

BA in Management

**STUDENTS
HANDBOOK**
2017-2018

LAZARSKI UNIVERSITY

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This Handbook may be updated. Its latest version is available on the Lazarski University website:

<http://zasoby.lazarski.pl>.

PROGRAMME

Basic Information

Bachelor of Arts in Management (MAN) is a three-year, six-semester programme offered by the Lazarski University in Warsaw, Poland. The language of instruction is English. Teaching, assessment, grading and quality assurance are also conducted in English and meets Polish standards. The graduates of the programme will be awarded a Polish Bachelor of Arts degree (issued by Lazarski University).

Rationale

Every organization needs good managers – whether it be a government institution, a non-profit organization, a private business or a multinational corporation. Through the BA in Management program at Lazarski University, students will gain the skills necessary to operate in complex and difficult work environments. They will learn the basics of organizational, financial, and human resource management, and will build the foundation necessary to launch successful and meaningful careers. Through this program, students will be able to specialize in two fields: *Tourism and Travel Management* or *Logistics*.

Aims and Learning Outcomes

To gain the qualification the student will have demonstrated i) subject knowledge and understanding ii) cognitive skills iii) subject-specific practical and professional skills and iv) other general skills and capabilities specified in the learning outcomes for modules within the programme.

Specifically the graduate of the Bachelor Degree in Management will demonstrate the following qualities, skills, capabilities and values:

i) Knowledge

- Distinguishes and characterizes basic types of economic systems (regimes) and their components
- Is aware of fundamental principles and concepts of economic theories
- Is aware of the genesis and evolution of management sciences in the context of economic development
- Is aware of key concepts in entrepreneurship theories regarding formation, functioning, transformation, and development of economic organizations
- Is aware of links existing between economic entities and other social institutions which define their environment at the national and international level
- Is aware of the impact exerted by external environment on enterprise activity
- Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment
- Is aware of the role and functions of enterprise
- Is aware of basic concepts and theories of human motivation
- Is aware of the nature and conditioning of entrepreneurship in individuals and teams
- Is aware of leadership functions and their dependence on the type of enterprise and extent of its activities
- Is aware of entrepreneurship culture and its impact on team efficiency
- Is aware of standard statistical methods and software tools for collecting, analyzing, and presenting economic and social data

- Is aware of standard methods in econometrics, operational research, and other methods contributing to decision-making processes
- Is aware of typical research methods in respective areas of entrepreneurial activity
- Is aware of strategic analysis methods in the enterprise and its environment
- Is aware of the importance of norms and standards in particular areas of entrepreneurial activity
- Is aware of the role and importance of organizational structures and regulations
- Is aware of the historical evolution of entrepreneurial structures
- Is aware of the importance of leadership and negotiations in the transformation processes of economic structures and enterprises
- Is aware of the role of culture, ethics, and technical progress in the transformation processes of modern enterprises
- Is aware of and understands the basic concepts and principles of intellectual property protection and copyright
- Is aware of the basic principles of creation and development of individual entrepreneurship.

ii) Skills

- Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity
- Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations
- Possesses the ability to initiate and develop economic activities
- Is able to observe phenomena and processes in an organization, as well as describe, analyze, and interpret them with the help of basic approaches and theoretical concepts
- Is able to formulate research problems and analyze them in order to solve common entrepreneurial challenges
- Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization
- Is able to apply appropriate methods and tools to describe and analyze the environment of enterprise or another organization
- Is able to analyze and forecast the levels and dynamics of selected values and performance indicators of enterprise or other institutions
- Is able to identify principles and criteria required to solve entrepreneurial challenges
- Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels
- Is able to utilize appropriate methods and analytical tools, as well as computer systems supporting decision-making processes
- Is able to perform an audit of selected areas of an enterprise or another organization
- Is able to utilize commonly acknowledged norms and standards in processes of planning, organizing, motivating, and controlling
- Is able to refer to laws and systems of entrepreneurial norms in order to justify specific activities
- Is able to recognize the need for changes in organization and develop a change management plan
- Is able to lead and co-operate in projects aimed at introducing certain changes in the organization
- Is able to plan and manage individual time, as well as time in collaborative ventures
- Is able to anticipate the behavior of co-workers, analyze their motives, and influence them within a particular scope
- Is able to effectively manage human, material, financial and information resources in order to perform tasks

- Is able to interpret selected problems of modern economy and business in the light of accomplishments and views of respected economics and management scientists
- Is able to speak a foreign language at the B2 level, is able to easily establish interpersonal contacts and cooperate with representatives of other states and nations
- Is able to compose written and oral texts typical for the field of activity, and present them in Polish and a foreign language.

iii) Social Competences

- Is prepared to organize and supervise the work of project and task teams, as well as enterprises within and outside their environment
- Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship
- Is prepared to communicate with environment within outside the workplace and , as well as transfer individual knowledge utilizing various means of communication
- Is prepared to persuade and negotiate in order to achieve common goals
- Is prepared to openly communicate and defend personal opinions not only on professional matters
- Is prepared to navigate the job market and change the place of employment
- Is prepared to adapt to and operate in new conditions and situations related with e.g. cultural differences of a given group
- Is prepared to develop and effectively utilize interpersonal skills
- Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills
- Is prepared for ethical behaviour within assigned organizational and social roles
- Is prepared to responsibility for the assigned tasks

Graduates

Management (MAN) graduates will be specialists well-trained in modern scholarship — including both academic and applied knowledge with practical professional skills. Graduates will be employed in:

- the departments responsible for production, service, marketing, sales and administration in any industry
- agencies and firms engaged in marketing and promotion,
- consulting companies or companies involved in the search for experts on the labour market,
- non-profit organizations,
- multinational corporations,
- banks and financial institutions,
- web companies dealing with issues of tourism and travel,
- advertising agencies and PR companies

Useful addresses

www.lazarski.pl

<http://www.lazarski.pl/pl/wydzialy/wydzial-eiz/English-language-studies-registrar/>

<http://zasoby.lazarski.pl/>

<http://www.samorzad.lazarski.pl/>

Useful information

Students are asked to contact the Validated Studies Registrar personally (room 362 / 3rd floor / sector F), by phone (022 54 35 369) or e-mail (validated.studies@lazarski.edu.pl) when they:

- need an application form to the Programme Director and want to submit it;
- need a statement about their student status;
- change their personal details, address, e-mail address or telephone number;
- face a sudden personal situation that has influenced their current mode of studies;
- have lost their ID card;
- have a disability;
- wish to withdraw;
- have a complaint;
- have any other issues related to the studies.

Students are asked to contact the Accountancy Department in all issues related to financial issues of the studies (room 203 / 2nd floor / sector D) or e-mail (kwestura@lazarski.edu.pl)

ADMISSION PROCEDURES

Lazarski University offers the Bachelor of Arts in Management (MAN) Programme with the thought of attracting international (especially East European) as well as Polish students. The candidates must complete secondary education prior to the admission. Additionally, we expect that they are proficient in English. They need to present either internationally recognized English certificates or pass a language test at Lazarski University. For applicants whose first language is not English, the minimum English Language Requirements is 6.0 IELTS.

The required documents are:

- Original or certified true copy of second level diploma (A-level certificate or an appropriate local equivalent) translated into English by a sworn translator);
- Original or certified true copy of IELTS, Cambridge Advanced Proficiency, or TOEFL scores;
- To be eligible for admittance to study, a candidate shall have attained the age of 17 years or over at the time of entry.

THE DEGREE

Programme Title:	Management
Degree Awarded:	BA
Credit Points:	180 European Credit Transfer System (ECTS) Credit Points
Duration:	3 years

To be awarded the BA in Management degree, students must complete all three years of the Programme and earn 180 ECTS credit points.

Each year of the BA in MAN Programme carries 60 ECTS credit points and each semester carries 30 ECTS credit points divided into required (core) and elective modules (courses).

Year 1 of the Programme (1st and 2nd semester) carries 60 ECTS credits, on the basis of eleven core modules and one elective, 5 credits each. Additionally, the students take a two semester Athletics required by Polish law.

Year 2 of the Programme (3rd and 4th semester) carries 60 ECTS credits, on the basis of twelve core modules, 5 credits each.

Year 3 of the Programme (5th and 6th semester) carries 60 ECTS credits, on the basis of six core modules and four electives, worth 5 or 10 credits respectively.

Course	Lecture	Seminar	Workshop	Hours Total	ECTS
Year 1					
Semester 1					
Introduction to Business	15		15	30	5
Introduction to Accounting		30	15	45	5
Introduction to Microeconomics		30	15	45	5
Mathematics		30	30	60	5
Information Technology for Business		30	15	45	5
Academic Writing I (Advanced English)		30	15	45	5
Semester 2					
Introduction to Macroeconomics		30	15	45	5
Introduction to Finance	30		15	45	5
Introduction to Marketing	30		15	45	5
Management Accounting		15	30	45	5
Academic Writing II (Advanced English)		30	15	45	4
Elective 1 out of 2	30		15	45	5
Athletics			30	30	1

Year 2

Semester 3					
Statistics for Business	30		30	60	7
Operations Management		30	15	45	5
Corporate and Business Law	15		30	45	5
Critical Thinking		45		45	5
Business Performance Management	30			30	5
Language Elective		60		60	3
Semester 4					
Project Management		45	25	70	7
Sales and Negotiations			30	30	5
Human Resources Management		30		30	5
Financial Accounting		15	30	45	5
Organizational Behavior		30		30	5
Language Elective		60		60	3

Year 3

Semester 5					
Strategic Management	15		15	30	5
Business Communication	30		15	45	5
Research Methodology		30		30	5
Elective 1 out of 2 (set A)	30			30	5
Elective 1 out of 2 (set B)	30			30	5
Elective 1 out of 3 (Set C)	30			30	5
Semester 6					
Managing Social Policy	30			30	5
BA Thesis Seminar	30	80		110	10
Elective 1 out of 2 (set A)			30	30	5
Elective 1 out of 2 (set B)			160	160	10

Electives for Semester 2

Introduction to Philosophy	30		15	45	5
Conflict Resolution in Business	30		15	45	5
Introduction to Business Administration	30		15	45	5

Electives for Semester 5

Set A:					
1) Hospitality Management	30			30	5

2) Supply Chain Management	30			30	5
Set B:					
1) Managing Tourism Projects	30			30	5
2) Shipping and Transport		30		30	5
Set C					
Europe's Crisis Management		30	15	45	5
EU Financial Procurement and Proposal Writing Methodology		30	15	45	5
Doing Business in Emerging Economies		30	15	45	5

Electives for Semester 6

Set A					
1) Innovations and Technology in Tourism			30	30	5
2) Innovations and Technology in Logistics			30	30	5
Set B:					
1) Tourism Management in Practice			160	160	10
2) Logistics Management in Practice			160	160	10

**An elective course should have no fewer than ten students and no more than twenty. The list of the elective courses can be modified.*

ASSESSMENT

Teaching and Learning

Each year of the BA in Management Programme carries 60 ECTS credit points and each semester carries 30 ECTS credit points divided into required (core) and elective modules (courses) worth 5 ECTS credit points each (in selected cases modules can be worth 7 or 10 ECTS).

Students' presence in all classes is obligatory. Absence in 3 classes without serious reasons may lead to failing the course. Repeated unexcused absence (more than 3 classes missed) may lead to deleting a student from the Programme by the Dean. Student can excuse his/her absence due to illness and other serious reasons. All absences must be reported to the Programme Director. Students, who without good cause, fail to complete their forms of assessment by the required date or absent themselves from examinations, will be awarded a zero mark for the element concerned.

Contact Hours

Each typical BA in MAN module of 5 ECTS credits requires about 125 hours of student workload. This includes:

- 30-45 hours of contact time comprising lectures, seminars, and workshops;
- Workshops taught by assistants play an important role, particularly during the first 3 semesters as a method of enforcing regular study, therefore gaining proper study habits; they also allow us to conduct frequent in-class exams
- 80-95 hours of individual study, including preparation of presentations and other projects, writing of term papers and examinations.

Several modules of 7 ECTS credits require about 175 hours of student workload. This includes:

- 45-60 hours of contact time comprising lectures, seminars, and workshops;
- 115-130 hours of individual study, including preparation of presentations and other projects.

The IRES BA Thesis Research and Writing Seminar of 10 ECTS credit points requires additional 100 hours, approximately, of individual study in the form of writing the BA Thesis.

Methods of assessment

The assessment process is adjusted to the requirements of each particular level (years of study). The system is based on continuous assessment of the students' knowledge and skills throughout the year. Final exams are never worth more than 50% of a course assessment, and there are a number of assignments and exams that students are expected to complete throughout the course. The students are informed from the beginning of the rigorous workload that they are expected to carry out.

The accepted methods of assessment include:

- Examination papers
- Essays
- Research projects
- Presentations with written reports
- In-class exams

- Midterm exams
- Thesis prospectus
- Extended dissertations
- In-class participation

Indicative proportion of the assessment methods	
Final examination	40% - 60%
Mid-term exam	30% - 40%
Case studies, projects, tests	30% - 60%
Essays, written assignments	30% - 40%
In-class exams	20% - 30%

DETAILS OF COURSE ASSESSMENT

Course	Module Status	Methods of Assessment
Year 1		
Semester 1		
Introduction to Business	Core	Final exam: 60%; Coursework: 40% composed of a written group project (1500-2000 words)
Introduction to Accounting	Core	Coursework (100%): Two in-class exams (30% each), Midterm Exam (40%)
Introduction to Microeconomics	Core	Coursework (100%): Two in-class exams (each worth 30%), Final project (40%)
Mathematics	Core	Final exam (60%); Coursework (40%) – two in-class exams each worth 20%
Information Technology for Business	Core	Coursework (60%): Project 1 (30%), Project 2 (30%); Final Exam (40%)
Academic Writing I (Advanced English)	Core	Coursework (100%): academic essay on a subject related to Management written at home (60%), two grammar module in-class exams (20% each)
Semester 2		
Introduction to Macroeconomics	Core	Coursework (100%): Two in-class exams (each worth 30%), Final project (40%)
Introduction to Finance	Core	Final Exam (60%), Mid-term exam (40%)
Introduction to Marketing	Core	Coursework: group project (40%); Final Exam (60%)
Management Accounting	Core	Coursework (100%): two in-class exams (each worth 30%), research project – case study (40%)
Academic Writing II (Advanced English)	Core	Coursework (100%): one academic essay (60%); grammar module test (20%); short presentation with a written summary (20%)
Elective 1 out of 2	Elective	List of electives below
Athletics	Core	To be clarified
Year 2		
Semester 3		
Statistics for Business	Core	Coursework (60%): In class exam 1 (30%), In class exam 2 (30%); Final Exam (40%)
Operations Management	Core	Coursework (100%): two in-class exams (each worth 30%), research project (40%)
Corporate and Business Law	Core	Coursework (60%): Research Project (30%), Essay (30%); Final Exam (40%)
Critical Thinking	Core	Coursework: two essays (30% each); Final Exam (40%)

Business Performance Management	Core	Final Exam: 40%; Coursework: Project 60%
Language Elective	Core	The same as on BA in IRES
Semester 4		
Project Management	Core	Coursework (100%): Midterm exam 1 (35%), Midterm exam 2 (35%), Group project (30%)
Sales and Negotiations	Core	In-class participation – negotiation games (60%), Final Exam (40%)
Human Resources Management	Core	Coursework (100%): Midterm exam 40%, Essay 60%
Financial Accounting	Core	Coursework (100%): two in-class exams (each worth 30%), research project – case study (40%)
Organizational Behavior	Core	Coursework (100%): Midterm exam 40%; Essay 60%
Language Elective	Core	The same as on BA in IRES
Year 3		
Semester 5		
Strategic Management	Core	Coursework (100%): Research report (60%), Midterm exam (40%)
Business Communication	Core	Coursework: Research Project (60%); Final Exam (40%)
Research Methodology	Core	Coursework (100%): Prospectus assignment (50%), Annotated bibliography (30%), Presentation (20%)
Elective 1 out of 2 (set A)	Elective	List of electives below
Elective 1 out of 2 (set B)	Elective	List of electives below
Elective 1 out of 3 (set C)	Elective	List of electives below
Semester 6		
Managing Social Policy	Core	Coursework: Midterm Exam (20%), Research project – case study (40%); Final Exam (40%)
BA Thesis Seminar	Core	Submission of BA Thesis (100%)
Elective 1 out of 2 (set A)	Elective	List of electives below
Elective 1 out of 2 (set B)	Elective	List of electives below
Electives for Semester 2		
Introduction to Philosophy	Elective	Coursework: two essays (30% each); Final Exam (40%)
Introduction to Social Anthropology	Elective	Coursework: Research Paper (60%); Final Exam (40%)
Conflict Resolution In Business	Elective	Coursework: Essay 40%; Final exam 60%
Introduction to Business Administration	Elective	Coursework: 1st in-class exam (30%), 2nd in-class exam (30%); Project proposal (40%)

Electives for Semester 5

Set A:

1) Hospitality Management	Elective	Final exam (40%); Coursework: midterm exam (30%) and research project (30%)
2) Supply Chain Management	Elective	Group final report and presentation (40%), Coursework (20%); Final exam (40%)

Set B:

1) Managing Tourism Projects	Elective	Final exam (40%); Coursework: research project (60%)
2) Shipping and Transport	Elective	Coursework (100%): Two in-class exams (each worth 30%), Research Project (40%)

Set C:

1) Europe's Crisis Management	Elective	Coursework: midterm (40%); Final exam (60%)
2) EU Financial Procurement and Proposal Writing Methodology	Elective	Coursework (100%): Project proposal (40%), 1 st in-class exam (30%), 2 nd in-class exam (30%)
3) Doing Business In Emerging Economies	Elective	Coursework: essay (40%); Final exam (60%)

Electives for Semester 6

Set A:

1) Innovations and Technology in Tourism	Elective	Coursework (100%): In-class Exam 1 (30%), In-class Exam 2 (30%), Presentations (40%)
2) Innovations and Technology in Logistics	Elective	Coursework (100%): In-class assignments (50%), Group Final project and presentation (50%)

Set B:

1) Tourism Management in Practice	Elective	Written report from the place of practice
2) Logistics Management in Practice	Elective	Written report from the place of practice

ERASMUS EXCHANGE PROGRAMME

Students admitted into the BA in MAN programmes are recommended to apply for Socrates/Erasmus study during the 4th semester of study. **Applying for Socrates/Erasmus study may lead to the postponement of graduation from Łazarski University.**

Students can apply for exchanges solely to institutions recognized by Łazarski University

The maximum number of ECTS credits that a candidate can undertake at an institution elsewhere should not exceed 60 (assuming a 180 ECTS credit degree).

