

POSTGRADUATE STUDY PLAN
"Postgraduate studies in management -
Master of Business Administration (MBA)"

No	Courses	Hours			Including e-learning	ECTS points		
		Equal	for theory	for practice		Equal	for theory	for practice
1	Contemporary techniques and management methods and organizational structures	24	8	16	6	3,0	1,0	2,0
2	Practical aspects of the law of economic activity and public-private partnership	24	8	16	6	3,0	1,0	2,0
3	Strategic Management	24	10	14	6	3,0	1,25	1,75
4	Human Resources Management	36	8	28	6	4,0	1,0	3,0
5	Business finance management	32	8	24	8	4,0	1,0	3,0
6	Effective Marketing	16	6	10	6	2,0	0,75	1,25
7	Conflict resolution and negotiations	12	2	10	2	1,5	0,25	1,25
8	Interpersonal communication and team building and public appearances	16	4	12	4	2,0	0,5	1,5
9	Project Management	20	4	16	4	2,5	0,5	2,0
10	Diploma seminar and diploma thesis	6	2	4	0	5,0	1,5	3,5
11.	Managerial Economics	On-line course (16 hours)			16	2,0	0,5	1,5
12.	Statistics for Business	On-line course (16 hours)			16	2,0	0,5	1,5
13.	Enterprise Risk Management	On-line course (16 hours)			16	2,0	0,5	1,5
14.	Logistics and Supply Chain Management Specialization (4 courses required)	On-line course (64 hours)			64	8,0	2,0	6,0
	Logistics and Supply Chain Management							
	Warehouse and Inventory Management							
	Transportation, Containerization and Distribution Networks							
	Logistics, IT and Information Management Systems							
	or							

15.	Data Analytics Specialization (4 courses required) Data Management and Governance Data Mining for Business Spreadsheet Modeling and Simulation Data Visualization Capstone Project	On-line course (64 hours)			64	8,0	2,0	6,0
	Equal							

Course description:

Number	Course	Compulsory/Elective	Module
1.	<p>Contemporary techniques and management methods and organizational structures</p> <p style="text-align: right;">Compulsory All</p> <p>The aim of the course is to familiarize the audience with the essence of managing organizations in the 21st century. The key organizational and management challenges will be presented and selected management concepts are shown, such as six sigma, business process reengineering, outsourcing, Lean Manufacturing, benchmarking and CRM.</p> <p>The aim of the course is also to present the genesis of organizational structures, the development of new forms of organization creation, including business practice. The properties and classification of organizational structures are shown. There is an awareness of the importance of changes in shaping organizational structures in relation to the development phases of the organization and cohesion with the business model (case study). Students will be able to practically learn how to create organization maps. They will also show them the latest trends in creating virtual organizations.</p> <p>Main topics: paradigms of the XXI century organization, quality-oriented and process-oriented management methods, management systems, classic structures, and their evolution, maps of organization and organizational structure, modern organizational structures, setting the management span for managerial positions.</p>		
2.	<p>Practical aspects of the law of economic activity and public-private partnership</p> <p style="text-align: right;">Compulsory All</p> <p>The aim of the subject is to systematize knowledge and the ability to analyze the basic issues of public economic law. The aim of the course is also to learn the rules of cooperation between the public and private sectors in implementation of public utility projects. The result of the training is the acquisition of knowledge on legal regulations for PPP, project preparation and the identification of costs and benefits of public-private partnership.</p> <p>Main topics: public economic law, the principle of the social market economy, the principle of economic freedom, basic concepts of public economic law: "economic activity" and "entrepreneur", the legal situation of micro-, small and medium-sized enterprises, and the legal situation of foreign entities conducting business activity in Poland. The administrative regime of economic activity (including concessions and permits for business and regulated economic activity). Characteristics of the legal system of competition law. Public investments - characteristics and financing method, the specifics of infrastructure projects with the participation of a private entity - the areas of PPP application, essence and legal regulations regarding PPP, the characteristics of PPP transactions - participants and risk sharing, the preparation of the project - documentation of the PPP project, PPP development in the world, the conditions of development and the use of PPP in Poland.</p>		
3.	<p>Strategic management</p>	<p style="text-align: center;">Compulsory</p>	<p style="text-align: center;">All</p>
	<p>The aim of the course is to familiarize students with the issues of strategic management (strategic planning process and good practices in the field of strategic management). They will get acquainted with the essence of the strategy, selected methods of strategic analysis and ways of formulating and implementing the strategy. Main topics: strategic planning (evolution of strategic thinking, the essence of strategies, barriers to effective strategy and overcoming them), strategic analysis of the company (the role of analysis, the level of analysis, selected methods and tools), and the process of building a strategy.</p>		
4.	<p>Human resources management</p> <p>The aim of the subject is to provide current and comprehensive knowledge in the field of human resources management, being the basis for identifying problems occurring in the process of human resources management, as well as their solutions in the economic, organizational and socio-cultural aspects. Main topics: The concept of human capital, acquisition of human resources (methods and tools used in the planning, recruitment and selection process, the types of recruitment and selection, evaluation of the effectiveness of the applied solutions), motivation in the organization, rewarding employees, employee evaluation, staff development, human resources management, leadership, selected modern concepts of human resources management: competence management, and talent management.</p>	<p style="text-align: center;">Compulsory</p>	<p style="text-align: center;">All</p>

