



## Study programme

<b>Organizational unit:</b>	Faculty of Management
<b>Field of study:</b>	Management
<b>Level of study:</b>	second degree 4 semesters
<b>Form of study:</b>	full-time studies
<b>Education cycle:</b>	2025/2026

# Table of contents

Field of study characteristics	3
Learning outcomes	7
Detailed information on ECTS points	11
Organization of studies	12
Study plan	14
Syllabuses	20

# Field of study characteristics

## Basic information

Organizational unit:	Faculty of Management
Field of study:	Management
Study level:	second degree 4 semesters
Study form:	full-time studies
Education profile:	general academic profile
Language of study:	English
Valid from the education cycle:	2025/2026
Number of semesters:	4
Total number of hours of classes:	directional: 705 Human Resource Management: 780
Total number of ECTS points required to complete a given level of study:	120
Professional title awarded to graduates:	magister

## Fields of science and scientific disciplines

### Scientific disciplines to which the field of study is assigned:

Field of the social sciences

### Assigning the major to the fields and disciplines to which the learning outcomes relate:

Discipline	Percentage
Management science and quality	100%

Main discipline: Management science and quality

## Description of the field, profile of the graduate and possibilities of continuing studies

Number of semesters: 4.

Total number of ECTS points necessary to complete studies at a given level: 120.

Prerequisites (particularly for second-level studies): First-cycle studies completed according to the resolution no. 151/11/2020-2024 of PWr Senate from 17 June 2021 and resolution no. 26/22/2020-2024 of PWr Senate from 19 May 2022.

Upon completion of studies graduate obtains professional degree of: Master of Science (magister) 2nd level qualifications.

Graduates have the advanced knowledge and skills in the discipline of management and quality sciences, covering: contemporary management concepts and methods, analysing and planning the performance of an organisation, creating and developing its business processes and initiating strategic changes in it. He/she is able to apply complex qualitative and quantitative models and methods, also by using appropriate ICT systems.

Graduates are characterised by the ability to think abstractly and critically, that is enabling them to identify, describe, analyse and interpret complex problems of an organisation and its environment. They are skilful in integrating economic, psychological, social and

legal knowledge as well as knowledge from the field of management with the use of ICT and mathematical tools in order to comprehensively diagnose situations and make managerial decisions.

Graduates are prepared to work in teams in the roles of: entrepreneur, manager, specialist-analyst and consultant, and have advanced skills in defining and solving problems, taking into account good business practices and ethics, in a complex and uncertain environment, as well as the ability to select methods and analytical tools and IT systems.

A masters graduate is prepared to act as a leader of various types of teams, in various organizations (from international corporations to startups), as well as a human resources specialist, taking into account professional standards, ethical norms and socially acceptable features. He/she is able to use, appropriate to the needs, instruments and principles of managing own potential, team members and organization. He/she can plan, conduct and evaluate the effects of processes such as: recruitment and selection, employee development, career path planning, employee evaluation, remuneration and motivation, strengthening employee commitment and loyalty. A masters graduate understands and is able to put into practice modern concepts of human resource management, for example: competency approach, strategic and international HRM, evidence-based approach, diversity management, and employer branding. He/she is able to apply research methods in the areas of HR, from methodology to advanced HR analytics. He can make decisions and actions and function in conditions of uncertainty. Thanks to these skills, he/she is able to evaluate the conducted activities in order to build an HR strategy and connect it with the organization's strategy. He/she understands the tasks of a manager and a leader, and for the purposes of effective communication and conflict resolution, can use the tools useful in psychology and sociology of business. A masters graduate has knowledge and experience concerning the functioning of groups and their dynamics. He/she can use human resource management tools to achieve optimal results of his/her teams: both in terms of business or project goals, high performance and group effectiveness, but also the optimal level of well-being of group members. He/she is also prepared to work and manage teams in companies of various specialties (IT, mechanics, electronics and telecommunications, chemistry, construction and other technical fields).

Possibility of continuing studies: Possibility of applying for admission to a doctoral school, postgraduate studies.

## **Currentness of the study programme**

### **Concept and goals of education**

The concept and objectives of education in the field of Management take into account the compliance of the study program with the scientific activity of the faculty employees in the management and quality sciences discipline. The concept of education includes first- and second-level studies with a general academic profile, which are conducted in a full-time mode in Polish and English language.

The first-level studies have two specialties: Business Management (ZP) in Polish; Organizational Management (OM) in English.

Second-level studies have four specializations:

Change Management (ZZM) in Polish; Business Process Management (ZPB) in Polish; Managerial Behaviors and Decisions (ZDM) in Polish; Human Resource Management (HRM) in English.

The aim of education in the field of Management in general is to provide students with the knowledge, skills and social competences necessary to effectively perform typical (first-level) and complex (second-level) substantive and managerial tasks in individual areas of the organization's activity related to the phenomena occurring in its environment and the challenges that arise in it, as well as related to the creative solving of typical (first-level) and complex (second-level) problems in these areas.

### **Information regarding the inclusion of socio-economic needs in the study programme and the compliance of the major learning outcomes with these needs**

The expected educational results of the study correspond to the following requirements set for employees by employers on the labor market:

- Employees' understanding of the strategic perspective of the company's functioning, in particular, the assessment and formation of its competitiveness and value (employers - medium and large companies);
- Independence of employees, but also ability to perform various roles in a team in terms of diagnosing, proposing solutions and their implementation in the functional areas of the company - according to the completed specialization (employers - medium and large companies);
- Inspire and select and implement modern management methods and techniques and selected IT tools;
- Ability to learn and share knowledge with others as well as creativity and openness to innovations.

The curriculum of management studies at the graduate level and the long-term experience of the teaching staff create conditions for the achievement by the graduates of the expected educational results and for meeting the above requirements formulated by the employers.

### **Other important factors determining the validity of the study programme**

The relevance of the second-level Management program is ensured through the continuous adaptation of the curriculum to the dynamically changing business, technological, and social environment.

Key factors influencing the ongoing updates to the program include scientific research and the continuous professional development of faculty members through participation in conferences and training sessions. These include effective teaching methods such as Challenge-Based Learning, simulation games, and experiential learning, which are progressively implemented across different specializations.

Other significant factors affecting the relevance of the study program are legal regulations at both the national and EU levels, such as the Corporate Sustainability Reporting Directive (CSRD), which outlines corporate obligations in reporting environmental, social, and governance (ESG) issues. Sustainable development and social responsibility have become crucial elements of corporate strategy, including in Poland, which directly necessitates changes in the curriculum to prepare students for managerial roles that align with sustainable development principles in an environment of uncertainty. In the context of global economic changes, preparing students for international management, with an emphasis on cultural differences, plays a key role.

The program's relevance is also maintained through the promotion of lifelong learning, fostering students' ability to learn independently, think critically, and effectively utilize available educational resources.

An essential aspect of adapting the program to the evolving market needs is the collaboration between the academic staff and experienced business practitioners, as well as regular meetings between students and industry professionals organized by the faculty.

### **The connection of the programme with the University's mission and its development strategy**

Education in Management is conducted in the field of social sciences, however it is directly part of the mission and development strategy of a technical university. Management graduates acquire business, analytical, social and technical competences.

The educational program in Management is coherent with the mission of Wrocław University of Science and Technology in the following areas:

- Developing creative, critical and tolerant graduates, as studying a course in management emphasizes on appropriate skills and attitudes development;
- Aiming to provide high quality courses and providing the students of Management and lecturers with conditions enabling open discussion and constructive criticism;
- Developing the values and tradition of higher education, wide-ranging cooperation with other universities via students taking part in scientific conferences and the Erasmus program, and with employers via practical learning, carried out in the form of projects in specific organizations;
- Aiming to make an impact on the national and international scene in the area of educating specialists in the field of management, by emphasizing the professionalism and hard skills of graduates.

According to the principle adopted at Wrocław University of Science and Technology, studies in the field of Management have a general academic profile. The program satisfies all the conditions stipulated in current legislation and is also in accordance with the Polish Qualifications Framework in the field of social science.

Our programs in Management has have a unique character. In accordance with the University's strategy, which emphasizes the need to respond to the current needs of the labor market, it demonstrates a natural – in business practice – complementarity of technical science and economics, enriched with the element of computer science.

Due to the regional roots of the University, the educational programs in Management create a framework which ensures that students have systematic contact with enterprises and other institutions during their studies.

In line with the University's development strategy, the quality of education in the didactic offer at the Faculty is systematically improved. This is achieved through the development of our lecturers' research and teaching skills, as well as systematic refurbishment of the department's infrastructure, including modernization of lecture theatres, audio-visual equipment and computer laboratories, and

a current software updates.

The program of masters studies in management develops the theoretical knowledge and practical skills of students, enabling graduates to be highly competitiveness on the employment market. Graduates are able to undertake doctoral studies and carry out their own research. They also are conscious of the need for constant self-development in cooperation with their alma mater.

# Learning outcomes

Code	Description of the directional learning outcome	Characteristics for qualifications at level 6 or 7 of the Polish Qualifications Framework	Characteristics for qualifications at level 6 or 7 of the Polish Qualifications Framework, enabling the acquisition of engineering competences
<b>Knowledge</b>			
K2_ZARZ_W01	Possesses comprehensive knowledge of management and quality sciences, including their position within the scientific system and their connections to other social, economic, and technical disciplines. Demonstrates in-depth understanding of organizational and management theory, as well as modern concepts of organizational management. Is well-versed in current development trends within the field of management and quality sciences.	P7S_WG, P7S_WK	
K2_ZARZ_W02	Possesses comprehensive expertise in economics, encompassing economic policy as a component of financial regulation at both national and international levels, as well as economic and integration groups. Demonstrates a deep understanding of the principles, types, trends, and economic and legal implications of the evolution of markets, market structures, institutions, and financial and integration entities.	P7S_WG, P7S_WK	
K2_ZARZ_W03	Understands the strategic context of the organization's operations and can explain how global factors (e.g., legal, economic) influence its competitiveness and operational efficiency. Possesses in-depth knowledge of the organization's strategy, including the stages and methodologies of strategic management.	P7S_WG, P7S_WK	
K2_ZARZ_W04	Characterises, explains and interprets norms and standards (legal, organisational, professional, moral and ethical) relevant to selected functional areas of an organisation.	P7S_WG, P7S_WK	
K2_ZARZ_W05	Understands the ethical, humanistic, and social conditions of functioning of modern organizations. Understands and analyzes the fundamental dilemmas of contemporary civilization.	P7S_WK	
K2_ZARZ_W06	Understands strategic importance of knowledge management in an organisation. Identifies determinants, processes and instruments of knowledge management in an organisation. Knows and understands the rules of intellectual property protection (industrial and copyright protection).	P7S_WG, P7S_WK	
K2_ZARZ_W07	Understands the complexity and breadth of substantive and management challenges within the organization. Interprets interdependencies that extend beyond individual functions, processes, and the organization as a whole.	P7S_WG, P7S_WK	
K2_ZARZ_W08	Knows advanced methods of measurement and evaluation of achievements of an organization as a whole. Explains basics and meaning of restructuring processes: stabilising, development and repair in an organisation.	P7S_WG, P7S_WK	
K2_ZARZ_W09	Deepened and extended substantive knowledge regarding management in selected functional areas of an organization and comprehensive knowledge with regard to management methods, techniques and tools used solving managerial problems.	P7S_WG, P7S_WK	
K2_ZARZ_W10	Deepened knowledge of leadership, decision-making, motivating, group mechanisms and social impact realised in an organisation. Understands the results of negative individual and social phenomena in an organisation, and indicates the ways of counteracting them.	P7S_WG, P7S_WK	

Code	Description of the directional learning outcome	Characteristics for qualifications at level 6 or 7 of the Polish Qualifications Framework	Characteristics for qualifications at level 6 or 7 of the Polish Qualifications Framework, enabling the acquisition of engineering competences
K2_ZARZ_W11	Possesses in-depth knowledge of entrepreneurship, including its underlying conditions. Identifies factors that enhance the effectiveness of both individual and team entrepreneurial activities. Knows the rules of creating and developing various forms of entrepreneurship.	P7S_WG, P7S_WK	
K2_ZARZ_W12	Knows the principles of construction of econometric and simulation models. Specialised knowledge concerning quantitative modeling and forecasting of states and processes in an organisation.	P7S_WG	
K2_ZARZ_W13	Possesses in-depth knowledge of the organization's information system, including its objectives, operational mechanisms, and the features of integrated management information systems.	P7S_WG	
K2_ZARZ_W14	Knows basic rules of physics, explains the impact of material work environment on the encumbrance of an employee.	P7S_WG, P7S_WK	
<b>Skills</b>			
K2_ZARZ_U01	Evaluates and analyzes the potential impacts and consequences of national and international economic and legal regulations on individual organizations, markets, and integration groups. Applies advanced market structure models to address economic and management challenges.	P7S_UW	
K2_ZARZ_U02	Analyses the causes and dynamics of events and phenomena in an organisation as a whole, in the context of their internal and external determinants. Identifies, analyses and evaluates complex and unusual management and substantive problems in the organization.	P7S_UW	
K2_ZARZ_U03	Selects and comprehends both Polish and foreign-language information sources (e.g., professional literature, business, and organizational documentation) and effectively utilizes them by accessing information quality, critically analyzing, synthesizing, creatively interpreting, and presenting this information to solve complex managerial and substantive problems within the organization.	P7S_UW, P7S_UK, P7S_UO, P7S_UU	
K2_ZARZ_U04	Can select, justify and apply methods and techniques (including advanced information and communication techniques) to identify, analyze and solve complex management and substantive problems in an organization. Can critically evaluate the usefulness of methods and techniques. Can adapt existing or develop new methods and tools in an innovative manner.	P7S_UW	
K2_ZARZ_U05	Able to use specialist normative systems linked to the studied specialisation. Able to select, adapt, justify and follow appropriate norms and standards (legal, professional, moral and ethical) in specific activities in an organisation.	P7S_UW	
K2_ZARZ_U06	Ability to formulate solutions for complex management and substantive problems in an organisation. Able to justify, select and verify solutions according to the agreed priorities in the context of internal and external conditions.	P7S_UW	
K2_ZARZ_U07	Possesses the ability to design complex organizational changes and anticipate their multifaceted social impacts. Capable of initiating and planning the implementation of these changes.	P7S_UW	

Code	Description of the directional learning outcome	Characteristics for qualifications at level 6 or 7 of the Polish Qualifications Framework	Characteristics for qualifications at level 6 or 7 of the Polish Qualifications Framework, enabling the acquisition of engineering competences
K2_ZARZ_U08	Designs advanced methods of measurement and evaluation of achievements of an organization as a whole. Comprehensively assess an organisation according to the adopted goals, priorities and criteria and suggest directions of possible changes.	P7S_UW	
K2_ZARZ_U09	Performs strategic analysis of an organisation and its environment. Formulates alternative strategies at the level of an organisation and domains of its operations, analyses, critically assesses and selects proper strategy option. Selects and assess strategic control instruments.	P7S_UW	
K2_ZARZ_U10	Applies operational testing methods as a tool supporting advanced decision-making analyses.	P7S_UW	
K2_ZARZ_U11	Builds and uses econometric and simulation models in solving complex management problems. Uses of quantitative methods including advanced econometric and simulation methods to describe and forecast processes and results of activities of an organisation.	P7S_UW	
K2_ZARZ_U12	Develops components of an organization's computerization strategy and utilizes advanced information systems to support management across various functional areas within the organization.	P7S_UW	
K2_ZARZ_U13	The student has developed research skills: formulates and tests hypotheses related to identified simple research problems, selects adequate methods, techniques and research tools, develops, presents and interprets research results, draws conclusions and is able to use them to formulate directions for further research in management and quality sciences. Can independently plan and implement lifelong learning and guide others in this regard.	P7S_UW, P7S_UU	
K2_ZARZ_U14	Can cooperate and work in group and team forms of work organization (assuming different roles in them). Can independently organize and direct the work of the team.	P7S_UO	
K2_ZARZ_U15	Can prepare a well-documented paper, such as a report that presents the results of their own research in management science and quality.	P7S_UW, P7S_UK, P7S_UO, P7S_UU	
K2_ZARZ_U16	Formulates and thoroughly justifies opinions while effectively communicating on specialized topics to diverse audiences. Capable of engaging in and conducting debates.	P7S_UK	
<b>Social competence</b>			
K2_ZARZ_K01	Is aware of the need for independent critical evaluation of the scope and level of his professional knowledge and skills both in the field of management and quality sciences and in the interdisciplinary dimension. He is prepared to supplement his knowledge and improve his skills on his own, and to consult experts in case of difficulties in solving problems on his own.	P7S_KK, P7S_KR	
K2_ZARZ_K02	Is prepared to critically assess the impact of professional work on the social environment. Is ready to initiate activities that serve the public interest, fulfill social responsibilities, and inspire and organize initiatives for the community.	P7S_KR	
K2_ZARZ_K03	Is prepared to critically evaluate their knowledge and effectively prioritize tasks in their work and collaboration with others, ensuring responsible performance in various organizational roles while upholding ethical principles and maintaining professional integrity.	P7S_KK, P7S_KR	

Code	Description of the directional learning outcome	Characteristics for qualifications at level 6 or 7 of the Polish Qualifications Framework	Characteristics for qualifications at level 6 or 7 of the Polish Qualifications Framework, enabling the acquisition of engineering competences
K2_ZARZ_K04	Shows readiness to identify, critically analyse and resolve problems arising at the workplace. Can anticipate the consequences of decisions in the context of changing social needs, thinking and acting in an entrepreneurial manner.	P7S_KK, P7S_KO, P7S_KR	
K2_ZARZ_K05	He is prepared to take responsibility for assigned tasks within the framework of designated organizational roles. He is responsible for his own preparation for work, decisions made and actions carried out, and their consequences.	P7S_KK, P7S_KO	
K2_ZARZ_K06	Presents courage in conveying and defending their views. Prepared to persuade and negotiate in order to achieve common goals.	P7S_KK, P7S_KR	
K2_ZARZ_K07	Prepared to behave in a professional and ethical manner; recognizes and formulates ethical dilemmas related to their own and someone else's work and theirs profession.	P7S_KR	
<b>Language outcomes</b>			
SJO_S2_U01	Be able to use a foreign language at B2+ ESCJ level and specialised terminology	P7S_UK	

# Detailed information on ECTS points

Management

Name	Human Resource Management
Total ECTS	120
Total number of hours of classes	1485
Number of ECTS points assigned to classes related to scientific activities conducted at the university in the discipline or disciplines to which the field of study is assigned (DN)	112/120 (93.33%)
Number of ECTS points allocated to classes developing practical skills (including laboratory, project) (P)	72.8
The number of ECTS points that a student will receive by completing classes that require the direct participation of academic teachers or other persons conducting classes and students (BU)	60.2
Percentage of ECTS for elective courses	79/120 (65.83%)
The number of ECTS points that a student will receive by completing classes in the humanities or social sciences appropriate for a given field of study	5
The number of ECTS points that a student will receive by completing classes in basic sciences (mathematics, physics/chemistry)	7

# Organization of studies

## Implementation of the study programme

### Allowable ECTS deficit

Semester	Allowable deficit of ECTS points after a semester
Semester 1	8
Semester 2	14
Semester 3	9
Semester 4	0

### Detailed requirements

Not applicable.