Students should pursue modules at a level which is applicable to their level of study at Łazarski University.

Modules pursued elsewhere should not normally be core modules. Where core modules are substituted, the Erasmus Programme Coordinator should have made an evaluation of the replacement modules to be pursued by the candidate. If an equivalent module is not offered, the student should pursue the module(s) concerned on his/her return.

Candidates trailing modules are permitted to undertake study elsewhere, provided that they attempt retrieve failures on their return.

The methods of assessment should have been agreed by the module leaders concerned.

The Erasmus Programme Coordinator must approve the details of Socrates/Erasmus study program three months before undertaking such study, therefore students are asked to provide the Registrar with an accepted Learning Agreement by the Program Director until the end of May.

MARKING SCHEME

Assessment of modules and module components shall be made on the basis of percents, with those translated into the both the British letter grade system (A, B, B, C, D, F), and the Polish number grade system (5, 4.5, 4, 3.5, 3, 2).

Students will be assessed in English-language Programmes according to the following marking scheme:

70-100%	A
60-69%	B
50-59%	C
40-49%	D
0-34%	F*

*mark 35-39% is a Marginal Fail (E)

For the purposes of translating percentage-scale grades into the Polish number scale, Lazarski University shall apply the following criteria:

71-100%	5,5 (celujący)
65-70%	5,0
59-64%	4,5
53-58%	4,0
47-52%	3,5
40-46%	3,0
0-39%	2,0

Students who receive 71% or above may also classify for a Polish grade of 5.5, or "celujący". This grade is possible to achieve by such a student who fulfils all the criteria listed below:

- conducts scientific research or participates in group research,
- demonstrates outstanding knowledge and skills which are beyond the module content,
- is excellent at analysis and synthesis of issues,
- does not make any content-related errors.

Mark range	Guidelines
90 – 100%	In addition to that for 70 – 79% below, an outstanding answer that could hardly be bettered. High degree of understanding, critical/analytic skills and original research, where specified. Outstanding in all respects.
80 – 89%	In addition to that for 70 – 79% below, the answer will demonstrate an excellent level of understanding, presence of clear description, critical/analytical skills or research, as appropriate.
70 – 79%	Answer entirely relevant to the assignment set. Answer will demonstrate clear understanding of theories, concepts, issues and methodology, as appropriate. There will be evidence of wide-ranging reading and/or research, as appropriate, beyond the minimum recommended. Answers will be written/presented in a clear, well-structured way with clarity of expression. At level 3, evidence of independent, critical thought would normally be expected.
65 – 69%	Answer demonstrating a very good understanding of the requirements of the assignment. Answer will demonstrate very good understanding of theories, concepts, issues and methodology, as appropriate. Answer will be mostly accurate/appropriate, with few errors. Little, if any, irrelevant material may be present. Reading beyond the recommended minimum will be present where appropriate. Well organised and clearly written/presented.
60 – 64%	A good understanding, with few errors. Some irrelevant material may be present. Well organised and clearly written/presented. Some reading/research beyond recommended in evidence.
	Answer demonstrating a good understanding of relevant theories, concepts, issues and methodology. Some reading/research beyond that recommended may be present.

Mark range	Guidelines
55 – 59%	<p>Some errors may be present and inclusion of irrelevant material. May not be particularly well-structured, and/or clearly presented.</p>
50 – 54%	<p>Answer demonstrating a reasonable understanding of theories, concepts, issues and methodology. Answer likely to show some errors of understanding. May be significant amount of irrelevant material. May not be well-structured and expression/presentation may be unclear at times.</p>
35 – 39%	<p>Some relevant material will be present. Understanding will be poor with little evidence of reading/research on the topic. Fundamental errors and misunderstanding likely to be present. Poor structure and poor expression/presentation. Much material may not be relevant to the assignment.</p>
30 – 34%	<p>Inadequate answer with little relevant material and poor understanding of theories, concepts, issues and methodology, as appropriate. Fundamental errors and misunderstandings will be present. Material may be largely irrelevant. Poorly structured and poorly expressed/presented.</p>
20 – 29%	<p>Clear failure to provide answer to the assignment. Little understanding and only a vague knowledge of the area. Serious and fundamental errors and lack of understanding. Virtually no evidence of relevant reading/research. Poorly structured and inadequately expressed/presented.</p>
0 – 19%	<p>Complete failure, virtually no understanding of requirements of the assignment. Material may be entirely irrelevant. Answer may be extremely short, and in note form only. Answer may be fundamentally wrong, or trivial. Not a serious attempt.</p>

PROGRESSION

Lazarski University students are required to complete successfully the full annual assessment programme before being permitted to proceed to the next level of study. This means that:

- a. a student must pass each module in the programme.
- b. the minimum pass requirement for each module is 3.0 (40% according to British scale).
- c. in cases of modules with more than one component of assessment (i.e. coursework and final exam), the minimum component mark required is 35%.

BA in Management student can not be eligible for compensation or condonement of his/her mark (as it is practiced on validated programmes).

Resit examination

Reassessment of a module by resit of one or more components (as appropriate) is restricted to one attempt only. In the case of reassessment, the same basic rules apply as in the case of first-attempt assessment.

- a. The total module mark of a reassessed module will not be capped at 40% (as it is practiced on validated programmes).
- b. If a module is failed, all components with a mark below 40% must be reassessed; marks over 40% in the other component shall be carried forward and combined with the reassessed component.
- c. Any module failed in the first attempt because of a failed component of the assessment and passed at the second attempt shall carry its original total mark from the first attempt.
- d. Any module component failed at the first attempt and failed at the second attempt shall carry the higher component mark of the two attempts.
- e. Dates of assessment may be deferred only in extraordinary circumstances with the consent of the Programme Director. Medical grounds are only permitted in case of a medical certificate from a hospital, which needs to be submitted within 7 calendar days starting from the date of discharge from hospital, together with an application to the Programme Director. Deferred first assessments shall be treated as a first attempt.

A student may not resit any module that has been passed or a component of assessment that has received a mark of 40% or above.

Repetition

Students who are not able to pass a module in second attempt may retake the module. The final mark for the retaken course will not be capped at 40% (as it is practiced on validated programmes).

If a student fails to pass more than five modules, he/she may be deleted from the programme by the decision of the Dean.

Deletion from the Programme

A BA student who scored less than 5 ECTS credits in one academic year may be terminated, or required to repeat the academic year by the Dean.

A terminated student may be allowed to enroll into their programme again, however, all marks have to be forfeited and the student begins with clear record.

Absence from Examinations and Assessments

Absence from examination or assessment at Lazarski University is permitted only in extraordinary circumstances. Medical grounds are only permitted in case of a medical certificate from a hospital, which needs to be submitted within 7 calendar days starting from the date of discharge from hospital, together with an application to the Programme Director. The Programme Director shall have discretion to decide whether, on the basis of the evidence received, a student has been absent with good cause.

If a student completes a module but is absent from the examination/assessment concerned for good cause, the Programme Director may permit the student:

- a. to sit a supplementary examination, or
- b. to sit the examination or submit the assessed work as a first attempt on the next occasion on which the examination/assessment is scheduled to take place.

The provisions described immediately above may be made only if:

- a. the Programme Director agrees that the supporting evidence is satisfactory,
- b. if the student's performance in other examinations or assessed work justifies such action.

A student who, without good cause, has been absent from any examination or failed to complete other forms of assessment by the required date, shall be awarded a zero mark for the examination/assessment concerned.

Thesis submission

The above rules apply to the submission of the final BA thesis as well. In case of late delivery of the thesis, the final mark for the thesis will not be capped at 40% (as it is practiced on validated programmes). Students are to consult a detailed thesis/dissertation timetable circulated at the beginning of each academic year.

DIRECTIONS TO STUDENTS AT EXAMINATIONS

The examinations will be held at times specified in the degree examination time-table. Students should be in their seats punctually at the hours fixed for the commencement of the examination.

No student may enter the examination room fifteen minutes or more after the commencement of an examination. Students are not permitted to leave the examination room until forty five minutes have elapsed, nor may they leave in the last fifteen minutes of the examination. Any student who has left the room without the invigilators' authority shall not be allowed to re-enter it during the examination. This regulation does not apply to students who completed their exams earlier and returned their work to the invigilator.

In every examination the students occupy the seats assigned to them by the invigilator.

Students may take into the examination room only such books, mathematical or other tables, printed documents, manuscripts, notes, formulae, electronic equipment or other source of information or assistance as have been approved by Łazarski University and the Examination Board. In some cases, where appropriate, students will be provided by Łazarski University with such material and / or equipment as the examiners consider necessary. Examination Boards shall prepare lists of material and / or equipment to be permitted in examination rooms and students shall be notified in advance, in writing of the contents of these lists and which, if any, of the permitted items will be provided by Łazarski.

The material and / or equipment which students are permitted to bring into the examination room shall bear no marks or notes of any kind other than the name of the owner and anything which is regarded as normal in the nature or construction of the item in question.

UNFAIR PRACTISE – RULES REGARDING CHEATING AND PLAGIARISM

Cheating and plagiarism (or unfair practice) means any act whereby a person may obtain for himself/herself or for another, an unpermitted advantage which may or may not lead to a higher mark or grade than his/her abilities would otherwise secure. In particular it means the following:

- a. introduce into an examination room any unauthorized form of materials such as a book (including mathematical tables), manuscripts, or loose papers of any kind or any source of unauthorized information;
- b. communicate with any other person in the examination room, except as authorized by an Invigilator;
- c. copy or use in any other way unauthorized materials or the work of any other student;
- d. impersonate an examination student or allow oneself to be impersonated;
- e. engage in plagiarism by using other people's work and submitting it for examination as though it were one's own work;
- f. claim either to have carried out experiments, observations, interviews or any form of research which one has not in fact been carried out or to claim to have obtained results which have not in fact been obtained.

Where it is considered or suspected that a student is engaging in unfair practice, the student shall be informed by the invigilator, preferably in the presence of a witness, that the circumstances will be reported. The student shall, however, be allowed to continue the examination and any subsequent

examination(s) without prejudice to any decision, which may be taken. Failure to give such a warning shall not, however, prejudice subsequent proceedings.

Where appropriate, the invigilator shall confiscate and retain evidence relating to any alleged unfair examination practice, so that it is available to any subsequent investigation. The invigilator shall as soon as possible report the circumstances in writing, with any evidence retained, to the Registrar worker.

Plagiarism can be defined as using another person's words or ideas without acknowledgment and submitting them for assessment as though it were one's own work, for instance by copying, translating from one language to another or unacknowledged paraphrasing. Further examples of plagiarism are given below:

- a. Use of any quotation(s) from the published or unpublished work of other persons, whether published in textbooks, articles, the Web, or in any other format, which quotations have not been clearly identified as such by being placed in quotation marks and acknowledged.
- b. Use of another person's words or ideas that has been slightly changed or paraphrased to make it look different from the original.
- c. Summarising another person's ideas, judgments, diagrams, figures, or computer programmes without reference to that person in the text and the source in the bibliography.
- d. Use of services of essay banks and/or any other agencies.
- e. Use of unacknowledged material downloaded from the Internet.
- f. Re-use of one's own material except as authorized by the department.

Lazarski University shall use anti-plagiarism software (i.e. Plagiat.pl and TurnitinUK) as well as other means to identify and reprimand acts of plagiarism.

Where an allegation of unfair practice arises at any time after an individual has been admitted to the BA in Management programmes at Lazarski University, the matter shall be investigated by the Committee of Inquiry.

In cases where students are found to be guilty of unfair practice, the Committee of Inquiry should inform the Provost who decides upon the appropriate penalty.

For more information see Appendix A

COMPLAINTS PROCEDURE

The Student Complaints procedure applies to:

- a. Students wishing to appeal against an academic decision of examiners (assessment and examinations);
- b. Complaints arising from a student's educational experience;
- c. Complaints in respect of academic and/or administrative support or other services provided by Lazarski University;
- d. Complaints regarding alleged harassment by staff of Lazarski University;
- e. Complaints arising from alleged discrimination by staff of Lazarski University in relation to gender, race, disability, sexual orientation or otherwise.
- f. Complaints falling outside those listed above will be considered and investigated at the discretion of the Programme Director.

The Student Complaints procedure does not apply to:

- a. Disciplinary matters;
- b. Issues concerning physical education and internships.

In order to make a formal complaint to Lazarski University, the student concerned should submit the Complaints Form (available in the Registrar), attach any supporting evidence to it and send to the Programme Director or to the Office of the Provost depending on the nature of complaint. The form can be submitted electronically, though certified copies of documents (e.g. medical certificates) may be requested. Should a student prefer the complaint to remain anonymous and it is feasible to do so, the Programme Director or Provost shall seek to respect the student's wishes.

The student may appeal to the University Appeals Board (*Odwoławcza Komisja Dyscyplinarna*) chaired by the University's Provost (*Rektor*) from the decisions of the Committee of Inquiry.

QUALITY ASSURANCE

The English-language programmes at Lazarski University are subject to university-wide quality assurance procedures as administered by the University Senate (*Senat*), the Board of the Faculty of Economics and Management (*Rada Wydziału*), the Executive Board of the Faculty of Economics and Management (*Komisja Programowa i Kolegium Dziekańskie*), and by Faculty Chairs (*Katedry*).

The overall responsibility for quality assurance of Lazarski's English-language programmes and their adherence to university-wide quality assurance procedures shall lie with the Dean of the Faculty of Economics and Management.

The Dean shall maintain regular contact with the Faculty Chairs, shall convene meetings of the Faculty Board and the Executive Faculty Board, and shall monitor the work of the Associate Dean in charge of English-language programmes.

The Associate Dean reports directly to the Dean of the Faculty of Economics and Management. He/she shall:

- a. monitor the work of Programme Directors;
- b. convene Committee of Inquiry hearings;
- c. oversee the general quality of the English-language Programmes.

The Programme Directors report directly to the Associate Dean for English-language Programmes. They shall:

- a. set programme content, programme structure, and ensure that the programmes adhere to educational standards set forth by the Polish Ministry of Higher Education;
- b. maintain regular contact with the teaching staff and students to assure proper quality of the teaching and learning process;
- c. make decisions regarding unfair practice, student complaints, student appeals and verification within their competencies.

In addition to university-wide quality assurance procedures Programme Faculty Meetings shall act as additional checks for quality assurance for Lazarski University's English-language programmes.