5.	<p>Business finance management Compulsory All</p> <p>The aim of the course is to familiarize with the essence, main functions and methods of financial management of the company. The student will learn about the sources of information used in the financial management of the company. He or she will learn about selected methods and tools of financial management necessary in making managerial decisions in the strategic and operational dimension.</p> <p>Main topics: assessment of the current and anticipated financial condition of the company (the structure of assets, financial liquidity, profitability, capital structure optimization, the concept of leverage), selected tools in the ex-post study of company results, modern methods of managing new costs.</p>
6	<p>Effective marketing Compulsory All</p> <p>The aim of the course is to provide participants with knowledge about the role of marketing and its placement in the structure of the company. The students will learn how to effectively use marketing communication tools to achieve planned goals. They will learn marketing research methods and will be able to apply them in practice. They will gain the ability to draw up a marketing plan. Main topics: the essence and functions of marketing, target market, and competition, pricing strategies, marketing communication, and marketing research.</p>
7.	<p>Conflict resolution and negotiations Compulsory All</p> <p>The aim of the course is to familiarize students with, among other things with the help of psychological theories, mediation, and negotiation as a means of solving conflicts. The aim is to acquire students' competencies in the field of conflict management and conducting mediation and negotiation activities in conflict situations and in the case of differences between the parties in business and political activities. Main topics: negotiations and mediations as a sphere of clashing of interests, the concept of personal communication, the concept of social influence, techniques of exerting influence, interpersonal conflicts, negotiations, the Harvard BATNA negotiation model, conflict management in the organization: methods, instruments, and opportunities.</p>
8.	<p>Interpersonal communication and team building and public appearances Compulsory All</p> <p>The aim of the course is to practice the skill of efficient communication and communication management in a group. The aim of the course is also to familiarize students with the methodology of preparing public speeches. Main topics: types of communication - what and how we communicate, interpersonal communication - basic issues, what we are talking about general, basic stages in communication, workshops: barriers in communication, self-presentation - how to effectively and consciously build one's own image in communication, negotiations - a workshop, and assertiveness - what it is and what it is not - a workshop, preparation for the presentation, structure, and composition of the speech, the ways of maintaining contact with the listener, public speaking technique, the language of speeches, the most common language errors, the basics of voice emission, and the methods of coping with stress.</p>
9.	<p>Project management Compulsory All</p> <p>The aim of the course is to acquaint students with practical knowledge related to the issue of success in the implementation of the project as a basic tool for regional and local development. The main objectives are to transfer knowledge on the planning and implementation of an European project, the structure of activities in its organization, presentation of methods for estimating costs, as well as the preparation of reports, to develop the ability to properly recognize technical and organizational aspects and to manage the project team, and to develop the ability to prepare projects necessary to undertake and carry out service activities. Main topics: the essence of the project, the concept and features of the project, the scope of the project and its purpose, project life cycle, selection, planning, implementation, control, evaluation, and completion, problem-solving cycle and analysis of solution options, decision making, resource planning, costs in the project, sources of cost information, cost estimation methods, budgeting, and cost monitoring, and case study.</p>
10.	<p>Diploma seminar and diploma thesis Compulsory All</p>

