma, Sage Publication, 2020.

Supplementary Literature/Further Reading:

- Doing Business in South Asia. A Case Study Collection, G.V. Muralidhara, by Routledge, 2023.
- East Asian Business in the New World: Helping Old Economies Revitalize discusses how to conduct business in East Asia, Shaomin Ki, 2016.

Other teaching materials:

- Multimedia presentations.
- Teaching materials prepared by the instructor.
- Case studies.
- India-focused website; https://www.india-briefing.com/doing-business-guide/india
- China-focused website: https://www.china-briefing.com/doing-business-guide/china#
- Hong-Kong focused website: https://www.china-briefing.com/doing-business-guide/hong-kong
- The Baker McKenzie XenFun (FTZ) (2025). *Doing Business in China*.

3b. SPECIALISATION: E-BUSINESS & DIGITAL MARKETING

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **PS1**	**Management Aesthetics**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**E-Business and Digital Marketing**
Type of education module:	**Specialisation / Related to research preparation**
ECTS Points:	**5 ECTS**
Year / Semester:	**III / 5**
Course coordinator	**Dr Adam Kałowski**

II. PREREQUISITES (resulting from the succession of courses)
Konwledge in Principles of International Management and Introduction to Cultural Studies.

III. COURSE OBJECTIVES	
C1	Learning the basic concepts of humanistic management, discussing various types of organisations and their organisational forms. Acquiring an understanding of the essence and mechanisms of the organisation's operation, the principles of the organisation's functioning, management instruments and the analysis of selected management problems, and getting acquainted with the principles of planning, organising, managing people, and controlling from the perspective of humanistic management and management aesthetics.
C2	Developing the ability to identify and analyse the functional areas of an organisation and the basic relationships between these areas from the perspective of humanistic management and management aesthetics.
C3	Shaping attitudes that develop acting in a team and competencies to work as a manager from the perspective of humanistic management and management aesthetics. Having elementary skills of observation, description, analysis and interpretation of basic phenomena and processes occurring in an organisation with the use of the basic concepts and theoretical approaches from the perspective of humanistic management and management aesthetics, as well as the ability to apply and evaluate the usefulness of selected methods and tools for the description and analysis of the organisation's environment.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultations	Exam/ credit	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS	
Forms of classes	**Teaching methods**
Lecture	Multimedia-supported lecture, presentation, elements of discussion. Classes conducted remotely via the Teams platform – synchronous classes.
Class	Discussion, group tasks, project work.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES		
No.	**Course Learning Outcomes Description**	**Reference to the programme learning outcomes**
	Knowledge:	
P_W01	The student indicates the nature and place of humanistic management in the field of social sciences and explains the genesis of management and quality sciences and their development in socio-economic and civilisation development. Demonstrates knowledge of the concepts of humanistic management.	K_W01, K_W05, K_W07
P_W02	The student describes the methods of the aesthetic approach to an organisation and its environment, and defines the functional areas of an organisation and the relations between them. Demonstrates the knowledge of tools allowing for solving problems occurring in humanistic management.	K_W08, K_W09, K_W16, K_W19
	Skills:	
P_U01	The student makes a diagnostic assessment of an organisation from the perspectives of humanistic management and management aesthetics, analyses and interprets the basic phenomena and processes taking place in an organisation using the basic concepts and theoretical approaches related to these perspectives.	K_U01, K_U09

P_U02	The student uses and correctly evaluates the usefulness of methods and tools for describing and analysing the organisation's environment from the perspectives of humanistic management and management aesthetics.	K_U02, K_U07
P_U03	The student works as a team and plans the team's work consciously and responsibly.	K_U05, K_U17
Social Competences:		
P_K01	The student is ready to recognise the role of knowledge in the discipline of management science in solving problems from the perspective of humanistic management and management aesthetics.	K_K09
P_K02	The student is ready to work as part of a team to achieve the organisation's goals.	K_K01, K_K09

VII. EDUCATIONAL CONTENT

No.	Lecture:	Reference to course learning outcomes
L1	Humanistic management - its essence and importance.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L2	Aesthetics and its role in personality development, and its application in management sciences	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L3	Personality types from the perspective of aesthetics and types of creative personalities	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L4	Theory of the aesthetic situation, its elements and application in management practice.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L5	Creativity and its role in contemporary organisations. Development methods of one's own creativity from the perspective of aesthetics.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L6	Paradoxical thinking and its potential for creativity development and solving managerial problems.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L7	Human resources management from the perspective of humanistic management. Complex identities.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L8	Motivating employees in the organisational management process. The essence of motivation. Role of inspiration and motifs in undertaking creative activities.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L9	Arts and kitsch - how to perceive kitsch in non-artistic activities (management, social sciences).	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L10	Arts and kitsch - how to perceive kitsch in non-artistic activities (management, social sciences).	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L11	Improvisation and fixation.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L12	Combining art fields with the practice of management, change management.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02

L13	Combining art fields with the practice of management, change management.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L14	Application of creativity and artistry in management practice.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
L15	Application of creativity and artistry in management practice.	P_W01, P_W02, P_W03, P_U01, P_U02, P_U03, P_K01, P_K02
No.	**Class:**	**Reference to course learning outcomes**
C1	Humanistic management - its essence and importance.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C2	Aesthetics and its role in personality development, and its application in management sciences.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C3	Personality types from the perspective of aesthetics and types of creative personalities.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C4	Theory of the aesthetic situation, its elements and application in management practice	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C5	Creativity and its role in contemporary organisations. Development methods of one's own creativity from the perspective of aesthetics.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C6	Paradoxical thinking and its potential for creativity development and solving managerial problems.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C7	Human resources management from the perspective of humanistic management. Complex identities.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C8	Motivating employees in the organisational management process. The essence of motivation. Role of inspiration and motifs in undertaking creative activities.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C9	Arts and kitsch - how to perceive kitsch in non-artistic activities (management, social sciences).	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C10	Arts and kitsch - how to perceive kitsch in non-artistic activities (management, social sciences).	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C11	Improvisation and fixation.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C12	Combining art fields with the practice of management, change management.	P_W01, P_W02,

		P_W03, P_U01, P_U02, P_K01, P_K02
C13	Combining art fields with practice of management; change management	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C14	Application of creativity and artistry in management practice	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
C15	Application of creativity and artistry in management practice	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Preparing essays and a group project based on humanistic management and management aesthetics.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02
IS2	Preparing a public speech and multimedia presentation.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment Methods**											**Form of classes during which learning outcomes are assessed**
	Written examination	Oral eassesment	Test	Essay/ report/ portfolio	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment cards	Active Participation in Class	
P W01		x									x	Lecture
P_W02		x									x	Lecture
P_U01		x		x	x						x	Class
P_U02				x	x						x	Class
P_U03				x	x						x	Class
P_K01				x	x						x	Class
P_K02				x	x						x	Class

Assessment criteria:

The **oral assessment** consists of three open questions assessing knowledge of humanistic management and management aesthetics. Each answer is evaluated on a scale of 0–5 points (maximum 15 points total):

- 0–8 pts — 2.0 (fail)
- 9–10 pts — 3.0
- 11–12 pts — 3.5
- 13 pts — 4.0
- 14 pts — 4.5
- 15 pts — 5.0

Eligibility for the oal examination requires **successful completion of the class, which are evaluated according to the following criteria:**

- Essay / Group project (preparing essays and group project based on humanistic management and management aesthetics) — 40% (max. 8 pts)
- Tasks / independent work (including preparation of a public speech and multimedia presentation) — 40% (max. 8 pts)
- Active Participation in Class — 20% (max. 4 pts)

A minimum of 60% of the total points (12/20) is required to pass the Class. Grading scale for Class:

- 12–13 pts — 3.0
- 14–15 pts — 3.5
- 16–17 pts — 4.0

- 18–19 pts — 4.5
- 20 pts — 5.0

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS		
Activity Type	**Student's workload**	
ECTS	**Full-time Studies**	**Part-time Studies**
Participation in classes (Class / lab / seminar / workshop / project / e-learning / diploma seminar)	56 h	---
Exam / credit	4 h	---
Participation in consultations	---	---
Student's individual work, including:	65 h	---
- Essay preparation	---	---
- Conducting literature research	21 h	---
- Conducting empirical research	10 h	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	20 h	---
- Preparation for the classes	9 h	---
- Preparation for the exam / colloquium / credit	5 h	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**125 h / 5 ECTS**	---
Student workload during classes involving direct contact with a teacher	60 h / 2,4 ECTS	---
Student workload during Class	---	---
Student workload during research preparation classes or research activities	125 h / 5 ECTS	---

X. READINGS AND OTHER TEACHING MATERIALS

Core Literature:

– Szostak, M. (Ed.) (2025). Management Aesthetics: Kitsch and Modern Organisations. Routledge. DOI: 10.4324/9781003504931
– Kostera, M., Woźniak, C. (Eds.) (2021). Aesthetics, Organization, and Humanistic Management. Routledge.