YEAR 1 – SEMESTER 1

Introduction to Business			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 1, Core module		
4. Aims and Learning Outcomes	<p>Aims</p> <p>The course will try to give a practical introduction into business activity by seeking to explore available cases of business practice as well as identifying links between economic theory and business reality.</p> <p>During this course students are introduced to general business principles that they can apply to their everyday lives. Through hands-on activities, tasks and projects, students will explore the basic principles of management and economics. The course will try to give a practical introduction into business activity by seeking to explore available cases of business practice as well as identifying links between economic theory and business reality. Issues include: entrepreneurship, business plan, BEP, executive summary, financial statements, organisation of company and its legal form.</p> <p>Learning Outcomes</p> <p>Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the genesis and evolution of management sciences in the context of economic development		K_W03	Written group project
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Written group project
Is aware of standard statistical methods and software tools for collecting, analyzing, and presenting economic and social data		K_W13	Written group project
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	Final Exam
Possesses the ability to initiate and develop economic activities		K_U03	Written group project
Is able to utilize appropriate methods and analytical tools, as well as computer systems supporting decision-making processes		K_U11	Written group project Final Exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to persuade and negotiate in order to achieve common goals		K_K04	Written group project

Is prepared to navigate the job market and change the place of employment		K_K06	Written group project Final Exam
5. Module Leader	Name		E-mail
	Dr Łukasz Konopielko		konop@gazeta.pl
6. Lecturer (s)	Name		E-mail
	Dr Łukasz Konopielko		konop@gazeta.pl
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 1		BA in Management
9. Module Content			
#.	Topics Discussed		Hours
Lecture			
1	<i>Organisational issues, module content and requirements, features of good presentation.</i>		1.25
2	What is entrepreneurship? Are entrepreneurs born or made? P. Lambing, C. Kuehl chapters 1&3		1.25
3	Current trends in business: Internet based business, outsourcing, franchising. P. Lambing, C. Kuehl chapters 2, 6 and 12.		1.25
4	Starting a New business and Rother alternatives P. Lambing, C. Kuehl chapters 10& 11		1.25
5	Business basics: legal form P. Lambing, C. Kuehl p.251-261		1.25
6	Organisation of the firm P. Lambing, C. Kuehl chapter 5		1.25
7	Finances: financial statements, costs and revenues P. Lambing, C. Kuehl p. 223- 244.		1.25
8	Finances: BEP calculation, fix and variable costs, feasibility P. Lambing, C. Kuehl p. 244-151		1.25
9	Business plan: How to organise, what to include, issues to be covered P. Lambing, C. Kuehl p.153-162		1.25
10	Business plan: marketing section P. Lambing, C. Kuehl p. 162- 207		1.25
11	Business plan: executive summary as conclusion P. Lambing, C. Kuehl p.305-321		1.25
12	Summary of the course. Further direction towards business strategy		1.25
Workshop			
1	<i>Setting the scene: team forming, rules for good case, how to make a field study.</i>		1.25
2	Assignments distribution, BEP analysis in short		1.25
3	Assignment: What is entrepreneurship?		1.25
4	Assignment: What is entrepreneurship?/50 PLN enterprise		1.25
5	Assignment: 50 PLN Enterprise		1.25
6	Assignment: Beauty clinic		1.25
7	Assignment: business-plan petrol station		1.25
8	Assignment: business-plan petrol station/coffee bar		1.25

9	Assignment: business-plan coffee bar/second-hand clothes shop	1.25
10	Assignment: second-hand clothes shop/buy or rent	1.25
11	Assignment: buy or rent/marketing	1.25
12	Executive summary workshop	1.25
10. Individual Student's Work		
#	Description	Hours
1	Preparations for Lecture	15
2	Preparations for Exam	15
3	Work on Reports, Presentations, Essays, etc	30
4	Preparation for Workshops	35
11. Assessment Methods	Final exam, 60% Coursework, 40%, composed of a written group project (1500-2000 words)	
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester	
13. ECTS Credits	5	
	Hours	ECTS
	Contact Hours	
	Lecture	0,6
	Workshop	0,6
	Individual Student's Work	3,8
	Other Form	
	n/a	
	SUMM	5
14. Required Readings	P. Lambing, C. Kuehl, Entrepreneurship 4th ed., (New Jersey, Prentice Hall, 2007).	
15. Recommended Readings	N. Scarborough, Essentials of Entrepreneurship and Small Business Management, 7 th ed. (New Jersey, Prentice Hall, 2013). R. Ebert, R. Griffin Business Essentials, 6th ed. (New Jersey, Prentice Hall, 2007).	
16. Place where module is run	Lazarski University Campus	
17. Other	n/a	

	Introduction to Accounting			
2. Module Code				
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 1, Core module			
4. Aims and Learning Outcomes	<p>Aims Most of university graduates, especially those who chose business and administration as a career path, will eventually come in contact with accounting information, usually presented in a very specific language. Their work would require knowledge of "the language of business" as the accounting is being commonly called.</p> <p>The main objective of the course "Introduction to Accounting" is to help students understand the fundamentals of accounting concepts and principles, as well as to develop the capability to perform the basic accounting functions: the recognition, valuation, measurement and recording of the most common business transactions and the preparation of accounting statements. That alone is not enough to become a truly valuable member of a modern business community. The sound knowledge of the purpose and types of businesses as well as the roles and responsibilities of various business stakeholders is a must. Furthermore, structure of efficient business organizations vis a vis their social and environmental responsibilities must be also considered.</p> <p>Learning Outcomes: Having completed this module student:</p>			
	Knowledge	Code		Assessment
		Subject	Field	
	Is aware of the genesis and evolution of management sciences in the context of economic development		K_W03	In-class exams Midterm Exam
	Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	In-class exams Midterm Exam
	Is aware of the role and functions of enterprise		K_W08	In-class exams
	Is aware of the importance of norms and standards in particular areas of entrepreneurial activity		K_W17	In-class exams Midterm Exam
	Skills	Code		Assessment
		Subject	Field	
	Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	In-class exams
	Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	In-class exams Midterm Exam

Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	Midterm Exam
Is able to anticipate the behavior of co-workers, analyze their motives, and influence them within a particular scope		K_U18	In-class exams Midterm Exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to openly communicate and defend personal opinions not only on professional matters		K_K05	In-class exams Midterm Exam
Is prepared to navigate the job market and change the place of employment		K_K06	In-class exams
Is prepared to adapt to and operate in new conditions and situations related with e.g. cultural differences of a given group		K_K07	In-class exams Midterm Exam
5. Module Leader	Name		E-mail
	A. Mark Galanter		amgalanter@hotmail.com
6. Lecturer (s)	Name		E-mail
	A. Mark Galanter		amgalanter@hotmail.com
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 1		BA in Management
9. Module Content			
#	Topics Discussed		Hours
Seminar			
1	Purpose of Accounting / its role in business • Categories of financial information users • Ethics in Accounting		2.5
2	Key Generally Accepted Accounting Principles (GAAP) • Regulatory bodies • Branches of Accounting		2.5
3	Measure of Business Transactions • The difference between Cash- and Accrual- Basis Accounting		2.5
4	Profitability through Cost Analysis and Profit Planning • Variable and fixed cost • Break-even analysis • Contribution margin		2.5
5	Monitoring of Business Performance • The Four Primary Financial Statements - their purpose and significance in any of business environment		2.5
6	The Income Statement		2.5
7	The Balance Sheet • Inventory Valuation - methods		2.5
8	The Statement of Retained Earnings • The Cash Flow Statement		2.5
9	Overall accounting process from recording of transactions to the preparation of financial statements • The Five types of Accounting • Journals and Ledgers • Double-Entry Accounting		2.5
10	Reviewing and Interpreting Annual Reports		2.5

11	Evaluating an Organization's Financial Statements	2.5	
12	Financial Ratios: Liquidity, Profitability, Leverage	2.5	
Workshop			
1	Purpose of Accounting / its role in business • Categories of financial information users • Ethics in Accounting	1.5	
2	Key Generally Accepted Accounting Principles (GAAP) • Regulatory bodies • Branches of Accounting	1.5	
3	Measure of Business Transactions • The difference between Cash- and Accrual- Basis Accounting	1.5	
4	Profitability through Cost Analysis and Profit Planning – Break-Even Analysis	1.5	
5	Monitoring of Business Performance • The Four Primary Financial Statements	1.5	
6	The Income Statement	1.5	
7	The Balance Sheet • Inventory Valuation methods	1.5	
8	The Statement of Retained Earnings • The Cash Flow Statement	1.5	
9	The Double-Entry	1.5	
10	Liquidity ratios: Current Ratio, Acid Test (Quick Ratio), Days Sales Outstanding, Inventory Turnover	1.5	
11	Leverage ratios: Debt-to-Equity, Interest Coverage, Cash Flow to Current Maturity of Long-term Debt	1.5	
12	Profitability ratios: Return on Equity, Return on Invested Capital, Return on Assets	1.5	
10. Individual Student's Work			
#	Description	Hours	
1	Covering Required Readings	35	
2	Preparation for the In-class Exams	25	
3	Preparation for the Midterm Exam	20	
11. Assessment Methods	Coursework (100%): Two in-class exams (30% each), Midterm Exam (40%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Seminar	30	1,2
	Workshop	15	0,6
	Individual Student's Work	80	3,2
	Other Form		
	n/a		
	SUMM	125	5
14. Required Readings	"Financial Accounting – An International Perspective", Arne Kinserdal, 1998		

	"Accounting" tenth edition, Earl K. Stice, James D. Stice, W. Steve Albrecht, Monte R. Swain
15. Recommended Readings	n/a
16. Place where module is run	Łazarski University
17. Other	n/a

Introduction to Microeconomics			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 1, Core module		
4. Aims and Learning Outcomes	<p>Aims The aim of this course is to teach to students the foundations of microeconomics. By the end of the course students (will be able to):</p> <ul style="list-style-type: none"> – Understand how different entities make decisions under the assumption of rationality; – Explain how supply and demand influence the allocation of resources between different types of activities; – Understand how customers choose between different type of goods; – Explain how companies in different market structures make decisions about price level and quantity of production; – Recognize how outcomes change if the assumption of rationality is relaxed. <p>Learning Outcomes Having completed this course a student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Distinguishes and characterizes basic types of economic systems (regimes) and their components		KW_01	In-class exams
Is aware of fundamental principles and concepts of economic theories		KW_02	In-class exams
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		KU_01	In-class exams
Is able to formulate research problems and analyze them in order to solve common entrepreneurial challenges		KU_05	Final project
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization		KU_06	In-class exams Final project
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	In-class exams Final project
Is prepared to responsibility for the assigned tasks		K_K11	In-class exams Final project
5. Module Leader	Name		E-mail
	Katarzyna Marton - Gadoś		k.marton-gados@lazarski.edu.pl

6. Lecturer (s)	Name	E-mail
	Katarzyna Marton-Gadoś	k.marton-gados@lazarski.edu.pl
7. Module Level	Master's	Bachelor's
		X
8. Year and Programme	Year	Programme
	Year 1	BA in Management
9. Module Content		
#.	Topics Discussed	Hours
Seminar		
1	Introduction to economics and microeconomics. Basic definitions and variables. Concept of rationality, methodology of economics and microeconomics, transformation curve, opportunity cost.	2.5
2	Market – demand, supply and market equilibrium. Relative prices, introduction of demand and supply as well as their incentives. Concept of market equilibrium.	2.5
3	Elasticity. Concept of elasticity: price elasticity of demand, price elasticity of supply, income elasticity of demand, cross elasticity of demand, Engel's Law.	2.5
4	Customers choice theory – part one: cardinal and ordinal concepts approaches to customers choice, concept and measurement of utility, total and marginal utility, marginal utility and law of demand.	2.5
5	Customers choice theory – part two: budget constraint, different types of indifference curves, marginal rate of substitution, utility maximizing equilibrium, income expansion path, changes in relative prices – substitution effect, income effect and their relation to demand elasticities. End of In-class 1 material.	2.5
6	Companies and production. Production function: total product, average product, marginal product and their interactions. Differences between short and long run.	2.5
7	Costs. Cost function: total cost, average cost and marginal cost. Costs in short and long run. Economies of scale.	2.5
8	Introduction to different market structures and perfect competition. Assumptions about perfect competition, perfect competition in short and long run.	2.5
9	Monopoly. Assumptions about monopoly, monopoly in short and long run, costs and benefits of monopoly, monopoly and innovation, patent law and appropriability.	2.5
10	Monopolistic competition. Assumptions about monopolistic competition, monopolistic competition in short and long run, differences between monopolistic competition and perfect competition, Lerner index. End of In-class 2 material.	2.5
11	Oligopoly: Assumptions about oligopoly, Sweezy's (kinked demand) model and Cournot's model and basic concepts of game theory.	2.5
12	Behavioral and experimental economics: constrains on rationality, different concepts of rationality, perception, cognitive dissonance, context, Dan Ariely on economics.	2.5

Workshops		
1	Introduction to economics and microeconomics. Basic definitions and variables.	1.25
2	In reference to the lecture no. 1: Concept of rationality, methodology of economics and microeconomics, transformation curve, opportunity cost.	1.25
3	In reference to the lecture no. 2: Market – demand, supply and market equilibrium. Relative prices, introduction of demand and supply as well as their incentives. Concept of market equilibrium.	1.25
4	In reference to the lecture no. 3: Elasticity. Concept of elasticity: price elasticity of demand, price elasticity of supply, income elasticity of demand, cross elasticity of demand, Engel's Law.	1.25
5	In reference to the lecture no. 4: Customers choice theory – part one: cardinal and ordinal concepts approaches to customers choice, concept and measurement of utility, total and marginal utility, marginal utility and law of demand.	1.25
6	In reference to the lecture no. 5: Customers choice theory – part two: budget constraint, different types of indifference curves, marginal rate of substitution, utility maximizing equilibrium, income expansion path, changes in relative prices – substitution effect, income effect and their relation to demand elasticities. End of In-class 1 material.	1.25
7	In reference to the lecture no. 6: Companies and production. Production function: total product, average product, marginal product and their interactions. Differences between short and long run.	1.25
8	In reference to the lecture no. 7: Costs. Cost function: total cost, average cost and marginal cost. Costs in short and long run. Economies of scale.	1.25
9	In reference to the lecture no. 8: Introduction to different market structures and perfect competition. Assumptions about perfect competition, perfect competition in short and long run.	1.25
10	In reference to the lecture no. 9 and no. 10: Monopoly. Assumptions about monopoly, monopoly in short and long run, costs and benefits of monopoly, monopoly and innovation, patent law and appropriability. Monopolistic competition. Assumptions about monopolistic competition, monopolistic competition in short and long run, differences between monopolistic competition and perfect competition, Lerner index. End of In-class 2 material.	1.25
11	In reference to the lecture no. 11: Oligopoly: Assumptions about oligopoly, Sweezy's (kinked demand) model and Cournot's model and basic concepts of game theory.	1.25
12	In reference to the lecture no. 12: Behavioral and experimental economics: constraints on rationality, different concepts of rationality, perception, cognitive dissonance, context, Dan Ariely on economics.	1.25

10. Individual Student's Work			
#	Description	Hours	
1	Covering Required Readings	35	
2	Preparation for the In-class Exams	25	
3	Preparation for the Final Exam	20	
11. Assessment Methods	Coursework (100%): Two in-class exams (each worth 30%), Final project (40%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Workshop	15	0.6
	Seminar	30	1.2
	Individual Student's Work	45	3.2
	Other Form		
	n/a		
	SUMM	125	5.0
14. Required Readings	Mankiw, N.G., Taylor, M. P. Microeconomics, Cengage Learning EMEA, 2011 Varian, H.R., Intermediate Microeconomics, W. W. Norton & Company, 2010		
15. Recommended Readings	Schumpeter, J.A., Capitalism, Socialism and Democracy, Routledge, 2003 Ariely, D., Predictably Irrational: The Hidden Forces That Shape Our Decisions, HarperCollins, 2008		
16. Place where module is run	Lazarski University main campus		
17. Other	n/a		

Mathematics																																							
2. Module Code																																							
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 1, Core module																																						
4. Aims and Learning Outcomes	<p>Aims The goal of this course is to make students familiar with basic mathematical tools used in economy and business. Topics include sets, functions of one and several variables, matrix algebra, introduction to the derivative and integral. Some basic connections with economics will be presented, e.g. the production function, the logistic function, the Leontief input-output model, consumer surplus, etc.</p> <p>Learning Outcomes Having completed this module student:</p> <table border="1"> <thead> <tr> <th rowspan="2">Knowledge</th> <th colspan="2">Code</th> <th rowspan="2">Assessment</th> </tr> <tr> <th>Subject</th> <th>Field</th> </tr> </thead> <tbody> <tr> <td>Is aware of fundamental principles and concepts of economic theories</td> <td></td> <td>K_W02</td> <td>In-class exam Final Exam</td> </tr> <tr> <th rowspan="2">Skills</th> <th colspan="2">Code</th> <th rowspan="2">Assessment</th> </tr> <tr> <th>Subject</th> <th>Field</th> </tr> <tr> <td>Is able to formulate research problems and analyze them in order to solve common entrepreneurial challenges</td> <td></td> <td>K_U05</td> <td>In-class exam Final Exam</td> </tr> <tr> <td>Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization</td> <td></td> <td>K_U06</td> <td>In-class exam Final Exam</td> </tr> <tr> <th rowspan="2">Social Competencies</th> <th colspan="2">Code</th> <th rowspan="2">Assessment</th> </tr> <tr> <th>Subject</th> <th>Field</th> </tr> <tr> <td>Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity</td> <td></td> <td>K_U01</td> <td>In-class exam Final Exam</td> </tr> <tr> <td>Is able to formulate research problems and analyze them in order to solve common entrepreneurial challenges</td> <td></td> <td>K_U02</td> <td>In-class exam Final Exam</td> </tr> </tbody> </table>	Knowledge	Code		Assessment	Subject	Field	Is aware of fundamental principles and concepts of economic theories		K_W02	In-class exam Final Exam	Skills	Code		Assessment	Subject	Field	Is able to formulate research problems and analyze them in order to solve common entrepreneurial challenges		K_U05	In-class exam Final Exam	Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization		K_U06	In-class exam Final Exam	Social Competencies	Code		Assessment	Subject	Field	Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	In-class exam Final Exam	Is able to formulate research problems and analyze them in order to solve common entrepreneurial challenges		K_U02	In-class exam Final Exam
Knowledge	Code		Assessment																																				
	Subject	Field																																					
Is aware of fundamental principles and concepts of economic theories		K_W02	In-class exam Final Exam																																				
Skills	Code		Assessment																																				
	Subject	Field																																					
Is able to formulate research problems and analyze them in order to solve common entrepreneurial challenges		K_U05	In-class exam Final Exam																																				
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization		K_U06	In-class exam Final Exam																																				
Social Competencies	Code		Assessment																																				
	Subject	Field																																					
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	In-class exam Final Exam																																				
Is able to formulate research problems and analyze them in order to solve common entrepreneurial challenges		K_U02	In-class exam Final Exam																																				
5. Module Leader	Name	E-mail																																					
	Krzysztof Beck	beckkrzysztof@gmail.com																																					
6. Lecturer (s)	Name	E-mail																																					
	Krzysztof Beck	beckkrzysztof@gmail.com																																					
7. Module Level	Master's	Bachelor's																																					
		X																																					
8. Year and Programme	Year	Programme																																					
	Year 1	BA in Management																																					
9. Module Content																																							
#.	Topics Discussed	Hours																																					

