

No.	Subject	ECTS	Description
1	Advertising	5	Advertising in promotion mix. The process of communication in marketing. Formulation of advertising strategy: mission, market, money, message, media, measurement . Online advertising. Psychological models of advertising.
2	Brand management	5	Strategic aspects of branding, brand identity and positioning, creating and sustaining brand identity, corporate brands and product brands, managing brands over marketing segments, building brand loyalty.
3	Coaching	6	Coaching as method of human development support: concepts, models and principles; Coaching and other personal or organizational support professions (mentoring, training, therapy, consulting);Coaching as a profession: core coaching competencies, standards and code of ethics; Coaching tools and techniques.
4	Commercial and Customs Law	5	Discussion of commercial law issues, in particular issues related to the law of commercial companies, as well as commercial contract law. This is preceded by an analysis of issues related to the concept of entrepreneur, legal forms in which entrepreneurs can appear in the economic turnover, registration and registration of entrepreneurs and commercial activities.
5	Commercial Law	4	Discussion of commercial law issues, in particular issues related to the law of commercial companies, as well as commercial contract law. This is preceded by an analysis of issues related to the concept of entrepreneur, legal forms in which entrepreneurs can appear in the economic turnover, registration and registration of entrepreneurs and commercial activities.
6	Consumer Behaviour	4	Introduction to and key concepts within the field of consumer behaviour. The underlying concepts include: consumer behavior definitione, consumer in marketing 3.0 and marketing 4.0, consumer decision process, identify and explain factors which influence consumer behaviour, demonstrate how knowledge of consumer behaviour can be applied to marketing.
7	Control and Internal Audit	4	Definition of Control and Internal Audit, the Code of Ethics, Risk Management process in the organization (includes identification, evaluation and hierarchization of the risk), control mechanisms in the organization
8	Corporate Social Responsibility	4	Introduction to Corporate Social Responsibility: Potential Business Benefits-Triple bottom line, Human resources, Risk management, Supplier relations; Criticisms and concerns-Nature of business; Motives; Misdirection. Trajectory of Corporate Social Responsibility in Poland and UE. Corporate Social Responsibility - ISO 26000. Corporate Social Responsibility and Small and Medium Enterprises (SMEs) in UE. Corporate Social Responsibility and Public-Private Partnership (PPP) in UE. Legal Aspects of CSR. Corporate Social Responsibility in Globalizing world: Corporate Social Responsibility Voluntary Guidelines. Corporate Social Responsibility - Companies.
9	Cost Accounting	6	Introduction to and key concepts within the field of cost accounting. The underlying concepts include: essence of cost in corporate, elements of cost, classifications of cost, cost allocation to products, Activity-Based Costing, cost information for special decision making.
10	Cost Accounting and Controlling	6	Introduction to and key concepts within the field of cost accounting and controlling. The underlying concepts include: 1. essence of cost in corporate, elements of cost, classifications of cost, cost allocation to products, cost information for special decision making, 2. essence of financial controlling in corporate, budgeting (components of the budget, budget processes, variance analysis), reporting for managerial decisions making.
11	Distribution Channels	5	Introduction to and key concepts within the field of distribution channels. The underlying concepts include: 1) distribution as a subsystem of logistics and marketing instrument, 2) functions and types of distribution channels, 3) distribution intermediaries, 4) basic problems of decision-making in the area of distribution, 5) the essence of inter-organizational relationships (cooperation and conflicts) in the distribution channels.
12	Econometrics	6	OLS method; GLS method; The evaluation of econometric models; Dynamic Models; Introduction to Time Series Models; Introduction to Panel Models
13	Economy and Environment	4	Environment: A key to competitive advantage of organization; General overview of major legislations like Environment Protection Act 2020 Climate and Energy Package; Introduction and Definition of Environment: Significance of Environment; Management for contemporary managers, Career opportunities; Environmental issues relevant to UE, Sustainable Development, The Energy scenario; Global Environmental concerns: Global Warming, Acid Rain, Ozone Depletion, Hazardous Wastes, Endangered life-species, Loss of Biodiversity, Industrial/Manmade disasters, Atomic/Biomedical hazards, etc.- how do they influence on bussiness; Concepts of Ecology: Ecosystems and interdependence between living

			organisms, habitats, limiting factors, carrying capacity, food chain, etc.; Scope of Environment Management, Role & functions of Government as a planning and regulating agency (Environment Quality Management and Corporate Environmental Responsibility Environmental Management Systems (formal and informal) e.g according to ISO 14001, ISO 5001, EMAS, CSR - Management and Audit Methodology; Monitoring and Targeting (EMT); Efficiency, Integrated Management Systems - Total Quality Environmental Management, ISO-14000, EMS certification).