Supplementary Literature/Further Reading:

– Szostak M. & Sułkowski Ł. (2020). *Manager as an Artist: Creative Endeavor in Crossing the Borders of Art and Organizational Discourse*, "Creativity Studies" 13(3), 351-368.
– Szostak, M. and Sułkowski, Ł. (2020). *Kitsch in Management: characteristic forms, carriers and propagators*', in Education excellence and innovation management: a 2025 Vision to sustain economic development during global challenges: proceedings of the 35th International Business Information Management Association Conference (IBIMA). Sevilla: IBIMA, 7584-7598.
– Szostak, M. and Sułkowski, Ł. (2021). *The Challenges in Identification of Artists-Managers: Consequences for creativity*, "Creativity Studies", 14(1), 112–124. doi: 10.3846/cs.2021.13822.
– Szostak, M. and Sułkowski, Ł. (2021). *The Identity and Self-Perception of Artists-Managers',* 'Problems and Perspectives in Management', 19(1), 372–386. doi: 10.21511/ppm.19(1).2021.32.
– Szostak, M. (2021). *Artistry, Management, and Creativity: Links and Common Denominators*, Discourses on Culture, 16(1), 23–54. doi: 10.36145/DoC2021.08.
– Szostak, M. (2022). *Contextual inspiration and motive in persuasive creativity: lessons from artistic improvisation*, 'Discourses on Culture', 17(1), 101–131. doi: 10.36145/DoC2022.05.

Other teaching materials:

- Teaching materials prepared by the teacher.
- Multimedia presentations.
- Case studies.

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **PS2**	**International Business Transactions**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**E-Business and Digital Marketing**
Type of education module:	**Specialisation / Related to research preparation**
ECTS Points:	**5 ECTS**
Year / Semester:	**III / 5**
Course coordinator	**Dr Anna Maria Migdał, prof. SAN**

II. PREREQUISITES (resulting from the succession of courses)
Konwledge in Introduction to Economics, Principles of International Management

III. COURSE OBJECTIVES	
C1	Equip students with the strategic and operational expertise necessary to design, negotiate, and manage complex international business transactions, while effectively mitigating risks.
C2	Develop the ability to actively negotiate, draft, and analyse various contracts as well as prepare necessary documentation.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultations	Exam/ credit	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of classes	Teaching methods
Lecture	Multimedia-supported lecture, presentation, and elements of discussion. Classes conducted remotely via the Teams platform – synchronous classes.
Class	Discussion, case study, role play

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to the programme learning outcomes
	Knowledge:	
P_W01	The student has in-depth knowledge of various types of international business transactions from both institutional and managerial perspectives.	K_W03, K_W07, K_W08
P_W02	The student has in-depth knowledge of concluding contracts from both institutional and managerial perspectives.	K_W03, K_W07, K_W08
	Skills:	
P_U01	The student is able to analyse the market from the managerial decision-making perspective.	K_U10, K_U17
P_U02	The student is able to negotiate and formulate contracts that address specific needs in organisational and managerial contexts.	K_U10, K_U17
P_U03	The student is able to prepare documentation for international business transactions using new technologies.	K_U06, K_U11
	Social Competences:	
P_K01	The student is ready to rely on legal provisions and expert opinions in solving various problems in international business transactions.	K_K08

VII. EDUCATIONAL CONTENT

No.	Lecture:	Reference to course learning outcomes
L1	Sources of information for international business as a base for managerial decision-making.	P_W01
L2	International business transactions. Types of international business transactions.Transaction cycle.	P_W01
L3	International Transactions on Formal Markets. Types of Markets. Formal and Non Formal Markets.	P_W01

L.4	Terms of Trade. Incoterms.	P_W02
L5	International Contracts. International Sales Contracts.	P_W02
L6	Terms of Payment.	P_W02
L7	Risk in international trade and methods of risk mitigation. Insurance.	P_W02
L8	Claism and dispute resolution methods. Arbitration. Mediation. Conciliation	P_W02
No.	**Class:**	**Reference to course learning outcomes**
C1	Analysis of a company's environment in the market economy.	P_U01
C2	Market Analysis – CR Ratio, BCG Matrix.	P_U01, P_U02, P_K01
C3	Role of negotiations in international business transactions.	P_U01, P_U02, P_K01
C4	Understanding Incoterms. Electronic Data Interchange.Common Errors in Incoterms Usage.	P_U01, P_U02, P_K01
C5	International contracts analysis.	P_U01, P_U02, P_K01
C6	International Commercial Documents. Electronic Data Interchange.	P_U01, P_U02, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
SW1	Individual work related to oral assessment, group tasks and independent work.	P_W01, P_W02, P_U01, P_U02, P_U03, P_K01

VIII. METHODS OF LEARNING OUTCOMES VERIFICATION

Course learning outcomes	**Assessment Method**											**Form of classes during which learning outcomes are assessed**
	Written Assessment	Oral Assessment	Case studies	Group tasks	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment cards	Active Participation in Class	
P_W01		x										Lecture
P_W02		x										Lecture
P_U01				x	x	x	x	x			x	Class
P_U02				x	x	x	x	x			x	Class
P_U03				x	x							Class
P_K01		x	x		x	x		x			x	Class

Assessment criteria:

Class

Grade from the class is based on partial grades from:
- individual tasks
- group tasks
- role play
-case studies

Lecture

Oral assessment:

Each student draws 1 set consisting of 3 questions (from a pool of 15 sets). Each of the 3 answers is graded according to the university's grading scale, i.e. from 2 (unsatisfactory) to 5 (very good). The mark for the oral assessment is the arithmetic mean of the answers obtained.

Important:

Students who have submitted all assignments on time are eligible to request a review of any partial mark, including passing grades.

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Activity Type	**Student's workload**	
ECTS	**Full-time Studies**	**Part-time Studies**

Participation in classes (Class / lab / seminar / workshops / project / e-learning / diploma seminar)	56 h	---
Exam / credit	4 h	---
Participation in consultations		---
Student's individual work, including:	65 h	---
- Essay preparation	---	---
- Conducting literature research	5 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	30 h	---
- Preparation for the classes	20 h	---
- Preparation for the exam / colloquium / credit	10 h	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**125 h / 5 ECTS**	---
Student workload during classes involving direct contact with a teacher	60 h / 2,4 ECTS	---
Student workload during Class	---	---
Student workload during research preparation classes or research activities	125 h / 5 ECTS	---

X. READING AND OTHER TEACHING MATERIALS

Core Literature:

- Collinson S., Narula R., Rugman A. M., Qamar, A. (2024). International Business. 9th ed. Pearson
- Folsom R., Van Alstine M., Ramsey M., Schaeffer M. (2025). International Business Transactions in a Nutshell. 12th ed., West Academic Publishing.
- Luthans, F., Doh, J. (2024). International Management: Culture, Strategy, and Behavior, 12h ed. , McGraw Hill.

Supplementary Literature/Further Reading:

- Deresky H., Miller S.H. (2023). International Management: Managing Across Borders and Cultures,Text and Cases, 11th ed., Pearson.
- Folsom R., Wallace Gordon M. Van Alstine M.P., Damsey M.D. (2016). International Business Transactions in a Nutshell, 10th ed., West Academic Publishing.