## Methods of verifying the intended learning outcomes

Activity form	Methods of verifying the intended learning outcomes
Seminar	Multimedia presentations conducted and prepared individually or in groups; case study analysis, class participation, paper
Classes	Credit - oral, written; short test, input task, evaluation of the sub-tasks; practical exam, model, essay, paper
Project	Project preparation, project implementation, project documentation, case study analysis, model
Laboratory	Preparation of laboratory reports; oral statements, class participation; short test, input task, evaluation of the sub-tasks
Lecture	Exam - oral, written, credit, test - oral, written

## Description of the process leading to achieving learning outcomes

The process leading to achievement of the assumed learning outcomes includes active participation in the classes organized at the university: lectures, classes, laboratories, projects and seminars, as well as self-studies enabling consolidation, supplementation and extension of knowledge. The educational program create a framework which ensures that student has systematic contact with enterprises and other institutions during studies. If necessary, the student may use individual consultations. Learning outcomes in terms of skills are further developed during obligatory student training program.

## Internships

Not applicable.

## Diploma exam

The diploma examination is an oral exam that assesses the knowledge and skills acquired by the student during their studies in a given field of specialization, carried out in accordance with the study program. During the exam, the student is asked three questions selected randomly from three thematic areas:

1. Evolution of the management concepts.

2. Cost accounting in financial planning.
3. Socially responsible organization and its stakeholders.
4. Process of job analysis and job descriptions - methodology and stages.
5. Stages of the recruitment, selection and onboarding process.
6. Personnel philosophies and HR policy models.
7. Human resource management process.
8. Trends in HRM - concept and application in the organization.
9. Strategies for international human resource management.
10. Integration of HRM strategies with general organizational strategies.
11. Creating competency profiles.
12. Methods of competency assessment.
13. Employee evaluation - principles and methods.
14. Methods and techniques for assessing employee potential.
15. Training programs.
16. Coaching and its use in a manager's work.
17. Motivation and engagement at work.
18. Remuneration and bonus systems in the practice of enterprises.
19. Key performance indicators (KPIs) for HR areas.
20. Effective communication in an organization.
21. Conflict - sources, types, ways to resolve and consequences.
22. Leadership in an organization - concepts and styles.
23. The origin of power in modern organizations.
24. The most important factors affecting the effectiveness of teams.
25. Social influence phenomena, its types and principles
26. Human labor and its functions.
27. Decision Analytics and Modelling.
28. Predictive analytics based on Machine Learning.
29. Risk analysis in team projects.
30. HRM metrics - the way of measuring and verifying.
31. Information systems in human resource management.
32. Internal entrepreneurship of employees.
33. Philosophical methods of description of the real world and real world issues
34. Work environment factors and work organization and its efficiency.
35. The importance of intellectual property rights as creating a temporary monopoly for companies
36. Diagnosis of the state of the knowledge-based economy in selected countries

The list of exam questions applicable for a given year is updated as needed, approved by the Program Committee, and published on the Faculty's website. The questions asked during the exam do not go beyond the material covered in the courses completed by the student during their studies.

# Study plan

Management

## Semester 1

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
Human Resource Management	Lecture: 30	Exam	3	Obligatory
Basis of Social Science	Lecture: 30	Graded credit	2	Obligatory
Contemporary Management	Lecture: 30 Seminar: 30	Lecture: Graded credit Seminar: Graded credit	Lecture: 2 Seminar: 2	Obligatory
Risk Analysis in the Realization of Organizational Projects	Lecture: 30 Classes: 15 Laboratory: 30	Lecture: Exam Classes: Graded credit Laboratory: Graded credit	Lecture: 3 Classes: 1 Laboratory: 2	Obligatory
Ethical Aspects of Intellectual Property Law	Lecture: 30 Classes: 15	Lecture: Graded credit Classes: Graded credit	Lecture: 2 Classes: 1	Obligatory
<b>Sum</b>	<b>240</b>		<b>18</b>	

## Human Resource Management

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
Employee Motivation and Engagement	Lecture: 30 Project: 15	Lecture: Graded credit Project: Graded credit	Lecture: 2 Project: 1	Obligatory in specialty
Creative Group Work	Seminar: 30	Graded credit	2	Obligatory in specialty
Talent Acquisition & Recruitment Management	Lecture: 15 Project: 30	Lecture: Graded credit Project: Graded credit	Lecture: 1 Project: 2	Obligatory in specialty
Human Resource Analytics	Lecture: 30 Laboratory: 30	Lecture: Graded credit Laboratory: Graded credit	Lecture: 2 Laboratory: 2	Obligatory in specialty
<b>Sum</b>	<b>180</b>		<b>12</b>	

## Semester 2

The student chooses one language subject from the general offer.

The student chooses one subject from Humanities block.

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
Knowledge Economy	Lecture: 30 Classes: 30	Lecture: Exam Classes: Graded credit	Lecture: 3 Classes: 2	Obligatory
Work Environment Physics II	Project: 15	Graded credit	1	Obligatory
Philosophy in the Real World	Lecture: 15	Graded credit	1	Obligatory
Foreign Language 2.2	Classes: 60	Graded credit	3	Obligatory group
The student chooses classes from the offer of the Department of Foreign Languages				
Foreign Language 2.2	Classes: 60	Graded credit	3	Elective
Humanities Block	Seminar: 30	Graded credit	2	Obligatory group
The student chooses one course from the Humaninties Block				
Social Philosophy	Seminar: 30	Graded credit	2	Elective
Methodology of Science	Seminar: 30	Graded credit	2	Elective
Who Is Human? Philosophical Antropology	Seminar: 30	Graded credit	2	Elective
<b>Sum</b>	<b>180</b>		<b>12</b>	

## Human Resource Management

The student chooses one subject from Social Competences Block. The student chooses one subject from Intrapreneurship in HRM Block.

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
Resolving Group Conflicts	Seminar: 30	Graded credit	2	Obligatory in specialty
Competences Management	Project: 30	Graded credit	2	Obligatory in specialty
Employee Performance Appraisal	Classes: 30	Graded credit	2	Obligatory in specialty

<b>Subject</b>	<b>Number of hours</b>	<b>Form of verification</b>	<b>ECTS points</b>	<b>Mandatoriness</b>
Employee Potential Assessment	Classes: 30	Graded credit	2	Obligatory in specialty
Research Methods in Human Resource Management	Lecture: 30 Classes: 15 Laboratory: 15	Lecture: Exam Classes: Graded credit Laboratory: Graded credit	Lecture: 3 Classes: 1 Laboratory: 1	Obligatory in specialty
Seminar I	Seminar: 15	Graded credit	1	Obligatory elective
Block Social Competences	Seminar: 30	Graded credit	2	Obligatory group
The student completes one course from the Social Competences Block (2 ECTS)				
Development of Personal Potential	Seminar: 30	Graded credit	2	Elective
Communication in Social Media	Seminar: 30	Graded credit	2	Elective
Block Intrapreneurship in Hrm	Lecture: 30	Graded credit	2	Obligatory group
The student chooses one course from the Intrapreneurship in HRM				
Intrapreneurship and Organizational Innovation	Lecture: 30	Graded credit	2	Elective
Leadership for Intrapreneurship	Lecture: 30	Graded credit	2	Elective
<b>Sum</b>	<b>255</b>		<b>18</b>	

### Semester 3

The student chooses one language subject from the general offer.

<b>Subject</b>	<b>Number of hours</b>	<b>Form of verification</b>	<b>ECTS points</b>	<b>Mandatoriness</b>
Managerial Accounting	Lecture: 15 Classes: 15 Laboratory: 15	Lecture: Exam Classes: Graded credit Laboratory: Graded credit	Lecture: 2 Classes: 1 Laboratory: 1	Obligatory
Leadership in the Organization	Lecture: 30 Classes: 30	Lecture: Exam Classes: Graded credit	Lecture: 3 Classes: 2	Obligatory
Foreign Language 2.1	Classes: 30	Graded credit	2	Obligatory group
The student chooses classes from the offer of the Department of Foreign Languages				
Foreign Language 2.1	Classes: 30	Graded credit	2	Elective
<b>Sum</b>	<b>135</b>		<b>11</b>	

## Human Resource Management

The student chooses one subject from Human Resource Management Block.

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
Training and Development	Project: 30 Seminar: 30	Graded credit	4	Obligatory in specialty
Coaching	Seminar: 30	Graded credit	2	Obligatory in specialty
Information Systems for Human Resource Management	Lecture: 30 Project: 30	Lecture: Graded credit Project: Graded credit	Lecture: 2 Project: 2	Obligatory in specialty
MSc Thesis I	Seminar: 30	Graded credit	6	Obligatory elective
Seminar II	Seminar: 15	Graded credit	1	Obligatory elective
Block Human Resource Management	Seminar: 30	Graded credit	2	Obligatory group
The student completes one course from the Human Resource Management Block				
Diversity Management	Seminar: 30	Graded credit	2	Elective
Developing Cultural Competences	Seminar: 30	Graded credit	2	Elective
<b>Sum</b>	<b>225</b>		<b>19</b>	

## Semester 4

The student chooses one subject from Management Block.

Subject	Number of hours	Form of verification	ECTS points	Mandatoriness
Employer Branding	Classes: 30	Graded credit	2	Obligatory
Performance Management in Human Resource Management	Lecture: 30 Classes: 15	Lecture: Graded credit Classes: Graded credit	Lecture: 2 Classes: 1	Obligatory
Modern Trends in Human Resource Management	Seminar: 30	Graded credit	2	Obligatory
Management Block	Lecture: 30 Seminar: 15	Graded credit	3	Obligatory group
The student completes one course from the Management Block (2 ECTS)				

<b>Subject</b>	<b>Number of hours</b>	<b>Form of verification</b>	<b>ECTS points</b>	<b>Mandatoriness</b>
Corporate Social Responsibility	Lecture: 30 Seminar: 15	Graded credit	3	Elective
Business Ethics	Lecture: 30 Seminar: 15	Graded credit	3	Elective
<b>Sum</b>	<b>150</b>		<b>10</b>	

## Human Resource Management

The student chooses one subject from Public Influence Block.

<b>Subject</b>	<b>Number of hours</b>	<b>Form of verification</b>	<b>ECTS points</b>	<b>Mandatoriness</b>
Compensation and Rewarding	Project: 30	Graded credit	2	Obligatory in specialty
Analytical Workshop	Project: 30	Graded credit	2	Obligatory in specialty
MSc Thesis II	Project: 30	Graded credit	14	Obligatory elective
Block Public Influence Skills	Seminar: 30	Graded credit	2	Obligatory group
The student completes one course from the Public Influence Skills Block				
Personal Branding	Seminar: 30	Graded credit	2	Elective
Public Speaking	Seminar: 30	Graded credit	2	Elective
Oxford Debate	Seminar: 30	Graded credit	2	Elective
<b>Sum</b>	<b>120</b>		<b>20</b>	

# Syllabuses



Employee Motivation and Engagement  
Educational subject description sheet

**Basic information**

<p><b>Field of study</b> Management</p> <p><b>Speciality</b> Human Resource Management</p> <p><b>Organizational unit</b> Faculty of Management</p> <p><b>Study level</b> second degree 4 semesters</p> <p><b>Study form</b> full-time studies</p> <p><b>Education profile</b> general academic profile</p>	<p><b>Education cycle</b> 2025/2026</p> <p><b>Subject code</b> 08ZZZ1-25S601002694W, 08ZZZ1-25S601002694P</p> <p><b>Lecture languages</b> English</p> <p><b>Mandatoriness</b> Obligatory in specialty</p> <p><b>Block</b> Specialty subjects</p> <p><b>Subject related to scientific research</b> Yes</p>
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<p><b>Semester</b> Semester 1</p>	<p><b>Activities, hours, ECTS and examination</b></p> <ul style="list-style-type: none"> <li>• Lecture: 30 h, 2 ECTS, Graded credit</li> <li>• Project: 15 h, 1 ECTS, Graded credit</li> </ul>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Has an expanded knowledge of employee motivation methods and techniques used in management.	K2_ZARZ_W05, K2_ZARZ_W09, K2_ZARZ_W10
<b>In terms of skills</b>		
PEU_U01	Can select, justify and apply methods and techniques to identify, analyze and solve motivational problems in an organization. Can critically evaluate the usefulness of methods and techniques.	K2_ZARZ_U04, K2_ZARZ_U14
PEU_U02	Demonstrates abilities to identify, interpret and evaluate the behavior of organizational members and apply modern methods and techniques of work motivation.	K2_ZARZ_U04, K2_ZARZ_U14
<b>In terms of social competences</b>		

PEU_K01	Is able to work in group and team forms of work organization (taking motivational and leadership roles in them). Demonstrates readiness to independently organize a system of motivation for groups of employees in the organization.	K2_ZARZ_K04
PEU_K02	Demonstrates a willingness to identify, critically analyze and resolve motivational problems in the workplace. Can anticipate the consequences of these problems.	K2_ZARZ_K04

### Program content ensuring learning outcomes

Employee motivation and engagement through the lens of organizational psychology. Participants will gain knowledge about the psychological mechanisms of motivation and acquire the ability to select effective tools for motivating employees in the organization.

### Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Project	15
Preparation for an exam/credit	5
Preparation of a project	6
Conducting literature research	3
Conducting empirical studies	3
Preparation of a report/summary/presentation/paper	5
Self-study of class topics	5
Preparation for classes	3
<b>Student workload</b>	<b>Hours</b> 75



Human Resource Management  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> 08ZZZ0-25S601002677W
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory
<b>Study form</b> full-time studies	<b>Block</b> Major-specific subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 1	<b>Activities, hours, ECTS and examination</b> • Lecture: 30 h, 3 ECTS, Exam
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Describes of the essence of the human resource function and the human resource management process. Understands the relationship of human	K2_ZARZ_W04, K2_ZARZ_W09
PEU_W02	Understands the essence of philosophy, politics and HR strategy, knows the principles of strategic human resource management	K2_ZARZ_W04, K2_ZARZ_W09
PEU_W03	Knows the rules and understands the importance of the competency approach to human resource management	K2_ZARZ_W04, K2_ZARZ_W09
PEU_W04	Knows the recruitment procesess, selection and induction processes.	K2_ZARZ_W04, K2_ZARZ_W09
PEU_W05	Knows the essence and principles of employee evaluation.	K2_ZARZ_W04, K2_ZARZ_W09
PEU_W06	Explains the employee remuneration.	K2_ZARZ_W04, K2_ZARZ_W09

PEU_W07	Understands the principles of employee development	K2_ZARZ_W04, K2_ZARZ_W09
PEU_W08	Understands the importance and scope of international human resource management and the essence of expatriate management.	K2_ZARZ_W04, K2_ZARZ_W09
PEU_W09	Knows the scope of managerial competences in the field of human resource management	K2_ZARZ_W04, K2_ZARZ_W09
PEU_W10	Recognizes and understands the essence of new trends in human resource management, i.e. virtualization of HRM, auditing and controlling of the HR function, shaping the candidate's and employee's experience and employees' well-being, evidence-based approach	K2_ZARZ_W04, K2_ZARZ_W09
PEU_W11	Knows the legal aspects of human resource management, including modern forms of employment	K2_ZARZ_W04, K2_ZARZ_W09

### Program content ensuring learning outcomes

This course focuses on the key aspects of human resource management (HRM), demonstrating its role in organisational strategy and its impact on business performance. The aim of the course is to familiarise participants with the key functions and processes of HRM, from employee selection and development to performance appraisal, remuneration and termination. The course will examine both traditional HRM methods and the latest trends related to digitalisation and employee experience management.

### Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Preparation for an exam/credit	41
Credit/Exam	4
<b>Student workload</b>	<b>Hours</b> 75



Creative Group Work  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S601002695S
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory in specialty
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 1	<b>Activities, hours, ECTS and examination</b> • Seminar: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of skills</b>		
PEU_U01	Selects, justifies and applies methods and techniques of creative solving of complex problems in the organization. Can make a critical assessment of the usefulness of methods and techniques for creative problem solving	K2_ZARZ_U04
PEU_U02	Selects and uses scientific literature related to creative problem solving	K2_ZARZ_U03
PEU_U03	Organizes their own creative work and the creative work of others	K2_ZARZ_U14
<b>In terms of social competences</b>		
PEU_K01	Solves problems that arise in group work	K2_ZARZ_K04

## Program content ensuring learning outcomes

Students learn methods and tools that support creativity in individual and group activities. Participation in the course will also enable them to independently prepare activities that foster creative thinking within an organization (creativity training).

### Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparation of a report/summary/presentation/paper	10
Self-study of class topics	10
<b>Student workload</b>	<b>Hours</b> 50



Basis of Social Science  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> 08ZZZ0-25S601002678W
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory
<b>Study form</b> full-time studies	<b>Block</b> Major-specific subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 1	<b>Activities, hours, ECTS and examination</b> • Lecture: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Identifies and explains key concepts and theories in the field of social sciences, including their relation to the axio-normative system of contemporary societies and organizations.	K2_ZARZ_W04
PEU_W02	Identifies and categorizes social processes, mechanisms, and changes that influence group dynamics and the phenomenon of leadership in organizations.	K2_ZARZ_W10
PEU_W03	Identifies and selects methods, techniques, and tools used for managing individual and team activities.	K2_ZARZ_W09
<b>In terms of skills</b>		
PEU_U01	Identifies and classifies the determinants of effectiveness in individual and team activities, including factors that may condition the emergence of challenges and problems.	K2_ZARZ_U02
<b>In terms of social competences</b>		

PEU_K01	Is capable of critically assessing their own knowledge and can set priorities in their work and collaboration with others in relation to their organizational roles, while adhering to ethical principles and upholding the professional ethos.	K2_ZARZ_K03
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### **Program content ensuring learning outcomes**

The objective of the course is to familiarize students with the contemporary concepts in the field of social sciences, enabling them to better understand the dynamics of social processes and their impact on various aspects of professional and organizational life. The course also aims to introduce students to the challenges, consequences, and opportunities arising from the perspective of management and quality sciences as social sciences, providing them with a holistic approach to addressing managerial problems in a social context.

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Lecture	30
Preparation for an exam/credit	10
Self-study of class topics	10
<b>Student workload</b>	<b>Hours</b> 50



Talent Acquisition & Recruitment Management  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S601002696P, 08ZZZ1-25S601002696W
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory in specialty
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 1	<b>Activities, hours, ECTS and examination</b> <ul style="list-style-type: none"><li>• Lecture: 15 h, 1 ECTS, Graded credit</li><li>• Project: 30 h, 2 ECTS, Graded credit</li></ul>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Identifies and explains substantive and management problems in the organization. Can interpret interdependencies beyond individual functions, processes and the organization.	K2_ZARZ_W07
PEU_W02	Has in-depth subject matter knowledge of talent acquisition and recruitment management	K2_ZARZ_W09
<b>In terms of skills</b>		
PEU_U01	Selects, justifies and applies methods and techniques (including advanced information and communication techniques) to identify, analyze and solve complex problems related to talent acquisition and recruitment management. Critically evaluates the usefulness of methods and techniques. Can adapt existing or develop new methods and tools in innovative ways.	K2_ZARZ_U04

PEU_U02	Is able to formulate solutions to complex talent acquisition and recruitment management problems. Able to justify, select and review solutions according to established priorities, in the context of internal and external considerations.	K2_ZARZ_U06
PEU_U03	Is able to interact and work in groups and teams in particular dealing with talent acquisition and recruitment management.Can independently organize and direct the work of the team.	K2_ZARZ_U14
<b>In terms of social competences</b>		
PEU_K01	Is aware of the need for independent critical evaluation of the scope and level of his professional knowledge and skills related to talent acquisition and recruitment management. He or she is prepared to independently supplement knowledge and improve skills, and to consult experts in case of difficulties in solving problems independently.	K2_ZARZ_K01
PEU_K02	Demonstrates a willingness to identify, critically analyze and solve problems related to talent acquisition and recruitment management. Is able to anticipate the consequences of decisions in the context of changing social needs, thinking and acting in an entrepreneurial manner.	K2_ZARZ_K04
PEU_K03	Is prepared to take responsibility for assigned tasks in talent acquisition and recruitment management. Is responsible for his or her own preparation for work, the decisions made and actions carried out, and their consequences.	K2_ZARZ_K05
PEU_K04	Demonstrates courage in communicating and defending his own views, especially those related to talent acquisition and recruitment management.He is prepared to persuade and negotiate for the sake of achieving common goals.	K2_ZARZ_K06

### **Program content ensuring learning outcomes**

The course introduces students to the significance of acquiring employees with competencies that match job requirements and emphasizes the necessity of talent acquisition for organizations. During the classes, participants gain knowledge in job analysis and job description creation, as well as in various stages of the selection process: recruitment, selection, and onboarding. The course covers topics related to tools and methods used in the recruitment and selection of candidates. Project-based classes develop skills in job analysis, job description creation, designing the selection process for a specific position, and planning and conducting job interviews.

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Lecture	15
Project	30
Preparation of a report/summary/presentation/paper	30
<b>Student workload</b>	<b>Hours</b> 75



Contemporary Management  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> 08ZZZ0-25S601002679W, 08ZZZ0-25S601002679S
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory
<b>Study form</b> full-time studies	<b>Block</b> Major-specific subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 1	<b>Activities, hours, ECTS and examination</b> <ul style="list-style-type: none"><li>• Lecture: 30 h, 2 ECTS, Graded credit</li><li>• Seminar: 30 h, 2 ECTS, Graded credit</li></ul>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Explains the impact of technological, social, cultural and global conditions on the competitiveness of organizations.	K2_ZARZ_W03
PEU_W02	Explains modern management concepts and functional areas of the enterprise.	K2_ZARZ_W09
PEU_W03	Characterizes the complexity and comprehensiveness of management problems in modern organizations.	K2_ZARZ_W07
<b>In terms of skills</b>		
PEU_U01	Analyzes the dynamics of business processes in an organization, evaluates the key issues in process mapping and design, and interprets their impact on organizational effectiveness.	K2_ZARZ_U02

PEU_U02	Develops alternative solutions to complex management problems in the development of business models and plans strategic scenarios, adapting them to the specifics of the organization.	K2_ZARZ_U06
PEU_U03	Design organizational change, forecast its social impact and implement change management strategies to develop organizational culture.	K2_ZARZ_U07
<b>In terms of social competences</b>		
PEU_K01	Respects the complexity of the challenges in the management of modern organizations, accepts the necessity of acquiring knowledge and developing one's own competence within constantly changing market conditions.	K2_ZARZ_K01
PEU_K02	Respects the principles of corporate social responsibility and declares its willingness to consult experts in difficult situations.	K2_ZARZ_K03
PEU_K03	Takes on the challenge of critically analyzing organizational problems, supports the implementation of innovative management models, and shows initiative in anticipating the consequences of decisions in a dynamic business environment.	K2_ZARZ_K04
PEU_K04	Follows the principles of professionalism, is sensitive to ethical dilemmas in management, and supports activities that support the responsible design of performance indicators and management of the employee experience.	K2_ZARZ_K07

### **Program content ensuring learning outcomes**

The course is conducted in order to familiarize students with the issues of the conditions of modern business and the dynamics of the organizational environment and to provide knowledge regarding the basic concepts of management, as well as to provide the ability to select, justify and apply management methods and techniques in identifying, analyzing and resolving managerial and substantive problems in the organization.

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Lecture	30
Seminar	30
Preparation for classes	10
Preparation for an exam/credit	10
Preparation of a report/summary/presentation/paper	20
<b>Student workload</b>	<b>Hours</b> 100



Human Resource Analytics  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S601002697L, 08ZZZ1-25S601002697W
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory in specialty
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 1	<b>Activities, hours, ECTS and examination</b> <ul style="list-style-type: none"><li>• Lecture: 30 h, 2 ECTS, Graded credit</li><li>• Laboratory: 30 h, 2 ECTS, Graded credit</li></ul>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Formulates quantitative models and tools to support decision making in the field of human resource management.	K2_ZARZ_W09
PEU_W02	Selects machine learning models to make predictions based on patterns extracted from historical data.	K2_ZARZ_W09
<b>In terms of skills</b>		
PEU_U01	Uses models to solve decision problems.	K2_ZARZ_U03, K2_ZARZ_U04, K2_ZARZ_U08, K2_ZARZ_U14
PEU_U02	Develops useful tools for predictive data analytics.	K2_ZARZ_U03, K2_ZARZ_U04, K2_ZARZ_U14

<b>In terms of social competences</b>		
PEU_K01	Is capable of working in groups to derive insights from data and to support decisions.	K2_ZARZ_K01, K2_ZARZ_K04

### **Program content ensuring learning outcomes**

1. Create and visualize key performance indicators.
2. Model and solve decision problems.
3. Measure the overall performance of an organization.
4. Employ machine learning models to make predictions.

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Lecture	30
Laboratory	30
Preparation of a report/summary/presentation/paper	16
Conducting literature research	16
Preparation for an exam/credit	8
<b>Student workload</b>	<b>Hours</b> 100



Risk Analysis in the Realization of Organizational Projects  
Educational subject description sheet

**Basic information**

<p><b>Field of study</b> Management</p> <p><b>Speciality</b> -</p> <p><b>Organizational unit</b> Faculty of Management</p> <p><b>Study level</b> second degree 4 semesters</p> <p><b>Study form</b> full-time studies</p> <p><b>Education profile</b> general academic profile</p>	<p><b>Education cycle</b> 2025/2026</p> <p><b>Subject code</b> 08ZZZ0-25S601002680W, 08ZZZ0-25S601002680C, 08ZZZ0-25S601002680L</p> <p><b>Lecture languages</b> English</p> <p><b>Mandatoriness</b> Obligatory</p> <p><b>Block</b> Subjects of basic education - mathematics</p> <p><b>Subject related to scientific research</b> Yes</p>
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<p><b>Semester</b> Semester 1</p>	<p><b>Activities, hours, ECTS and examination</b></p> <ul style="list-style-type: none"> <li>• Lecture: 30 h, 3 ECTS, Exam</li> <li>• Classes: 15 h, 1 ECTS, Graded credit</li> <li>• Laboratory: 30 h, 2 ECTS, Graded credit</li> </ul>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Has extended knowledge about selected methods of mathematical statistics applicable in quantitative risk analysis.	K2_ZARZ_W12
PEU_W02	Has extended knowledge about selected methods of econometric modelling.	K2_ZARZ_W08, K2_ZARZ_W12
PEU_W03	Knows the theory of forecasts and simulations.	K2_ZARZ_W08, K2_ZARZ_W12
PEU_W04	Has extended knowledge about principles of risk management.	K2_ZARZ_W09
<b>In terms of skills</b>		
PEU_U01	Is able to plan and carry out the process of acquiring / collecting information on the implementation of projects in the organization for the purposes of risk analysis.	K2_ZARZ_U04, K2_ZARZ_U10

PEU_U02	Is able to use selected statistical and econometric methods in risk analysis in projects.	K2_ZARZ_U08, K2_ZARZ_U11, K2_ZARZ_U13
PEU_U03	Is able to construct comprehensive risk analysis models regarding project implementation using elements of statistics, econometrics, forecasting and operational research	K2_ZARZ_U03, K2_ZARZ_U04, K2_ZARZ_U13
<b>In terms of social competences</b>		
PEU_K01	Is able to critically assess the usefulness of the results obtained with quantitative methods in the risk analysis of projects.	K2_ZARZ_K01
PEU_K02	Demonstrates readiness to identify, analyse and solve problems in the field of risk analysis	K2_ZARZ_K04
PEU_K03	Recognizes the potential of selected methods of operational research, econometrics, forecasting and simulation as tools for risk analysis in projects.	K2_ZARZ_K01, K2_ZARZ_K04

### **Program content ensuring learning outcomes**

This course provides a comprehensive framework for understanding and applying quantitative approaches to risk analysis. It begins with foundational concepts, introducing risk from probabilistic and quantitative perspectives, alongside the role of random variables and probability theory. Statistical methods are a key focus, including parametric and non-parametric tests, hypothesis testing, and the practical use of software like SPSS to perform risk assessments. The curriculum further explores regression and econometric models, covering logistic regression, classical econometric models, and Ordinary Least Squares (OLS), emphasizing their applications in risk modelling. Forecasting and time series models are studied, with topics ranging from ARMA models to the assessment of forecast quality and their integration into investment and decision-making processes. The course culminates in scenario-based and case study applications, where students engage in comprehensive risk analysis of projects, exploring forecasting potential, cost evaluation, and implementation timelines. A structured approach aligns course content with intended learning outcomes.

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Lecture	30
Classes	15
Laboratory	30
Preparation for classes	15
Preparation of a project	45
Preparation of a report/summary/presentation/paper	15
<b>Student workload</b>	<b>Hours</b> 150



Ethical Aspects of Intellectual Property Law  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> 08ZZZ0-25S601004487C, 08ZZZ0-25S601004487W
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory
<b>Study form</b> full-time studies	<b>Block</b> Subjects from the fields of humanities or social sciences
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 1	<b>Activities, hours, ECTS and examination</b> <ul style="list-style-type: none"><li>• Lecture: 30 h, 2 ECTS, Graded credit</li><li>• Classes: 15 h, 1 ECTS, Graded credit</li></ul>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Lists and explains in depth the concepts and rules concerning the protection of industrial property which applies to the research products of companies involved in data collection and interpretation and concepts and rules of copyright	K2_ZARZ_W06, K2_ZARZ_W11
<b>In terms of skills</b>		
PEU_U01	Identifies ethical challenges in the field of intellectual property and proposes solutions.	K2_ZARZ_U05
<b>In terms of social competences</b>		
PEU_K01	Acquires knowledge on the application of ethical standards when designing innovative solutions belonging to intellectual property.	K2_ZARZ_K01

## Program content ensuring learning outcomes

The course is to familiarize students with the main ethical challenges in the field of intellectual property rights protection. Students will become familiar with contemporary intellectual property rights and their protection, as well as the arguments of supporters and opponents of the intellectual property regime.

### Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Classes	15
Preparation for an exam/credit	30
<b>Student workload</b>	<b>Hours</b> 75



Resolving Group Conflicts  
Educational subject description sheet

**Basic information**

<p><b>Field of study</b> Management</p> <p><b>Speciality</b> Human Resource Management</p> <p><b>Organizational unit</b> Faculty of Management</p> <p><b>Study level</b> second degree 4 semesters</p> <p><b>Study form</b> full-time studies</p> <p><b>Education profile</b> general academic profile</p>	<p><b>Education cycle</b> 2025/2026</p> <p><b>Subject code</b> 08ZZZ1-25S602002698S</p> <p><b>Lecture languages</b> English</p> <p><b>Mandatoriness</b> Obligatory in specialty</p> <p><b>Block</b> Specialty subjects</p> <p><b>Subject related to scientific research</b> Yes</p>
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<p><b>Semester</b> Semester 2</p>	<p><b>Activities, hours, ECTS and examination</b> • Seminar: 30 h, 2 ECTS, Graded credit</p>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Explains the causes, course, dynamics and resolution of group conflicts.	K2_ZARZ_W10
<b>In terms of skills</b>		
PEU_U01	Demonstrates knowledge of psychological mechanisms and processes that determine the formation and development of conflict.	K2_ZARZ_U02, K2_ZARZ_U04
PEU_U02	Independently analyzes a conflict situation.	K2_ZARZ_U14
<b>In terms of social competences</b>		
PEU_K01	Identifies, selects and creates tools to solve problems that arise in teams and organizations.	K2_ZARZ_K02

PEU_K02	Evaluates and solves problems that arise during professional activity and leadership in conflict management in the workplace, keeping in mind the welfare of the team, the organization and society.	K2_ZARZ_K04
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### Program content ensuring learning outcomes

Participants will gain practical knowledge of interpersonal, group and organizational conflicts, will get familiar with methods of conflict resolution in groups and organizations and improve competences in conflict management in groups, teams and organizations.

### Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparation for classes	5
Preparation of a report/summary/presentation/paper	10
Self-study of class topics	5
<b>Student workload</b>	<b>Hours</b> 50



Knowledge Economy  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> 08ZZZ0-25S602002681C, 08ZZZ0-25S602002681W
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory
<b>Study form</b> full-time studies	<b>Block</b> Major-specific subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 2	<b>Activities, hours, ECTS and examination</b> <ul style="list-style-type: none"><li>• Lecture: 30 h, 3 ECTS, Exam</li><li>• Classes: 30 h, 2 ECTS, Graded credit</li></ul>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Reproduces knowledge of economic science and its place in the system of sciences and its relationship to other social sciences.	K2_ZARZ_W02, K2_ZARZ_W04, K2_ZARZ_W06
PEU_W02	Selects and categorizes the types, directions and economic and legal effects of the evolution of markets, market structures and institutions and economic and integration groupings.	K2_ZARZ_W02, K2_ZARZ_W04, K2_ZARZ_W06
PEU_W03	Recognises and explains the strategic importance of knowledge management in organisations. Identifies the determinants, and instruments of knowledge management in an organisation.	K2_ZARZ_W02, K2_ZARZ_W04, K2_ZARZ_W06
<b>In terms of skills</b>		
PEU_U01	Selects and interprets the potential effects of introduced national and international economic and legal regulations on individual organisations, markets and integration groupings.	K2_ZARZ_U01, K2_ZARZ_U05, K2_ZARZ_U14

PEU_U02	Forecasts, interprets and revises relevant norms and standards (legal, professional, moral and ethical) in specific activities in the organization).	K2_ZARZ_U01, K2_ZARZ_U05, K2_ZARZ_U14
<b>In terms of social competences</b>		
PEU_K01	Is open to collaborating in group and team forms of work organization (taking on different roles within them).	K2_ZARZ_K04, K2_ZARZ_K05
PEU_K02	Declares a readiness to identify, critically analyze and resolve problems arising in the workplace.	K2_ZARZ_K04, K2_ZARZ_K05
PEU_K03	Is able to anticipate the consequences of decisions and shows initiative to take responsibility for the tasks assigned to him/her within his/her designated organizational roles.	K2_ZARZ_K04, K2_ZARZ_K05

### **Program content ensuring learning outcomes**

The course will discuss the pillars of the Knowledge Economy (KE) and strategies for its development Knowledge, skills and competences regarding the challenges of the 21st century will be imparted Students will learn to make economic decisions based on the knowledge gained. Students will develop the ability to recognise the interdependencies between the various pillars of the KE.

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Lecture	30
Classes	30
Preparaton for classes	25
Self-study of class topics	20
Preparation of a report/summary/presentation/paper	6
Preparation for an exam/credit	10
Credit/Exam	4
<b>Student workload</b>	<b>Hours</b> 125



Competences Management  
Educational subject description sheet

**Basic information**

<p><b>Field of study</b> Management</p> <p><b>Speciality</b> Human Resource Management</p> <p><b>Organizational unit</b> Faculty of Management</p> <p><b>Study level</b> second degree 4 semesters</p> <p><b>Study form</b> full-time studies</p> <p><b>Education profile</b> general academic profile</p>	<p><b>Education cycle</b> 2025/2026</p> <p><b>Subject code</b> 08ZZZ1-25S602002699P</p> <p><b>Lecture languages</b> English</p> <p><b>Mandatoriness</b> Obligatory in specialty</p> <p><b>Block</b> Specialty subjects</p> <p><b>Subject related to scientific research</b> Yes</p>
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<p><b>Semester</b> Semester 2</p>	<p><b>Activities, hours, ECTS and examination</b> • Project: 30 h, 2 ECTS, Graded credit</p>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Knows the principles and methods of creating competency profiles	K2_ZARZ_W09
PEU_W02	Recognizes and chooses the tools for measuring competences relevant for a given position	K2_ZARZ_W09
PEU_W03	Knows what is management by competences in particular areas of human resource management: selection, development, evaluation and remuneration of employees	K2_ZARZ_W09, K2_ZARZ_W10
<b>In terms of skills</b>		
PEU_U01	Creates a competency model for a selected organization	K2_ZARZ_U03, K2_ZARZ_U04, K2_ZARZ_U07
PEU_U02	Designs a competency profile along with the levels of fulfillment of competencies for a given position	K2_ZARZ_U04, K2_ZARZ_U06, K2_ZARZ_U07

PEU_U03	Designs tools for competency assessment	K2_ZARZ_U03, K2_ZARZ_U04, K2_ZARZ_U14
PEU_U04	Applies the competency approach in the selection, evaluation, development and remuneration of employees	K2_ZARZ_U04, K2_ZARZ_U06, K2_ZARZ_U07
PEU_U05	Selects sources of information and use techniques for obtaining them (interview, questionnaire, documentation) can integrate the obtained information, interpret it, as well as draw conclusions and formulate and justify opinions in the area of competency management.	K2_ZARZ_U03, K2_ZARZ_U04
<b>In terms of social competences</b>		
PEU_K01	Is prepared to initiate changes in the organization and participate in planning and implementation.	K2_ZARZ_K03, K2_ZARZ_K04
PEU_K02	Cooperates and works in groups in the organization. Can properly set priorities in own work and in cooperation with others.	K2_ZARZ_K05
PEU_K03	Is aware of the responsibility for own work and readiness to submit to the priorities set by others and be responsible for the tasks performed independently or in a team	K2_ZARZ_K01, K2_ZARZ_K03, K2_ZARZ_K05

### **Program content ensuring learning outcomes**

The subject focuses on the practical application of the competency approach in human resource management. The aim of the course is to develop students' skills in designing competency models, creating job profiles and developing tools for assessing competencies in an organisation. Students work in project teams, carrying out the successive stages of analysis and implementation of competency systems. As part of the course: they create a competency model for a selected organisation, they develop job profiles, taking into account the required competency levels, they design competency assessment tools, adapted to the specific characteristics of the organisation.

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Project	30
Preparation of a project	20
<b>Student workload</b>	<b>Hours</b> 50



Work Environment Physics II  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> 08ZZZ0-25S602002682P
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory
<b>Study form</b> full-time studies	<b>Block</b> Subjects of basic education - physics
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 2	<b>Activities, hours, ECTS and examination</b> • Project: 15 h, 1 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Accurately selects methods and tools for a comprehensive assessment of conditions at a workstation	K2_ZARZ_W14
PEU_W02	Determines the degree of fulfillment of selected parameters of work environment factors, describes them in the context of their impact on the worker and makes recommendations to improve the well-being of workers at workplaces.	K2_ZARZ_W14
<b>In terms of social competences</b>		
PEU_K01	Supports occupational safety and acts in accordance with the principles of occupational safety and protects himself/herself and others from the harmful effects of work environment factors.	K2_ZARZ_K02

## Program content ensuring learning outcomes

Practical mastery of methods and tools for measuring physical factors of the work environment and assessing their impact on the employee.

Mastering the practical methods and tools of ergonomic adjustment of working conditions to the requirements, needs and limitations of a person.

### Calculation of ECTS points

Activity form	Activity hours
Project	15
Preparation of a report/summary/presentation/paper	8
Self-study of class topics	2
<b>Student workload</b>	<b>Hours</b> 25



Employee Performance Appraisal  
Educational subject description sheet

**Basic information**

<p><b>Field of study</b> Management</p> <p><b>Speciality</b> Human Resource Management</p> <p><b>Organizational unit</b> Faculty of Management</p> <p><b>Study level</b> second degree 4 semesters</p> <p><b>Study form</b> full-time studies</p> <p><b>Education profile</b> general academic profile</p>	<p><b>Education cycle</b> 2025/2026</p> <p><b>Subject code</b> 08ZZZ1-25S602002700C</p> <p><b>Lecture languages</b> English</p> <p><b>Mandatoriness</b> Obligatory in specialty</p> <p><b>Block</b> Specialty subjects</p> <p><b>Subject related to scientific research</b> Yes</p>
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<p><b>Semester</b> Semester 2</p>	<p><b>Activities, hours, ECTS and examination</b> • Classes: 30 h, 2 ECTS, Graded credit</p>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Is able to characterize the place of management and quality sciences, including employee performance appraisal, within the system of sciences, identifying their relationships with social, economic, and technical sciences. They define theories of organization and management and their impact on performance evaluation, comparing modern and traditional approaches. They explain contemporary trends in management, identify key performance appraisal methods, and indicate their application in organizations.	K2_ZARZ_W01
PEU_W02	Characterizes the methods, techniques, and tools of management used in employee performance appraisal across different functional areas of the organization. They define key concepts related to performance management and identify assessment tools used in solving managerial problems. Indicate appropriate evaluation techniques, select them for specific organizational situations, and compare their effectiveness in different contexts.	K2_ZARZ_W09

<b>In terms of skills</b>		
PEU_U01	Analyzes the causes and dynamics of events and phenomena within the organization, examining their internal and external conditions. Identify, interpret, and assess complex management problems related to employee performance, as well as substantive challenges within the organization. Argue how various factors affect the effectiveness of actions and select appropriate analysis methods to understand the complexity of the situation. Solve atypical problems by constructing solutions tailored to specific organizational conditions and verify their effectiveness.	K2_ZARZ_U02
PEU_U02	Selects, justifies, and applies appropriate methods and techniques, including advanced information and communication technologies, to identify, analyze, and solve complex management and employee performance issues within the organization. Analyze and assess the effectiveness of the tools used in the context of improving employee performance, critically evaluating their usefulness. Adapt existing methods and tools or develop new solutions, introducing an innovative approach to performance management within the organization. Demonstrate the ability to adapt and implement modern techniques that influence the improvement of results and team efficiency, testing and verifying their effectiveness.	K2_ZARZ_U04
<b>In terms of social competences</b>		
PEU_K01	Critically assess his knowledge of employee performance, identifies issues related to work efficiency, and appropriately sets priorities in his own work and collaboration with others. He is responsible for fulfilling various organizational roles, respecting ethical principles, and maintaining the professional ethos. Accepts and ensures high performance standards, takes initiative in solving employee performance-related issues, and adheres to ethical and organizational norms. Takes on challenges related to improving performance, makes decisions in line with professional ethics, respects rules, and supports others in achieving organizational goals.	K2_ZARZ_K03
PEU_K02	Demonstrates readiness to identify and critically analyze issues related to employee performance in the workplace. Is responsible for solving these problems by predicting the consequences of decisions, taking into account changing social needs. Shows initiative in striving to improve performance, takes on challenges related to problem-solving, and demonstrates the ability to think and act entrepreneurially. Is open to change, able to adapt action strategies, respects ethical and organizational principles, and supports colleagues in achieving effectiveness.	K2_ZARZ_K04

### **Program content ensuring learning outcomes**

The Employee Performance Appraisal course covers a comprehensive approach to evaluating employee performance, with an emphasis on modern strategies and methodologies. The course begins with an introduction to the history and future of employee performance evaluations, focusing on the development of human resources and the role of performance planning, responsibility, and clarity in roles. Students will learn about different performance appraisal methods, including goal-setting and key performance indicators (KPIs), while exploring modern techniques for providing feedback and advice. Additionally, the course examines criteria-setting for performance, the creation of performance evaluation systems, and challenges related to managing performance. Practical aspects are covered through case studies, the 360-degree feedback model, and role-playing exercises. The course concludes with discussions on how performance management systems are developed and implemented to create high-performing teams and align organizational culture with performance goals.

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Classes	30
Preparation of a report/summary/presentation/paper	10
Self-study of class topics	10
<b>Student workload</b>	<b>Hours</b> 50



Philosophy in the Real World  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> 08ZZZ0-25S602002683W
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory
<b>Study form</b> full-time studies	<b>Block</b> Subjects of general education
<b>Education profile</b> general academic profile	

<b>Semester</b> Semester 2	<b>Activities, hours, ECTS and examination</b> • Lecture: 15 h, 1 ECTS, Graded credit
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**Subject's learning outcomes**

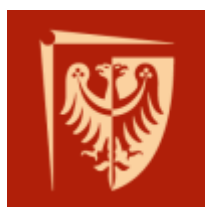
Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Identifies the philosophical underpinnings of the fundamental challenges of modern civilization.	K2_ZARZ_W05, K2_ZARZ_W07
<b>In terms of social competences</b>		
PEU_K01	Fulfills professional responsibilities with integrity, including: (a) upholding professional ethics and ensuring the same standard is maintained by others, and (b) preserving the achievements and traditions of the profession.	K2_ZARZ_K02

**Program content ensuring learning outcomes**

The course is delivered in the form of a lecture, with the following objectives: (a) To introduce students to philosophical topics, with a particular focus on ethics and social philosophy; (b) to explore the philosophical underpinnings of key contemporary social challenges; (c) to foster the development of students' critical thinking skills; (d) to raise awareness of the social responsibility inherent in science and technology.

## Calculation of ECTS points

<b>Activity form</b>	<b>Activity hours</b>
Lecture	15
Preparation of a report/summary/presentation/paper	4
Self-study of class topics	3
Preparation for classes	3
<b>Student workload</b>	<b>Hours</b> 25



Employee Potential Assessment  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S602002701C
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory in specialty
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 2	<b>Activities, hours, ECTS and examination</b> • Classes: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Defines methods for measuring and assessing organizational performance as a whole and methods for valuing enterprises. Identifies and classifies various phases of organizational development, illustrating their characteristics. Explains the essence, necessity, conditions, and importance of change management processes in organizations, comparing different approaches and strategies.	K2_ZARZ_W08
PEU_W02	Characterizes selected functional areas of the organization, defining key concepts related to management. Identify methods, techniques, and tools used in employee potential assessment and illustrate their application in solving managerial problems. Identifies and classifies management tools, aligning them with specific organizational situations.	K2_ZARZ_W09
<b>In terms of skills</b>		

PEU_U01	Selects and justifies methods and techniques for employee potential assessment, applying advanced information and communication technologies to analyze and solve complex organizational problems. Analyze the relevance of existing methods, critique their limitations, and evaluate their effectiveness in the context of specific organizational needs. Develops innovative tools or modifies existing solutions, adapting them to situational requirements. They design and implement new methods, facilitating discussions on their application and effectiveness.	K2_ZARZ_U04
PEU_U02	Analyzes and interprets complex management and substantive problems within the organization, considering internal and external factors, with a focus on employee potential assessment. They argue for the selection of the best solutions, adapting them to the specific needs of the organization and established priorities.. Designs, constructs, and implements solutions related to employee potential evaluation, using advanced management methods and techniques.	K2_ZARZ_U06
PEU_U03	Analyzes the organizational needs in the context of complex changes, evaluates the potential of employees, and predicts the multidimensional social effects of their implementation. Develops a detailed plan for implementing changes, taking into account the potential and skills of employees, and adapting it to the specific organizational and social conditions. In the process of designing changes, selects appropriate methods for evaluating employee potential, enabling effective task execution.	K2_ZARZ_U07
PEU_U04	Is able to prepare a well-documented report presenting the results of their own research in the fields of management and quality sciences, including employee potential assessment. Analyzes data related to potential assessment, selects appropriate research methods and analytical techniques, and interprets the obtained results in the context of organizational development. Organizes the report, categorizes the gathered information, and identifies key factors influencing employee potential assessment.	K2_ZARZ_U15
PEU_U05	Is able to effectively collaborate and work in group and team-based forms of work organization, taking on various roles as needed by the team. They analyze team tasks, select appropriate work methods and communication techniques, and adapt the organization of work to the group's specifics. Demonstrates the ability to organize team work, plan activities, and lead them by appropriately assigning tasks and monitoring progress.	K2_ZARZ_U14
<b>In terms of social competences</b>		
PEU_K01	Is prepared to critically assess the impact of their professional work on the social environment and evaluate the organization's potential in terms of social responsibility. They identify issues related to the impact of work on society and take actions in the interest of the public. Demonstrate the ability to initiate and implement social activities, assessing their potential in the context of ethical values and the needs of the social environment.	K2_ZARZ_K02
PEU_K02	Is prepared to critically assess their own knowledge and appropriately prioritize their work, both independently and in collaboration with others, considering the responsible fulfillment of various organizational roles. Accept and respect ethical principles, ensuring adherence to professional values. Demonstrate initiative in problem-solving and take on challenges related to effective teamwork, keeping in mind both organizational goals and social responsibility.	K2_ZARZ_K03

PEU_K03	Demonstrates readiness to identify, critically analyze, and resolve problems arising in the workplace while evaluating employee potential in the context of these challenges. They are able to predict the outcomes of decisions made, considering the changing societal needs, thinking and acting entrepreneurially, and utilizing potential assessment tools to evaluate the impact of these decisions.	K2_ZARZ_K04
PEU_K04	Accepts responsibility for assigned tasks within designated organizational roles, demonstrating readiness to make decisions and manage their consequences. They are accountable for their own preparation for work, ensuring the quality of actions taken and their outcomes, identifying problems, and taking on challenges to resolve them.	K2_ZARZ_K05
PEU_K05	Demonstrates courage in expressing and defending their views, is capable of convincing others and negotiating to achieve shared organizational goals. They accept challenges related to expressing their opinions and defending positions in difficult situations, which reflects their ability to assess potential in terms of effective communication. They take responsibility for the effectiveness of their communication actions, evaluate the needs of the team and the organization, and show initiative in seeking compromises and resolving disputes while safeguarding organizational interests.	K2_ZARZ_K06

### Program content ensuring learning outcomes

The aim of the course is to familiarize students with tools for assessing employee potential and to develop teamwork and evaluation result analysis skills. The course begins with an introduction to its objectives, structure, and assessment criteria, followed by the formation of project teams. Participants then learn the details of task execution in exercise groups and select tasks to be carried out within the scope defined by the instructor. Students prepare theoretical materials on Development Center, design evaluation tasks for selected positions, and conduct these tasks within their groups, analyzing the results based on established criteria. The next step involves team member rotation and the preparation of a comprehensive report on the conducted session, which is then presented and discussed in the group forum. The course concludes with a summary, discussion of findings, and evaluation of the reports.