14	E-logistics	4	Logistics - origins and definition. Logistics activities and fields. Supply Chain Management. The process of Supply Chain Management. E-logistics process. Distribution strategy.
15	Engineering Graphics	6	Become familiar with the AutoCAD user interface. Understand the fundamental concepts and features of AutoCAD. Use the precision drafting tools in AutoCAD to develop accurate technical drawings. Present drawings in a detailed and printing them in correct scale.
16	Entrepreneurship	4	1) Overview Of Entrepreneurship: Definitions, Roles and Functions/Values of Entrepreneurship, History of Entrepreneurship Development, Role of Entrepreneurship in the National Economy, Functions of an Entrepreneur, Entrepreneurship and Forms of Business Ownership Role of Money and Capital Markets in Entrepreneurial Development: Contribution of Government Agencies in Sourcing information for Entrepreneurship. 2) Business Plans And Importance Of Capital To Entrepreneurship: Preliminary and Marketing Plans, Management and Personnel, Start-up Costs and Financing as well as Projected Financial Statements, Legal Section, Insurance, Suppliers and Risks, Assumptions and Conclusion, Capital and its Importance to the Entrepreneur, Entrepreneurship And Business Development: Starting a New Business, Buying an Existing Business, New Product Development, Business Growth and the Entrepreneur Law and its Relevance to Business Operations. 3) Women's Entrepreneurship Development, Social entrepreneurship-role and need, EDP cell, role of sustainability and sustainable development for SMEs, 4) UE Environment for Entrepreneurship: key regulations and legal aspects, role and responsibilities of various government organisations, departments, banks etc., role of State governments in terms of infrastructure developments and support etc., public private partnerships, Credit Guarantee Fund, 5) Effective Management of Business: Issues and problems faced by micro and small enterprises and effective management of M and S enterprises (risk management, credit availability, technology innovation, supply chain management, linkage with large industries), exercises, e-Marketing. 6) Achieving Success In The Small Business: Stages of the small business life cycle, four types of firm-level growth strategies, Options – harvesting or closing small businesses Critical Success factors of small business.
17	Environmental Management	4	Environment: A key to competitive advantage of organization; General overview of major legislations like Environment Protection Act 2020 Climate and Energy Package; Introduction and Definition of Environment: Significance of Environment; Management for contemporary managers, Career opportunities; Environmental issues relevant to UE, Sustainable Development, The Energy scenario; Global Environmental concerns: Global Warming, Acid Rain, Ozone Depletion, Hazardous Wastes, Endangered life-species, Loss of Biodiversity, Industrial/Manmade disasters, Atomic/Biomedical hazards, etc.- how do they influence on business; Concepts of Ecology: Ecosystems and interdependence between living organisms, habitats, limiting factors, carrying capacity, food chain, etc.; Scope of Environment Management, Role & functions of Government as a planning and regulating agency (Environment Quality Management and Corporate Environmental Responsibility Environmental Management Systems (formal and informal) e.g according to ISO 14001, ISO 5001, EMAS, CSR - Management and International Audit Methodology; Monitoring and Targeting (EMT); Efficiency, Integrated Management Systems - Total Quality Environmental Management, ISO 14000, EMS certification and registration). How to implement environmental management systems - step by step.
18	Ethics in Management	4	(1) theoretical: for understanding what is the ethics and what are the ethical theories; eudajmonizm, utilitarianism, ethical relativism, personalism, ethics of values; Human Rights; (2) methodological: what the ethics can be using in practice, also in management; ethical problems in management (recruitment, communications, organizational culture and climate, employee evaluation, company restructuring, etc.); different contexts, e.g. financial and personal, Social Responsibility of Business; (3) practical: ethical problems in management and their solutions - specific cases from organizations functioning.
19	European integration	6	The course includes the following topics: <ul style="list-style-type: none"> • European Union? How could you understand European integration? • "Together we have power" - do we have more integration or particular interest?