Other teaching materials:

- Teaching materials prepared by the instructor.
- Case studies.
- Negotiation game - role play.
- Materials from international institutions: International Chamber of Commerce, UNIDROIT, LLOYDS

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **PS3**	**Business Negotiations**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**E-Business and Digital Marketing**
Type of education module:	**Specialisation / Related to research preparation**
ECTS Points:	**5 ECTS**
Year / Semester:	**III / 5**
Course coordinator	**Dr hab. Jan Woroniecki**

II. PREREQUISITES (resulting from the succession of courses)

Principles of Marketing, Sociology or Psychology.

III. COURSE OBJECTIVES

C1	Knowledge of the process of negotiation.
C2	Acquiring skills to implement negotiation techniques into practice.
C3	Induction to continuing improvement of qualifications through independent study.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultations	Exam/Credit	Total hours
Full-time Studies	14	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of classes	Teaching methods
Lecture	Multimedia presentations; problem-based lecture; structured discussion; case-study analysis; synchronous online delivery (MS Teams).
Class	Role-play simulations of negotiation scenarios; group negotiation exercises; case study resolution; peer feedback; individual and group presentations; self-assessment using observation cards.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to programme learning outcomes
	Knowledge:	
P_W01	Student identifies and explains negotiation assumptions, strategies, and styles (distributive, integrative, principled).	K_W17
P_W02	Student describes contemporary determinants of effective negotiation and defines the role of a negotiator and mediator.	K_W09
P_W03	Student characterises the typology and legal framework of ADR mechanisms (negotiation, mediation, arbitration).	K_W17, K_W09
	Skills:	
P_U01	Student selects and applies appropriate negotiation methods and tools to analyse specific conflict situations in business.	K_U04
P_U02	Student designs and conducts a negotiation/mediation process, evaluating results and adjusting strategies accordingly.	K_U04
	Social competences:	
P_K01	Student is ready to define priorities, collaborate in a team negotiation setting, and take responsibility for assigned roles.	K_K03, K_K06
P_K02	Student demonstrates ethical conduct and cultural sensitivity in negotiation and conflict resolution contexts.	K_K03

VII. EDUCATIONAL CONTENT

No.	Lecture:	Reference to course learning outcomes
W1	The nature of conflict: definitions, sources, types and escalation dynamics in organisational contexts	P_W01, P_W03
W2	Negotiation: concept, classification, and theoretical foundations (game theory, Harvard model, principled negotiation)	P_W01, P_W02
W3	Negotiation strategies and tactics: distributive vs. integrative; BATNA, ZOPA, anchoring	P_W01, P_W02
W4	The negotiator's profile: competences, psychological traits, cognitive biases and ethical dilemmas	P_W02, P_K02
W5	Alternative Dispute Resolution (ADR): concept, genesis, typology (negotiation, mediation, arbitration, conciliation) and legal frameworks	P_W03
W6	Mediation: definition, principles, stages, typology and the role of the mediator	P_W02, P_W03
W7	Cross-cultural and international dimensions of business negotiations	P_W01, P_W02, P_K02

No.	Class:	Reference to course learning outcomes
C1	Conflict analysis exercise: identifying conflict types and root causes in business cases	P_W01, P_W03, P_K01
C2	Negotiation simulation I – distributive negotiation (price/contract scenario); debrief and analysis	P_U01, P_U02, P_K01
C3	Negotiation simulation II – integrative (win-win) negotiation; interest mapping and option generation	P_U01, P_U02, P_K01
C4	BATNA workshop: identifying BATNA, WATNA and ZOPA in real-world business scenarios	P_U01, P_U02
C5	Negotiation skills training: communication, active listening, persuasion, handling impasse	P_U02, P_K01, P_K02
C6	Mediation simulation: role-play of a commercial dispute; parties, mediator, observer roles	P_U02, P_K01, P_K02
C7	Group presentations: negotiation/mediation case study analysis with proposed solutions	P_U01, P_U02, P_K01, P_K02

No.	Student's Individual Work (Independent Study):	Reference to course learning outcomes
IS1	Individual work related to presentations in groups: - an analysis of literature sources and a case study - selection of gathered information - an analysis of available information - preparation of proposals of solutions and selection of the most optimal one - a forecast of effects of the solution applied	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01, P_K02

VIII. LEARNING OUTCOMES VERIFICATION METHODS

Course learning outcomes	Assessment Method											Form of classes during which learning outcomes are assessed
	Written examination	Oral examination	Test	Essay/ report/ portfolio	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment cards	Active Participation in Class	
P_W01		x					x				x	Lecture/Class
P_W02		x					x				x	Lecture/Class
P_W03		x			x		x				x	Lecture/Class
P_U01					x				x		x	Class
P_U02					x				x		x	Class
P_K01					x				x		x	Class
P_K02					x				x		x	Class

Assessment Criteria:
Oral assessment (2 open questions on negotiation strategy and ADR/mediation principles, 0–10 pts each, max 20 pts):

- 0–10 pts — 2.0 (ndst)
- 11–12 pts — 3.0

- 13–14 pts — 3.5
- 15–16 pts — 4.0
- 17–18 pts — 4.5
- 19–20 pts — 5.0

Passing the Class (prerequisite for exam) — max 20 pts:

- Group project + presentation (negotiation/mediation simulation, case study) — 50% (max 10 pts)
- Tasks / independent work (conflict & ADR analysis) — 30% (max 6 pts)
- Active participation — 20% (max 4 pts)

Minimum to pass: 12/20 pts (60%)

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Activity Type **ECTS**	**Student's workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (Class / lab / seminar / workshop / project / e-learning / diploma seminar)	56 h	---
Exam/credit	4 h	---
Participation in consultations	---	---
Student's individual work, including:	65 h	---
- Essay preparation	---	---
- Conducting literature research	20 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	---	---
- Preparation for the classes	35 h	---
- Preparation for the exam / colloquium / credit	10 h	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**125 h / 5 ECTS**	---
Student workload during classes involving direct contact with a teacher	60 h / 2.4 ECTS	---
Student workload during Class	---	---
Student workload during research preparation classes or research activities	125 h / 5 ECTS	---

X. READING AND OTHER TEACHING MATERIALS

Core Literature:

- Lewicki, R.J., Barry, B., Saunders, D.M. (2021). Negotiation (8th ed.). McGraw-Hill Education.
- Fisher, R., Ury, W., Patton, B. (2011). Getting to Yes: Negotiating Agreement Without Giving In (3rd ed.). Penguin Books
- Moore, C.W. (2014). The Mediation Process: Practical Strategies for Resolving Conflict (4th ed.). Jossey-Bass

Supplementary Literature/Further Reading:

- Lempereur, A., Salzer, J., Colson, A. (2021). Mediation: Negotiation by Other Moves. Wiley 2021.
- Brett, J.M. (2014). Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries (3rd ed.). Jossey-Bass.

Other teaching materials:

- Teaching materials prepared by the instructor.
- Multimedia presentations, case studies.

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **PS4**	**Digital Marketing**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**E-Business and Digital Marketing**
Type of education module:	**Specialisation / Related to research preparation**
ECTS points:	**5 ECTS**
Year / Semester:	**III / 6**
Course coordinator:	**Dr Kinga Wilczyńska**

II. PREREQUISITES (resulting from the succession of courses)

Knowledge: Konwledge of the functioning of IT systems. Konwledge of the marketing rules.
Skills: The student uses a computer and the Internet.
Social competences: Teamwork and effective communication in a group.

III. COURSE OBJECTIVES

C1	An ability to match actions with selected E-Marketing strategies.
C2	Getting acquainted with the rules of creating business content and publication of content in selected portals
C3	Acquiring extended knowledge and skills concerning the business use of Internet portals

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultations	Exam / Credit	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of classes	Teaching method
Lecture	Classes with a multimedia presentation, discussion.
Class	Discussion, teamwork, presentation.