11.	<p>Managerial Economics</p> <p>This course provides students with an introduction to decision making within firms, from an economic perspective. Throughout the course, students will explore how changes in the environment in which firms operate influence their decision making and will become familiar with economic tools that can be used in making and analyzing managerial decisions. Upon completion of the course, students should be able to assess and categorize any real-world market as being competitive, oligopolistic, or monopolistic and to describe to a non-economist how that market structure affects firm decisions. Additionally, students should be able to explain the conditions required for a variety of firm pricing strategies to be profitable.</p>
12.	<p>Statistics for Business</p> <p>In this course, students will explore the value of statistics in managerial decision making. Throughout the course, students will learn how to analyze business problems from a statistical perspective and select/apply appropriate statistical tools to identify potential resolutions to such problems. Topics include descriptive statistics, random variables and probability distributions, hypothesis testing, statistical sampling, statistical quality control, and regression analysis. By the end of the course, students should be able to identify the appropriate statistical analysis for a given managerial question, analyze data using a variety of statistical methods, and translate statistical results into substantive managerial recommendations.</p>
13.	<p>Enterprise Risk Management</p> <p>The aim of this course is to introduce students to Enterprise Risk Management (ERM) frameworks. Such frameworks can assist in identifying and managing the full spectrum of risks that organizations confront in a global business environment, thereby improving uncertainty planning and achieving better performance results. Key topics include defining, identifying and evaluating operational risks in the organization; data issues related to risk management; approaches to measuring and prioritizing operational risks; and creating a culture of shared responsibility for risk management in the organization. By the end of the course, students should be able to define, identify and evaluate operational risks in an organization; understand how to implement ERM in a business – including creating a risk management governance structure and embedding ERM into the organizational culture, and assess gaps between identified potential risks and actual risks.</p>
14.	<p>Logistics and Supply Chain Management</p> <p>In this course, students will develop and understanding of the strategic role of Logistics Supply Chain Management (SCM) in the attainment of company goals to achieve competitive advantage and deliver long-term sustainability. Throughout the course, students will explore the challenges of sourcing and procurement logistics in the global business environment. Strategies, methods and tools for solving these practical problems in international business are core elements of the course. By the end of the course, students should demonstrate an understanding of the key issues related to managing logistics and the supply chain in a global business environment and be able to employ techniques introduced in the course to improve the performance and efficiency of supply chains.</p> <p>Warehouse & Inventory Management</p> <p>This course is designed to help students understand warehouse functions, processes, organization, and operations. It includes analysis of warehouse location, operation, management, controls, procedures, finance, security, cargo/materials, handling, and productivity. Upon completion of the course, students should be able to analyze issues involved in locating warehouses; organizing warehouse space, equipment, and personnel for maximum efficiency and customer satisfaction; assess warehouse financials, utilization metrics and productivity improvement methods, and discuss warehouse security issues.</p> <p>Transportation, Containerization and Distribution Networks</p> <p>This course focuses on understanding capacity development, freight consolidation, network alignment, and synchronization. The course develops the principles, practices, and tools required to address major issues and tradeoffs in domestic and international transportation, including key financial and performance indicators for transportation and design of supply chains to minimize transportation and distribution costs. Upon completion of this course, students should be able to demonstrate an understanding of how transportation and distribution networks impact the supply chain. Additionally, students should be able to analyze routes and schedules to optimize logistics transportation costs, analyze tradeoffs between transportation costs and customer service levels, measure and improve transportation performance.</p> <p>Logistics IT and Information Management Systems</p> <p>This module introduces students to technologies used in contemporary logistics operations and supply chain management. Throughout the course, students will explore the applications</p>

	<p>of IT in purchasing, distribution, transportation, inventory and warehouse logistics. Additionally, students will become familiar with how specific technologies used in logistics, such as GPS, barcodes, RFID, wireless, mobile, networking and EDI, support the flow of goods from manufacturers to end customers. By the end of the course, students should demonstrate a critical understanding of the business benefits of information technology implementation in logistics operations and be able to analyze unstructured and complex information, knowledge-related logistics, challenges, and propose potential solutions to such problems.</p>	
15.	<p>Data Management and Governance This subject covers data security and governance as a quality control discipline for assessing, managing, using, improving, monitoring, maintaining, and protecting organizational information. Students will learn about concepts such as data security and access, data protection, data policies, business process management, and risk management surrounding the handling of data in an organization. By the end of the course, students should demonstrate their ability to design a corporate data governance program, create best practice policies and procedures to effectively manage and protect organizational data, and identify and mitigate risks associated with the storage, processing and transfer of corporate data.</p>	3
	<p>Data Mining for Business The aim of this course is to provide students with an appreciation of the uses of data mining software in solving business decision problems. Students will gain knowledge of the theoretical background to several of the commonly used data mining techniques and will learn about the application of data mining as well as acquire practical skills in the use of data mining algorithms. Key topics include data visualization and pre-processing, data mining techniques, creating data models and identifying patterns, classification trees and data clustering. By the end of the course, students should demonstrate an understanding of the practical uses and limitations of business intelligence and data mining, in addition to privacy and ethical considerations related to the practice. Additionally, students should be able to effectively apply data mining techniques in a variety of business applications.</p>	3
	<p>Spreadsheet Modeling and Simulation The aim of this course is for students to gain modeling and analysis skills necessary to address a wide variety of business problems. Topics covered include general modeling and analysis principles, principles and practices of good spreadsheet model design, time series analysis and forecasting optimization, simulation, and decision analysis. By the end of the course, students should demonstrate an understanding of the processes of collection and analysis of data at strategic, functional and analytical levels. Additionally, students should understand how to critically evaluate the benefits of quality data analytics to the firm, and describe the ethical challenges related to data collection and analysis.</p>	3
	<p>Data Reporting and Visualization This course is designed to provide students with the foundations necessary for understanding and extending their knowledge and skills related to data visualization in a business context. Throughout the course, students will explore how to formulate stories about business data by using visualization techniques. Additionally, students will learn best practice design principles for creating effective data visualizations and analyze and draw insights from data that generate managerial action. By the end of the course, students should understand how to read and interpret analytics represented in visual format in business and scholarly literature. Students should also be able to apply techniques taught in the course to create executive dashboards that visually measure key business performance indicators and monitor the status of projects that generate competitive advantage for the firm.</p>	3
	<p>Capstone Project For the culmination of the program, students complete a capstone project. This project will be an individualized piece of work that includes scholarly research and integrates multiple concepts covered in the MBA program. Students work with one or more faculty members to create the project and present the project to the Capstone Faculty team.</p>	3