			<ul style="list-style-type: none"> • How EU can stimulate investment and creating jobs? • Energy security in the EU. • Climate change in the EU. • The relationship between EU and Russia Federation. • Which direction should choose Ukraine? • Migration - the potential or the problem of the EU? • A deeper economic and monetary Union? • The EU politics towards Africa. • E-mobility as a new global race? • Could the EU be a stronger global actor? • Do we need big market? Integration between EU and USA.
20	Financial Accounting	5	<p>Introduction to and key concepts within the field of financial accounting. The underlying concepts include:</p> <ol style="list-style-type: none"> 1. The nature of accounting, management accounting and financial accounting, the users and usefulness of accounting information. 2. The financial statements: the balance sheet, the profit and loss account, the cash flow statement - their essence and basic elements. 3. Financial statement analysis. 4. The financial accounting and businesses decisions.
21	Financial Controlling	6	<p>Introduction to and key concepts within the field of financial controlling. The underlying concepts include: essence of financial controlling in corporate, budgeting (components of the budget, budget processes, variance analysis), reporting for managerial decisions making.</p>
22	Financial Mathematics	5	<p>Simple and compound interest; Present value and future value; Annuities; Loans schedules of repayments; Investment appraisal; Valuation of securities</p>
23	Fundamentals of Waste Management	4	<p>The subject presents fundamental issues related to waste management, particularly the concept of circulating economy, the cradle-to-cradle concept and the definition of eco-innovation.</p>
24	Information Technology in Logistics	4	<p>Introduction to and key concepts within the field of IT in logistics. The underlying concepts include: data, information and knowledge management, basics components of computer system and computer system and peripheral devices classification. Moreover, the issues of cloud computing, as well as EDI and RFID solutions for logistics are provided. Finally, the elements of designing and operating on-Internet of Things solutions are elaborated on.</p>
25	Institutions and Sources of EU Regulations	4	<p>The notion of EU. The character, aims and tasks of EU. The genesis and the historical development of European Communities. Institutions of European Communities. sources of community law. Structural principles of the community law. Basic features of the community law: the principle of the autonomy, the principle of the priority (of the precedence, the supremacy), the principle of direct applying the principle of the direct effectiveness (of direct effect). Protection of basic rights in community law. Applying community law by member states (interpretation of the domestic law in the context of EU law, decentralization of applying the principle of the full effectiveness of the EC law, the protection of the individual rights, the problem of the procedural and organization autonomy of membership states. Legal protection in European Community: European Court of Justice, Court of First Instance, Chambers of Court (competences). Kinds of direct complaints. Accusatory legitimation. Preliminary rulings of ECJ. Incidental control of norms. The control of international agreement. Temporary law protection. Common law in domestic courts.</p>
26	Internal Audit	4	<p>definition of Internal Audit; the Code of Ethics, Risk Management process in the organization (includes identification, evaluation and hierarchization of the risk)</p>
27	International Marketing	6	<p>Introduction to and key concepts within the field of international marketing. The underlying concepts include: the impact of cultural, social, political and economic factors on marketing strategies, standardization and adaptation of international marketing activities and marketing mix</p>

			strategies of companies on international markets.
28	Logistics	6	Logistics preliminary information. Supply chain logistics management. The importance of logistics distribution. Production management in logistics. Reverse Logistics. Inventory management. Discussion of the relationship between the individual logistics' subsystems.
29	Logistics and Supply Chain Management	4	Logistics & Supply Chain Management. Dynamics of SCM. World-class best practices in SCM. Procurement and Outsourcing Strategies. Customer Relationship Management and Information Technology in SCM. SCM Performance Measures.
30	Logistics of Procurement, Production and Distribution	5	Concepts of logistics and distribution. Planning for logistics. Production planning. Procurement and inventory decisions .Operational management.
31	Macroeconomics	6	National Income and product accounts; Economic growth; Money and banking, Inflation, Financial markets; Government and fiscal policy; Unemployment; International trade and international finance
32	Management Accounting	5	Introduction to and key concepts within the field of management accounting. The underlying concepts include: essence of cost in corporate, elements of cost, classifications of cost, cost allocation to products, cost-volume-profit analysis, pricing decisions, financial information for managerial decision making.