VI. COURSE LEARNING OUTCOMES
WITH REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course (Module) Learning Outcomes Description	Reference to the programme learning outcomes
	Knowledge:	
P_W01	The student knows E-Marketing tools and selected E-Marketing areas, as well as the positioning of SEM/SEO pages.	K_W11
P_W02	The student knows the categories of social networking media and the scope of their use.	K_W11
P_W03	The student understands the specificity of the E-Marketing strategy and its relationship to activities in the offline market.	K_W16
	Skills:	
P_U01	The student can characterise the determinants of the development of E-Marketing, select appropriate tools for the E-Marketing strategy, and assess the effectiveness of actions taken.	K_U01, K_U04
P_U02	The student can position pages; design and complete selected activities via social networking media adequately to an organisation's profile.	K_U08, K_U15
	Social competences:	
P_K01	The student is ready to perform professional roles in a responsible way	K_K04, K_K08, K_K09

VII. EDUCATIONAL CONTENT

No.	Lecture/Class:	Reference to course learning outcomes
L1/C1	A customer in the digital world - introduction, significant terms, examples of websites and their features, general rules of E-Marketing actions	P_W01, P_K01, P_U02, P_U01
L2/C2	Building brand awareness - principles, actions and good practices. Personal Branding, Employee Branding.	P_W01, P_W03, P_U01, P_K01
L3/C3	Use of particular portals of social networking media in business - Facebook: analysis, advertisements, actions	P_W02, P_W03, P_U01, P_K01

L4/C4	Creation of own society - Twitter, Instagram, LinkedIn, Social Selling	P_W01, P_W02, P_U02, P_K01
L5/C5	Google - increase engagement of local customers in a search engine and Google Maps	P_W01, P_W02, P_U01, P_K01
L6/C6	Sales increasing techniques - acquisition of leaL, care for the Internet, monitoring of the Internet, and content marketing	P_W02, P_U01, P_K01
L7/C7	Tools for online marketing	P_W03, P_U01, P_K01
L8/C8	Email marketing in a nutshell	P_W03, P_U02, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Learning from lessons and preparing to earn credit (pass the course).	P_W01, P_W02, P_W03
IS2	Preparation of a project focused on the presentation of an online marketing strategy based on a particular brief, with the indication of tools, determination of an action schedule and estimated cost of the campaign.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01

VIII. METHODS OF VERIFICATION OF LEARNING OUTCOMES

Course learning outcomes	**Assessment Methods**											**Form of classes during which learning outcomes are assessed**
	Written assessment	Oral examination	Test	Essay/ report/ portfolio	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment carL	Active Participation in Class	
P_W01	x								x		x	Lecture / Class
P_W02	x								x		x	Lecture/ Class
P_W03	x								x		x	Lecture / Class
P_U01									x		x	Class
P_U02									x		x	Class
P_K01									x		x	Class

Assessment criteria:

The **Written assessment** consists of five open-ended descriptive questions, each worth up to 4 points (maximum 20 points):

- 11–12 pts — 3.0
- 13–14 pts — 3.5
- 15–16 pts — 4.0
- 17–18 pts — 4.5
- 19–20 pts — 5.0

Admission to the Written examination is conditional upon **passing the Class**,

A minimum of 60% of the total points (12/20) is required to pass. Grading scale:

- 12–13 pts — 3.0
- 14–15 pts — 3.5
- 16–17 pts — 4.0
- 18–19 pts — 4.5
- 20 pts — 5.0

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Activity Type ECTS	**Student's workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (Class / lab / seminar / workshop / project / e-learning / diploma seminar)	56 h	---
Exam / credit	4 h	---
Participation in Consultation Hours	---	---
Student's individual work, including:	65 h	---
- Essay preparation	---	---
- Conducting literature research	15 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	25 h	---

- Preparation for the classes	15 h	---
- Preparation for the exam / colloquium / credit	10 h	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**125 h / 5 ECTS**	---
Student workload during classes involving direct contact with a teacher	60 h / 2.4 ECTS	---
Student workload during Class	---	---
Student workload during research preparation classes or research activities	125 h / 5 ECTS	---

X. READING AND OTHER TEACHING MATERIALS

Core Literature:

- Chaffey, D., & Ellis-Chadwick, F. (2025). Digital Marketing (9th ed.). Pearson.
- Ryan, D. (2023). Understanding Digital Marketing (5th ed.). Kogan Page.

Supplementary Literature/Further Reading:

- Convey, M (Ed) (2024-2026) Communication Arts : Advertising annual 65 Belmont.
- Digidable Chandigarh University (2021). Digital marketing handbook: guide to evolution and future of Digital Marketing. Gamahouse Publishing.

Other teaching materials:

- Teaching materials prepared by the instructor.
- Case studies.
- Multimedia presentations.

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **PS5**	**Social Media and Content Marketing**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**E-Business and Digital Marketing**
Type of education module:	**Specialisation / Related to research preparation**
ECTS points:	**5 ECTS**
Year / Semester:	**III / 5**
Course coordinator:	**Dr Joanna Krywalski-Santiago**

II. PREREQUISITES (resulting from the succession of courses)

Knowledge: Konwledge of social media in terms of marketing. Konwledge of content marketing.
Skills: The student uses social media as a communication and marketing tool.
Social competences: Teamwork and effective communication in a group.

III. COURSE OBJECTIVES

C1	An ability to use social media in the field of marketing.
C2	Getting acquainted with the rules of content marketing and publication of contents in portals.
C3	Gaining extended knowledge and skills regarding the marketing use of portals.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultations	Exam / Credit	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of classes	Teaching methods
Lecture	Classes with a multimedia presentation, discussion.
Class	Discussion, teamwork, presentation.

VI. COURSE LEARNING OUTCOMES
WITH REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course Learning Outcomes Description	Reference to the programme learning outcomes
	Knowledge:	
P_W01	The student knows the operation of social networking sites and the principles of content marketing.	K_W11
P_W02	The student knows the groups of social media users and the scope of social media influence on these Internet users.	K_W11
P_W03	The student knows the forms of content marketing and the differences between content marketing and traditional advertising.	K_W16
	Skills:	
P_U01	The student can characterise the role of social media and is able to identify the needs of groups of Internet users.	K_U01, K_U04
P_U02	The student knows how to create and promote content on the Internet.	K_U08, K_U15
	Social competences:	
P_K01	The student is ready to perform professional roles in a responsible way.	K_K04, K_K08, K_K09

VII. EDUCATIONAL CONTENT

No.	Lecture /Class:	Reference to course learning outcomes
L1/C1	The history of social media.	P_W01, P_K01, P_U02, P_U01
L2/C2	Internet access and frequency of use.	P_W01, P_W03, P_U01, P_K01
L3/C3	The types of social media: Facebook, Instagram, Twitter, TikTok, LinkedIn**.**	P_W02, P_W03,

		P_U01, P_K01
L4/C4	Creation of own society in social media and online dangers.	P_W01, P_W02, P_U02, P_K01
L5/C5	The attractiveness of the message in social media – photos, numbers, diagrams, charts.	P_W01, P_W02, P_U01, P_K01
L6/C6	The development of content marketing.	P_W02, P_U01, P_K01
L7/C7	Content marketing versus traditional advertising.	P_W03, P_U01, P_K01
L8/C8	Content marketing, branding and storytelling.	P_W03, P_U02, P_K01
No.	**Student's Individual Work (Independent Study)::**	**Reference to course learning outcomes**
IS1	Learning information acquired at the lessons and preparing to get credit (pass the course).	P_W01, P_W02, P_W03
IS2	Preparation of an individual presentation on a selected topic in the field of social media and content marketing.	P_W01, P_W02, P_W03, P_U01, P_U02, P_K01

VIII. METHODS OF VERIFICATION OF LEARNING OUTCOMES

Course learning outcomes	**Assessment Methods**											**Form of classes during which learning outcomes are assessed**
	Written examination	Oral assessment	Test	Essay/ report/ portfolio	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment carL	Active Participation in Class	
P_W01		x										Seminar / Class
P_W02		x										Seminar / Class
P_W03		x				x					x	Lecture / Class
P_U01						x					x	Class
P_U02						x					x	Class
P_K01						x					x	Class

Assessment criteria:
Lecture
The oral assessment consists of two open questions. Each question is graded on a scale of 0–10 points (maximum 20 points):