Seminar			
1	Basic logics, sets	2h	
2	Matrix algebra and systems of linear equations	10h	
3	Functions, limits, and continuity	5h	
4	Derivative of a function of one and several variables, and its connection with extreme points	9h	
5	Introduction to integration	4h	
Workshop			
1	Basic logics, sets	2h	
2	Matrix algebra and systems of linear equations	10h	
3	Functions, limits, and continuity	5h	
4	Derivative of a function of one and several variables, and its connection with extreme points	9h	
5	Introduction to integration	4h	
10. Individual Student's Work			
#	Description	Hours	
1	Solving problem at home	65	
11. Assessment Methods	Final exam, 60% Coursework, 40%, two part in-class exam		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Seminar	30	1,2
	Workshop	30	1,2
	Individual Student's Work	65	2,6
	Other Form		
	n/a		
	SUMM	125	5
14. Required Readings	A. Chiang, K. Wainwright, <i>Fundamental Methods of Mathematical Economics</i> , McGraw-Hill, Fourth Edition, 2005		
15. Recommended Readings	S. Warner, S. R. Costenoble, <i>Finite Mathematics and Applied Calculus</i> (Thomson, Brooks/Cole)		
16. Place where module is run	Lazarski University Campus		
17. Other	n/a		

Information Technology for Business			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 1, Core module		
4. Aims and Learning Outcomes	<p>Aims The course will provide students with the practical ability to compose good style text, numeric and graphic elaboration of data, preparing presentations.</p> <p>Learning Outcomes Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of standard statistical methods and software tools for collecting, analyzing, and presenting economic and social data		K_W13	Project 1 Project 2 Final Exam
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	Project 1 Project 2 Final Exam
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Project 1 Project 2 Final Exam
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization		K_U06	Project 2 Final Exam
Is able to apply appropriate methods and tools to describe and analyze the environment of enterprise or another organization		K_U07	Project 1 Project 2 Final Exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to persuade and negotiate in order to achieve common goals		K_K04	Project 1
Is prepared to navigate the job market and change the place of employment		K_K06	Project 1 Project 2 Final Exam
5. Module Leader	Name	E-mail	
	Margaryta Khvostova	m.khvostova@lazarski.edu.pl	
6. Lecturer (s)	Name	E-mail	
	Margaryta Khvostova	m.khvostova@lazarski.edu.pl	
7. Module Level	Master's	Bachelor's	
		X	

8. Year and Programme		Year	Programme
		Year 1	BA in Management
9. Module Content			
#	Topics Discussed	Hours	
Computer Seminar			
1	Microsoft Word Part 1: • User's Interface • Creating Documents from Scratch • Saving, Sharing and Printing Documents • Editing Text • Basics of Formatting • Applying Styles and Themes • Review Tools • Protecting Document	2.5	
2	Microsoft Word Part 2: • Referencing Tools • Hyperlinking • Creating Headings • Table of Contents • Working with Tables • Illustrating Document • Charts • Composing Equations	2.5	
3	Microsoft Power Point Part 1: • User's Interface • Working with Slides • Saving, Sharing and Printing Presentation • Creating Presentation from Scratch Using Existing Templates or Themes	2.5	
4	Microsoft PowerPoint Part 2: • Applying Design to Presentation • Applying Animation and Transition Tools	2.5	
5	Microsoft PowerPoint Part 3: • Adding Shapes, Diagrams, and Smart Art, Adding Video and Audio to Slides • Delivering Presentation	2.5	
6	Microsoft Excel Part 1: • User's Interface • Worksheet Essentials • Workbook Essentials • Importing Data • Basics of Calculation in Excel • Number Formatting • Saving, Sharing and Printing Documents • Protecting Document	2.5	
7	Microsoft Excel Part 2: • Sorting and Filtering Data • Creating and Working with Smart Tables • Hyperlinks • Formulas and Functions • Using Functions • Correcting Common Formula Errors	2.5	
8	Microsoft Excel Part 3: • Date and Time Functions • SUM, COUNT, and AVERAGE Functions • AND and OR Functions	2.5	
9	Microsoft Excel Part 4: • Logical Functions • AND Function • OR Function • OR Function • IF Function • IFERROR Function	2.5	
10	Microsoft Excel Part 5: • VLOOKUP AND HLOOKUP Functions • MATCH Function • INDEX Function • Combination of INDEX and MATCH Functions • Data Validation	2.5	
11	Microsoft Excel Part 6: • What-if Analysis • Data Visualization • Conditional Formatting • Charts	2.5	
12	Microsoft Excel Part 7: • Creating and Working with Pivot Tables • Pivot Charts	2.5	
Workshop			
1	Workshop 1: Exercises on topics covered during the lecture 1	2.5	
2	Workshop 2: Exercises on topics covered during the lecture 2	2.5	
3	Workshop 3: Exercises on topics covered during the lecture 3	2.5	
4	Workshop 4: Exercises on topics covered during the lecture 4	2.5	
5	Workshop 5: Exercises on topics covered during the lecture 5	2.5	
6	Workshop 6: Exercises on topics covered during the lecture 6	2.5	
7	Workshop 7: Exercises on topics covered during the lecture 7	2.5	
8	Workshop 8: Exercises on topics covered during the lecture 8	2.5	

9	Workshop 9: Exercises on topics covered during the lecture 9	2.5	
10	Workshop 10: Exercises on topics covered during the lecture 10	2.5	
11	Workshop 11: Exercises on topics covered during the lecture 11	2.5	
12	Workshop 12: Exercises on topics covered during the lecture 12	2.5	
10. Individual Student's Work			
#	Description	Hours	
1	Covering Required Readings	10	
2	Preparation for the Project 1	15	
3	Preparation for the Project 2	20	
4	Preparation for the Final Exam	15	
11. Assessment Methods	Coursework (60%): Project 1 (30%), Project 2 (30%) Final Exam (40%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. as the total grade for semester		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Seminar	30	1,2
	Workshop	15	0,6
	Individual Student's Work	80	3,2
	Other Form		
	n/a		
	SUMM	125	5
14. Required Readings	John Walkenbach, Herb Tyson, Michael R. Groh, Faithe Wempfen, Lisa A. Bucki, Office 2010-Bible, Amazon		
15. Recommended Readings	n/a		
16. Place where module is run	Lazarski University		
17. Other	n/a		

	Academic Writing I (Advanced English)		
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 1, Core module		
4. Aims and Learning Outcomes	<p>Aims By the end of the course the students will have improved their ability to write academic texts and give academic presentations. This will be achieved by:</p> <ol style="list-style-type: none"> 1. the students reading texts related to Management and increasing their ability to read critically, identify stance and implied meanings in texts; 2. the students developing their knowledge of vocabulary related to both Management and academic writing; 3. the students developing an awareness of the use of topic sentences, paragraph organisation and employ these in the writing of essays; 4. the students developing their ability to use formative feedback to improve their writing; 5. the students developing their awareness of writing genres relevant to the study of Management as an academic discipline: case study and critique; 6. the students developing their listening and note taking skills in academic settings, 7. the students developing their ability to think critically and use the Harvard referencing system and paraphrase / summary to the appropriate academic standard; 8. the students developing their ability to work in pairs and small groups to accomplish tasks. <p>Learning Outcomes Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of basic concepts and theories of human motivation		K_W09	essay
Is aware of strategic analysis methods in the enterprise and its environment		K_W16	essay
Is aware of and understands the basic concepts and principles of intellectual property protection and copyright		K_W22	critical review
Skills	Code		Assessment
	Subject	Field	
Is able to formulate research problems and analyze them in order to solve common entrepreneurial challenges		K_U05	case study
Is able to speak a foreign language at the B2 level, is able to easily establish interpersonal contacts and cooperate with representatives of other states and nations		K_U21	case study, critical review

Is able to compose written and oral texts typical for the field of activity, and present them in Polish and a foreign language		K_U22	case study, critical review
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to adapt to and operate in new conditions and situations related with e.g. cultural differences of a given group		K_K07	case study, critical review
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	case study, critical review
5. Module Leader	Name		E-mail
	Edyta Basiak		edyta.basiak@lazarski.pl
6. Lecturer (s)	Name		E-mail
	Edyta Basiak		edyta.basiak@lazarski.pl
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 1		BA in Management
9. Module Content			
#	Topics Discussed		Hours
Workshop			
1	Introduction – What is academic English?		1.25
2	Sentence word order (questions; adverbs)		1.25
3	Revision of tenses (1)		1.25
4	Revision of tenses (2)		1.25
5	Reporting speech		1.25
6	Punctuation rules and practice		1.25
7	Revision and consolidation		1.25
8	In-class exam 1		1.25
9	Formal vs informal style		1.25
10	Words to avoid in academic English		1.25
11	Passive voice		1.25
12	In-class exam 2		1.25
Seminar			
1	Course and assessment outline – Introduction to process writing		2.5
2	Paragraph structure		2.5
3	Unity and coherence		2.5
4	Critical review – introduction, examples		2.5
5	Summarising and paraphrasing, reporting verbs, modality, concession		2.5

6	Source credibility – how to select sources	2.5
7	Case study – introduction, examples – Critical review submission deadline	2.5
8	Group work – analysing a case study	2.5
9	Formal correspondence – writing business (and not only!) emails	2.5
10	How to avoid plagiarism – Case study submission deadline	2.5
11	Harvard system of referencing – Bibliography and in-text citations	2.5
12	Note-taking techniques and practice	2.5

10. Individual Student's Work

#	Description	Hours
1	Home assignments and covering required readings	45
2	Writing academic assignments	30

11. Assessment Methods

Coursework (100%):

- 1) a critical review of a selected article on management; word limit 500 -- 750 words (30%),
- 2) a case study; word limit 750 – 1000 words (30%),
- 3) two in-class exams (20% each).

12. Assessment Criteria

The marking for the assignments will be given in the assignment sheet.

Assignments are to be submitted via Turnitin and will be checked against plagiarism. Students who resort to plagiarism will be directed to the Committee of Inquiry and will face severe punishment, including but not limited to removal from the program.

The students are expected to have an excellent attendance record, do homework regularly and play a full role in the class activities.

This will be demonstrated by the register of attendance and a portfolio of student work

In order to pass the course student should score at least 40% mark as the total mark for the semester.

13. ECTS Credits

5

	Hours	ECTS
Contact Hours		
Workshop	15	0,6
Seminar	30	1,2
Individual Student's Work	75	3,2
Other Form		
n/a		
SUM	120	5

14. Required Readings	Bailey S., 2006. <i>Academic Writing. A Handbook for International Students</i> . Milton Park: Routledge Oshima A., Hogue A., 2006. <i>Writing Academic English</i> , 4 th ed. New York: Pearson Education
15. Recommended Readings	Additional materials from "zasoby" Jordan, R.R., 2002. <i>Academic Writing Course</i> . New York: Pearson Longman McCarthy, M., O'Dell, F., 2008. <i>Academic Vocabulary in Use</i> . Cambridge: Cambridge University Press Zemach, Dorothy, 2005. <i>Academic Writing</i> . Oxford: Macmillan The Economist The Harvard Business Review Lllo.org (listening website)
16. Place where module is run	Lazarski University Campus
17. Other	n/a

YEAR 1 – SEMESTER 2

	Academic Writing II (Advanced English)		
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 2, Core module		
4. Aims and Learning Outcomes	<p>Aims By the end of the course the students will have improved their ability to write academic texts and give academic presentations. This will be achieved by:</p> <ol style="list-style-type: none"> 1. the students reading texts related to Management and increasing their ability to read critically, identify stance and implied meanings in texts; 2. the students developing their knowledge of vocabulary related to both Management and academic writing; 3. the students developing an awareness of the use of topic sentences, paragraph organisation and employ these in the writing of essays; 4. the students developing their ability to use formative feedback to improve their writing; 5. the students developing their awareness of writing genres relevant to the study of Management as an academic discipline: case study and critique; 6. the students developing giving either a PowerPoint or Prezi presentation that conforms with academic conventions; 7. the students developing their listening and note taking skills in academic settings, 8. the students developing their ability to think critically and use the Harvard referencing system and paraphrase to the appropriate academic standard; 9. the students developing their ability to work in pairs and small groups to accomplish tasks. <p>Learning Outcomes Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of leadership functions and their dependence on the type of enterprise and extent of its activities		K_W11	essay
Is aware of entrepreneurship culture and its impact on team efficiency		K_W12	essay
Skills	Code		Assessment
	Subject	Field	
Is able to observe phenomena and processes in an organization, as well as describe, analyze, and interpret them with the help of basic approaches and theoretical concepts		K_U04	Essay/presentation

Is able to speak a foreign language at the B2 level, is able to easily establish interpersonal contacts and cooperate with representatives of other states and nations		K_U21	essay/presentation
Is able to anticipate the behavior of co-workers, analyze their motives, and influence them within a particular scope		K_U18	essay/presentation
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to openly communicate and defend personal opinions not only on professional matters		K_K05	Essay/presentation
Is prepared to adapt to and operate in new conditions and situations related with e.g. cultural differences of a given group		K_K07	Essay/presentation
5. Module Leader	Name		E-mail
	Edyta Basiak		edyta.basiak@lazarski.pl
6. Lecturer (s)	Name		E-mail
	Edyta Basiak		edyta.basiak@lazarski.pl
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 1		BA in Management
9. Module Content			
#	Topics Discussed		Hours
Seminar			
1	Course and assessment outline – Reading skills and reading for purpose		2.5
2	What is leadership – Listening – Note-taking techniques		2.5
3	What is leadership (2) – developing listening and note-taking techniques for lectures		2.5
4	Production management – understanding production jargon and acronyms; reading		2.5
5	Production management (2) – doing research and using the internet efficiently		2.5
6	Presentations on Management topics by students		2.5
7	Strategy and the business environment – developing listening skills for lectures – Student presentation cont.		2.5
8	Finance for strategy – paraphrasing sentences and paragraphs – understanding complex sentences		2.5
9	People as a resource – writing essay plans – types of essays		2.5
10	Developing people – HRM terms – note-taking (Cornell system)		2.5
11	Marketing management – linking ideas – writing up notes		2.5
12	Management information systems – linking ideas in a text		2.5
10. Individual Student's Work			

#	Description	Hours
1	Home assignments and covering required readings	45
2	Writing academic essays	30
3	Preparation for presentation	5
11. Assessment Methods	Coursework (100%): 1) one academic essay on subjects related to Management written at home. Word limit 1,200 – 1,500 words. (60%), 2) grammar module test (20%), 3) short presentation with a written summary (20%)	
12. Assessment Criteria	2 Essay (60%) The marking for each essay is subdivided into the following parts: <ul style="list-style-type: none"> • submission of a satisfactory essay plan • submission of a satisfactory first draft. Minimum word count 1,000 • submission of final draft that takes account of the formative feedback given by the tutor on the first draft The marking for each presentation is subdivided into the following parts (10%). <ul style="list-style-type: none"> • giving a 10 minute presentation on a topic related to discipline of Management • submission of presentation slides and a 150 word summary of the presentation The students are expected to have an excellent attendance record, do homework regularly and play a full role in the class activities. This will be demonstrated by the register of attendance and a portfolio of student work. In order to pass the course student should score at least 40% as the total grade for semester	
13. ECTS Credits	5	
		Hours
		ECTS
	Contact Hours	
	Workshop	15
	Seminar	30
	Individual Student's Work	80
	Other Form	
	n/a	
	SUMM	125
		5
14. Required Readings	Corballis, Tony, and Wayne Jennings. <i>English for Management Studies in Higher Education Studies: Course Book</i> . Garnet Publishing, 2009.	
15. Recommended Readings	The Economist The Harvard Business Review Llo.org (listening website)	
16. Place where module is run	Lazarski University Campus	
17. Other	n/a	

Introduction to Marketing			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 Semester 2, Core module		
4. Aims and Learning Outcomes	<p>Aims: Marketing is a basic function of modern business. Without marketing, the company does not exist. Marketing is the area of knowledge and activity which is responsible for relationships with customers. Marketing orientation is the most important philosophy of nowadays business. The aim of the course is to present the three dimensions of marketing:</p> <ul style="list-style-type: none"> • as a field of knowledge, • as philosophy of modern business and • as a function of the company. <p>The main areas of marketing course are:</p> <ul style="list-style-type: none"> • marketing evolution (from production orientation to Internet marketing), • marketing aims and functions, • customer behaviours, • marketing segmentation, • positioning, • product strategy, • brand strategy, • customer relationships management • promotion strategy, • pricing, • distribution network <p>Learning Outcomes By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the role and functions of enterprise		K_W08	group project, final exam
Is aware of the nature and conditioning of entrepreneurship in individuals and teams		K_W10	group project, final exam
Is aware of the importance of norms and standards in particular areas of entrepreneurial activity		K_W17	group project, final exam
Is aware of the basic principles of creation and development of individual entrepreneurship		K_W17	group project, final exam
Skills	Code		Assessment
	Subject	Field	
Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	group project, final exam

Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	group project, final exam
Is able to recognize the need for changes in organization and develop a change management plan		K_U15	group project, final exam
Is able to effectively manage human, material, financial and information resources in order to perform tasks		K_U19	group project, final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to organize and supervise the work of project and task teams, as well as enterprises within and outside their environment		K_K01	group project
Is prepared to persuade and negotiate in order to achieve common goals		K_K04	group project
Is prepared to develop and effectively utilize interpersonal skills		K_K04	group project
5. Module Leader	Name		E-mail
	Urszula Widelska		widelskau@wp.pl
6. Lecturer (s)	Name		E-mail
	Urszula Widelska		widelskau@wp.pl
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 1		BA in Management
9. Module Content			
#.	Topics Discussed		Hours
Lecture			
1.	Marketing evolution. From production orientation till modern marketing.		2,5
2.	Differences between traditional and modern marketing.		2,5
3.	Customer behaviours. Customer loyalty.		2,5
4.	Customer as a challenge of business		2,5
5.	Marketing segmentation. Positioning.		5
6.	Product strategy.		5
7.	Pricing		2,5
8.	Distribution strategy.		2,5
9.	Marketing communication		5
Workshop			
1.	Why marketing is the most important part of business? (group work)		2,5
2.	Customer behaviour. Why people buy?		1,25
3.	How to make marketing segmentation?		1,25

4.	Why positioning is important for company development?	1,25	
5.	How to develop product and offer?	2,5	
6.	What is the role of the brand in modern business?	1,25	
7.	How to create the value for the customer? What does it mean "good price"?	1,25	
8.	How to organize distribution?	1,25	
9.	How to promote products and companies?	2,5	
10. Individual Student's Work			
#.	Description	Hours	
1.	Analysis of the literature	10	
2.	Analysis of the case studies	10	
3.	Realization of individual tasks within the project group	30	
11. Assessment Methods	Group project (40%) Final Exam (60%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. as the total grade for semester		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Lecture	30	1,2
	Workshop	15	0,6
	Individual Student's Work	50	2,0
	Other Form		
	Group work	30	1,2
	SUMM	125	5
14. Required Readings	Ph. Kotler, Marketing 3.0: from products to customer human spirit, MT Business 2010. Ph. Kotler, Marketing Management and Strategy, New Delhi, 2013.		
15. Recommended Readings	Ch. Fill, Marketing Communication, PEL, 2010 P. Doyle, Marketing Management and Strategy, Harlow, 2002.		
16. Place where module is run	Lazarski University		
17. Other	n/a		

Introduction to Finance			
2. Module Code	N/A		
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 2, Core module		
4. Aims and Learning Outcomes	<p>Aims This course aims to introduce students to general principles of finances and prepare them to be flexible in terms of movement in business oriented field. Through series of lectures and study of material and literature students will learn how to use finance tools useful for business success, and will learn how to implement that knowledge in real life effectively.</p> <p>Apart from this, having completed the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the role and functions of enterprise		K_W08	Mid-term exam, Final exam
Is aware of fundamental principles and concepts of economic theories		K_W02	Mid-term exam, Final exam
Skills	Code		Assessment
	Subject	Field	
Is able to observe phenomena and processes in an organization, as well as describe, analyze, and interpret them with the help of basic approaches and theoretical concepts		K_U04	Mid-term exam, Final exam
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization		K_U06	Mid-term exam, Final exam
Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	Mid-term exam, Final exam
Is able to effectively manage human, material, financial and information resources in order to perform tasks		K_U19	Mid-term exam, Final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		K_K02	Mid-term exam, Final exam
Is prepared to persuade and negotiate in order to achieve common goals		K_K04	Mid-term exam, Final exam
Is prepared to develop and effectively utilize interpersonal skills		K_K08	Mid-term exam, Final exam
5. Module Leader	Name		E-mail
	Dr Sergiusz Prokurat		sergiusz.prokurat@gmail.com
6. Lecturer (s)	Name		E-mail

	Dr Sergiusz Prokurat Katarzyna Marton-Gadoś	sergiusz.prokurat@gmail.com k.marton-gados@lazarski.edu.pl
7. Module Level	Master's	Bachelor's
		X
8. Year and Programme	Year	Programme
	Year 1	BA in Management
9. Module Content		
#.	Topics Discussed	Hours
Lectures		
1.	Introduction to Finances	2,5
2.	Personal Finance Basics and the Time Value of Money	2,5
3.	Personal Finance Basics and the Time Value of Money, part 2	2,5
4.	The structure of a company and case-study	2,5
5.	Business Valuation of companies	2,5
6.	Business Plan and Strategy	2,5
7.	Capital in Finance. Cost of the capital	2,5
8.	Understanding Financial Statements and Cash Flows	2,5
9.	Market: Foreign Exchange Market	2,5
10.	Market: Stocks and Bonds	2,5
11.	Public Finance: Taxation policy role in state finances	2,5
12.	Review for final exam	2,5
Workshops		
1.	Introduction to Finances (exercises on: main definitions, finances in practice – case studies)	1,25
2.	Personal Finance Basics and the Time Value of Money (exercises on: PV, FV, interest, compound interest, annuity, compound annuity, PV of annuity, FV of annuity)	1,25
3.	Personal Finance Basics and the Time Value of Money, part 2 (exercises on: PV, FV, interest, compound interest, annuity, compound annuity, PV of annuity, FV of annuity)	1,25
4.	The structure of a company (case studies: Financial management, Financial functions, Sarbanes-Oxley Act, Corporate Governance)	1,25
5.	Business Valuation of companies (exercises on: 1. Valuation methods: (a) assets-based, (b) income-based, (c) cash flow-based; 2. Liquidity; 3. Operating Return on Assets (OROA), Operating Profit Margin, Total Asset Turnover, Fixed Asset Turnover)	1,25
6.	Business Plan and Strategy (exercises on: Cost of capital, Cost of debt, Cost of equity, CAPM, EBIT, EBT, Weighted Average Cost of Capital (WACC))	1,25
7.	Capital in Finance. Cost of the capital (exercises on: Cost of capital, Cost of debt, Cost of equity, CAPM, EBIT, EBT, Weighted Average Cost of Capital (WACC))	1,25
8.	Understanding Financial Statements and Cash Flows (case studies, exercises on: financial statements, cash flows)	1,25
9.	Market: Foreign Exchange Market (exercises on: 'bid', 'ask', 'spread')	1,25

10.	Market: Stocks and Bonds (exercises on: 1. Shares: (a) ordinary: non right, (b) preference: right to vote; 2. Value vs. price; 3. Absolute returns; 4. Bull market/bear market, boom and bust; 5. Bonds; 6. Futures	1,	
11.	Public Finance and taxation policy (exercises on: economics of taxation, types of taxes)	1,25	
12.	Review for the final exam (exercises according to students' suggestions)	1,25	
10. Individual Student's Work			
#.	Description	Hours	
1.	Covering Required Readings	40	
2.	Taking part in discussions and group work	20	
3.	Preparation for the Final Exam	20	
11. Assessment Methods	Final Exam – 60% Coursework: Mid-term exam – 40 %		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Lecture	30	1,2
	Workshop	15	0,6
	Individual Student's Work	80	3,2
	Other Form		
	n/a		
	SUMM	125	5
14. Required Readings	Drake P., Fabozzi F. (2011), The Basics of Finance.		
15. Recommended Readings	Melicher R., Norton E. (2011), Introduction to Finance.		
16. Place where module is run	Lazarski University		
17. Other	n/a		

Management Accounting			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 2, Core module		
4. Aims and Learning Outcomes	<p>Aims The course puts emphasis on the relations between accounting information and management activities and decisions like strategic management, operations management, financial planning and control, organizational design, and performance evaluation</p> <p>Learning Outcomes Having completed this module, students should be familiar with the basic terminology, concepts, and techniques of managerial accounting. In addition, they should be able to utilize them in managerial problem solving, and be competent to critically evaluate managerial accounting data and reports.</p> <p>Apart from this, having completed the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of key concepts in entrepreneurship theories regarding formation, functioning, transformation, and development of economic organizations		K_W04	In-class exams
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Case study
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Case Study
Is aware of the role and functions of enterprise		K_W08	In-class exams
Is aware of the importance of norms and standards in particular areas of entrepreneurial activity		K_W17	In-class exams
Skills	Code		Assessment
	Subject	Field	
Is able to observe phenomena and processes in an organization, as well as describe, analyze, and interpret them with the help of basic approaches and theoretical concepts		K_U04	Case study
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization		K_U06	Case study
Is able to analyze and forecast the levels and dynamics of selected values and		K_U08	In-class exams

performance indicators of enterprise or other institutions			
Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	In-class exams
Social Competencies	Code		Assessment
	Subject	Field	
Is able to analyze and forecast the levels and dynamics of selected values and performance indicators of enterprise or other institutions		K_K03	Case study
Is prepared to persuade and negotiate in order to achieve common goals		K_K04	Case study
Is prepared to openly communicate and defend personal opinions not only on professional matters		K_K05	In-class exams Case study
5. Module Leader	Name		E-mail
	A. Mark Galanter		amgalanter@hotmail.com
6. Lecturer (s)	Name		E-mail
	A. Mark Galanter		amgalanter@hotmail.com
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 1		BA in Management
9. Module Content			
#	Topics Discussed		Hours
Seminar			
1	The Changing Business Environment: Manager's Perspective		2.5
2	Managerial Accounting and Cost Concepts		2.5
3	Costing Systems: Job Order Costing		2.5
4	Costing Systems: Process Costing		2.5
5	Valued-Based Systems: Activity-Based Costing and Lean Accounting		2.5
6	Midterm		2.5
7	Cost-Volume-Profit Analysis		2.5
8	The Budgeting Process		2.5
9	Flexible Budgets and Performance Analysis		2.5
10	Standard Costing and Variance Analysis		2.5
11	Short-Run Decision Analysis and Capital Budgeting.		2.5
12	Innovative Managerial accounting Tools		2.5
Workshop			
1	The Changing Business Environment: Manager's Perspective		1.25

2	Managerial Accounting and Cost Concepts	1.25
3	Costing Systems: Job Order Costing	1.25
4	Costing Systems: Process Costing	1.25
5	Valued-Based Systems: Activity-Based Costing and Lean Accounting	1.25
6	Midterm	1.25
7	Cost-Volume-Profit Analysis	1.25
8	The Budgeting Process	1.25
9	Flexible Budgets and Performance Analysis	1.25
10	Standard Costing and Variance Analysis	1.25
11	Short-Run Decision Analysis and Capital Budgeting.	1.25
12	Innovative Managerial accounting Tools	1.25
10. Individual Student's Work		
#	Description	Hours
1	Work on the Research Project	20
2	Covering Required Readings	30
3	Preparation for the In-class exams	30
11. Assessment Methods	Coursework (100%): two in-class exams (each worth 30%), research project – case study (40%)	
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester	
13. ECTS Credits	5	
		Hours
		ECTS
	Contact Hours	
	Seminar	30
	Workshop	15
	Individual Student's Work	80
	Other Form	
	n/a	
	SUMM	125
		5
14. Required Readings	Principles of Accounting, 9e (2005) or later 9 eg. E12 (2014), Belverd Needles, Marian Powers, Susan Crosson Financial and Managerial Accounting, 13e, Carl S. Warren, James M. Reeve, Jonathan E. Duchac	
15. Recommended Readings	Financial & Managerial Accounting . Charles T. Horngren, Walter T. Harrison Jr., M. Suzanne Oliver Survey of Accounting, Carl S. Warren	
16. Place where module is run	Lazarski University	
17. Other	n/a	

Introduction to Macroeconomics				
2. Module Code				
3. Academic Year, Semester, Module Status		2017/2018 academic year Semester 2, Core module		
4. Aims and Learning Outcomes		<p>Aims The aim of this course is to introduce students to macroeconomic theory principles with the practical use of various macroeconomic models. By the end of the course, students will be able to:</p> <ol style="list-style-type: none"> 1. Interpret and measure main macroeconomic categories; 2. Identify main sectors of an economy and flows between them; 3. Measure the economic flows [national/social accounting]; 4. Illustrate what an economic model is and how to build and handle one; 5. Employ the basics of comparative statics analysis and use simple mathematics for multiplier analysis; 6. Distinguish between short and long run analyses and models; 7. Interpret the determinants of output in the long run; 8. Understand the basic features of a labour market and understand the measures of un/employment; 9. Explain basic categories in the area of money and banking, both historically and at present; 10. Analyze the basics of short run fluctuations: understand and employ static/deterministic versions of the simple Keynesian [algebra and graphic exposition] and the IS-LM model [mostly graphical exposition and analysis] – both in a closed economy version); 11. Describe and know how to measure the effects of basic types of macroeconomic policies in the short run; 12. Relate the IS-LM analysis to the AD-AS framework. <p>Learning Outcomes Having completed this course a student:</p>		
Knowledge		Code		Assessment
		Subject	Field	
Distinguishes and characterizes basic types of economic systems (regimes) and their components			KW_01	In-class exams
Is aware of fundamental principles and concepts of economic theories			KW_02	In-class exams
Skills		Code		Assessment
		Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity			KU_01	In-class exams

Is able to formulate research problems and analyze them in order to solve common entrepreneurial challenges		KU_05	Final project
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization		KU_06	In-class exams Final project
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	In-class exams Final project
Is prepared to responsibility for the assigned tasks		K_K11	In-class exams Final project
5. Module Leader	Name		E-mail
	Katarzyna Marton - Gadoś		k.marton-gados@lazarski.edu.pl
6. Lecturer (s)	Name		E-mail
	Bauyrzhan Zhanuzakov		zhanuzakovb@lazarski.edu.pl
7. Module Level	Master's		Bachelor's
			x
8. Year and Programme	Year		Programme
	Year 1		BA in Management
9. Module Content			
#.	Topics Discussed		Hours
Seminar			
1	Introduction to Macroeconomics. Basic definitions and variables. Unemployment, inflation, output: types and measuring of basic macroeconomic indexes.		2.5
2	Measuring the Economy's Performance: flow of income and output, GDP: its definition, limitations and computing, real and nominal GDP.		2.5
3	Price level and inflation.		2.5
4	Labour and labour market – wages and unemployment.		2.5
5	Economic growth and productivity. Capital markets: saving, investment and financial intermediaries.		2.5
6	Short-term economic fluctuations.		2.5
7	Money and Banking.		2.5
8	The IS-LM model.		2.5
9	Stabilizing the Economy: the role of fiscal policy.		2.5
10	Stabilizing the Economy: the role of monetary policy.		2.5
11	From IS-LM to AD-AS analysis.		2.5
12	New Keynesian Philips curve: expectations and inflation policy.		2.5
Workshops			
1	In reference to seminar 1: Introduction to the course. (Textbook, ch. 16)		1.25
2	In reference to seminar 2:		1.25

	Economic activity and its outcomes – circular flow of goods and services and social accounting. (Textbook, ch. 17)		
3	In reference to seminar 3: Price level and inflation. (Textbook, ch. 18)	1.25	
4	In reference to seminar 4: Labour and labour market – wages and unemployment. (Textbook, ch. 19)	1.25	
5	In reference to seminar 5: Economic growth and productivity. Capital markets: saving, investment and financial intermediaries. (Textbook, ch. 20, 21)	1.25	
6	In reference to seminar 6: Short-term economic fluctuations. (Textbook, ch. 22)	1.25	
7	In reference to seminar 7: Money and Banking. (Textbook, ch. 23)	1.25	
8	In reference to seminar 8: The IS-LM model. (Textbook, ch. 24)	1.25	
9	In reference to seminar 9: Stabilizing the Economy: the role of fiscal policy. (Textbook, ch. 25)	1.25	
10	In reference to seminar 10: Stabilizing the Economy: the role of monetary policy. (Textbook, ch. 26)	1.25	
11	In reference to seminar 11: From IS-LM to AD-AS analysis. (Textbook, ch. 27)	1.25	
12	In reference to seminar 12: New Keynesian Philips curve: expectations and inflation policy. (Textbook, ch. 28)	1.25	
10. Individual Student's Work			
#	Description	Hours	
1	Covering Required Readings	35	
2	Preparation for the In-class Exams	25	
3	Preparation for the Final Exam	20	
11. Assessment Methods	Coursework (100%): Two in-class exams (each worth 30%), Final project (40%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Workshop	15	0.6
	Seminar	30	1.2
	Individual Student's Work	45	3.2
	Other Form		
	n/a		
	SUMM	125	5.0
14. Required Readings	McDowell, Thom, Frank, Pastine and Bernanke, <i>Principles of Economics</i> , McGraw-Hill, 2012, 3rd European edition		

	(chapters 16 through 28)
15. Recommended Readings	Abel A., Bernanke B., Croushore D., <i>Macroeconomics</i> , Pearson, 2014, 8th edition; Williamson S., <i>Macroeconomics</i> , Pearson, 2014, 5th edition; Mankiw G., <i>Macroeconomics</i> , Worth Publishers, 2010, 7th edition; Begg, Fischer, Dornbusch, <i>Economics</i> , 9 th edition, 2008; John B. Taylor and Akila Weerapana, <i>Principles of Economics: Global Financial Crisis Edition</i> , 6th Edition, 2010.
16. Place where module is run	Lazarski University main campus
17. Other	n/a

YEAR 2 – SEMESTER 3

Statistics for Business			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 3, Core module		
4. Aims and Learning Outcomes	<p>Aims: This introduces students to statistical thinking as it applies to business and business challenges. Students will learn how to use statistical thinking to get a handle on the uncertainty and ambiguity in phenomena they want to understand. The course covers sampling distribution, confidence intervals, hypothesis testing, simple regression, and time series. The approach uses many hands-on, in-class experiments to convey the idea that underlies statistics.</p> <p>Learning Outcomes By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of standard statistical methods and software tools for collecting, analyzing, and presenting economic and social data		K_W13	In class exam 1, in class exam 2, final exam
Skills	Code		Assessment
	Subject	Field	
Is able to utilize appropriate methods and analytical tools, as well as computer systems supporting decision-making processes		K_U11	In class exam 1, in class exam 2, final exam
Is able to analyze and forecast the levels and dynamics of selected values and performance indicators of enterprise or other institutions		K_U08	In class exam 1, in class exam 2, final exam
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization		K_U06	In class exam 1, in class exam 2, final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	In class exam 1, in class exam 2, final exam
Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		K_K02	In class exam 1, in class exam 2, final exam
5. Module Leader	Name		E-mail
	Prof. Waldemar Florczak		florcza@wp.pl
6. Lecturer (s)	Name		E-mail
	Prof. Waldemar Florczak		florcza@wp.pl