33	Marketing Plan	4	Knowledge and ability to apply the principles of the marketing plan. The education module includes the essence and steps of marketing planning process. Developing skills of using the knowledge to develop a marketing plan. The essence of marketing plan. Stages of marketing planning process. The steps of marketing planning process of a chosen company. Planning, implementing, evaluating, and reviewing of the result.
34	Innovation Management	6	Innovation will not be restricted to creativity and new technical ideas, but also take organizational aspects into account. The course is committed to providing an opportunity to learn to use some tools and news ways of thinking which are better suited to addressing complex problems and opportunities inherent in organisations today. In terms of method, the course will promote interactions between students and the teacher. Before each session, students will be expected to have read a chapter and/or article. During classroom sessions, students will work in groups to answer specific questions, and discuss what they have learned. Concepts and ideas will be illustrated with concrete examples. The students will be able to: 1) Understand the role of innovation and technical change in enterprise and national level economic performance 2) Understand the technological, human, economic, organisational, social and other dimensions of innovation 3) Explore and better manage the effects of new technology on people and work systems 4) Demonstrate that the effective management of technological innovation requires the integration of people, processes and technology 5) Recognize opportunities for the commercialization of innovation
35	Managing Sales Team	6	Sales in marketing mix. The process of selling and buying. Formulation of sales strategy. Organising of sales effort. Sales force recruitment and selection. Motivation of salesperson. Evaluation and control of the sales program.
36	Means of Transportation	6	General characteristics of means of transport. Road means of transport. Resistance of movement, fuel consumption, operating costs. Low and zero emission vehicles. Rail means of transport. Water means of transport. Air means of passengers and cargo transport. Mode selection criteria of kind of means of transport. Directions of development of the means of transport - world tendencies.
37	Methods and Techniques of Quality Management	4	Introduction to and key concepts within the field of methods and techniques of quality management. Quality management field includes management methods and analytical techniques, whose subject are pro-quality activities. Concepts of quality in organizations are based, in principle, either on norms and standards or on the concept of Total Quality Management. Selected methods of quality management are introduced, e.i. ISO 9001 standard, PDCA/PDSA improvement cycles and Kaizen. Selected techniques of quality management are introduced, e.i. Pareto chart, flowchart, cause and effect diagram (fishbone diagram), FMEA (Failure Mode and Effect Analysis) and QFD (Quality Function Deployment). The underlying terms include: quality, quality management, quality management system, Total Quality Management and Kaizen.

38	Organisational Behaviour	4	<p>The course focuses on concepts and theories related to group dynamics, team development, organisation and leadership and lays a foundation for further discussion and analysis of aspects of leadership and organisational behaviour in contemporary organisations. Course topics: Nature and scope (features) of organisational behaviour. Effective communication within organisation. What is an effective way to communicate within an organisation? The role of motivation in organisational behaviour. Contemporary theories of motivation within organisation. Stress and well-being at work. How does employee stress affect the organisation? Influence processes in organisations: power, politics, leadership. The impact of leadership on organisational performance.</p> <p>Managing transitions: organisational culture and change. Building organisational culture that stimulates creativity and innovation. Relationships and partnerships within organisation. Partnerships: frameworks for working together. The importance of building strategic partnerships and relationships. How to build strategic partnerships & relationships?</p> <p>Managing cultural diversity. Diversity, diversity management, multiculturalism and cross-culture within organisation. Organisational conflicts: causes, effects and remedies. Conflict management in organisations. Conflict sand negotiation in larger business organisations.</p>
39	Persuasion in Communication	6	<p>During the course student will learn not only the psychological, neurobiological or sociological point of view on persuasion but the core of the course is to teach students how to persuade in any situation or how to prevent from being manipulated. Lots os techniques will be show.</p>
40	Press, Radio and Television Law	4	<ol style="list-style-type: none"> 1. Introduction to the problems of intellectual property protection. Historical development of intellectual property protection. The essence and meaning of intellectual property. Legal tradition of intellectual property protection and its doctrinal assumptions. Historical development of national and international protection measures. Current state of intellectual property protection development. 2. Sources of intellectual property. Intellectual and industrial property rights protection system. Berne Convention on copyright. The Stockholm Convention establishing WIPO. Roman Convention on the Protection of Performers, Producers of Phonograms and Broadcasting Organizations. The TRIPS Agreement. WTO agreements. Federal Paris Convention. The European Patent Convention. EU Patent Convention. 3. The concept of press law, radio and television. The nature, tasks and objectives of the press law, radio and television. Sources of the press law, radio and television 4. The Act on Access to Information. public. Ethics of the journalist profession. 5. Protection of intellectual property in Poland and in the European Union. Shaping European standards in the field of protection of rights. Protection of intellectual property in the functioning of the single market; issues of fair competition. 6. Claims for infringement of intellectual and industrial property rights. Violation of industrial and intellectual property. Civil law liability. Criminal responsibility. Administrative responsibility. 7. Limitation of exclusive rights. Exclusive right. Priority for exclusivity. Cancellation and expiration of exclusive rights.