- 11–12 pts — 3.0
- 13–14 pts — 3.5
- 15–16 pts — 4.0
- 17–18 pts — 4.5
- 19–20 pts — 5.0

Admission to the oral assessment is conditional upon **passing the class**, which are assessed on the basis of:

- Group project with group presentation — 50% (max. 10 pts)
- Tasks / independent work— 30% (max. 6 pts)
- Active Participation in Class — 20% (max. 4 pts)

A minimum of 60% of the total points (12/20) is required to pass. Grading scale:

- 12–13 pts — 3.0
- 14–15 pts — 3.5
- 16–17 pts — 4.0
- 18–19 pts — 4.5
- 20 pts — 5.0

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Activity Type ECTS	**Student's workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (Class / lab / seminar / workshop / project / e-learning / diploma seminar)	56 h	---
Exam / credit	4 h	---
Participation in Consultation Hours	---	---
Student's individual work, including:	65 h	---
- Essay preparation	---	---

- Conducting literature research	15 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	20 h	---
- Preparation for the classes	20 h	---
- Preparation for the exam / colloquium / credit	10 h	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**125 h / 5 ECTS**	**---**
Student workload during classes involving direct contact with a teacher	60 h / 2.4 ECTS	---
Student workload during Class	---	---
Student workload during research preparation classes or research activities	125 h / 5 ECTS	---

X. READING AND OTHER TEACHING MATERIALS

Core Literature:

- Quesenberry K.A, *Social Media Strategy: Marketing, Advertising, and Public Relations in the Consumer Revolution*, Rowman&Littlefield 2020.
- Kingsnorth, S. (2023). Digital Marketing Strategy. 4th ed.. Kogan Page.
- Tuten, T. L., & Solomon, M. R. (2023). Social Media Marketing (4th ed.). Sage
- Tuten T.L., *Social Media Marketing*, Sage Publications Ltd. 2020.
- Bly R.W., *The Content Marketing Handbook*, Entrepreneur Press 2020.

Supplementary Literature/Further Reading:

- Fuchs Ch., Social Media: A Critical Introduction, Sage Publications Ltd. 2021.
- Digidable Chandigarh University (2021). Digital marketing handbook: guide to evolution and future of digital marketing. Gamahouse Publishing
- Arens W.F. Weigold M.F., Contemporary Advertising and Integrated Marketing Communications, McGraw – Hill Education 2020.
- Bartosik-Purgat, M.. New media in the marketing communication of enterprises in the international market. Wydawnictwo Naukowe PWN. [IBuk Libra]

Other teaching materials:

- Teaching materials prepared by the instructor.

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **PS6**	**Mobile Technologies in E-Business**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**E-Business and Digital Marketing**
Type of education module:	**Specialisation**
ECTS Points:	**5 ECTS**
Year / Semester:	**III / 6**
Course coordinator	**Dr Kinga Wilczyńska**

II. PREREQUISITES (resulting from the succession of courses)
Konwledge in Principles of Marketing, IT Systems and Tools in Management, E-marketing or E-business

III. COURSE OBJECTIVES	
C1	Providing knowledge and developing skills in the field of making use of mobile technologies in E-Commerce.
C2	Shaping an attitude of continuous learning without help in the field of mobile technologies.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultations	Exam/ credit	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of classes	Teaching method
Lecture	Classes conducted remotely via the Teams platform – synchronous classes.
Class	Discussion, teamwork, presentation.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course (Module) Learning Outcomes	Reference to the programme learning outcomes
	Knowledge:	
P_W01	The student knows the types of mobile technologies and understands their importance in e-commerce.	K_W14
	Skills:	
P_U01	The student acquires the ability to select and operate mobile tools.	K_U12
	Social Competences:	
P_K01	The student is ready to initiate activities for the benefit of public interest in the field of mobile tools	K_K03, K_K09, K_K10

VII. EDUCATIONAL CONTENT

No.	Lecture / Class:	Reference to course learning outcomes
T1	Characteristics of mobile marketing and the specificity of behaviour of a mobile customer	P_W01, P_U01, P_K01
T2	Mobile applications and their use in E-Commerce	P_W01, P_U01, P_K01
T3	Geolocation	P_W01, P_U01, P_K01
T4	Augmented Reality	P_W01, P_U01, P_K01
T5	The role of QR codes in advertising activities	P_W01, P_U01, P_K01
T6	Mobile social marketing	P_W01, P_U01, P_K01
T7	Mobile vouchers	P_W01, P_U01, P_K01

T8	The future of mobile technologies and their role in E-Commerce	P_W01, P_U01, P_K01
No.	**Student's Individual Work (Independent Study)::**	**Reference to course learning outcomes**
IS1	Getting acquainted with the source literature.	P_W01
IS2	Preparation of a project in the field of analysis of mobile activities in a selected organisation with an E-Commerce profile and proposals to streamline its activities.	P_W01, P_U01, P_K01

VIII. LEARNING OUTCOMES VERIFICATION METHODS

Course learning outcomes	**Assessment Methods**											**Form of classes**
	Written examination	Oral examination	Test	Essay/ report/ portfolio	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment carL	Active Participation in Class	
P_W01	x								x		x	Seminar / Class
P_U01	x						x		x		x	Seminar / Class
P_K01	x						x		x		x	Seminar / Class

Assessment criteria:
The **written assessment** consists of five open-ended descriptive questions, each worth up to 4 points (maximum 20 points):

- 11–12 pts — 3.0
- 13–14 pts — 3.5
- 15–16 pts — 4.0
- 17–18 pts — 4.5
- 19–20 pts — 5.0

Admission to the written examination is conditional upon **passing the class**.
A minimum of 60% of the total points (12/20) is required to pass. Grading scale:

- 12–13 pts — 3.0
- 14–15 pts — 3.5
- 16–17 pts — 4.0
- 18–19 pts — 4.5
- 20 pts — 5.0

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Activity Type **ECTS**	**Student's workload**	
	Full-time Studies	**Full-time Studies**
Participation in classes (Class / lab / seminar / workshop / project / e-learning / diploma seminar)	56 h	---
Exam / credit	4 h	---
Participation in Consultation Hours	---	---
Student's individual work, including:	65 h	---
- Essay preparation	---	---
- Conducting literature research	10 h	---
- Conducting empirical research	10 h	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	30 h	---
- Preparation for the classes	5 h	---
- Preparation for the exam / colloquium / credit	10 h	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**125 h / 5 ECTS**	---
Student workload during classes involving direct contact with a teacher	60 h / 2.4 ECTS	---
Student workload during Class	---	---
Student workload during research preparation classes or research activities	---	---

X. READING AND OTHER TEACHING MATERIALS

Core Literature:

- Kingsnorth, S. (2023). Digital Marketing Strategy (4th ed.). Kogan Page.
- Tuten, T. L., & Solomon, M. R. (2023). Social Media Marketing (4th ed.). Sage

Supplementary Literature/Further Reading:

- Digidable Chandigarh University (2021). Digital marketing handbook: guide to evolution and future of Digital Marketing. Gamahouse Publishing.

Other teaching materials:

- Teaching materials prepared by the instructor.

- Case studies.
- Multimedia presentations.

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **PS7**	**Customer Relationship Management (CRM)**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**E-Business and Digital Marketing**
Type of education module:	**Specialisation / Related to research preparation**
ECTS Points:	**5 ECTS**
Year / Semester:	**III / 6**
Course coordinator	**Dr Joanna Krywalski-Santiag**

II. PREREQUISITES (resulting from the succession of courses)

Konwledge in Marketing, Sociology or Psychology.