7. Module Level	Master's	Bachelor's
		X
8. Year and Programme	Year	Programme
	Year 2	BA in Management
9. Module Content		
#.	Topics Discussed	Hours
Lecture		
1.	(Statistics for Business and Economics, Chapter 1 – Subsections 1.1 to 1.6) Introduction to Course Information Systems and Knowledge Management Introduction to Statistics Measurement and Scaling Concepts Types of Statistical Applications in Business	2,5
2.	(Statistics for Business and Economics, Chapter 2) Qualitative vs. Quantitative Data Frequency Distributions and Graphic Presentation Descriptive Statistics Types of Variables	2,5
3.	(Statistics for Business and Economics, Chapter 2) Measures of central tendency, dispersion and position	2,5
4.	(Statistics for Business and Economics, Chapter 3 and 4) Introduction to probability, Central Limit Theorem, Confidence Intervals	2,5
5.	(Statistics for Business and Economics, Chapter 5 and 6) Sampling, Sampling Distributions	2,5
6.	(Statistics for Business and Economics, Chapter 7) Verification of statistical hypotheses The verification procedure and verification decision-making rules Parametric and non-parametric tests of significance	2,5
7.	(Statistics for Business and Economics, Chapter 10) Categorical Data and the Multinomial Experiment Testing Categorical Probabilities	2,5
8.	(Additional Reading Material will be supplied by the Instructor) The nature of the correlation coefficient Correlation of the dummy variables The coefficient of association attributes	2,5
9.	(Statistics for Business and Economics, Chapter 11 – Subsections 11.1 to 11.5) The nature of the regression model Simple Linear Regression Fitting the Model	2,5
10.	(Additional Reading Material will be supplied by the Instructor) Linear function of the probability Models with transformed limited variables	2,5
11.	(Additional Reading Material will be supplied by the Instructor) Analysis of the dynamics Increases in absolute and relative terms Common Pitfalls in Statistical Thinking Common Mistakes in Using Statistics	2,5
12.	Exam Review	2,5

Workshop			
1.	(Statistics for Business and Economics, Chapter 1 – Subsections 1.5 to 1.7) Types of Data Data Collection	2,5	
2.	(Statistics for Business and Economics, Chapter 2) Descriptive Statistics continued Measures of Central Tendency	2,5	
3.	(Statistics for Business and Economics, Chapter 2) Measures of central tendency and dispersion and position	2,5	
4.	(Statistics for Business and Economics, Chapter 3 and 4) Probability, probability distributions	2,5	
5.	(Statistics for Business and Economics, Chapter 5 and 6) Sampling, Sampling Distributions	2,5	
6.	(Statistics for Business and Economics, Chapter 7) Hypothesis Testing Tests for the average, variance Chi-squared test	2,5	
7.	(Statistics for Business and Economics, Chapter 10) Testing Categorical Probabilities	2,5	
8.	(Additional Reading Material will be supplied by the Instructor) Correlation coefficient and testing its significance	2,5	
9.	(Statistics for Business and Economics, Chapter 11 – Subsections 11.6 to 11.7) Simple Linear Regression Regression in Use with Examples	2,5	
10.	(Additional Reading Material will be supplied by the Instructor) Models with transformed limited variables	2,5	
11.	(Additional Reading Material will be supplied by the Instructor) Statistical indexes Growth indicators Chasing the base of indexes	2,5	
12.	Exam review	2,5	
10. Individual Student's Work			
#	Description	Hours	
1.	Preparing for In class exam 1	20	
2.	Preparing for In class exam 2	20	
3.	Preparing for the Final Exam	30	
4.	Covering Readings	45	
11. Assessment Methods	Coursework (60%): In class exam 1 (30%), In class exam 2 (30%) Final Exam (40%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. as the total grade for semester		
13. ECTS Credits	7		
		Hours	ECTS
	Contact Hours		
	Lecture	30	1,2
	Workshop	30	1,2

	Individual Student's Work	115	4,6
	Other Form		
	n/a		
	SUMM	175	7
14. Required Readings	Statistics for Business and Economics: 12th Edition by James T. McClave, P. George Benson, Terry Sinich, Pearson		
15. Recommended Readings	Additional readings provided by lecturer		
16. Place where module is run	Lazarski University		
17. Other	n/a		

Operations Management			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 3, Core module		
4. Aims and Learning Outcomes	<p>Aims Operations is the only area that concerns itself with actually making products or providing services – the ultimate purpose of business. The Operation Management module will provide students - future business leaders - with a good appreciation of all the main aspects of actions that can or need to be taken to ascertain business's market survival, growth of top-line revenue and bottom-line profit.</p> <p>It is easy to confuse the plethora of buzzwords that are used in Operations such as Kaizen, Kanban, TQM, Lean, and Continuous Improvement to name a few. It is very common to think that they mean the same, and these terms are very often used interchangeably.</p> <p>It is paramount then to focus on business processes that allow for sustainable business performance, and both top-line and bottom-line improvements, as well as to focus on the key operational elements that drive the business and enable it to execute its strategy.</p> <p>Learning Outcomes Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the genesis and evolution of management sciences in the context of economic development		K_W03	In-class Exams
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Research Project
Is aware of the role and functions of enterprise		K_W08	In-class Exams
Is aware of the importance of norms and standards in particular areas of entrepreneurial activity		K_W17	In-class Exams
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Research Project
Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	In-class Exams
Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	In-class Exams

Is able to anticipate the behavior of co-workers, analyze their motives, and influence them within a particular scope		K_U18	Research Project
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to openly communicate and defend personal opinions not only on professional matters		K_K05	In-class Exams Research Project
Is prepared to navigate the job market and change the place of employment		K_K06	Research Project
Is prepared to adapt to and operate in new conditions and situations related with e.g. cultural differences of a given group		K_K07	In-class Exams Research Project
5. Module Leader	Name		E-mail
	A. Mark Galanter		amgalanter@hotmail.com
6. Lecturer (s)	Name		E-mail
	A. Mark Galanter		amgalanter@hotmail.com
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 2		BA in Management
9. Module Content			
#	Topics Discussed		Hours
Seminar			
1	Operations Management Part 1: •Definitions •Historical background and evolution		2.5
2	Operations Management Part 2: •Strategy		2.5
3	Operations Management Part 3: • Production Systems		2.5
4	Operational Management Part 4: • Innovativeness• Product/Process design		2.5
5	Operations Management Part 5: •Quality Management		2.5
6	Operations Management Part 5: •Quality Management <i>cont.</i>		2.5
7	Operations Management Part 6: • Inventory Management		2.5
8	Operations Management Part 7: • Supply		2.5
9	Operations Management Part 8: • Maintenance Management		2.5
10	Operations Management Part 9: •Value Stream and Lean concept		2.5
11	Operations Management Part 9: • Value Stream and Lean concept <i>cont.</i>		2.5
12	Operations Management Part 10: •Human Resources Management • Business Social Responsibility		2.5
Workshop			
1	Part 1• Definitions •Historical background and evolution – workshop		1.25
2	Part 2• Strategy – case study		1.25
3	Part 3• Production Systems – workshop		1.25

4	Part 4• Innovativeness• Product/Process design – case study	1.25	
5	Part 5•Quality Management – case studies	1.25	
6	Part 5• Quality Management – case studies <i>cont.</i>	1.25	
7	Part 6• Inventory Management – exercise	1.25	
8	Part 7• Supply – exercise	1.25	
9	Part 8• Maintenance Management – workshop	1.25	
10	Part 9• Value Stream and Lean concept – exercise	1.25	
11	Part 9• Value Stream and Lean concept – exercise <i>cont.</i>	1.25	
12	Part 10 • Human Resources Management • Business Social Responsibility – case study	1.25	
10. Individual Student's Work			
#	Description	Hours	
1	Work on the Research Project	20	
2	Covering Required Readings	30	
3	Preparation for In-class Exams	30	
11. Assessment Methods	Coursework (100%): two in-class exams (each worth 30%), research project (40%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. as the total grade for semester		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Seminar	30	1,2
	Workshop	15	0,6
	Individual Student's Work	80	3,2
	Other Form		
	n/a		
	SUMM	125	5
14. Required Readings	<p>“Operations Management: Strategy and Analysis”, 1998, Lee J. Krajewski, Larry P. Ritzman</p> <p>“Operations Management for Competitive Advantage” 1998 Richard B. Chase, F. Robert Jacobs, Nicholas J. Aquilano</p> <p>“The Discipline of Market Leaders” - Michael Treacy, Fred Wiersema, 1995, 1997 paperback, 2007 Kindle, 2014 e-edition Basic Books.</p>		
15. Recommended Readings	<p>“The Machine That Changed the World” James P. Womack, Daniel T. Jones, and Daniel Roos, 1995, revised edition 2007</p> <p>“The Goal – A Process of Ongoing Improvement” by Eliyahu M. Goldratt & Jeff Cox, 1984, multiple editions followed, most recent June 2014</p>		
16. Place where module is run	Łazarski University		
17. Other	n/a		

Corporate and Business Law			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 3, Core module		
4. Aims and Learning Outcomes	<p>Aims</p> <p>To provide students with the necessary law foundation, a class may first introduce them to some of the most important general principles of commercial law:</p> <ul style="list-style-type: none"> • Basic law of contracts • Basic law of business creation. <p>This course provides students with knowledge of principal problems of business and corporate law, specifically from EU member states and the United States. This course examines basic legal principles and enable students to recognize relevant issues and the legal implications of business situations.</p> <p>This course aims to provide students with basic knowledge about commercial law and to make them familiar with the legal requirements of starting and operating an enterprise.</p> <p>The course exam, presentations and many hypothetical (imaginary) and real-life case studies will asked students to consider are directed to achieving and measuring their achievement of these essential objectives and substantive course outcomes.</p> <p>Learning Outcomes</p> <p>Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the genesis and evolution of management sciences in the context of economic development		K_W03	Midterm Exam
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Research Project
Is aware of the role and functions of enterprise		K_W08	Midterm Exam
Is aware of the importance of norms and standards in particular areas of entrepreneurial activity		K_W17	Midterm Exam Final Exam
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Research Project
Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	Final Exam

Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	Final Exam Midterm Exam
Is able to anticipate the behavior of co-workers, analyze their motives, and influence them within a particular scope		K_U18	Research Project
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to openly communicate and defend personal opinions not only on professional matters		K_K05	Final Exam Midterm Exam Research Project
Is prepared to navigate the job market and change the place of employment		K_K06	Research Project
Is prepared to adapt to and operate in new conditions and situations related with e.g. cultural differences of a given group		K_K07	Final Exam Research Project
5. Module Leader	Name		E-mail
	Mateusz Drózdź		mateusdrozdz@drozdz.net.pl
6. Lecturer (s)	Name		E-mail
	Mateusz Drózdź		mateusdrozdz@drozdz.net.pl
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 2		BA in Management
9. Module Content			
#	Topics Discussed		Hours
Seminar			
1	Part 1: •Definitions •The concept of law.		3
2	Part 2: • The scope of business.		3
3	Part 3: • Private law elements of business law.		3
4	Part 4: • Contractual obligations.		4
5	Part 5: •Public law elements of commercial law.		3
6	Part 5: •Starting a business.		4
7	Part 6: • Market regulation.		3
8	Part 7: • Competition law.		2
Workshop			
1	Part 1• Definitions •The concept of law – cases and exercise.		2.25
2	Part 2• The scope of business - cases and exercise.		2.25
3	Part 3• Private law elements of business law - cases and exercise.		2.25
4	Part 4• Contractual obligations - cases and exercise.		1.25
5	Part 5• Public law elements of commercial law - cases and exercise.		1.25

6	Part 5• Starting a business - cases and exercise.	1.25	
7	Part 6• Market regulation - cases and exercise.	1.25	
8	Part 7• Competition law - cases and exercise.	1.25	
10. Individual Student's Work			
#	Description	Hours	
1	Work on the Research Project	20	
2	Covering Required Readings	30	
3	Preparation the Essay	10	
4	Preparation for the Final Exam	20	
11. Assessment Methods	Coursework: Research Project (30%), Essay (30%) Final Exam (40%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Seminar	30	1,2
	Workshop	15	0,6
	Individual Student's Work	80	3,2
	Other Form		
	n/a		
	SUMM	125	5
14. Required Readings	Richard D. Freer, Douglas K. Moll, <i>Business Organizations</i> , St. Paul 2013. Lucy Jones, <i>Introduction to Business Law</i> , Oxford University Press 2011.		
15. Recommended Readings	D.V. Davidson, B.E. Knowles, L.M. Forsythe, R.R. Jespersen, <i>Comprehensive Business Law. Principles and Cases</i> , 2 nd ed., Boston 1987. J. Jabłońska-Bonca, <i>Wprowadzenie do prawa. Introduction to law</i> , Warszawa 2008 (bilingual textbook). Jerold A. Freidland, <i>Understanding International Business and Financial Transaction</i> , LexisNexis, 2005. LexisNexis, <i>Martindale-Hubbell International Law Digest</i> , 2007. R. Lewandowski, <i>Polish Commercial Law. An Introduction</i> , Warszawa 2007. E. MacIntyrne, <i>Nutshells. Commercial Law</i> , Sweet & Maxwell 2013. A. Skorupa-Wulczyńska, <i>Legal English. Civil and Commercial Law. A Handbook</i> , Warszawa 2016.		
16. Place where module is run	Lazarski University		
17. Other	n/a		

		Critical Thinking	
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 3, Core module		
4. Aims and Learning Outcomes	<p>Aims This course hopes to aid the student in their ability to discover what are the most important issues/questions/problems and aid them in identifying rational solutions to address those issues/questions/problems. Topics and areas examined include 1) analyzing and building arguments, 2) the various methods and standards of critical thinking (introducing students to classics of critical thought) and 3) evaluating sources of information used to underlie judgment.</p> <p>Learning Outcomes Having completed this course a student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Compares and contrasts attitudes or values expressed by writers with differing perspectives.		K_W04	Essays, final exam
Applies the principles of critical thinking to writing with and without the use of outside sources.		K_W17	Essays, final exam
Skills	Code		Assessment
	Subject	Field	
Is able to analyze arguments for examples of fact and inference, inductive and deductive reasoning, and emotional appeal.		K_U01 K_U02	Essays, final exam
Is able to construct an argument that defends a claim with appropriate supporting data and logical consistency.		K_U04 K_U05	Essays, final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to work in the group of people, organize and supervise the work of project and task teams		K_K01	Group work
Is prepared to argue, persuade and negotiate in order to achieve common goals		K_K03	Group work
5. Module Leader	Name		E-mail
	Dr. Jan Grzymiski		j.grzymiski@lazarski.edu.pl
6. Lecturer (s)	Name		E-mail
	Dr. Jan Grzymiski		j.grzymiski@lazarski.edu.pl
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme

		Year 2	BA in Management		
9. Module Content					
#.	Topics Discussed			Hours	
Seminar					
1.	Introduction			2,5	
2.	Forms of Arguments			2,5	
3.	Rules of Reasoning part I			2,5	
4.	Rules of Reasoning part II			2,5	
5.	Argument			2,5	
6.	Truth and Opinion + Ways of Life (Plato's Apology)			2,5	
7.	Defending one's Life (Plato's Apology)			2,5	
8.	Making arguments over preferences (Plato's Apology)			2,5	
9.	Types of Princes (The Prince)			2,5	
10.	Variations and Analogies (The Prince)			2,5	
11.	Arms and the Man (The Prince)			2,5	
12.	Virtues of the Prince (The Prince)			2,5	
13.	The Prudence of the Prince part I (The Prince)			2,5	
14.	The Prudence of the Prince part II (The Prince)			2,5	
15.	Nature of things (The Art of War)			2,5	
16.	Chaos of Existence (The Art of War)			2,5	
17.	Ways of Victory (The Art of War)			2,5	
18.	The Meaning of Victory (The Art of War)			2,5	
10. Individual Student's Work					
#.	Description			Hours	
1.	Individual In-depth reading of the class readings			80	
11. Assessment Methods		Coursework: two essays (30% each) Final Exam (40%)			
12. Assessment Criteria		In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester			
13. ECTS Credits		5			
				Hours	ECTS
		Contact Hours			
		Seminar		45	2,25
		Individual Student's Work		80	2,75
		Other Form			
		n/a			
SUMM		125	5		
14. Required Readings		Anthony Weston, <i>A Rulebook for Arguments</i> , 3 rd edition (Indianapolis: Hackett Publishing, 2000).			