41	Process Designing	6	<ol style="list-style-type: none"> 1. Functional and process orientation in management, process approach, stages of enterprise process maturity. 2. Logistics processes and systems, definitions and classification, process models and standardization. 3. Process design, definition of design, tasks design, methods of design, process organization rules, principles of process organization in time, cycle time, serial, parallel and parallel-serial process organization, process design. 4. Process parameters, attributes, metrics, timing, timeliness, quality, cost, productivity, efficiency, bottlenecks, process monitoring. 5. Process improvement, process management, process control. 6. Process mapping, formalisms for mapping, Visio diagrams, IDEF methodology, ASME, FMEA of process, BMPP – Building of process flow model; 7. Process simulation – Process statics and dynamics, definitions of computer simulation, types, advantages and disadvantages. 8. Simulation models validation and verification, experiments, statistical distributions, simulation software (Enterprise Dynamics, Dosimis, Flexsim).
42	Process Management	5	<p>Process approach in the organization, steps in the process approach, benefits of process management, types of processes, mapping of process.</p>

43	Project management	6	Introduction to and key concepts within the field of project management, especially: IPMA approach, PMI methodology, PRINCE2 methodology, AGILE approach. The underlying concepts include: description of project excellence and maturity, definition of projects, programs and portfels, different points of view on the project lifecycle model and organizational contexts of projects. Moreover, during the course there are described different techniques and methods of project initiating, planning and controlling, among others: stakeholder analysis, risk analysis, goals defining, work structurizing and scheduling, resource allocation analysis, budgeting, earned value analysis, etc.
44	Psychology of Communication	6	Ways of social perception, conditions of communication, verbal and non-verbal communication, emotions and attitudes in communication, sexual differences, efficiency factors and psychological skills in communication, causes of conflicts and barriers in communication, ways of conflict solving and negotiations
45	Psychology of Management	4	Place of psychology of management in the fields of psychology, ways of cognition functioning (types of mind, knowledge, intelligence, emotional intelligence), personality (the Big Five Theory and also self-concept and self-esteem), groups and group`s phenomena, motivation and ways of motivation, characteristics of interpersonal communication, conflicts and dealing with conflict, decision making, stress and coping with stress, styles of management.
46	Public administration management	6	Introduction to and key concepts within the field of public administration, especially: Public Administration, New Public Management, New Public Governance. The underlying concepts include: description of the role of public institutions in economy, definition of public services, different points of view on the process of cometition between territorial units. Moreover, during the course there are described different approaches to management in public organizations, like: process management, project management, task budgeting, territorial marketing, etc.
47	Public relations	4	The concept of marketing communication`s tools. Corporate public relations and marketing public relations. Public relations` definitions, functions and goals. Public relations strategy. Public relations methods and techniques: media relations, internal relations. Lobbying. Sponsoring. Crisis management. Event marketing. Corporate identity and corporate image. Examples of organizations that implemented public relations in their strategy. The concept of marketing communication`s tools. Corporate public relations and marketing public relations. Public relations` definitions, functions and goals. Public relations strategy. Public relations methods and techniques: media relations, internal relations, lobbying, sponsoring, crisis management. Event marketing. Corporate identity and corporate image. Examples of organizations that implemented public relations in their strategy. Corporate public relations and marketing public relations, public relations` definitions, functions and goals, public relations strategy, public relations methods and techniques (media relations, internal relations, lobbying, sponsoring, crisis management, event marketing, corporate identity and corporate image.