III. COURSE OBJECTIVES

C1	Acquiring knowledge and developing skills in the field of customer classification, identifying their needs and providing effective service.
C2	Acquiring knowledge and developing skills in the field of relationship management with various types of customers.
C3	Promoting among students the awareness of continuous self-improvement of skills and presenting their own views.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultation Hours	Exam/ credit	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of classes	Teaching methods
Lecture	Classes conducted remotely via the Teams platform – synchronous classes.
Class	Discussion, teamwork, presentation.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course (Module) Learning Outcomes Description	Reference to the programme learning outcomes
	Knowledge:	
P_W01	The student knows the types of customers.	K_W02, K_W10
P_W02	The student has knowledge of the methods of managing relationships with various types of customers.	K_W05, K_W10
	Skills:	
P_U01	The student analyses the types of customers for a given organisation.	K_U07
P_U02	The student identifies customers' needs and the possibilities of satisfying them by the appropriate selection of elements of the offer of a given organisation	K_U06, K_U19
	Social Competences:	
P_K01	The student is prepared to participate openly in discussion, to express and receive critical remarks.	K_K01, K_K09
P_K02	The student is prepared to participate in research teams as well as to cooperate and fulfil various roles in the group.	K_K01

VII. EDUCATIONAL CONTENT

No.	Lecture:	Reference to course learning outcomes
L1	Consumer motivation, personality and perception	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
L2	CRM	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
L3	Customer Relationship Management Strategies	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
L4	Managing and controlling the relationship	P_W01, P_W02,

		P_U01, P_U02, P_K01, P_K02
L5	Marketing Ethics and Social Responsibility	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
No.	**Class:**	**Reference to course learning outcomes**
C1	Customer in terms of marketing, various business orientations.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
C2	Defining customers of an organisation - analysis of neeL, desires and expectations.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
C3	Demographic segmentation of customers.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
C4	Psychographic segmentation of customers.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
C5	The essence of customer satisfaction.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
C6	Consumer Relationship Management systems - the essence and application.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
C7	Corporate Social Responsibility – the essence and importance.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
C8	Customer relationship management in various organisations.	P_W01, P_W02, P_U01, P_U02, P_K01, P_K02
No.	**Student's Individual Work (Independent Study)**	**Reference to course learning outcomes**
IS1	Getting acquainted with the source literature.	P_W01, P_W02
IS2	Preparation of a project in the field of analysis of the relationship management system with various types of customers of a selected organisation, and the possibility of its improvement.	P_U01, P_U02, P_K01, P_K02

VIII. LEARNING OUTCOMES ASSESSMENT METHODS

Course learning outcomes	**Assessment Method**											**Form of classes**
	Written examination	Oral assesm,ent	written asseemsnt	Essay/ report/ portfolio	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment carL	Active Participation in Class	
P_W01			x						x		x	Lecture/ Class
P_W02			x						x		x	Lecture/ Class
P_U01							x		x		x	Lecture/ Class
P_U02							x		x		x	Lecture/ / Class
P_K01							x		x		x	Lecture/ Class
P_K02							x		x		x	Lecture/ Class

Assessment criteria:

The **written assessment** consists of five open-ended descriptive questions, each worth up to 4 points (maximum 20 points):

- 11–12 pts — 3.0
- 13–14 pts — 3.5
- 15–16 pts — 4.0
- 17–18 pts — 4.5
- 19–20 pts — 5.0

Admission to the written assemsnt is conditional upon **passing the Class**,

A minimum of 60% of the total points (12/20) is required to pass. Grading scale:

- 12–13 pts — 3.0
- 14–15 pts — 3.5
- 16–17 pts — 4.0
- 18–19 pts — 4.5

- 20 pts — 5.0

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS		
Activity Type	**Student's workload**	
ECTS	**Full-time Studies**	**Part-time Studies**
Participation in classes (Class / lab / seminar / workshop / project / e-learning / diploma seminar)	56 h	---
Exam / credit	4 h	---
Participation in Consultation Hours	---	---
Student's individual work, including:	65 h	---
- Essay preparation	---	---
- Conducting literature research	10 h	---
- Conducting empirical research	20 h	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	25 h	---
- Preparation for the classes	10 h	---
- Preparation for the exam / colloquium / credit	---	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**125 h / 5 ECTS**	---
Student workload during classes involving direct contact with a teacher	60 h / 2.4 ECTS	---
Student workload during Class	---	---
Student workload during research preparation classes or research activities	125 h / 5 ECTS	---

X. READING AND OTHER TEACHING MATERIALS

Core Literature:

- Patrick De Pelsmacker, Maggie Guens, Joeri Van Den Berg, Marketing Communications: A European Perspective, 2025
- Prior, D.D., Buttle, F., Maklan, S. (2024). Customer Relationship Management: Concepts, Applications and Technologies (5th ed.). Routledge.
- Peppers, D., Rogers, M. (2022). Managing Customer Experience and Relationships: A Strategic Framework (4th ed.). John Wiley & Sons.
- Chaffey, D., Ellis-Chadwick, F. (2022). Digital Marketing (8th ed.). Pearson.

Supplementary Literature/Further Reading:

- Tuten, T. L., & Solomon, M. R. (2023). Social Media Marketing (4th ed.). Sage
- Buttle, F., Maklan, S. (2019, reprint 2022). Customer Relationship Management: Concepts and Technologies (4th ed.). Routledge.
- Payne, A., Frow, P. (2013, reprint 2022). Strategic Customer Management: Integrating Relationship Marketing and CRM. Cambridge University Press.

Other teaching materials:

- Teaching materials prepared by the instructor.
- Multimedia presentations.
- Case studies**.**

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **PS8**	**Cybersecurity**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**E-Business and Digital Marketing**
Type of education module:	**Specialisation**
ECTS Points:	**5**
Year / Semester:	**III / 6**
Course coordinator	**Dr Igor Protasowicki**

II. PREREQUISITES (resulting from the succession of courses)

No requirements

III. COURSE OBJECTIVES

C1	Providing knowledge and developing abilities in the field of possible use in the field of management of IT systems and tools.
C2	Shaping of an attitude of continuous learning without help in the field of IT systems and tools.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultations	Exam/ credit	Total hours
Full-time Studies	28	28							4	**60**
Part-time Studies	-	-							-	**-**

V. TEACHING METHODS

Forms of classes	Teaching methods
Lecture	Classes conducted remotely via the Teams platform – synchronous classes.
Class	Case studies, discussion, IT tools

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course (Module) Learning Outcomes Description	Reference to the programme learning outcomes
	Knowledge:	
P_W01	The student knows the importance of cybersecurity in the modern IT infrastructure.	K_W14
P_W02	The student knows cybersecurity threats and possible countermeasures against them.	K_W18
	Skills:	
P_U01	The students able to manage its IT resources effectively.	K_U05
P_U02	The students able to make use of selected IT tools	K_U12
	Social Competences:	
P_K01	The student is ready to initiate activities in the field of computerisation for the benefit of the public	K_K02

VII. EDUCATIONAL CONTENT

No.	Lecture:	Reference to course learning outcomes
L1-2	Introduction to cybersecurity in the modern IT world. Definitions of cyberspace and types of hackers and crackers' activities.	P_W01
L3-4	Traditional cybersecurity threats and methoL for compromising the IT infrastructure. Types of malwares. Software and hardware used to defend the system.	P_W01
L5-6	Social techniques used in the cybersecurity. Spamming, phishing and social engineering. The role of the human ware and importance of employees training.	P_W02
L7-8	Side channel attacks and method of avoiding them.	P_W02
No.	**Class:**	**Reference to course learning outcomes**
C1-2	(Excel Workshop) Simple method of encrypting data. Caesar's algorithm. Statistics-based cryptoanalysis.	P_U01, P_U02, P_K01

C3-4	(Operating System's tools) methoL of determining weak spots inside the IT infrastructure. Discovering computers in the local network, port scanning.	P_U01, P_U02 P_K01
C5-6	(Selected IT tools) MethoL of securing the transmitted data. Secure certificated. PGP and other useful tools.	P_U02, P_K01
C7-8	(Excel) interesting elements of the secure encryption/decryption systems.	P_U02, P_K01
No.	**Student's Individual Work (Independent Study)::**	**Reference to course learning outcomes**
IS1	Reading the source literature.	P_W01 P_W02
IS2	Preparation of a project on the deployment of a selected IT system in a given organisation.	P_W01, P_W02, P_U01, P_U02, P_K01