15. Recommended Readings	Plato's <i>The Apology of Socrates</i> , trans by Thomas West Niccolo Machiavelli, <i>The Prince</i> , trans Leo Paul de Alvarez (Propects Heights, Illinois: Waveland, 1989) Sun Tzu <i>Art of War</i> (any edition)
16. Place where module is run	Lazarski University
17. Other	n/a

Business Performance Management			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 3, Core module		
4. Aims and Learning Outcomes	<p>Aims The aim of the course is to develop knowledge about the contemporary BI programs used by businesses in their strive for success. Organizations are regularly examining business performance more closely as they work to improve efficiency and effectiveness across all aspects of the business to meet challenging economic conditions. Students will get to examine the case studies of various successful and less successful enterprises, will try to define and trace their key steps and strategies of success in order to transfer these models in the tasks given in class. Students will learn general rules of marketing, diversification, business strategies, budgeting techniques and will be able to apply these in practice, while working on their own projects.</p> <p>Learning Outcomes By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the genesis and evolution of management sciences in the context of economic development		K_W03	Exam, project
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Exam, project
Is aware of the nature and conditioning of entrepreneurship in individuals and teams		K_W10	Exam, project
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Exam, project
Is able to observe phenomena and processes in an organization, as well as describe, analyze, and interpret them with the help of basic approaches and theoretical concepts		K_U04	Exam, project
Is able to lead and co-operate in projects aimed at introducing certain changes in the organization		K_U16	Exam, project
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		K_K02	Exam, project, class activities

Is prepared to openly communicate and defend personal opinions not only on professional matters		K_K05	Exam, project, class activities
Is prepared to adapt to and operate in new conditions and situations related with e.g. cultural differences of a given group		K_K07	Exam, project, class activities
5. Module Leader	Name		E-mail
	Dr. Iryna Polets		Iryna.poets@lazarski.pl
6. Lecturer (s)	Name		E-mail
	Dr. Iryna Polets		Iryna.poets@lazarski.pl
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 2		BA in Management
9. Module Content			
#	Topics Discussed		Hours
Lecture			
1.	Introduction: BI – top-down and bottom-up level of data analysts		2,5
2.	KPI's and their characteristics		2,5
3.	Starting an enterprise; decision-making techniques and risk tolerance types		2,5
4.	Advanced costing methods ; Product Life-Cycle		2,5
5.	SWOT analysis for business models and product development		2,5
6.	Customer and the logic behind the product choice		2,5
7.	BCG Matrix and 4 P's of marketing		2,5
8.	Social business and social business models		2,5
9.	IT technologies and their advertisement strategies		2,5
10.	Value Chain in Business performance		2,5
11.	Setting the own business model		2,5
12.	Ways to finance business and risks connected to it		2,5
10. Individual Student's Work			
#	Description		Hours
1.	Students are expected to prepare individually their projects and prepare for the exam		95
11. Assessment Methods	Final Exam – 40% Coursework: Project – 60%		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. as the total grade for semester		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		

	Lecture	30	1,2
	Individual Student's Work	95	3,8
	Other Form		
	n/a		
	SUMM	125	5
14. Required Readings	Wayne W. Eckerson. <i>Performance dashboards: measuring, monitoring, and managing your business</i> (Wiley, 2005).		
15. Recommended Readings	<p>Porter L. J., S. J. Tanner, and European Centre for Business Excellence, <i>Assessing Business Excellence: A Guide to Business Excellence and Self-Assessment</i> (Oxford: Butterworth-Heinemann, 2004).</p> <p>Donley S. "Business performance: The management grill—how to assess strategic tools, in <i>New Zealand Management</i> 52:2 (March 2005: 43).</p> <p>Franceschini, Fiorenzo, Maurizio Galetto, and Domenico Maisano. <i>Management by Measurement: Designing Key Indicators and Performance Measurement Systems</i> (Berlin: Springer, 2007).</p> <p>Hoque, Z. <i>Handbook of Cost and Management Accounting</i>" (London: Spiramus, 2005).</p> <p>Parmenter D. <i>Key Performance Indicators: Developing, Implementing, and Using Winning KPIs</i> (NJ: Wiley, 2007).</p> <p>Rugman, A. M. <i>Regional Aspects of Multinational and Performance</i> (Oxford: Elsevier, 2007).</p> <p>Simon, R. "<i>Performance Measurement & Control Systems for Implementing Strategy</i>" (Upper Saddle River, NJ: PrenticeHall, 2000).</p> <p>Zimmerman, J.L., <i>Accounting for Decision Making and Control</i> (McGraw-Hill, 6th ed., 2008).</p>		
16. Place where module is run	Lazarski University		
17. Other	Through various in-class activities and material of the course students will get an understanding of the basic tools and meanings of the business performance tools, which can enhance business and planning activities.		

YEAR 2 – SEMESTER 4

Project Management			
2. Module Code	N/A		
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 4, Core module		
4. Aims and Learning Outcomes	<p>Aims</p> <p>The purpose of this course is to give students a solid foundation in the area of project management. Specifically, the course aims to give students knowledge about:</p> <ul style="list-style-type: none"> • What project management is all about and how to approach it successfully. • The selection of a project manager and defining the goals of the project. • The importance of planning, management, team building, and organization. • The issue of budgeting in project management, including cost budgeting and personnel budgeting. • The importance of estimating, guessing, and milestones in project scheduling. • How leadership and communication affect project management. • How variables and risks should be approached when planning a project. <p>As part of the course, students will also receive training in PRINCE2 project management methodology and, upon successful completion of the training workshop, will be able to receive a PRINCE2 foundation certificate .</p> <p>Learning Outcomes</p> <p>Having completed this module, the student will have achieved the following:</p>		
Knowledge	Code	Assessment	
	Subject	Field	
Is aware of basic concepts and theories of human motivation		K_W09	Midterms/Group project
Is aware of strategic analysis methods in the enterprise and its environment		K_W16	Midterms/Group project
Skills	Code	Assessment	
	Subject	Field	
Is able to interpret selected problems of modern economy and business in the light of accomplishments and views of respected economics and management scientists		K_U20	Midterms/Group project
Is able to speak a foreign language at the B2 level, is able to easily establish interpersonal contacts and cooperate with representatives of other states and nations		K_U21	Midterms/Group project
Is able to compose written and oral texts typical for the field of activity, and present them in Polish and a foreign language		K_U22	Midterms/Group project
Social Competencies	Code	Assessment	
	Subject	Field	

Is prepared to develop and effectively utilize interpersonal skills		K_K08	Group project
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	Group project
5. Module Leader	Name		E-mail
	Adam Figurski		a.figurski@lazarski.edu.pl
6. Lecturer (s)	Name		E-mail
	Adam Figurski		a.figurski@lazarski.edu.pl
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 2		BA in Management
9. Module Content			
#	Topics Discussed		Hours
Lecture			
1	Introduction to project management and project selection		3.75
	Larson, Chapter 1 and 2		
2	Organizational culture and defining a project		3.75
	Larson, Chapter 3 and 4		
3	Developing a project plan and assessing risk		3.75
	Larson, Chapter 6 and 7		
4	Estimating and managing project resources		3.75
	Larson, Chapter 5 and 8		
5	Managing time are reducing project duration		3.75
	Larson, Chapter 9		
	MIDTERM		3.75
6	Working with Microsoft Project Management I		3.75
7	Working with Microsoft Project Management II		3.75
8	Leadership and team management		3.75
	Larson, Chapter 10 and 11		
9	Performance management and project outsourcing		3.75
	Larson, Chapter 12, 13		
10	Managing international projects		3.75
	Larson, Chapter 15		
11	Project closure and oversight		3.75
	Larson, Chapter 14, 16		
Workshop			
1	Managing successful projects with PRINCE2 (Saturday all day)		9

2	Managing successful projects with PRINCE2 continued (Sunday all day)	8	
3	PRINCE2 training examination (MIDTERM 2)	8	
10. Individual Student's Work			
#	Description	Hours	
1	Home assignments and covering required readings	45	
2	Group presentation	30	
3	Preparation for midterms	30	
11. Assessment Methods	Coursework (100%): Midterm exam 1 (35%), Midterm exam 2 (35%), Group project (30% – assigned April 12 th , to be submitted by June 3 rd)		
12. Assessment Criteria	In order to successfully complete the course, students must receive a total average of at least 40%, with no mark lower than 35% for any individual component.		
13. ECTS Credits	7		
		Hours	ECTS
	Contact Hours		
	Workshop	45	1,8
	Seminar	25	1
	Individual Student's Work	105	4,2
	Other Form		
	n/a		
	SUM	175	
14. Required Readings	Larson, Erik. <i>Introduction to Project Management, 6th Edition</i> . McGraw Hill, 2014. Office of Government Commerce (OGC). <i>Managing Successful Projects with PRINCE2</i> . TSO, 2009.		
15. Recommended Readings	Project Management Institute. <i>Project Management Book of Knowledge, 5th Edition</i> . PMI, 2013. Additional readings will be provided in class.		
16. Place where module is run	Lazarski University Campus		
17. Other	n/a		

Sales and Negotiations			
2. Module Code	N/A		
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 4, Core module		
4. Aims and Learning Outcomes	<p>Aims</p> <p>This course aims to introduce students to general principles of negotiation and salesmanship in a business and management context. Through the study of real-life business cases, negotiation games and project work, students will learn how to evaluate negotiation and sales strategies that are critical for business success, and will learn how to implement those strategies effectively.</p> <p>Apart from this, having completed the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of entrepreneurship culture and its impact on team efficiency		K_W12	Games, Final exam
Is aware of the importance of leadership and negotiations in the transformation processes of economic structures and enterprises		K_W20	Games, Final exam
Is aware of the role of culture, ethics, and technical progress in the transformation processes of modern enterprises		K_W21	Games, Final exam
Skills	Code		Assessment
	Subject	Field	
Is able to observe phenomena and processes in an organization, as well as describe, analyze, and interpret them with the help of basic approaches and theoretical concepts		K_U04	Games, Final exam
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization		K_U06	Games, Final exam
Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	Games, Final exam
Is able to effectively manage human, material, financial and information resources in order to perform tasks		K_U19	Games, Final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		K_K02	Games, Final exam
Is prepared to persuade and negotiate in order to achieve common goals		K_K04	Games, Final exam
Is prepared to develop and effectively utilize interpersonal skills		K_K08	Games, Final exam

5. Module Leader	Name	E-mail	
	Dr Sergiusz Prokurat	sergiusz.prokurat@gmail.com	
6. Lecturer (s)	Name	E-mail	
	Dr Sergiusz Prokurat	sergiusz.prokurat@gmail.com	
7. Module Level	Master's	Bachelor's	
		X	
8. Year and Programme	Year	Programme	
	Year 2	BA in Management	
9. Module Content			
#.	Topics Discussed	Hours	
Seminar			
1.	Introduction to sales and negotiations	2,5	
2.	Win-Win negotiations	2,5	
3.	Exploring best alternative to a negotiated agreement	2,5	
4.	Leadership skills and negotiation skills	2,5	
5.	Business competitive negotiations	2,5	
6.	Risk and opportunity analysis	2,5	
7.	Public problems negotiations	2,5	
8.	Evaluation of key success factors and strategic alternatives	2,5	
9.	Conflict resolution	2,5	
10.	Crisis negotiations	2,5	
11.	International negotiation	2,5	
12.	Review for final exam	2,5	
10. Individual Student's Work			
#.	Description	Hours	
1.	Covering Required Readings	40	
2.	Taking part in games, discussions and group work	25	
3.	Preparation for the Final Exam	25	
11. Assessment Methods	In-class participation (negotiation games) – 60%, Final Exam – 40%		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester.		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Seminar	30	1,2
	Individual Student's Work	95	3,8
	Other Form		
	n/a		
	SUMM	125	5

14. Required Readings	Roger Fisher, William L. Ury, Bruce Patton (1992), "Getting to Yes: Negotiating Agreement Without Giving In", Houghton Mifflin Harcourt
15. Recommended Readings	Willem Mastebroek (1989), "Negotiate", Blackwell Pub Ardi Kolah (2013), "The Art. Of Influencing and Selling", Kogan Page Roy Lewicki (2010), "Essentials of Negotiation", McGraw-Hill Higher Education
16. Place where module is run	Lazarski University
17. Other	n/a

Human Resources Management			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 4, Core module		
4. Aims and Learning Outcomes	<p>Aims The aim of the course is to introduce students to fundamental components of modern HR Management regarding demands of challenging and changeable business environment. The course provide opportunities to understand multidimensional HR nature as well as its function, scopes, beliefs, objectives, major factors. It allows understand and analyze Human Capital role in business reality regarding both human and company's targets.</p> <p>Learning Outcomes By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the nature, scopes, objectives and challenges in human capital area		K_W01	Midterm Essay
Is aware of HRM importance and its impact on employees efficiency		K_W12	Midterm Essay
Is aware of the importance of norms and standards in HRM		K_W17	Midterm Essay
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	Midterm Essay
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Midterm Essay
Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	Midterm Essay
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to navigate the job market and change the place of employment		K_K06	Midterm Essay
Is prepared for ethical behaviour within assigned organizational and social roles		K_K10	Midterm Essay
Is prepared to responsibility for the assigned tasks		K_K11	Midterm Essay

5. Module Leader	Name	E-mail
	Jolanta Porebska, MA	j.porebska@lazarski.edu.pl
6. Lecturer (s)	Name	E-mail
	Jolanta Porebska, MA	j.porebska@lazarski.edu.pl
7. Module Level	Master's	Bachelor's
		X
8. Year and Programme	Year	Programme
	Year 2	BA in Management
9. Module Content		
#.	Topics Discussed	Hours
Seminar		
1.	Introduction to HR - the nature, scope, objective, functions. Traditional, operational and strategic HR. How to understand different roles in Human Capital?	2,5
2.	One of the key HR process – recruitment	2,5
3.	Step by step: pre-selection and selection process	2,5
4.	Assessment & Development Center - the method, principles, ethics	2,5
5.	Communication and teamwork as one the most important skills in Human Capital area	2,5
6.	Introduction to HR Marketing. Employer Branding – sophisticated method or simple actions? How to understand Customer Experience? Induction process and Exit Interview.	2,5
7.	How to create Personal Brand?	2,5
8.	Introduction to Appraisal System. Current trends.	2,5
9.	Big challenge - multi - age & multicultural cooperation	2,5
10.	How to understand changes within the company? The role of HR	2,5
11.	Are we able to motivate mature people? Theory vs reality	2,5
12.	Best practices in HR. Student's ideas on improving actions in Human Capital	2,5
Workshop		
1.	Multidimensional nature of Human Capital. The nature of HR cooperation with other departments in the company. Strategic & operational HR Duties.	1, 0
2.	Recruitment and selection process - tips, tools and case	2,0
3.	Assessment & Development Center - tips, tools and case	2,0
4.	Vital HR role in defining employer brand - Employer Brand attract-engage-retain. Teamwork; ideas. Marketplace trends.	1,25
5.	Communication & teamwork	1,25
6.	<i>Midterm</i>	2,0
7.	Personal Brand - our ideas	1,25
8.	Appraisal System - case. Change management - case	1,25
9.	Best practises in HR - teamwork	1,0
10.	Summarizing - students' essay; individual advisory	2,0

10. Individual Student's Work			
#.	Description	Hours	
1.	Reading	25	
2.	Preparation for Seminar and Workshop	25	
3.	Work on Essay	30	
11. Assessment Methods	Coursework (100%): Midterm exam 40%, Essay 60%		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to the British scale) as the total grade for semester.		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Lecture	30	1,2
	Workshop	15	0,6
	Individual Student's Work	80	3,2
	Other Form		
	n/a		
	SUMM	125	5
14. Required Readings	Reading materials and cases provided		
15. Recommended Readings	Reading materials and cases provided		
16. Place where module is run	Lazarski University		
17. Other	n/a		

Financial Accounting			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 4, Core module		
4. Aims and Learning Outcomes	<p>Aims The purpose of this course is to study main categories of assets, liabilities and equity in order to understand how they impact on the balance sheet and the income statement of a firm. Each category is studied in terms of entry, revenues or losses, and stockholders' equity, inventory. The final objective is to be able to read the financial statements of a listed company</p> <p>Learning Outcomes Having completed this module, students should be familiar with the basic terminology, concepts, and techniques of financial accounting. In addition, they should be able to utilize them in analyzing, processing, interpreting and communicating financial information to improve decision making Apart from this, having completed the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of key concepts in entrepreneurship theories regarding formation, functioning, transformation, and development of economic organizations		K_W04	In-class Exams
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Case Study
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Case Study
Is aware of the role and functions of enterprise		K_W08	In-class Exams
Is aware of the importance of norms and standards in particular areas of entrepreneurial activity		K_W17	In-class Exams
Skills	Code		Assessment
	Subject	Field	
Is able to observe phenomena and processes in an organization, as well as describe, analyze, and interpret them with the help of basic approaches and theoretical concepts		K_U04	Case study
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization		K_U06	Case study
Is able to analyze and forecast the levels and dynamics of selected values and performance indicators of enterprise or other institutions		K_U08	In-class Exams

Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	In-class Exams
Social Competencies	Code		Assessment
	Subject	Field	
Is able to analyze and forecast the levels and dynamics of selected values and performance indicators of enterprise or other institutions		K_K03	Case study
Is prepared to persuade and negotiate in order to achieve common goals		K_K04	Case study
Is prepared to openly communicate and defend personal opinions not only on professional matters		K_K05	In-class Exams Case study
5. Module Leader	Name		E-mail
	Tomasz Napiorkowski		napiorkowski.tomasz@gmail.com
6. Lecturer (s)	Name		E-mail
	Tomasz Napiorkowski		napiorkowski.tomasz@gmail.com
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 2		BA in Management
9. Module Content			
#	Topics Discussed		Hours
Seminar			
1	Accounting Principles and the Financial Statements		2.5
2	Analyzing and Recording Business Transactions		2.5
3	Foundations of Financial Reporting and the Classified Balance Sheet		2.5
4	Financial Statement Analysis		2.5
5	Financial Statement Analysis (cont.)		2.5
6	Midterm		2.5
7	Short-term Assets, Cash and Internal Control		2.5
8	Long-Term Assets		2.5
9	Current Liabilities and Fair Value Accounting		2.5
10	Long-Term Liabilities		2.5
11	Contributed Capital		2.5
12	Financial Performance Evaluation		2.5
Workshop			
1	Accounting Principles and the Financial Statements		1.25
2	Analyzing and Recording Business Transactions		1.25
3	Foundations of Financial Reporting and the Classified Balance Sheet		1.25