### Calculation of ECTS points

Activity form	Activity hours
Classes	30
Preparation of a report/summary/presentation/paper	10
Preparaton for classes	10
<b>Student workload</b>	<b>Hours</b> 50



Research Methods in Human Resource Management  
Educational subject description sheet

**Basic information**

<p><b>Field of study</b> Management</p> <p><b>Speciality</b> Human Resource Management</p> <p><b>Organizational unit</b> Faculty of Management</p> <p><b>Study level</b> second degree 4 semesters</p> <p><b>Study form</b> full-time studies</p> <p><b>Education profile</b> general academic profile</p>	<p><b>Education cycle</b> 2025/2026</p> <p><b>Subject code</b> 08ZZZ1-25S602002702L, 08ZZZ1-25S602002702W, 08ZZZ1-25S602002702C</p> <p><b>Lecture languages</b> English</p> <p><b>Mandatoriness</b> Obligatory in specialty</p> <p><b>Block</b> Specialty subjects</p> <p><b>Subject related to scientific research</b> Yes</p>
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<p><b>Semester</b> Semester 2</p>	<p><b>Activities, hours, ECTS and examination</b></p> <ul style="list-style-type: none"><li>• Lecture: 30 h, 3 ECTS, Exam</li><li>• Classes: 15 h, 1 ECTS, Graded credit</li><li>• Laboratory: 15 h, 1 ECTS, Graded credit</li></ul>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Identifies and classifies research methods, techniques, and management tools used to solve problems in the area of human resource management. Justifies the selection of appropriate methods and describes their application in organizational practice.	K2_ZARZ_W09
PEU_W02	Identifies ethical, humanistic, and social conditions of modern organizations and formulates key dilemmas of contemporary civilization, highlighting their importance for the design and implementation of research in human resource management. Justifies the necessity of considering these conditions in research methodology.	K2_ZARZ_W05
<b>In terms of skills</b>		

PEU_U01	Selects and justifies research methods and analytical techniques to address complex managerial problems in human resource management. Applies the selected methods in practice, critically evaluates their applicability, and modifies them innovatively to meet the specific needs of the organization.	K2_ZARZ_U04
PEU_U02	Designs methods for measuring and evaluating organizational performance in the area of human resource management. Prepares and applies evaluation criteria, forecasts directions for change, and develops recommendations to support the achievement of strategic objectives.	K2_ZARZ_U08
PEU_U03	Formulates research hypotheses in the field of human resource management, selects and applies appropriate research methods, tests them, and interprets the obtained results. Analyzes data, prepares research reports, and draws conclusions to guide future research directions. Demonstrates the ability to plan and organize lifelong learning, both for themselves and others.	K2_ZARZ_U13
PEU_U04	Collaborates with a research team, organizes its work, and allocates tasks based on the individual competencies of its members. Evaluates team performance, adjusts plans in response to changing conditions, and facilitates discussions, supporting diverse perspectives in the research process.	K2_ZARZ_U14
<b>In terms of social competences</b>		
PEU_K01	Identifies problems arising in the area of human resource management, takes on challenges to resolve them, and ensures the anticipation of the consequences of decisions in the context of evolving social needs. Demonstrates initiative in entrepreneurial thinking and action, respecting ethical and social principles.	K2_ZARZ_K04

### Program content ensuring learning outcomes

The student acquires the ability to search and analyze content in the field of modern methods of human resource management. The student acquires the ability to critically evaluate the usefulness of human resource management methods.

### Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Classes	15
Laboratory	15
Credit/Exam	4
Preparation of a report/summary/presentation/paper	30
Conducting empirical studies	15
Preparation for an exam/credit	16
<b>Student workload</b>	<b>Hours</b> 125



Foreign Language 2.2  
Educational subject description sheet

**Basic information**

<b>Field of study</b> lektoraty	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> SJO000-25SM02690C
<b>Organizational unit</b> Wrocław University of Science and Technology	<b>Lecture languages</b> English
<b>Study level</b> second degree	<b>Mandatoriness</b> Elective
<b>Study form</b> full-time studies	<b>Block</b> Foreign languages
<b>Education profile</b> general academic profile	

<b>Semesters</b> Semester 1, Semester 2, Semester 3	<b>Activities, hours, ECTS and examination</b> • Classes: 60 h, 3 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of skills</b>		
PEU_U01	Student has knowledge, skills and competences consistent with the requirements specified for the appropriate language level; knows, understands and uses linguistic means (grammatical, lexical and stylistic) defined at a certain level from everyday life with selected elements of academic, specialist and technical language used in the field of study and in the academic and professional environment; communicates in a family, social and intercultural environment, practicing communication skills; appreciates the need to improve their skills in effective communication, develops competences in the area of communication language, basics of specialist and academic language	SJO_S2_U01

## Program content ensuring learning outcomes

A1; A2; B1 French, Spanish, Japanese, German, Polish as a foreign language, Russian

General educational content

Formation and deepening of communicative competence in a family, social and intercultural environment and for a specific level for academic and professional needs.

Interaction appropriate to the appropriate level of language competence, e.g., the student's own profile and interests; presenting oneself, one's interests and ideas in environmental, academic and professional contexts. Developing creative, receptive and interactive competence in a group.

Language in communication in the modern world. Verbal and non-verbal communication - sensitivity to cultural differences, starting a conversation, joining in a discussion, moving on to the next points, summarizing statements, using characteristic phrases and expressions for a certain language level; taking part in various forms of interaction.

## Calculation of ECTS points

Activity form	Activity hours
Classes	60
Preparaton for classes	30
<b>Student workload</b>	<b>Hours</b> 90



Seminar I  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S602002703S
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory elective
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 2	<b>Activities, hours, ECTS and examination</b> • Seminar: 15 h, 1 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of skills</b>		
PEU_U01	Selects information sources and literature business and organizational documentation appropriate to the topic of the work. Analyzes and interprets the obtained information evaluating its usefulness in solving complex problems defined in the work.	K2_ZARZ_U03
PEU_U02	Selects, justifies, and applies research methods, techniques, and tools for identifying, analyzing, and solving scientific problems in the field of management and quality sciences and/or advanced managerial and substantive problems within an organization related to the topic of their thesis. They are capable of critically assessing the applicability of methods and techniques. Modifies and correctly combines known methods or develops new research methods and tools to conduct an in-depth analysis of the defined problem in their thesis.	K2_ZARZ_U04

PEU_U03	Is prepared to develop a work in the form of a thesis. Evaluates the correctness of the formulated titles, objectives and scope of the work by leading a discussion on the consistency of the above issues. Prepares a document on the conception of the work entitled. "Thesis Declaration".	K2_ZARZ_U15
PEU_U04	Communicates effectively, argues logically, and engages in discussions by providing well-reasoned justifications for their ideas and solutions. Identifies potential directions for further work related to their research. Critically evaluates the planned actions and solutions of others, as well as the selection of research methods, while adhering to ethical principles.	K2_ZARZ_U16
<b>In terms of social competences</b>		
PEU_K01	He is open to suggestions to supplement knowledge and skills in the field of expertise, as well as to formulate questions to solve a defined problem and verify his views with experts (e.g., academics, entrepreneurs).	K2_ZARZ_K01
PEU_K02	Defends their views in a communicative and professional manner, adhering to good academic practices and ethical principles.	K2_ZARZ_K06

### **Program content ensuring learning outcomes**

The aim of the seminar is to:

- provide students with knowledge on the initial understanding the subject of the master thesis;
- create the conditions enabling the student to choose the topic of the diploma dissertation, formulate its purpose and structure and the research problem;
- prepare and verify the document "Declaration of the completion of the diploma thesis".

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Seminar	15
Preparation of a report/summary/presentation/paper	10
<b>Student workload</b>	<b>Hours</b> 25



Social Philosophy  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> 08ZZZ0-25S602W01748S
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Elective
<b>Study form</b> full-time studies	<b>Block</b> Subjects from the fields of humanities or social sciences
<b>Education profile</b> general academic profile	

<b>Semester</b> Semester 2	<b>Activities, hours, ECTS and examination</b> • Seminar: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Identifies the ethical, humanistic and social determinants of different professional activities.	K2_ZARZ_W04, K2_ZARZ_W05
PEU_W02	Identifies the fundamental dilemmas of contemporary civilization.	K2_ZARZ_W04, K2_ZARZ_W05
<b>In terms of skills</b>		
PEU_U01	Is able to conduct a discussion - to present and critically evaluate different opinions and positions.	K2_ZARZ_U03, K2_ZARZ_U05, K2_ZARZ_U16
<b>In terms of social competences</b>		
PEU_K01	Is able to critically evaluate received content and assess the sources of information.	K2_ZARZ_K02, K2_ZARZ_K06

PEU_K02	Presents their own opinions and positions.	K2_ZARZ_K02, K2_ZARZ_K06
PEU_K03	Assumes professional responsibilities, including: (a) upholding professional ethics and holding others to the same standards, and (b) safeguarding the achievements and traditions of the profession.	K2_ZARZ_K02, K2_ZARZ_K06

### Program content ensuring learning outcomes

The course introduces students to key issues in ethics and social philosophy, focusing on concepts that enhance understanding of the fundamental challenges facing contemporary society. Through its structure and chosen topics, the course is designed to foster critical thinking and heighten students' awareness of the social responsibilities associated with science and technology.

### Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparation for classes	5
Self-study of class topics	10
Preparation of a report/summary/presentation/paper	5
<b>Student workload</b>	<b>Hours</b> 50



Methodology of Science  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> 08ZZZ0-25S602W04488S
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Elective
<b>Study form</b> full-time studies	<b>Block</b> Subjects from the fields of humanities or social sciences
<b>Education profile</b> general academic profile	

<b>Semester</b> Semester 2	<b>Activities, hours, ECTS and examination</b> • Seminar: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Identifies the philosophical foundations and determinants of science.	K2_ZARZ_W04, K2_ZARZ_W05
PEU_W02	Defines the concepts of the general methodology of sciences and the philosophy of science.	K2_ZARZ_W04, K2_ZARZ_W05
<b>In terms of skills</b>		
PEU_U01	Is able to conduct discussions.	K2_ZARZ_U03, K2_ZARZ_U05, K2_ZARZ_U16
PEU_U02	Is able to critically evaluate the content and sources of information received.	K2_ZARZ_U03, K2_ZARZ_U05, K2_ZARZ_U16

PEU_U03	Formulates their own opinions and positions, and discusses them.	K2_ZARZ_U03, K2_ZARZ_U05, K2_ZARZ_U16
<b>In terms of social competences</b>		
PEU_K01	Understands the influence of philosophical and social factors on the process of scientific knowledge formation.	K2_ZARZ_K02, K2_ZARZ_K06
PEU_K02	Assumes professional responsibilities, including: (a) upholding professional ethics and holding others to the same standards, and (b) safeguarding the achievements and traditions of the profession.	K2_ZARZ_K02, K2_ZARZ_K06

### **Program content ensuring learning outcomes**

The course provides an introduction to the issues in the general methodology of science, along with key concepts from the philosophy of science and argumentation theory. In addition to enhancing students' understanding of the nature and limitations of scientific methods, the course aims to improve critical thinking skills and foster awareness of the social roles and ethical responsibilities of scientists.

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Seminar	30
Preparation for classes	5
Self-study of class topics	10
Preparation for an exam/credit	5
<b>Student workload</b>	<b>Hours</b> 50



Who Is Human? Philosophical Anthropology  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> 08ZZZ0-25S602W04489S
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Elective
<b>Study form</b> full-time studies	<b>Block</b> Subjects from the fields of humanities or social sciences
<b>Education profile</b> general academic profile	

<b>Semester</b> Semester 2	<b>Activities, hours, ECTS and examination</b> • Seminar: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Analyses and defines the phenomenon of man based on based on the classifications and distinctions proposed within the framework of philosophical anthropology.	K2_ZARZ_W05
PEU_W02	Names and explains the status of man acting in the conditions of modern conditions prevailing in scientific and technical civilization.	K2_ZARZ_W04
PEU_W03	Knows and understands the dilemmas and challenges of civilization scientific and technological	K2_ZARZ_W04, K2_ZARZ_W05
<b>In terms of skills</b>		
PEU_U01	Analyzes, researches, criticizes and evaluates the status of man operating in scientific and technical civilization.	K2_ZARZ_U03, K2_ZARZ_U05
PEU_U02	Uses and interprets the prevailing norms of in society and the organization of work and social life.	K2_ZARZ_U05, K2_ZARZ_U16

PEU_U03	Sarches for information, evaluates and leads discussion and creates his own projects in the field of optimization of individual and social life individual and social life.	K2_ZARZ_U05, K2_ZARZ_U16
<b>In terms of social competences</b>		
PEU_K01	Supports and protects all activities aimed at protection of human rights.	K2_ZARZ_K02, K2_ZARZ_K06
PEU_K02	Expresses his own judgments and is able to identify social problems, addressing challenges in support of implementations of human rights.	K2_ZARZ_K06
PEU_K03	Identifies the problems of modern man, is sensitive and able to take up the challenges associated with them.	K2_ZARZ_K02, K2_ZARZ_K06
PEU_K04	Is ready to take action on behalf of the interests of the society.	K2_ZARZ_K02

### **Program content ensuring learning outcomes**

The subject concerns the understanding of man and his humanity as an individual and social being. Being a historical being, it is at the same time the object and subject of cognition. Living in society, he creates civilization and technology that affects him to an increasing extent. By using technology, man also attempts to become superhuman, hence the classes will undertake analyses of transhumanism and posthumanism.

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Seminar	30
Self-study of class topics	4
Conducting literature research	8
Preparation of a report/summary/presentation/paper	8
<b>Student workload</b>	<b>Hours</b> 50



Development of Personal Potential  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S602W02705S
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Elective
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 2	<b>Activities, hours, ECTS and examination</b> • Seminar: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of skills</b>		
PEU_U01	Selects, adapts, justifies, and applies appropriate concepts and tools necessary for planning and developing personal potential.	K2_ZARZ_U05
PEU_U02	Designs and justifies a resource planning strategy necessary for personal professional development, using diverse sources of information.	K2_ZARZ_U03, K2_ZARZ_U16
PEU_U03	Collaborates and works effectively in group and team-based organizational settings, taking on various roles as needed.	K2_ZARZ_U14
<b>In terms of social competences</b>		
PEU_K01	Is aware of the need for critical evaluation of their knowledge and professional skills. Is prepared to independently identify areas of knowledge, competencies, and skills that need to be supplemented.	K2_ZARZ_K01

PEU_K02	Is oriented towards professional behavior. Recognizes and resolves dilemmas, including ethical ones, related to the professional sphere, personal life, and self-development.	K2_ZARZ_K03, K2_ZARZ_K07
PEU_K03	Takes initiative in accepting and assuming responsibility for assigned tasks, particularly in terms of independently preparing for work, making decisions, and initiating, conducting, and completing activities.	K2_ZARZ_K05

### Program content ensuring learning outcomes

The objective of the course is to familiarize students with concepts and tools that enable the assessment and planning of personal professional development, allowing them to take a conscious approach to managing their career paths. An essential element of the course is also introducing concepts and tools related to planning the resources necessary for effective personal growth in a professional context. Additionally, the course covers methods for implementing, evaluating, and supporting personal development plans, preparing students for the efficient realization of their professional goals and maintaining long-term growth.

### Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparation of a report/summary/presentation/paper	5
Preparation for classes	10
Self-study of class topics	5
<b>Student workload</b>	<b>Hours</b> 50



Communication in Social Media  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S602W02706S
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Elective
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 2	<b>Activities, hours, ECTS and examination</b> • Seminar: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of skills</b>		
PEU_U01	Chooses, adapts, justifies and applies appropriate norms and standards (legal, professional, moral and ethical) in social media, for personal, professional and social communications.	K2_ZARZ_U05
PEU_U02	Formulates, justifies, selects, and verifies social media communication policies in accordance with the established priorities, in the context of internal and external conditions.	K2_ZARZ_U05
PEU_U03	Understands spoken and read texts, establishes social contacts, expresses coherently on a known topic, creates basic social media content, and identifies, interprets, evaluates and influences the behavior of members of the organization, especially in context of communication through social network.	K2_ZARZ_U03, K2_ZARZ_U14, K2_ZARZ_U16
<b>In terms of social competences</b>		

PEU_K01	Cooperates and communicates in a group, and demonstrates readiness to independently organize and manage the work of teams.	K2_ZARZ_K03, K2_ZARZ_K05
PEU_K02	Develops and refines their professional knowledge and skills to effectively communicate, advocate for, and negotiate their perspectives (including online) with courage and patience, ultimately contributing to shared goals.	K2_ZARZ_K01, K2_ZARZ_K03
PEU_K03	Behaves in a professional and ethical manner; sees and formulates ethical dilemmas related to own and someone else's work; looks for appropriate solutions and the possibility of correcting irregularities in their attitudes and behavior in the workplace.	K2_ZARZ_K07

### Program content ensuring learning outcomes

This course explores communication in social media from personal, professional, and social perspectives. It will cover developing a virtual social media personality, creating and analyzing communication strategies for different contexts, and examining organizational social media policies, including intra-networks and employer branding. Group discussions, case studies, and student presentations will provide practical application of these concepts, focusing on HR-related social media challenges and solutions.

### Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparation of a report/summary/presentation/paper	10
Conducting literature research	10
<b>Student workload</b>	<b>Hours</b> 50



Intrapreneurship and Organizational Innovation  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S602W04492W
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Elective
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 2	<b>Activities, hours, ECTS and examination</b> • Lecture: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Explains the impact of global conditions, such as legal and economic regulations, on the competitiveness of organizations and innovation processes, identifies the role of organizational innovations in organizational strategy.	K2_ZARZ_W03
PEU_W02	Demonstrates the potential effects of economic and legal regulations on intrapreneurial initiatives and innovations within organisations.	K2_ZARZ_W11
<b>In terms of skills</b>		
PEU_U01	Demonstrates the potential effects of economic and legal regulations on intrapreneurial initiatives and innovations within organisations.	K2_ZARZ_U01
<b>In terms of social competences</b>		

PEU_K01	Exhibits initiative in identifying problems and innovation opportunities within the organization, is open to cross-functional collaboration, and takes on challenges related to implementing intrapreneurial initiatives within an innovation-supportive organizational culture.	K2_ZARZ_K04
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### Program content ensuring learning outcomes

The course "Intrapreneurship and Organisational Innovations" explores how organizations can foster intrapreneurial thinking and behaviors to drive innovation and long-term growth. Students will learn about the role of HR and leadership in building a culture of innovation, developing organizational capacity, and overcoming barriers to intrapreneurship. The course also covers metrics for evaluating intrapreneurial success and strategies for scaling innovative initiatives within organizations.

### Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Preparation of a report/summary/presentation/paper	15
Preparation for an exam/credit	5
<b>Student workload</b>	<b>Hours</b> 50



Leadership for Intrapreneurship  
Educational subject description sheet

**Basic information**

<p><b>Field of study</b> Management</p> <p><b>Speciality</b> Human Resource Management</p> <p><b>Organizational unit</b> Faculty of Management</p> <p><b>Study level</b> second degree 4 semesters</p> <p><b>Study form</b> full-time studies</p> <p><b>Education profile</b> general academic profile</p>	<p><b>Education cycle</b> 2025/2026</p> <p><b>Subject code</b> 08ZZZ1-25S602W04493W</p> <p><b>Lecture languages</b> English</p> <p><b>Mandatoriness</b> Elective</p> <p><b>Block</b> Specialty subjects</p> <p><b>Subject related to scientific research</b> Yes</p>
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<p><b>Semester</b> Semester 2</p>	<p><b>Activities, hours, ECTS and examination</b> • Lecture: 30 h, 2 ECTS, Graded credit</p>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Understand leadership's role for intrapreneurship, defines characteristics of intrapreneur and entrepreneurial behavior within organisation, identifies leadership styles for intrapreneurial organisations.	K2_ZARZ_W11
PEU_W02	Understands how leadership for intrapreneurship influences the implementation of organizational strategy and its competitiveness in the context of global legal and economic conditions. Possesses knowledge of strategic management methods that support the development of intrapreneurship.	K2_ZARZ_W03
<b>In terms of skills</b>		
PEU_U01	Analyses the potential impact of national and international economic and legal regulations on intrapreneurial initiatives and innovations within organisations.	K2_ZARZ_U01
<b>In terms of social competences</b>		

PEU_K01	Identifies problems and innovation opportunities within an organization, demonstrates initiative, and takes on challenges related to intrapreneurship in changing social conditions. Is sensitive to social needs, respects principles of collaboration, and values diversity while supporting the development of innovative solutions. Defends and advocates for actions that promote responsible innovation, ensuring a balance between organizational interests and the needs of the social environment.	K2_ZARZ_K04
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### Program content ensuring learning outcomes

The course aims to provide students with knowledge and tools to foster intrapreneurial thinking and behaviors within organizations, aligned with strategic goals and global challenges.

### Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Preparation for an exam/credit	5
Self-study of class topics	5
Preparation of a report/summary/presentation/paper	10
<b>Student workload</b>	<b>Hours</b> 50



Managerial Accounting  
Educational subject description sheet

**Basic information**

<p><b>Field of study</b> Management</p> <p><b>Speciality</b> -</p> <p><b>Organizational unit</b> Faculty of Management</p> <p><b>Study level</b> second degree 4 semesters</p> <p><b>Study form</b> full-time studies</p> <p><b>Education profile</b> general academic profile</p>	<p><b>Education cycle</b> 2025/2026</p> <p><b>Subject code</b> 08ZZZ0-25S603002685C, 08ZZZ0-25S603002685W, 08ZZZ0-25S603002685L</p> <p><b>Lecture languages</b> English</p> <p><b>Mandatoriness</b> Obligatory</p> <p><b>Block</b> Major-specific subjects</p> <p><b>Subject related to scientific research</b> Yes</p>
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<p><b>Semester</b> Semester 3</p>	<p><b>Activities, hours, ECTS and examination</b></p> <ul style="list-style-type: none"> <li>• Lecture: 15 h, 2 ECTS, Exam</li> <li>• Classes: 15 h, 1 ECTS, Graded credit</li> <li>• Laboratory: 15 h, 1 ECTS, Graded credit</li> </ul>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Describes structured knowledge about the essence of management accounting and cost accounting, as well as their origins and stages of development in Poland and worldwide.	K2_ZARZ_W07, K2_ZARZ_W08, K2_ZARZ_W09
PEU_W02	Characterizes the methods and concepts of cost accounting as well as the tools of management accounting.	K2_ZARZ_W07, K2_ZARZ_W08, K2_ZARZ_W09
PEU_W03	Describes the methods of budget construction and the individual documents of financial statements.	K2_ZARZ_W07, K2_ZARZ_W08, K2_ZARZ_W09
<b>In terms of skills</b>		

PEU_U01	Analyzes cost accounting models, identifies differences between them, and evaluates their impact on financial results.	K2_ZARZ_U02, K2_ZARZ_U03, K2_ZARZ_U04, K2_ZARZ_U06, K2_ZARZ_U08
PEU_U02	Performs cost calculations and conducts analysis, planning, forecasting, and cost optimization.	K2_ZARZ_U02, K2_ZARZ_U03, K2_ZARZ_U04, K2_ZARZ_U06, K2_ZARZ_U08
PEU_U03	Prepares a company budget and demonstrates its effects as reflected in the financial statement.	K2_ZARZ_U02, K2_ZARZ_U03, K2_ZARZ_U04, K2_ZARZ_U06, K2_ZARZ_U08
<b>In terms of social competences</b>		
PEU_K01	Appreciates the importance of management accounting in business practice, especially its role in providing management with economic information essential for organizational management and the fulfillment of its functions.	K2_ZARZ_K02, K2_ZARZ_K04, K2_ZARZ_K05
PEU_K02	Is responsible for collecting, processing, and presenting financial and non-financial information about a project, the company, and its environment to support managers in making operational and strategic decisions.	K2_ZARZ_K02, K2_ZARZ_K04, K2_ZARZ_K05

### **Program content ensuring learning outcomes**

The course includes lectures, exercises, and laboratory sessions aimed at acquiring knowledge and skills for effective actions supporting the planning, control, and optimization of manufacturing costs. With the knowledge gained and practical exercises, students will be able to independently: manage costs and revenues in selected areas of activity after completing the course.

The objectives of the course include preparing students to acquire practical managerial skills in planning production or service costs, as well as setting prices and budgeting for specific areas of activity.

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Lecture	15
Classes	15
Laboratory	15
Preparation for classes	16
Conducting literature research	5
Preparation for an exam/credit	10
Self-study of class topics	10
Preparation of a report/summary/presentation/paper	10

Credit/Exam	4
<b>Student workload</b>	<b>Hours</b> 100



Leadership in the Organization  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> 08ZZZ0-25S603002686C, 08ZZZ0-25S603002686W
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory
<b>Study form</b> full-time studies	<b>Block</b> Major-specific subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 3	<b>Activities, hours, ECTS and examination</b> <ul style="list-style-type: none"><li>• Lecture: 30 h, 3 ECTS, Exam</li><li>• Classes: 30 h, 2 ECTS, Graded credit</li></ul>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Has in-depth knowledge of leadership, motivation as well as mechanisms related to group and social influence in the organization. Indicates the principles to counteract the negative individual and social actions in the organization.	K2_ZARZ_W09, K2_ZARZ_W10
PEU_W02	Is aware of the need for an independent, critical assessment of the scope and level of his knowledge and professional skills in the field of leadership. Is prepared to independently search for areas of knowledge to supplement and skills to improve.	K2_ZARZ_W09, K2_ZARZ_W10
<b>In terms of skills</b>		
PEU_U01	Identifies factors contributing to the effectiveness of organizational and team leadership and is able to use them to use power and authority effectively and design effective teams	K2_ZARZ_U02, K2_ZARZ_U03, K2_ZARZ_U04, K2_ZARZ_U14

PEU_U02	Is able to use psychological knowledge in leading and managing people in the organization and in project tasks as well as assuming the role of a leader.	K2_ZARZ_U02, K2_ZARZ_U03, K2_ZARZ_U04, K2_ZARZ_U14
<b>In terms of social competences</b>		
PEU_K01	Can convey his own views and stand up for them. Is prepared to persuade and negotiate for the sake of achieving common goals	K2_ZARZ_K01, K2_ZARZ_K03, K2_ZARZ_K07
PEU_K02	Communicates effectively and empathetically with others, while respecting different perspectives and worldviews	K2_ZARZ_K01, K2_ZARZ_K03, K2_ZARZ_K07

### **Program content ensuring learning outcomes**

Dynamic organizational processes from a leadership perspective; psychological determinants of achieving power and consequences of exercising power; leadership emergence and leadership role skills

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Lecture	30
Classes	30
Preparation for an exam/credit	15
Preparation of a report/summary/presentation/paper	15
Self-study of class topics	10
Preparation for classes	6
Preparation of a project	10
Credit/Exam	4
Conducting literature research	5
<b>Student workload</b>	<b>Hours</b> 125



Training and Development  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S603002708G
<b>Organizational unit</b> Faculty of Management	<b>Group of classes</b> Yes
<b>Study level</b> second degree 4 semesters	<b>Lecture languages</b> English
<b>Study form</b> full-time studies	<b>Mandatoriness</b> Obligatory in specialty
<b>Education profile</b> general academic profile	<b>Block</b> Specialty subjects
	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 3	<b>Examination</b> Graded credit	<b>Number of ECTS points</b> 4.0
	<b>Activities and hours</b> Project: 30 Seminar: 30	

**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Defines the stages and tools of a training needs survey	K2_ZARZ_W09
PEU_W02	Selects training methods and techniques appropriate to the needs of the organisation and to the audience	K2_ZARZ_W09
PEU_W03	Defines the schedule and plan of realization of trainings	K2_ZARZ_W09
PEU_W04	Presents training materials and didactic tools for realization of a training programme	K2_ZARZ_W09
PEU_W05	Selects methods of training effectiveness assessment	K2_ZARZ_W09
<b>In terms of skills</b>		

PEU_U01	Is able to design the process and analyze training needs in an organization	K2_ZARZ_U03, K2_ZARZ_U04, K2_ZARZ_U06, K2_ZARZ_U07, K2_ZARZ_U14, K2_ZARZ_U15
PEU_U02	Is able to design a training program for a selected organization	K2_ZARZ_U03, K2_ZARZ_U04, K2_ZARZ_U06, K2_ZARZ_U07, K2_ZARZ_U14, K2_ZARZ_U15
PEU_U03	Is able to select the appropriate scope of training and teaching methods for the proposed training program in a selected organization	K2_ZARZ_U03, K2_ZARZ_U04, K2_ZARZ_U06, K2_ZARZ_U07, K2_ZARZ_U14, K2_ZARZ_U15
PEU_U04	Can design tools to evaluate the effectiveness of a training program	K2_ZARZ_U03, K2_ZARZ_U04, K2_ZARZ_U06, K2_ZARZ_U07, K2_ZARZ_U14, K2_ZARZ_U15
PEU_U05	Can develop a comprehensive training project program in the form of a written report for a selected organization	K2_ZARZ_U03, K2_ZARZ_U04, K2_ZARZ_U06, K2_ZARZ_U07, K2_ZARZ_U14, K2_ZARZ_U15
PEU_U06	Can select sources of information and use techniques for obtaining them (interview, questionnaire, documentation) can integrate the obtained information, interpret it, as well as draw conclusions and formulate and justify opinions in the area of training and development.	K2_ZARZ_U03, K2_ZARZ_U04, K2_ZARZ_U06, K2_ZARZ_U07, K2_ZARZ_U14, K2_ZARZ_U15
<b>In terms of social competences</b>		
PEU_K01	Is prepared to initiate changes in the organization and participate in their planning and implementation.	K2_ZARZ_K01, K2_ZARZ_K03, K2_ZARZ_K04, K2_ZARZ_K05
PEU_K02	Is able to cooperate and work in team in the organization. Can properly set priorities in own work and in cooperation with others.	K2_ZARZ_K01, K2_ZARZ_K03, K2_ZARZ_K04, K2_ZARZ_K05
PEU_K03	Is aware of the responsibility for own work and readiness to submit to the priorities set by others and be responsible for the tasks performed independently or in a team.	K2_ZARZ_K01, K2_ZARZ_K03, K2_ZARZ_K04, K2_ZARZ_K05
PEU_K04	Understands the essence of a comprehensive approach to designing training programs in an organization	K2_ZARZ_K01, K2_ZARZ_K03, K2_ZARZ_K04, K2_ZARZ_K05

## Program content ensuring learning outcomes

The subject focuses on a practical approach to the analysis of training needs, the design and implementation of development programmes in an organisation and the evaluation of their effectiveness. Students work in groups and individually (seminar) and in project teams (project), going through the key stages of the training cycle, from needs diagnosis to implementation and evaluation of training effectiveness. The aim of the course is to gain practical knowledge of designing an employee development process in an organisation, acquire knowledge and skills to identify training needs, prepare a training programme design tailored to the organisation, develop methods to evaluate training effectiveness, acquire knowledge and gain experience in creating materials and conducting training.

### Calculation of ECTS points

Activity form	Activity hours
Project	30
Seminar	30
Preparation of a project	40
<b>Student workload</b>	<b>Hours</b> 100



Foreign Language 2.1  
Educational subject description sheet

**Basic information**

<b>Field of study</b> lektoraty	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> SJO000-25SM02684C
<b>Organizational unit</b> Wrocław University of Science and Technology	<b>Lecture languages</b> English
<b>Study level</b> second degree	<b>Mandatoriness</b> Elective
<b>Study form</b> full-time studies	<b>Block</b> Foreign languages
<b>Education profile</b> general academic profile	

<b>Semesters</b> Semester 1, Semester 2, Semester 3	<b>Activities, hours, ECTS and examination</b> • Classes: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of skills</b>		
PEU_U01	Student has knowledge, skills and competences consistent with the requirements specified for the minimum B2 level according to the Common European Framework of Reference for Languages; knows, understands and uses linguistic means (grammatical, lexical and stylistic) from academic, specialist and technical languages used in the field of study and in the academic and professional environment; communicates in an intercultural and professional environment; understands and has the ability to analyze foreign-language specialist texts; improves their skills in the area of specialized and academic languages.	SJO_S2_U01

**Program content ensuring learning outcomes**

B2 plus English, French, Spanish, German C1 plus English language General educational content

Formation and deepening of communicative competence in academic and professional settings.  
Interaction appropriate to the appropriate level of linguistic competence, such as the student's own profile for academic and professional purposes. Deepening creative, receptive and interactive competence in a team.  
Language in communication in specialized and professional fields in the modern world. Verbal and non-verbal communication - functioning freely in an intercultural environment, conducting discourse, polemics, analysis of specialized texts.

### Calculation of ECTS points

<b>Activity form</b>	<b>Activity hours</b>
Classes	30
Preparaton for classes	30
<b>Student workload</b>	<b>Hours</b> 60



Coaching  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S603002709S
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory in specialty
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 3	<b>Activities, hours, ECTS and examination</b> • Seminar: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Has in-depth knowledge of the area of coaching. Knows what the coaching style of management is characterized by. Indicates individual coaching models. Knows the features of the contract and the way of developing a coaching session	K2_ZARZ_W01
PEU_W02	Has in-depth knowledge of the goals and elements of the coaching process	K2_ZARZ_W01
<b>In terms of skills</b>		
PEU_U01	Has the ability to effectively use advanced methods and techniques to make decisions in the field of human resource management and to motivate them by asking questions.	K2_ZARZ_U04, K2_ZARZ_U14
PEU_U02	Has the ability to identify, interpret and evaluate the behavior of members of the organization and to select optimally designed coaching sessions	K2_ZARZ_U04, K2_ZARZ_U14

<b>In terms of social competences</b>		
PEU_K01	Aware of the need of independent, critical evaluation of the scope and of the level of their professional knowledge and skills, both in terms of organisation and management sciences as well as in the interdisciplinary aspect. Prepared to search for fields of knowledge to supplement and skills to improve unassisted. Able to inspire and organise the process of learning of other people.	K2_ZARZ_K01, K2_ZARZ_K03
PEU_K02	Able to cooperate and work in group and team forms of work organisation (assuming different roles in them). Shows readiness to organise and manage the work of teams unassisted	K2_ZARZ_K01, K2_ZARZ_K03

### **Program content ensuring learning outcomes**

The aim of the course is to familiarize students with the origins, types and applications of coaching, including selected coaching models. During the course, those taking the course will have the opportunity to practice coaching microsessions to improve their competence in the area of social skills such as direct communication, selecting and posing questions that are optimal for the selected problem situation, giving feedback. These skills are fundamental in coaching. During the course, male and female students will work both individually and in groups, gaining knowledge and experience in selecting the most optimal solutions during difficult managerial situations.