VIII. LEARNING OUTCOMES ASSESSMENT METHODS

Course learning outcomes	**Assessment Method**											**Form of classes**
	Written assessment	Oral examination	Test	Essay/ report/ portfolio	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment carL	Active Participation in Class	
P_W01	x											Lecture
P_W02	x											Lecture
P_U01					x		x		x		x	Class
P_U02					x		x		x		x	Class
P_K01							x		x		x	Class

Assessment criteria:

The **wriAssessment** consists of five open-ended descriptive questions, each worth up to 4 points (maximum 20 points):

- 11–12 pts — 3.0
- 13–14 pts — 3.5
- 15–16 pts — 4.0
- 17–18 pts — 4.5
- 19–20 pts — 5.0

Admission to the written Assessment is conditional upon **passing the cass**,

A minimum of 60% of the total points (12/20) is required to pass. Grading scale:

- 12–13 pts — 3.0
- 14–15 pts — 3.5
- 16–17 pts — 4.0
- 18–19 pts — 4.5
- 20 pts — 5.0

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Activity Type ECTS	**Student's workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (Class / lab / seminar / workshop / project / e-learning / diploma seminar)	56 h	---
Exam / credit	4 h	---
Participation in consultations	---	---
Student's individual work, including:	65 h	---
- Essay preparation	---	---
- Conducting literature research	15 h	---
- Conducting empirical research	---	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	25 h	---
- Preparation for the classes	15 h	---
- Preparation for the exam / colloquium / credit	10 h	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**125 h / 5 ECTS**	---
Student workload during classes involving direct contact with a teacher	60 h / 2.4 ECTS	---
Student workload during Class	---	---
Student workload during research preparation classes or research activities	---	---

X. READING AND OTHER TEACHING MATERIALS

Core Literature:

- Introduction to Cybersecurity, Robin Sharp, Springer 2023;
- ISO 27001 Controls. A Guide to Implementing and Auditing, Second Edition, Bridget Kenyon, It Governance Publishing Limited 2024
- M. Lehto, P.Neittaanmaki, "Cyber Security: Analytics, Technology and Automation," Springer, 2015, ISSN 2213-8986.
- Christopher Hadnagy, „Social Engineering," John Wiley & Sons, 2018

Supplementary Literature/Further Reading:

- Perlroth, N. (2021). This Is How They Tell Me the World Ends: The Cyberweapons Arms Race. Bloomsbury Publishing.
- Hadnagy, C., Fincher, M. (2022). Human Hacking: Win Friends, Influence People, and Leave Them Better Off for Having Met You. HarperBusiness. ISB

Other teaching materials:

Both in Polish and English

- Teaching materials prepared by the instructor.
- Multimedia presentations.
- Case studies.

5. DIPLOMA SEMINAR AND DIPLOMA THESIS

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **SEM**	**Diploma Seminar and Diploma Thesis 1st semester (5th)**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**Not applicable**
Type of education module:	**Seminar / Related to research preparation**
ECTS Points:	**4 ECTS**
Year / Semester:	**III / 5**
Course coordinator	**Dr hab. Anna Bąkiewicz, prof. SAN**

II. PREREQUISITES (resulting from the succession of courses)
Comprehensive knowledge of major and selected specialisation courses (modules). Passed Quantitative Method in Management.

III. COURSE OBJECTIVES	
C1	Providing rules and requirements for the preparation of the bachelor's thesis.
C2	Providing knowledge and developing skills in preparation, execution, including an analysis of research problems in a selected thematic scope, and using appropriate research methods and forms of presenting results.
C3	Shaping an attitude of continuous learning without help in the field of research methodology in management and quality sciences.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultation Hours	Exam/ credit	Total hours
Full-time Studies							42			**42**
Part-time Studies							-			**-**

V. TEACHING METHOL

Forms of classes	Teaching methods
Diploma seminar	Discussion, written exercises, project, tutorial, survey/questionnaire, source literature analysis, Internet sources analysis.

VI. COURSE LEARNING OUTCOMES
IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course (Module) Learning Outcomes Description	Reference to the programme learning outcomes
	Knowledge:	
P_W01	The student knows how to design and conduct research in the management and quality sciences, particularly in setting a research problem and choosing a research method, technique, and tool within the scope of the bachelor's thesis topic.	K_W01, K_W05, K_W14, K_W15
P_W02	The student understands the ethical aspects of writing a bachelor's thesis, including the risks and consequences of committing plagiarism.	K_W22
	Skills:	
P_U01	The student can present the topic of his/her thesis and outline its structure, present the methodology adopted/her and discuss the basic assumptions of his/her thesis and research project.	K_U01, K_U06, K_U07, K_U18, K_U20
	Social competences:	
P_K01	The student is ready to recognise the role of knowledge in forming and defending their own views within the theoretical and research scope of the subject matter.	K_K03

VII. EDUCATIONAL CONTENT

No.	Diploma seminar:	Reference to course learning outcomes
Sem1	Objectives of the diploma thesis and tasks of the diploma seminar. Principles on the selection of the topic of the master's thesis.	P_W01, P_W02, P_U01, P_K01

Sem2	Using the literature - forms of scientific studies, stages of acquaintance with the literature, rules on making notes, and bibliographic description.	P_W01, P_W02, P_U01, P_K01
Sem3	Using catalogues and the Internet.	P_W01, P_W02, P_U01, P_K01
Sem4	Formal side of thesis - Citations, footnotes and annotations, list of works cited, list of tables, list of drawings, appendices.	P_W01, P_W02, P_U01, P_K01
Sem5	Collection of empirical materials, method of their analysis and presentation of results.	P_W01, P_W02, P_U01, P_K01
Sem6	Tables and diagrams. Rules of the scientific thesis - selection of a research problem and formulation of hypotheses.	P_W01, P_W02, P_U01, P_K01
Sem7	Construction and structure of thesis contents. Construction of the ending and introduction. Selection and formulation of thesis topic.	P_W01, P_W02, P_U01, P_K01
Sem8-10	Preparation of a conspectus with a description of the construction of the thesis and research method Specification of thesis topic and scope.	P_W01, P_W02, P_U01, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Preparation of an individual (or in exceptional situations - preparation in a team) thesis of a theoretical and research nature in the selected subject matter concerning the management and quality sciences.	P_W01, P_W02, P_U01, P_K01

VIII. LEARNING OUTCOMES ASSESSMENT METHOL

Course learning outcomes	**Assessment Method**											**Form of classes**
	Written examination	Oral examination	Test	Essay/ report/ portfolio	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment carL	Active Participation in Class	
P_W01								x			x	Diploma seminar
P_W02								x			x	Diploma seminar
P_U01								x			x	Diploma seminar
P_K01								x			x	Diploma seminar

Credit with grade: Research outline + bibliography (min. 20 references, including at least 3 in English) – 30%; Completed theoretical chapter – 40%; Progress presentation + seminar discussion – 20%; Activity (participation in peer review of other students' work) – 10%. A minimum of 60% of the total points is required to pass.

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Activity Type ECTS	**Student's workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (Class / lab / seminar / workshop / project / e-learning / diploma seminar)	42 h	---
Exam / credit	---	---
Participation in Consultation Hours	---	---
Student's individual work, including:	58 h	---
- Essay preparation	---	---
- Conducting literature research	10 h	---
- Conducting empirical research	15 h	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	25 h	---
- Preparation for the classes	8 h	---
- Preparation for the exam / colloquium / credit	---	---
Total student workload (25h = 1 ECTS) Total hours/ECTS	**100 h / 4 ECTS**	---
Student workload during classes involving direct contact with a teacher	42 h / 1,68 ECTS	---
Student workload during Class	---	---
Student workload in connection with courses designed to prepare them for, or enable them to participate in, research activities	100 h / 4 ECTS	---

X. READING AND OTHER TEACHING MATERIALS

Core Literature:

– Creswell J.W., Creswell J. D., *Research Design. Qualitative, Quantitative, and Mixed Method Approaches,* 5th ed., SAGE Publications, Thousand Oaks 2018.