48	Quality management	5	On the courses, the following subjects are taught: Basic concepts of quality, quality controlling, consultation, quality assurance, total quality management, scientists who contribute to quality management, statistical quality management and service quality. 1) The concept of quality , the concept of quality control , Basic Topics in Quality 2) Factors Effecting Quality, Quality Sizes, Costs of quality 3) Based on Quality Concept: Consultation, Quality Controlling, Quality Security and Total Quality Management 4) Quality Gurus: Juran, Deming, Ishikawa, Crosby, Fiegenbaum ve Taguchi`s Contributes in Quality Management 5) Definition of Total Quality Management and Basic Rules, Continuous Improvement, Customer-Focused, Leadership of Top Management, Quality Culture 6) Counteracting Approach, Measure and Statistic, Personel Training, Cooperation with Suppliers, Join the Managing and Using Tools, 7) Culture Concept, Culture of Organization, Quality Culture and Values, 10) Importance of Leadership in Quality Management, Strategical Quality Leadership and Leadership Theroies and Importance of Motivation in Quality Management, Motivation Theroies, 11) Education Concept, Education and Organizational Improvement, In-Service Training, Education Types, Education in Quality Management, Determine the Education Needs 12) In Quality Improvement Statistical Quality Controlling, Tally Diagram, Histogram 13) Pareto Analysis, Cause and Effect Diagram, Scatter Plot,

			Control Table 14) Flow Charts and Brain Storming 15) Service Product, Differences of Product and Service, Services Classification, Importance of Quality in Services, Defination of Service Quality, Characteristics of Service Quality, Quality Components
49	Self-presentation	4	This course prepares students for a variety of academic and other situations in which formal presentations are required. Topics will include cultural conventions and speech, perceptions of others, verbal and nonverbal messages, and techniques of oral presentation and persuasion. Students will learn how to research, outline, and deliver short, informal presentations as well as longer speeches. Another goal is to expand student's abilities with computer mediated communication in order to better prepare them for future interviews and presentations online.
50	SMEs Management	5	The course has two main perspectives on SMEs – an internal perspective where the managing of SMEs is in focus, and the external perspective that looks at SMEs in their roles in economic development. Topics include: definition of SMEs; international comparison according to the GEM report (Global Entrepreneurship Monitor); competitive advantage in SMEs; strategic management for SMEs; corporate governance for competitive advantage in SMEs; managing people in SMEs; innovation in SMEs; diagnosing SME performance; networking among SMEs; SMEs and added value generation and the role of the SME sector in economic development; cultural aspects on SMEs; Polish SMEs and SMEs within Podkarpackie Voivodeship.
51	Standardisation and Quality Management Systems in Logistics	4	Standardisation and Management Systems in Logistics. Quality Policy/ Quality Management System Documentation. Evaluation of the selected Quality Politics, Quality Management Principles, Process Approach. Mapping of processes.
52	Statistics	5	Compilation and presentation of statistics data. Descriptive statistics (measurement of position, variability, asymmetry and concentration). Elements of the theory of estimation. Testing statistical hypotheses. Testing non-statistical hypotheses. Correlation and regression analysis
53	Strategic management	6	Introducing Strategy; The Environment – The Macro-environment, Industries and Sectors; The Environment – Industries and Sectors, Strategic Capability – VRIN and value chain, Strategic purpose, Culture, Business strategy, Corporate strategy and diversification, International strategies, Mergers, acquisitions and alliances. Organizing Strategy Implementation.
54	Strategic Management Fundamentals	4	Contemporary business models – concepts, examples, contingencies of business models developments. Organization's purposes, aims and targets. Value based management. Stakeholders and their expectations, value for stakeholders, managing by values, social responsibility. Methods of strategic analysis of organization's environment. Methods of strategic analysis of organization's resources and competences. Competitive (business) strategies and development (corporate) strategies. Performance measurement and strategy implementation. Complex analysis of strategy creation and implementation process – students teams' presentations
55	Trade and International Freight	5	The concept of fairs and exhibitions, their typology and functions, trade fairs and exhibitions in the company's marketing communication system, managing, planning and preparing participation in fairs. International trade and exhibitions.
56	Waste Management	5	The subject presents fundamental issues related to waste management, particularly the concept of circulating economy, the cradle-to-cradle concept and the definition of eco-innovation.