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Seminar	30
Self-study of class topics	15
Preparation of a project	5
<b>Student workload</b>	<b>Hours</b> 50



Information Systems for Human Resource Management  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S603002710P, 08ZZZ1-25S603002710W
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory in specialty
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 3	<b>Activities, hours, ECTS and examination</b> <ul style="list-style-type: none"><li>• Lecture: 30 h, 2 ECTS, Graded credit</li><li>• Project: 30 h, 2 ECTS, Graded credit</li></ul>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Knows HRM systems definition and basic functions	K2_ZARZ_W09, K2_ZARZ_W13
<b>In terms of skills</b>		
PEU_U01	Makes a critical analysis in the selection of data and statistical methods for the analysis of measurement indicators used in human resource management.	K2_ZARZ_U02, K2_ZARZ_U04, K2_ZARZ_U12, K2_ZARZ_U14
PEU_U02	Analyzes and visualize complex data using modern IT tools and is able to draw correct conclusions based on the available data.	K2_ZARZ_U02, K2_ZARZ_U04, K2_ZARZ_U12, K2_ZARZ_U14

PEU_U03	Develops elements of the organization's computerization strategy, evaluates, selects and prepares for implementation integrated management information systems. Is able to use advanced information systems supporting management in the organization and in its functional areas related to the studied specialization	K2_ZARZ_U02, K2_ZARZ_U04, K2_ZARZ_U12, K2_ZARZ_U14
<b>In terms of social competences</b>		
PEU_K01	Searches for information and analyzing data understand the importance of business requirements in the design and implementation of human resource information systems	K2_ZARZ_K04
PEU_K02	Demonstrates readiness for independent, flexible search and critical selection of methods and tools for solving problems that arise in the workplace.	K2_ZARZ_K04

### Program content ensuring learning outcomes

1. To familiarize students with concepts and tools of choosing Human Resource Information system for a given organization
2. Acquainting students with exemplary Information systems supporting HR management
3. Acquainting students with the functional scope of exemplary IT tools supporting human resources management
4. Acquainting students with designing or using existing IT tools, which support the analysis of data used in solving complex problems in human resource management.

### Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Project	30
Preparaton for classes	5
Preparation of a report/summary/presentation/paper	20
Preparation for an exam/credit	5
Self-study of class topics	10
<b>Student workload</b>	<b>Hours</b> 100



MSc Thesis I  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S603002711S
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory elective
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 3	<b>Activities, hours, ECTS and examination</b> • Seminar: 30 h, 6 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Characterizes and explains substantive issues related to management in the selected area connected to their chosen specialization.	K2_ZARZ_W09
PEU_W02	Characterizes, selects, classifies, and compares methods, techniques, and tools used to solve scientific and managerial problems within the scope of the chosen topic of their master's thesis.	K2_ZARZ_W09
<b>In terms of skills</b>		
PEU_U01	Searches for, selects, analyzes, interprets, and critiques Polish and foreign-language texts in the field of management, including professional literature, business, and organizational documentation, to identify and solve a scientific and/or managerial problem in their master's thesis.	K2_ZARZ_U03

PEU_U02	Selects, justifies, and applies research methods, techniques, and tools for identifying, analyzing, and solving scientific problems in the field of management and quality sciences and/or advanced managerial and substantive problems within an organization related to the topic of their thesis. They are capable of critically assessing the applicability of methods and techniques. Modifies and correctly combines known methods or develops new research methods and tools to conduct an in-depth analysis of the defined problem in their thesis.	K2_ZARZ_U04
PEU_U03	Formulates research problems, objectives, and hypotheses and plans the research process to prepare a master's thesis in the discipline of management and quality sciences. They select appropriate research and analytical methods and tools for their research process and critically evaluate their usefulness and potential limitations.	K2_ZARZ_U13
<b>In terms of social competences</b>		
PEU_K01	Is open and capable of independently and critically assessing the scope and level of their knowledge and research and professional skills, both in the field of management and quality sciences and in an interdisciplinary context.	K2_ZARZ_K01
PEU_K02	Demonstrates the ability and initiative to independently seek knowledge and improve their skills in methods and tools for solving scientific and managerial problems. They are capable of collaborating with other entities, including experts (e.g., entrepreneurs, thesis advisors), to obtain information and support when facing challenges related to the problem addressed in their thesis.	K2_ZARZ_K01
PEU_K03	Defends their views in a communicative and professional manner, adhering to good academic practices and ethical principles.	K2_ZARZ_K06, K2_ZARZ_K07
PEU_K04	Respects and acts in a professional and ethical manner at every stage of preparing their master's thesis. They identify and formulate ethical dilemmas related to their own and others' work.	K2_ZARZ_K07

### **Program content ensuring learning outcomes**

The aim of the course is for the student to acquire skills in writing a scientific paper, gain knowledge about good practices in scientific writing, develop the ability to formulate a research problem, plan research, and select research methods appropriate to the studied subject. Additionally, the course aims to deepen knowledge in line with the chosen specialization. Students are provided with favorable conditions for individual consultations and support in writing their master's thesis. Under the supervision of the advisor, the student consolidates their skills in acquiring and utilizing scientific and technical information, refines the research problem and/or management-related issues, and defines the objectives of the thesis. The student has the opportunity to develop their skills in conducting literature reviews. They diagnose the formulated research problem, design the research process, and adapt or develop research tools. The student prepares one part of the thesis based on the reviewed subject literature and is equipped to conduct research appropriate to the formulated research problem. As a result, the student gains proficiency in formulating research problems and planning and designing the research process in the field of management and quality sciences.

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Seminar	30
Conducting literature research	50

Preparation of a project	40
Preparation of the thesis	30
<b>Student workload</b>	<b>Hours</b> 150



Seminar II  
Educational subject description sheet

**Basic information**

<p><b>Field of study</b> Management</p> <p><b>Speciality</b> Human Resource Management</p> <p><b>Organizational unit</b> Faculty of Management</p> <p><b>Study level</b> second degree 4 semesters</p> <p><b>Study form</b> full-time studies</p> <p><b>Education profile</b> general academic profile</p>	<p><b>Education cycle</b> 2025/2026</p> <p><b>Subject code</b> 08ZZZ1-25S603002712S</p> <p><b>Lecture languages</b> English</p> <p><b>Mandatoriness</b> Obligatory elective</p> <p><b>Block</b> Specialty subjects</p> <p><b>Subject related to scientific research</b> Yes</p>
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<p><b>Semester</b> Semester 3</p>	<p><b>Activities, hours, ECTS and examination</b> • Seminar: 15 h, 1 ECTS, Graded credit</p>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of skills</b>		
PEU_U01	Critically evaluate the usefulness of methods and techniques in solving research problems.	K2_ZARZ_U04, K2_ZARZ_U15, K2_ZARZ_U16
PEU_U02	Interprets and formulates conclusions from the Polish and foreign texts concerning management.	K2_ZARZ_U03
PEU_U03	Formulates and demonstrates own opinions on texts about management and quality studies.	K2_ZARZ_U04, K2_ZARZ_U15, K2_ZARZ_U16
<b>In terms of social competences</b>		
PEU_K01	Is responsible for the individual realization of the research and is capable of expressing his own views on common goals.	K2_ZARZ_K01, K2_ZARZ_K06

## Program content ensuring learning outcomes

The aim of the course is to provide knowledge on the detailed development of the master's thesis (thesis plan, use of scientific literature, technical editing of the thesis, copyright, how to present the thesis' results at the diploma exam).

### Calculation of ECTS points

Activity form	Activity hours
Seminar	15
Preparaton for classes	5
Preparation of a report/summary/presentation/paper	5
<b>Student workload</b>	<b>Hours</b> 25



Diversity Management  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S603W02714S
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Elective
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 3	<b>Activities, hours, ECTS and examination</b> • Seminar: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of skills</b>		
PEU_U01	Searches for, analyzes, and interprets Polish and foreign-language sources of information, including professional literature and business documentation, to assess their quality and relevance for solving complex issues related to diversity management. Develops creative interpretations and presents findings in the strategic context of the organization.	K2_ZARZ_U03
PEU_U02	Selects, justifies, and applies appropriate methods and advanced information and communication techniques to identify, analyze, and solve problems related to diversity management. Verifies the applicability of selected tools and innovatively modifies them to optimize organizational processes.	K2_ZARZ_U04

PEU_U03	Applies specialized normative systems and develops appropriate norms and standards (legal, professional, moral, and ethical) in managing diversity. Evaluates their relevance and implements them into organizational activities, considering the specific needs and values of the team.	K2_ZARZ_U05
PEU_U04	Formulates solutions to complex issues related to diversity management in the organization. Justifies the selection of solutions, plans their implementation, and monitors the alignment of actions with established priorities, considering internal and external organizational conditions.	K2_ZARZ_U06
PEU_U05	Collaborates with a team, taking on various roles in group work settings. Organizes and leads the team's work, monitors task execution, and adapts actions to meet the diverse needs and perspectives of team members	K2_ZARZ_U14
<b>In terms of social competences</b>		
PEU_K01	Identifies areas requiring self-improvement and critically evaluates the level of their knowledge and skills in diversity management. Is capable of taking on challenges related to self-directed learning, demonstrates initiative in seeking expert opinions, and respects the necessity of continuous professional development.	K2_ZARZ_K01
PEU_K02	Demonstrates readiness to identify issues related to diversity in the workplace, takes on challenges to solve them, and anticipates the consequences of their decisions. Respects ethical principles, acts in accordance with them, and supports initiatives addressing evolving social needs.	K2_ZARZ_K04

### **Program content ensuring learning outcomes**

To ensure knowledge (including application aspects) about: individual perspectives of diversity, primary and secondary dimensions of diversity as well as stereotypes and privileges; managing diversity in terms of the ethical, legal, media and marketing issues

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Seminar	30
Preparation of a report/summary/presentation/paper	20
<b>Student workload</b>	<b>Hours</b> 50



Developing Cultural Competences  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S603W02715S
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Elective
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 3	<b>Activities, hours, ECTS and examination</b> • Seminar: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of skills</b>		
PEU_U01	Effectively communicates in diverse cultural contexts, adapting language and style to ensure clarity and understanding.	K2_ZARZ_U03, K2_ZARZ_U14
PEU_U02	Leads and facilitates discussions, ensuring active participation, mutual understanding, and productive outcomes.	K2_ZARZ_U04, K2_ZARZ_U14
PEU_U03	The ability to identify, analyze, and solve problems effectively by applying critical thinking and innovative approaches.	K2_ZARZ_U05, K2_ZARZ_U06
<b>In terms of social competences</b>		
PEU_K01	Respects and adheres to established rules and principles in various contexts.	K2_ZARZ_K04
PEU_K02	Critically evaluates information, arguments, and situations to make informed and balanced decisions.	K2_ZARZ_K01, K2_ZARZ_K04

## Program content ensuring learning outcomes

The course introduces cultural competences: understanding the concept and importance of cultural competence in a globalised world. It brings closer cultural awareness and self-reflection, identification of one's own cultural biases and their impact on interactions. Participants will acquire conflict resolution skills in multicultural environments, learn strategies for managing and resolving conflicts in diverse teams. Case studies and practical applications will be analysed – analyses of real-life examples and participation in simulations to apply the knowledge gained.

### Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Conducting empirical studies	7
Conducting literature research	7
Preparation of a project	6
<b>Student workload</b>	<b>Hours</b> 50



Employer Branding  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> 08ZZZ0-25S604002687C
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory
<b>Study form</b> full-time studies	<b>Block</b> Major-specific subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 4	<b>Activities, hours, ECTS and examination</b> • Classes: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of skills</b>		
PEU_U01	Analyzes the current situation of the employer's brand.	K2_ZARZ_U03, K2_ZARZ_U04
PEU_U02	Designs and implements activities related to the creation of internal and external employer branding.	K2_ZARZ_U06
PEU_U03	Evaluates and modifies designed employer brand management activities.	K2_ZARZ_U06
PEU_U04	Cooperates with other team members and demonstrates readiness to lead.	K2_ZARZ_U14
<b>In terms of social competences</b>		
PEU_K01	Demonstrates initiative, creativity, concreteness and a model approach in formulating, communicating and defending his/her own solutions and opinions.	K2_ZARZ_K04, K2_ZARZ_K06

PEU_K02	Is able to take responsibility in the field of enterprise management, not only in the substantive but also ethical dimension.	K2_ZARZ_K07
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### Program content ensuring learning outcomes

To familiarize students with the problems of: building and diagnosing an entrepreneur's brand, using tools and methods to create an entrepreneur's brand and evaluating implemented solutions in the field of creating an entrepreneur's brand.

### Calculation of ECTS points

Activity form	Activity hours
Classes	30
Preparation for an exam/credit	10
Preparation of a report/summary/presentation/paper	10
<b>Student workload</b>	<b>Hours</b> 50



Performance Management in Human Resource Management  
Educational subject description sheet

**Basic information**

<p><b>Field of study</b> Management</p> <p><b>Speciality</b> -</p> <p><b>Organizational unit</b> Faculty of Management</p> <p><b>Study level</b> second degree 4 semesters</p> <p><b>Study form</b> full-time studies</p> <p><b>Education profile</b> general academic profile</p>	<p><b>Education cycle</b> 2025/2026</p> <p><b>Subject code</b> 08ZZZ0-25S604002688C, 08ZZZ0-25S604002688W</p> <p><b>Lecture languages</b> English</p> <p><b>Mandatoriness</b> Obligatory</p> <p><b>Block</b> Major-specific subjects</p> <p><b>Subject related to scientific research</b> Yes</p>
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<p><b>Semester</b> Semester 4</p>	<p><b>Activities, hours, ECTS and examination</b></p> <ul style="list-style-type: none"> <li>• Lecture: 30 h, 2 ECTS, Graded credit</li> <li>• Classes: 15 h, 1 ECTS, Graded credit</li> </ul>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Identifies methods for measuring performance and evaluating employee achievements and understands their importance for the organization.	K2_ZARZ_W08
PEU_W02	Selects tools and techniques used for measuring performance and implementing performance management systems in the organization.	K2_ZARZ_W09
<b>In terms of skills</b>		
PEU_U01	Constructs and calculates performance evaluation indicators.	K2_ZARZ_U04
PEU_U02	Formulates solutions to complex problems related to the evaluation of performance.	K2_ZARZ_U06
<b>In terms of social competences</b>		

PEU_K01	Is oriented towards critically evaluating the impact of the performance management system on employees and the broader social environment of the organization.	K2_ZARZ_K02
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### Program content ensuring learning outcomes

Students will acquire the skills to design effective performance management systems - from planning to implementation - that support both organizational and employee development. They will also learn to develop and calculate key performance indicators (KPIs) to effectively measure and analyze outcomes in human resource management.

### Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Classes	15
Preparation for an exam/credit	10
Preparaton for classes	10
Self-study of class topics	10
<b>Student workload</b>	<b>Hours</b> 75



Modern Trends in Human Resource Management  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> 08ZZZ0-25S604002689S
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory
<b>Study form</b> full-time studies	<b>Block</b> Major-specific subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 4	<b>Activities, hours, ECTS and examination</b> • Seminar: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Possesses advanced knowledge of management and quality sciences and understands their place within the system of sciences, as well as their relationships with other social, economic, and technical disciplines. They know organizational and management theories, as well as contemporary concepts of organizational management. Understands contemporary developmental trends in the field of management and quality sciences and is able to apply them in practical contexts.	K2_ZARZ_W01
PEU_W02	Possesses advanced knowledge of information systems used in human capital management. They understand the goals and mechanisms of integrated information systems for managing human resources, as well as their characteristics and role in modern human resources management, including processes such as recruitment, development, performance evaluation, and employee motivation.	K2_ZARZ_W13

<b>In terms of skills</b>		
PEU_U01	Selects and understands Polish and foreign language sources of information (e.g., professional literature, business and organizational documentation), uses them to solve complex managerial problems in human resource management. They evaluate the quality of information, conduct critical analysis, synthesis, and creative interpretation of the gathered materials, and present them clearly and substantively, using the obtained data to develop innovative solutions in the context of modern trends in human resource management.	K2_ZARZ_U03
PEU_U02	Selects, justifies, and applies appropriate methods and techniques (including advanced information and communication technologies) to identify, analyze, and solve complex managerial and substantive problems in human resource management. They critically assess the relevance of selected methods and techniques in the context of the organization's specifics, and adapt existing or develop new methods and tools in an innovative way, tailoring them to the changing conditions and needs of the organization.	K2_ZARZ_U04
PEU_U03	Conducts strategic analysis of the organization and its environment in the context of human resource management. They formulate alternative strategies at the organizational and operational levels, analyze, critically evaluate, and select appropriate strategy options. Selects and assesses instruments of strategic control, ensuring their alignment with organizational goals and the specifics of human resources management.	K2_ZARZ_U09
PEU_U04	Collaborates and works in group and team-based forms of work organization, taking on different roles depending on the team's needs. They independently organize the team's work, lead it, and ensure the effective completion of tasks, particularly in the area of modern trends in human resource management.	K2_ZARZ_U14
<b>In terms of social competences</b>		
PEU_K01	Is aware of the necessity for independent and critical assessment of the scope and level of their knowledge and skills in the field of human resource management, considering its interdisciplinary nature. They are prepared to independently expand their knowledge, develop their competencies, and seek expert opinions when encountering difficulties in solving problems on their own.	K2_ZARZ_K01

### **Program content ensuring learning outcomes**

The course aims to introduce students to the basics of searching literature databases and the principles of critically analyzing scientific articles. Participants will learn how to select appropriate sources and engage in discussions about selected articles, focusing on modern trends in human resource management. The course includes presentations on articles related to modern management information systems and the impact of crisis conditions and high environmental uncertainty on human resource management. At the end of the course, there will be a summary of the topics discussed and a discussion on their practical application in organizations.