– Saunders, M.N.K., Lewis, P., Thornhill, A. (2023). Research Methods for Business Students (9th ed.). Pearson.
– Creswell, J.W., Creswell, J.D. (2023). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (6th ed.). SAGE Publications.
– Publication *Manual of the American Psychological Association: 7th Edition (2020 Copyright)*, 7 ed. American Psychological Association, Washington DC 2020.

Supplementary Literature/Further Reading:

– Bel, E. Bryman, A., Harley, B. (2022). Business Research Methods. 6th ed. Oxford University Press.
– Clark, T., Foster, L., Sloan, L., Bryman, A. (2021). Bryman's Social Research Methods. 6th ed. Oxford University Press
– Sekaran, U., Bougie, R. (2022). Research Methods for Business: A Skill-Building Approach (8th ed.). John Wiley & Sons.
– Kasnauskienė (2016) „Methodological guidelines for writing a Bachelor's thesis".
– Koning (2020) „How to write a Bachelor's thesis".

Other teaching materials:

– Teaching materials prepared by the instructor.

I. GENERAL INFORMATION ABOUT THE COURSE (MODULE)	
COURSE CODE: **SEM**	**Diploma Seminar and Diploma Thesis 2nd semester (6th)**
Name of the organisational unit responsible for studies:	**University of Social Sciences in Lodz Warsaw Branch**
Name of the field of study, level of education:	Management, first-cycle studies
Academic profile:	**GENERAL ACADEMIC**
Specialisation name:	**Not applicable**
Type of education module:	**Diploma Seminar / Related to research preparation**
ECTS Points:	**10 ECTS**
Year / Semester:	**III / 6**
Course coordinator	**Dr hab. Anna Bąkiewicz, Prof. SAN**

II. PREREQUISITES (resulting from the succession of courses)

Comprehensive knowledge of major and selected specialisation. Passed classes of Statistics in Management, Method and Tools of Research.

III. COURSE OBJECTIVES

C1	Providing rules and requirements for the preparation of the bachelor's thesis.
C2	Providing knowledge and developing skills in preparation, execution, including an analysis of research problems in a selected thematic scope, and using appropriate research method and forms of presenting results.
C3	Shaping an attitude of continuous learning without help in the field of research methodology in management and quality sciences.

IV. FORMS OF CLASSES AND NUMBER OF HOURS

	Lecture	Class	Seminar	Lab.	Workshops	Project	Diploma seminar	Consultation	Exam/ credit	Total hours
Full-time Studies							56		1	**57**
Part-time Studies							-		-	**-**

V. TEACHING METHODS

Forms of classes	Teaching method
Diploma seminar	Discussion, written exercises, project, tutorial, survey/questionnaire, source literature analysis, Internet sources analysis.

VI. COURSE LEARNING OUTCOMES IN REFERENCE TO THE PROGRAMME LEARNING OUTCOMES

No.	Course (Module) Learning Outcomes Description	Reference to the programme learning outcomes
	Knowledge:	
P_W01	The student knows how to design and conduct research in the management and quality sciences, particularly to set a research problem, chose a research method, technique and tool within the scope corresponding with the topic of the bachelor's thesis.	K_W01, K_W05, K_W14, K_W15
P_W02	The student knows the ethical aspects of writing the bachelor's thesis, the risks and consequences of committing plagiarism.	K_W22
	Skills:	
P_U1	The student can, without help, conduct an analysis of the phenomena and processes taking place today, using appropriate research tools and relevant terminology, and prepare a thesis or research project in this area.	K_U01, K_U02, K_U06, K_U07, K_U20
	Social competences:	
P_K01	The student is ready to provide and defend their own views in the theoretical scope and research scope of the given subject matter.	K_K03

VII. EDUCATIONAL CONTENT

No.	Diploma seminar:	Reference to course learning outcomes

Sem 1	Preparation of the methodological part of the thesis.	P_W01, P_W02, P_U01, P_K01
Sem 2	Discussing the thesis with the supervisor and correcting.	P_W01, P_W02, P_U01, P_K01
Sem 3	Presentation of fragments of the thesis at the seminar.	P_W01, P_W02, P_U01, P_K01
Sem 4	Preparation of the empirical part.	P_W01, P_W02, P_U01, P_K01
Sem 5	The first version of the whole thesis. Discussing the thesis with the supervisor.	P_W01, P_W02, P_U01, P_K01
Sem 6	Taking into consideration the remarks and preparation of the subsequent versions.	P_W01, P_W02, P_U01, P_K01
Sem 7	Title page, formal requirements concerning the appearance of the thesis.	P_W01, P_W02, P_U01, P_K01
Sem 8-10	Acceptance of the thesis by the supervisor. Preparation for the diploma exam.	P_W01, P_W02, P_U01, P_K01
No.	**Student's Individual Work (Independent Study):**	**Reference to course learning outcomes**
IS1	Preparation of an individual (or in exceptional situations - preparation in a team) thesis of theoretical and research nature in the selected subject matter concerning the management and quality sciences.	P_W01, P_W02, P_U01, P_K01

VIII. LEARNING OUTCOMES ASSESSMENT METHOL

Course learning outcomes	**Assessment Method**											**Form of classes**
	Written examination	Oral examination	Test	Essay/ report/ portfolio	Tasks/ independent work	Individual presentation	Group presentation	Individual project	Group project	Observation/ self-assessment carL	Active Participation in Class	
P_W01								x			x	Diploma seminar
P_W02								x			x	Diploma seminar
P_U01								x			x	Diploma seminar
P_K01								x			x	Diploma seminar

Credit with grade: Complete, submitted dissertation (supervisor's assessment) – 60%; Defence of findings and methodology during the seminar – 25%; Activity and participation in discussions on other students' work – 15%. A necessary condition for admission to the diploma examination is a positive assessment issued by the supervisor. A minimum of 60% of the total points is required to pass.

IX. STUDENT WORKLOAD – NUMBER OF HOURS AND ECTS CREDITS

Activity Type ECTS	**Student Workload**	
	Full-time Studies	**Part-time Studies**
Participation in classes (Class / lab / seminar / workshop / project / e-learning / diploma seminar)	56 h	---
Exam / credit	1 h	---
Participation in consultations	---	---
Student's individual work, including:	193 h	---
- Essay preparation	--	---
- Conducting literature research	40 h	---
- Conducting empirical research	50 h	---
- Project (data collection, preparation of project assumptions, project implementation, etc.)	80 h	---
- Preparation for the classes	23 h	---
- Preparation for the exam / colloquium / credit	---	---

Total student workload (25h = 1 ECTS) Total hours/ECTS	**250 h / 10 ECTS**	---
Student workload during classes involving direct contact with a teacher	57 h / 2,28 ECTS	---
Student workload during Class	---	---
Student workload during research preparation classes or research activities	250 h / 10 ECTS	---

X. READING AND OTHER TEACHING MATERIALS

Core Literature:

- Creswell J.W., Creswell J. D., *Research Design. Qualitative, Quantitative, and Mixed Method Approaches,* 5th ed., SAGE Publications, Thousand Oaks 2018.
- Saunders, M.N.K., Lewis, P., Thornhill, A. (2023). Research Methods for Business Students (9th ed.). Pearson.
- Creswell, J.W., Creswell, J.D. (2023). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (6th ed.). SAGE Publications.
- Graff G., Birkenstein C., *They Say, I Say: The Moves That Matter in Academic Writing,* 5th ed., W. W. Norton & Company. New York 2021.
- Publication *Manual of the American Psychological Association: 7th Edition (2020 Copyright)*, 7 ed. American Psychological Association, Washington DC 2020.

Supplementary Literature/Further Reading:

- Bel, E. Bryman, A., Harley, B. (2022). Business Research Methods. 6th ed. Oxford University Press.
- Clark, T., Foster, L., Sloan, L., Bryman, A. (2021). Bryman's Social Research Methods. 6th ed. Oxford University Press
- Sekaran, U., Bougie, R. (2022). Research Methods for Business: A Skill-Building Approach (8th ed.). John Wiley & Sons.
- Kasnauskienė (2016) „Methodological guidelines for writing a Bachelor's thesis".
- Koning (2020) „How to write a Bachelor's thesis".

Other teaching materials:

- Teaching materials prepared by the instructor.