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Seminar	30
Preparation of a report/summary/presentation/paper	10

Conducting literature research	10
<b>Student workload</b>	<b>Hours</b> 50



Corporate Social Responsibility  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> 08ZZZ0-25S604W02692G
<b>Organizational unit</b> Faculty of Management	<b>Group of classes</b> Yes
<b>Study level</b> second degree 4 semesters	<b>Lecture languages</b> English
<b>Study form</b> full-time studies	<b>Mandatoriness</b> Elective
<b>Education profile</b> general academic profile	<b>Block</b> Major-specific subjects
	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 4	<b>Examination</b> Graded credit	<b>Number of ECTS points</b> 3.0
	<b>Activities and hours</b> Lecture: 30 Seminar: 15	

**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Explains issues and challenges related to corporate social responsibility, also in relations with various stakeholder groups.	K2_ZARZ_W04, K2_ZARZ_W05
<b>In terms of skills</b>		
PEU_U01	Identifies, analyses and evaluates CSR solutions typical of an enterprise's relationships with various stakeholder groups.	K2_ZARZ_U05
PEU_U02	Identifies and analyses typical problems related to the management of CSR issues.	K2_ZARZ_U05
<b>In terms of social competences</b>		

PEU_K01	Is able to behave taking into account ethical aspects; is oriented towards finding appropriate solutions and opportunities to correct irregularities in his/her attitudes and behaviors in the workplace.	K2_ZARZ_K07
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### Program content ensuring learning outcomes

The aim of the course is to familiarize students with aspects of corporate social responsibility, also in the context of problems and challenges of corporate social responsibility in relations with various stakeholder groups. The course will discuss issues necessary to make well-considered, socially responsible decisions in business practice.

### Calculation of ECTS points

Activity form	Activity hours
Lecture	30
Seminar	15
Preparation of a report/summary/presentation/paper	15
Preparation for an exam/credit	15
<b>Student workload</b>	<b>Hours</b> 75



Business Ethics  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> -	<b>Subject code</b> 08ZZZ0-25S604W02693G
<b>Organizational unit</b> Faculty of Management	<b>Group of classes</b> Yes
<b>Study level</b> second degree 4 semesters	<b>Lecture languages</b> English
<b>Study form</b> full-time studies	<b>Mandatoriness</b> Elective
<b>Education profile</b> general academic profile	<b>Block</b> Major-specific subjects
	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 4	<b>Examination</b> Graded credit	<b>Number of ECTS points</b> 3.0
	<b>Activities and hours</b> Lecture: 30 Seminar: 15	

**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Characterizes fundamental ethical theories.	K2_ZARZ_W04, K2_ZARZ_W05
PEU_W02	Explains the ethical issues and challenges that businesses face in their relationships with various stakeholder groups.	K2_ZARZ_W04, K2_ZARZ_W05
<b>In terms of skills</b>		
PEU_U01	Analyzes and evaluates managerial problems using fundamental ethical theories.	K2_ZARZ_U05

PEU_U02	Analyzes and evaluates ethical dilemmas typical of enterprise relationships with various stakeholder groups.	K2_ZARZ_U05
<b>In terms of social competences</b>		
PEU_K01	Is able to behave in a professional and ethical manner; solves ethical dilemmas related to his/her own and other people's work; is oriented towards finding appropriate solutions and possibilities of correcting irregularities in his/her attitudes and behaviors in the workplace.	K2_ZARZ_K07

### **Program content ensuring learning outcomes**

The aim of the course is to familiarize students with ethical theories, as well as aspects of ethical challenges encountered by organizations in their relationships with various stakeholder groups. The issues raised during the course are intended to serve to make informed decisions in the face of ethical complexity in business practice.

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Lecture	30
Seminar	15
Preparation of a report/summary/presentation/paper	15
Preparation for an exam/credit	15
<b>Student workload</b>	<b>Hours</b> 75



Compensation and Rewarding  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S604002707P
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory in specialty
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 4	<b>Activities, hours, ECTS and examination</b> • Project: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Identifies the complexity of issues related to compensation and rewarding within an organization and their impact on various processes and managerial functions. They characterize the relationships between job positions and compensation needs, define criteria for job evaluation and compensation systems, and compare different rewarding strategies and systems. Formulates proposals for effective compensation systems, justifies their relevance in the context of organizational goals, and presents variants of pay rise systems, considering their practical application.	K2_ZARZ_W07

PEU_W02	Possesses advanced knowledge of management methods and tools used in designing and implementing compensation and rewarding systems. They define the principles of developing rewarding strategies in the context of organizational goals, distinguish various methods for job evaluation, select appropriate techniques for analyzing and designing compensation systems, and justify the application of chosen solutions to managerial problems. Presents comprehensive proposals for rewarding systems, considering their practical implementation and effectiveness.	K2_ZARZ_W09
<b>In terms of skills</b>		
PEU_U01	Selects and justifies the use of methods and techniques, including advanced information and communication tools, in designing compensation and rewarding systems to analyze and address complex managerial challenges within an organization. They apply appropriate techniques to develop rewarding strategies and critically evaluate their suitability in the context of organizational goals. Additionally, adapts existing or develops new tools in an innovative manner to create effective and modern solutions in the area of rewarding.	K2_ZARZ_U04
PEU_U02	Formulates solutions to complex problems related to designing compensation and rewarding systems within an organization. They justify the selection of proposed strategies and tools, choose the most appropriate solutions, and verify their effectiveness while considering organizational priorities and internal and external conditions.	K2_ZARZ_U06
PEU_U03	Designs complex changes within the organization related to compensation and rewarding systems, anticipates the multifaceted social and organizational impacts of their implementation, and initiates and plans the process of introducing these changes, considering the interests of various stakeholder groups.	K2_ZARZ_U07
PEU_U04	Collaborates and works in group and team-based forms of work organization, taking on various roles within the team. They independently organize the team's work, lead it, and ensure effective management of the process related to designing compensation and rewarding systems.	K2_ZARZ_U14
<b>In terms of social competences</b>		
PEU_K01	Demonstrates readiness to identify, critically analyze, and solve problems related to compensation and rewarding in the workplace. They anticipate the consequences of decisions in the context of changing social and organizational needs, thinking and acting entrepreneurially while considering the long-term goals of the organization.	K2_ZARZ_K04

### **Program content ensuring learning outcomes**

This course focuses on the design and implementation of effective compensation and rewarding systems within organizational contexts. It explores the principles of team organization, job analysis, and evaluation to identify the unique compensation needs of different roles. Students will develop an initial compensation strategy and design comprehensive systems, presenting their proposals for practical implementation. The course also covers rewarding strategies, including the creation and critical comparison of two distinct rewarding systems, alongside pay rise mechanisms tailored to organizational goals. The final stage involves presenting a detailed report, synthesizing all aspects of the compensation and rewarding frameworks.

### **Calculation of ECTS points**

<b>Activity form</b>	<b>Activity hours</b>
Project	30
Preparation of a report/summary/presentation/paper	20
<b>Student workload</b>	<b>Hours</b> 50



Analytical Workshop  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S604002716P
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Obligatory in specialty
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 4	<b>Activities, hours, ECTS and examination</b> • Project: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of skills</b>		
PEU_U01	Plans and executes the research activities with the use of different analytical approaches	K2_ZARZ_U03, K2_ZARZ_U04
PEU_U02	Uses qualitative methods to gather problem relevant data and information	K2_ZARZ_U13
PEU_U03	Analyses and reports research findings	K2_ZARZ_U15

**Program content ensuring learning outcomes**

The purpose of the course is to familiarize students with various approaches to knowledge and data analysis (with particular emphasis on the difference between qualitative and quantitative methods), and to acquire the ability to qualitatively analyze data through observation, interviews, document and artifact analysis, and other ethnographic methods, along with the ability to prepare relevant reports (including field research).

## Calculation of ECTS points

<b>Activity form</b>	<b>Activity hours</b>
Project	30
Conducting empirical studies	15
Preparaton for classes	5
<b>Student workload</b>	<b>Hours</b> 50



MSc Thesis II  
Educational subject description sheet

**Basic information**

<p><b>Field of study</b> Management</p> <p><b>Speciality</b> Human Resource Management</p> <p><b>Organizational unit</b> Faculty of Management</p> <p><b>Study level</b> second degree 4 semesters</p> <p><b>Study form</b> full-time studies</p> <p><b>Education profile</b> general academic profile</p>	<p><b>Education cycle</b> 2025/2026</p> <p><b>Subject code</b> 08ZZZ1-25S604002717P</p> <p><b>Lecture languages</b> English</p> <p><b>Mandatoriness</b> Obligatory elective</p> <p><b>Block</b> Specialty subjects</p> <p><b>Subject related to scientific research</b> Yes</p>
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<p><b>Semester</b> Semester 4</p>	<p><b>Activities, hours, ECTS and examination</b> • Project: 30 h, 14 ECTS, Graded credit</p>
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of knowledge</b>		
PEU_W01	Characterizes and explains substantive issues related to management in the selected area connected to their chosen specialization taking into consideration contemporary development trends in the discipline of management science and quality.	K2_ZARZ_W01, K2_ZARZ_W09
PEU_W02	Recognizes and classifies scientific research methods characteristic of the field of social sciences, mainly within the disciplines of management and quality sciences, economics and finance, legal sciences and psychology, as well as the fields of science and natural sciences, indicating their relations and adaptability to research in the discipline of management and quality sciences. Characterizes, selects, classifies, and compares methods, techniques, and tools used to solve scientific and managerial problems within the scope of the chosen topic of their master's thesis.	K2_ZARZ_W01, K2_ZARZ_W09
<b>In terms of skills</b>		

PEU_U01	Searches for, selects, analyzes, interprets, and critiques Polish and foreign-language texts in the field of management, including professional literature, business, and organizational documentation, to identify and solve a scientific and/or managerial problem in their master's thesis.	K2_ZARZ_U03
PEU_U02	The individual formulates solutions to complex management and substantive problems within an organization. They are able to justify, make choices, and verify solutions in accordance with established priorities, taking into account both internal and external conditions.	K2_ZARZ_U06
PEU_U03	Formulates research problems, objectives, and hypotheses and plans the research process to prepare a master's thesis in the discipline of management and quality sciences. She/He selects appropriate research and analytical methods and tools for their research process and critically evaluate their usefulness and potential limitations. The individual correctly applies methods and tools for analyzing, verifying, and interpreting the obtained results in order to solve the research problem defined in the master's thesis. They formulate conclusions at both the general scientific and practical levels, relating to the subject and object of the research. They are able to identify further directions for in-depth studies.	K2_ZARZ_U13
PEU_U04	The individual prepares a work in the form of a master's thesis, either in Polish or a foreign language, in accordance with the guidelines set by the faculty. They correctly describe specific issues within the field of management and quality sciences.	K2_ZARZ_U15
<b>In terms of social competences</b>		
PEU_K01	Defends their views in a communicative and professional manner, adhering to good academic practices and ethical principles.	K2_ZARZ_K06, K2_ZARZ_K07
PEU_K02	Respects and acts in a professional and ethical manner at every stage of preparing their master's thesis. They identify and formulate ethical dilemmas related to their own and others' work.	K2_ZARZ_K07

### **Program content ensuring learning outcomes**

This course is a continuation of work started in the "Diploma Thesis I" course, aiming to finalize the master's thesis. The course objectives are:

- To acquire the skills needed for writing a scientific paper.
- To gain knowledge of best practices for writing scientific papers.
- To develop the ability to formulate a research problem, plan the research, and select appropriate research methods related to the studied topic.
- To gain the skills necessary to independently conduct scientific research, analyze the results, and formulate scientific and practical conclusions related to the chosen specialization.
- To deepen knowledge in accordance with the chosen specialization.

Students will have favorable conditions for individual consultations and support while writing their master's thesis. Under the supervision of their advisor, students will solidify their skills in acquiring and utilizing scientific and technical information. They will refine their research problem and/or management focus and work on defining the goal of their thesis. Students will also have the opportunity to improve their skills in literature studies. They will assess the formulated research problem, design the research process, and adapt or create research tools. The course involves conducting research, analyzing, and interpreting results, using appropriate tools. Students will gain the ability to critically analyze results, compare them with the findings of other researchers, and suggest further research directions. Ultimately, students will become proficient in formulating research problems, planning, designing, and conducting research processes in the field of management and quality sciences.

## Calculation of ECTS points

<b>Activity form</b>	<b>Activity hours</b>
Project	30
Conducting literature research	80
Conducting empirical studies	80
Preparation of a project	40
Preparation of the thesis	100
Preparation of a report/summary/presentation/paper	20
<b>Student workload</b>	<b>Hours</b> 350



Personal Branding  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S604W02719S
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Elective
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 4	<b>Activities, hours, ECTS and examination</b> • Seminar: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of skills</b>		
PEU_U01	Analyzes data, situations, or problems systematically to draw meaningful conclusions and insights.	K2_ZARZ_U05, K2_ZARZ_U16
PEU_U02	Interprets information, data, or messages accurately and provides meaningful explanations or conclusions.	K2_ZARZ_U16
PEU_U03	Creates innovative ideas, solutions, or projects by applying knowledge, skills, and creativity.	K2_ZARZ_U05
<b>In terms of social competences</b>		
PEU_K01	Expresses opinions and judgments clearly, thoughtfully, and respectfully in various contexts.	K2_ZARZ_K06
PEU_K02	Identifies problems accurately and recognizes their root causes to address them effectively.	K2_ZARZ_K06

## Program content ensuring learning outcomes

The course content is designed to ensure the achievement of learning outcomes through a combination of theoretical knowledge and practical applications. Key topics include:

1. Principles of personal branding and its importance in professional development.
2. Identifying and communicating unique personal values and strengths.
3. Strategies for building a professional online presence, including social media management.
4. Crafting impactful resumes, cover letters, and personal statements.
5. Networking techniques and developing a professional network.
6. Case studies and practical exercises to apply branding concepts in real-life scenarios.

## Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Conducting empirical studies	5
Preparation of a report/summary/presentation/paper	6
Conducting literature research	5
Preparaton for classes	4
<b>Student workload</b>	<b>Hours</b> 50



Public Speaking  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S604W02720S
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Elective
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 4	<b>Activities, hours, ECTS and examination</b> • Seminar: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of skills</b>		
PEU_U01	Prepares and makes a presentation to both a small group of employees and a large audience at a conference or international event	K2_ZARZ_U05, K2_ZARZ_U16
PEU_U02	Selects the right presentation style for the presenter's purpose and audience.	K2_ZARZ_U05, K2_ZARZ_U16
PEU_U03	Provides convincing evidence to support the topics.	K2_ZARZ_U05, K2_ZARZ_U16
<b>In terms of social competences</b>		
PEU_K01	Is oriented towards on constructing talks that are rational, coherent, easy to understand, and cover all the points you want to hit	K2_ZARZ_K06
PEU_K02	Is focused on engaging contact with the audience, respecting their needs and expectations related to the presentation.	K2_ZARZ_K06

PEU_K03	Jest otwarty na spojrzenie z wielu perspektyw na problem prezentując kompetencję transdyscyplinarności.	K2_ZARZ_K06
PEU_K04	Wykazuje odwagę w przekazywaniu i obronie własnych poglądów. Jest przygotowany do przekonywania i negocjowania w imię osiągnięcia własnych celów.	K2_ZARZ_K06
PEU_K05	Identifies problems in teams aiming to obtain an adequate role for the teams' competences and resources in the work and groups of audience.	K2_ZARZ_K06

### Program content ensuring learning outcomes

The aim of the course is gaining knowledge and experience in the preparation and implementation of a speech on their subject. Students will acquire the ability to convey substantive content in a consistent and attractive way for the audience, and to establish contact with and control the audience. Students will develop and consolidate of social competences, including competences to work in a group (playing different roles and adopting different perspectives), effective conversation and argumentation for one's own position.

### Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparaton for classes	10
Preparation for an exam/credit	10
<b>Student workload</b>	<b>Hours</b> 50



Oxford Debate  
Educational subject description sheet

**Basic information**

<b>Field of study</b> Management	<b>Education cycle</b> 2025/2026
<b>Speciality</b> Human Resource Management	<b>Subject code</b> 08ZZZ1-25S604W04495S
<b>Organizational unit</b> Faculty of Management	<b>Lecture languages</b> English
<b>Study level</b> second degree 4 semesters	<b>Mandatoriness</b> Elective
<b>Study form</b> full-time studies	<b>Block</b> Specialty subjects
<b>Education profile</b> general academic profile	<b>Subject related to scientific research</b> Yes

<b>Semester</b> Semester 4	<b>Activities, hours, ECTS and examination</b> • Seminar: 30 h, 2 ECTS, Graded credit
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**Subject's learning outcomes**

Subject's outcome	Content	Learning outcome
<b>In terms of skills</b>		
PEU_U01	Creates and argues opening and argumentative speeches. Develops and adapts motions to different contexts. Constructs and justifies opening and argumentative speeches. Challenges and critiques the opponent's arguments.	K2_ZARZ_U05, K2_ZARZ_U16
PEU_U02	Organizes and oversees the conduct of Oxford debates	K2_ZARZ_U05, K2_ZARZ_U16
<b>In terms of social competences</b>		
PEU_K01	Respects the principles and adheres to the rules of Oxford debates. Is open to diverse perspectives and opinions. Takes on challenges and defends their arguments ethically	K2_ZARZ_K06

## Program content ensuring learning outcomes

The course enables students to master the principles of Oxford-style debates while developing skills in argumentation, critical thinking, and effective communication. Students will learn to construct logical statements, defend their positions, and collaborate efficiently in a team. The program includes both theoretical foundations and practical debate simulations, preparing participants for persuasive speaking in a business environment.

### Calculation of ECTS points

Activity form	Activity hours
Seminar	30
Preparaton for classes	10
Self-study of class topics	10
<b>Student workload</b>	<b>Hours</b> 50