4	Financial Statement Analysis	1.25	
5	Financial Statement Analysis (cont.)	1.25	
6	Midterm	1.25	
7	Short-term Assets, Cash and Internal Control	1.25	
8	Long-Term Assets	1.25	
9	Current Liabilities and Fair Value Accounting	1.25	
10	Long-Term Liabilities	1.25	
11	Contributed Capital	1.25	
12	Financial Performance Evaluation	1.25	
10. Individual Student's Work			
#	Description	Hours	
1	Work on the Research Project (Case Study)	20	
2	Covering Required Readings	30	
3	Preparation for In-class Exams	30	
11. Assessment Methods	Coursework (100%): two in-class exams (each worth 30%), research project – case study (40%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Seminar	30	1,2
	Workshop	15	0,6
	Individual Student's Work	80	3,2
	Other Form		
	n/a		
	SUMM	125	5
14. Required Readings	Principles of Accounting, 9e (2005) or later 9 eg. E12 (2014), Belverd Needles, Marian Powers, Susan Crosson Financial and Managerial Accounting, 13e, Carl S. Warren, James M. Reeve, Jonathan E. Duchac		
15. Recommended Readings	Financial & Managerial Accounting . Charles T. Horngren, Walter T. Harrison Jr., M. Suzanne Oliver Survey of Accounting, Carl S. Warren		
16. Place where module is run	Lazarski University campus		
17. Other	n/a		

Organizational Behaviour			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 4, Core module		
4. Aims and Learning Outcomes	<p>Aims The aim of course is to introduce students to fundamental concepts regarding the different sources of behavior and different forms of behavior arising from different psychological and sociological determinants. The course provides opportunities to understand why people behave as they do in working environment, as well as understand own traits and perspectives. The course gives the chance to analyze and understand organizational situations in terms of OB concepts as well as improves skills in reacting appropriately to challenging organizational situations.</p> <p>Learning outcomes By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the nature, scopes and challenges in OB		K_W01	Midterm Essay
Is aware of leadership functions and their dependence on the type of enterprise and extent of its activities		K_W11	Midterm Essay
Is aware of entrepreneurship culture and its impact on team efficiency		K_W12	Midterm Essay
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Essay
Is able to utilize commonly acknowledged norms and standards in processes of planning, organizing and controlling		K_U13	Midterm Essay
Is able to anticipate the behavior of co-workers, analyze their attitude, and influence them within a particular scope		K_U18	Midterm Essay
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to adapt to and operate in new conditions and situations related with e.g. cultural diversity		K_K07	Midterm Essay
Is prepared to develop and effectively utilize interpersonal skills		K_K08	Essay
Is prepared for ethical behavior within assigned organizational and social roles		K_K10	Midterm Essay

5. Module Leader	Name	E-mail	
	Oskar Milewski	oskar@tekta.pl	
6. Lecturer (s)	Name	E-mail	
	Oskar Milewski	v oskar@tekta.pl	
7. Module Level	Master's	Bachelor's	
		X	
8. Year and Programme	Year	Programme	
	Year 2	BA in Management	
9. Module Content			
#.	Topics Discussed	Hours	
Lecture			
1.	Introduction: an Overview of Organizational Behavior. The characteristics of OB	2,5	
2.	Individual behaviour: personality, perception, learning	2,5	
3.	Individual behaviour: attitudes - values, emotions	2,5	
4.	Organization culture. Job survey	2,5	
5.	Group dynamics. Understanding group roles. Self-survey. Communication & teamwork	2,5	
6.	<i>Midterm</i>	2,5	
7.	Introduction to Leadership: concepts, definition, factors, principles, attributes	2,5	
8.	Authority, Power and Influence	2,5	
9.	Conflict Management	2,5	
10.	Diversity in the organization	2,5	
11.	Managing stress & work-life balance. Quality of Work Life. Job Survey	2,5	
12.	Organizational Change & Development	2,5	
10. Individual Student's Work			
#.	Description	Hours	
1.	Reading	30	
2.	Preparation for Seminar	25	
3.	Working on Essay	40	
11. Assessment Methods	Coursework (100%): Midterm exam 40%; Essay 60%		
12. Assessment Criteria	In order to pass the course student should score at least 3.0 (40% according to the British scale) as the total grade for semester.		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Seminar	30	1,2
	Individual Student's Work	95	3,8
	Other Form		
n/a			

	SUMM	125	5
14. Required Readings	Reading materials provided		
15. Recommended Readings	Cases and other reading materials provided in class		
16. Place where module is run	Lazarski University		
17. Other	n/a		

YEAR 3 – SEMESTER 5

Strategic Management			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 5, Core module		
4. Aims and Learning Outcomes	<p>Aims The main aim of the course is to build skills in the field of contemporary strategic management and methods of strategic analysis. Students work on their own projects containing the analysis of macro- and microenvironment as well as interior of chosen organizations. They learn how to formulate and implement organizational strategy in practice, how to find competitive advantage and to recognize the best way to organizational success.</p> <p>Learning Outcomes Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Midterm exam Research project
Is aware of typical research methods in respective areas of entrepreneurial activity		K_W15	Midterm exam Research project
Is aware of strategic analysis methods in the enterprise and its environment		K_W16	Midterm exam Research project
Skills	Code		Assessment
	Subject	Field	
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization		K_U06	Research project
Is able to apply appropriate methods and tools to describe and analyze the environment of enterprise or another organization		K_U07	Research project
Is able to recognize the need for changes in organization and develop a change management plan		K_U15	Research project
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to openly communicate and defend personal opinions not only on professional matters		K_K05	Research project
Is prepared to responsibility for the assigned tasks		K_K11	Midterm exam Research project

5. Module Leader	Name	E-mail
	Agnieszka Dłutek	agnieszkad@konsultant.biz.pl
6. Lecturer (s)	Name	E-mail
	Agnieszka Dłutek	agnieszkad@konsultant.biz.pl
7. Module Level	Master's	Bachelor's
		X
8. Year and Programme	Year	Programme
	Year 3	BA in Management
9. Module Content		
#.	Topics Discussed	Hours
Lecture		
1	Introduction to Strategic Management; Definitions; Strategy-making process; Competitive advantage	2,5
2	External analysis: Macroenvironment; The role of the macroenvironment (global forces, technological forces, social forces, macroeconomic forces, political and legal forces, demographic forces)	2,5
3	External analysis: Microenvironment (Industry and sector, Porter's Five Forces Model, Strategic groups, Industry Life cycle)	2,5
4	Internal analysis: Strategic balance, Key success factors, Matrix analysis, SWOT, Benchmarking	2,5
5	Formulating and implementing strategy; New approach to strategy	2,5
6	Strategic development – searching for perfection	2,5
Workshop		
1	<i>Principles of cooperation, teams forming, strategy-making process in practice; case study</i>	2,5
2	Macroenvironment analysis: research projects part 1	2,5
3	Microenvironment analysis: research projects part 2; case study	2,5
4	Internal analysis: research projects part 3	2,5
5	Internal analysis: research projects part 4; case study	2,5
6	Strategic development directions; final presentation	2,5
10. Individual Student's Work		
#.	Description	Hours
	Preparation for case studies	5
	Preparation for final exam	20
	Research project	70
11. Assessment Methods	Coursework (100%): Research report (60%), Midterm exam (40%)	
12. Assessment Criteria	In order to pass the course student should score at least 3.0. as the total grade for semester	
13. ECTS Credits	5	

		Hours	ECTS
	Contact Hours		
	Lecture	15	0,6
	Workshop	15	0,6
	Individual Student's Work	95	3,8
	Other Form		
	n/a		
	SUMM	125	5
14. Required Readings	Charles W.L. Hill, Gareth R. Jones, <i>Strategic Management. An Integrated Approach</i> , Houghton Mifflin Company, Boston New York 2007		
15. Recommended Readings	Michael E. Porter, <i>On competition</i> , Boston: Harvard Business School, 1998.		
16. Place where module is run	Lazarski University		
17. Other	n/a		

1. Module Title	Business Communication		
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 5, Core module		
4. Aims and Learning Outcomes	<p>Aims</p> <p>In the contemporary global environment, the applicants for the work position do need to master communication skills and to have the understanding of intercultural factors influencing on business communication. HR departments confirm that recruiters do rank the communication skills as one of the leading characteristics while selecting appropriate candidates. This knowledge will help students to be competitive on the labor market in future. The course aims to:</p> <ul style="list-style-type: none"> • Enhance the understanding of the processes of business communication; • Develop listening skills and discuss the main barriers of communication; • Explain the importance of nonverbal communication; • Improve students' presentation and speaking skills; • Make them more sensitive for various cultural environments and preconditions. <p>Learning Outcomes</p> <p>By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the nature and conditioning of entrepreneurship in individuals and teams		K_W10	Project, final exam
Is aware of leadership functions and their dependence on the type of enterprise and extent of its activities		K_W11	Project, final exam
Is aware of entrepreneurship culture and its impact on team efficiency		K_W12	Project, final exam
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Project, final exam
Is able to observe phenomena and processes in an organization, as well as describe, analyze, and interpret them with the help of basic approaches and theoretical concepts		K_U04	Project, final exam
Is able to lead and co-operate in projects aimed at introducing certain changes in the organization		K_U16	Project, final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to participate in the construction of social projects which also embrace		K_K02	Project, final exam

economic and managerial aspects of entrepreneurship			
Is prepared to communicate with environment within outside the workplace and , as well as transfer individual knowledge utilizing various means of communication		K_K03	Project, final exam
Is prepared to adapt to and operate in new conditions and situations related with e.g. cultural differences of a given group		K_K07	Project, final exam
5. Module Leader	Name		E-mail
	Dr. Iryna Polets		iryna.polets@gmail.com
6. Lecturer (s)	Name		E-mail
	Dr. Iryna Polets		iryna.polets@gmail.com
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 3		BA in Management
9. Module Content			
#.	Topics Discussed		Hours
Lecture			
1.	Introduction: Why do we need business communication?		2,5
2.	The ways in which we communicate (socialization; verbal and non-verbal communication; presenting yourself)		2,5
3.	Listening a key to understanding – working with different styles of communication		2,5
4.	Non-verbal communication – it is all about the picture and first impression		2,5
5.	How culture affects communication – negotiation styles		2,5
6.	Business correspondence – nuances and peculiarities (How words may “scream” on paper and in the text)		2,5
7.	Dealing with difficult situation via email and phone communication. What and when we are not supposed to say		2,5
8.	Oral speech and presentation: it is a culture that “speaks” (gestures).		2,5
9.	Oral speech and presentation: define your audience and prepare a plan.		2,5
10.	Formal meetings – how do we present each other?		2,5
11.	Doing business at the parties – savoir vivre of business leisure events		2,5
12.	Summing up		2,5
Workshop			
1.	Defining the role of communication		1,25
2.	Group work – how small objects can tell us big stories about occupation of people		1,25
3.	Listening strategy – presenting the skills of the other member of the course: your background, computer and language skills, skills in management and operations, in which division is more likely to work		1,25

4.	Case study: <i>Challenger, Gray & Christmas</i> – the ways of self-expression and how we react on them; body language	1,25	
5.	Watching the interview with Hofstede about “cultural dimensions”	1,25	
6.	Mastering your CV	1,25	
7.	Business correspondence – writing and presenting different written tasks in groups	1,25	
8.	Project presentation	1,25	
9.	Project presentation	1,25	
10.	Project presentation	1,25	
11.	Skills corresponding to the job positions	1,25	
12.	Influence of the context, revision	1,25	
10. Individual Student's Work			
#	Description	Hours	
1.	Work on the Research Project	30	
2.	Covering Required Readings and taking part in discussions and group work	25	
3.	Preparing for the Final Exam	25	
11. Assessment Methods	Coursework: Research Project (60%) Final Exam (40%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. as the total grade for semester		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Lecture	30	1,2
	Workshop	15	0,6
	Individual Student's Work	80	3,2
	Other Form		
	n/a		
	SUMM	125	5
14. Required Readings	Larry Samovar (ed.) (2011), <i>Intercultural Communication: a Reader</i> . Pearson, J., & Nelson, P. (2000). <i>An introduction to human communication: understanding and sharing</i> (p. 6). Boston, MA: McGraw-Hill.		
15. Recommended Readings	Kim Baker (2001), <i>How to say it online</i> . Shalom H. Schwartz, “A Theory of Cultural Value Orientations: Explication and Applications” (2006). Nisbett R.E, “The Geography of Thought: How Asians and Westerners Think Differently and Why” (2003). “Culture Club: An Interview with Fons Trompenaars” (2002).		
16. Place where module is run	Lazarski University		

17. Other

The Course should help students to acquire practical skills and tools in the area of Business Communication, as well as to get them familiar with chosen theoretical notions and key terms from the real of intercultural communications discipline.

Research Methodology			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 5, Core module		
4. Aims and Learning Outcomes	<p>The module aims to provide a supportive environment in which to develop ideas regarding the most advanced and final stage of the BA programme, the work on the thesis. The module also aims to provide knowledge on methodological issues relating to the undertaking of a major research projects. In addition it will deal with issues such as finding and appropriate use of source materials and various research approaches. As a midterm task the student will have to present annotated bibliography. At the end of the course students will present their BA project to their fellow students. Lectures will deal with the main concepts, workshops will give students time to work on their thesis proposals.</p> <p>Aims:</p> <ul style="list-style-type: none"> • Help develop ideas for the thesis. • Help to find an appropriate BA thesis topic. • Focus on how to write a BA thesis. The nuts and bolts. • Give advice on how to design and structure the BA thesis. • Help in defining appropriate research hypotheses. • Introduce qualitative and quantitative research methods. • Give advice on how to access and use sources appropriately and to avoid plagiarism. <p>Learning Outcomes: Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of key concepts in entrepreneurship theories regarding formation, functioning, transformation, and development of economic organizations.		K_W04	Annotated bibliography.
Is aware of fundamental principles and concepts of economic theories		K_W02	Annotated bibliography.
Is aware of typical research methods in respective areas of entrepreneurial activity.		K_W15	Prospectus assignment.
Is aware of standard methods in econometrics, operational research, and other methods contributing to decision-making processes		K_W14	Prospectus assignment.
Skills	Code		Assessment
	Subject	Field	
Is able to interpret selected problems of modern economy and business in the light of accomplishments and views of respected economics and management scientists.		K_U20	Annotated bibliography.

Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization.		K_U06	Prospectus assignment.
Is able to compose written and oral texts typical for the field of activity, and present them in Polish and a foreign language.		K_U22	Prospectus assignment. Presentation.
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to communicate with environment within outside the workplace, as well as transfer individual knowledge utilizing various means of communication		K_K03	Presentation
Is prepared to openly communicate and defend personal opinions not only on professional matters.		K_K05	Presentation

5. Module Leader	Name	E-mail
	Michał Kuź, Ph.D. Duty Hours: Tuesday 11.15-12.45, 9 th floor	michalmkuz@gmail.com
6. Lecturer (s)	Name	E-mail
	Michał Kuź, Ph.D.	michalmkuz@gmail.com
7. Module Level	Master's	Bachelor's
		X
8. Year and Programme	Year	Programme
	Year 3	BA in Management

9. Module Content		
#	Topics Discussed	Hours
Seminar		
1.	Introduction: The BA thesis, choosing a topic. 11.10 C. Fisher pp. 23-33.	2.5
2.	Designing your project and choosing a method. 18.10 C. Fisher pp. 33-59.	2.5
3.	Concepts and theories. 25.10 C. Fisher pp. 95-123.	2.5
4.	Working with sources. 08.11 G. Harvey pp. 1-29.	2.5
5.	Missuse of Sources. 15.11 G. Harvey pp. 29-38. Lazarski thesis manual (available on "zasoby").	2.5
6.	Writing a literature review. 22.11 C. Fisher 61-93.	2.5
7.	Collecting and analysing research material. 29.11 C. Fisher 125-158	2.5
8.	Pre-coded and structured research methods. 06.12 C. Fisher 158-205	2.5

9.	Interpreting research (MOVE TO 10)! 13.12 C.Fisher 211-240	2.5	
10.	Structuring your thesis. 10.01 C. Fisher 241-273	2.5	
11.	Giving a presentation – training. 17.01 C.Anderson (available on-line)	2.5	
12.	Student presentations. 24.01	2.5	
10. Individual Student's Work			
#	Description	Hours	
1	Covering required readings	35	
2	Writing prospectus	35	
3	Writing bibliography	15	
4	Making presentation	10	
11. Assessment Methods	Coursework (100%): Prospectus assignment (50%) – due on Jan 11 th , Annotated bibliography (30%) – Nov 30 th , Presentation (20%) – Jan 11 th		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester.		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Seminar	30	1,2
	Individual Student's Work	95	3,8
	SUM	125	5
14. Required Readings	Collin, Fisher, 2004. <i>Researching and Writing a Dissertation for Business Students</i> . London: Prentice Hall. Harvey, Gordon. 2008. <i>Writing with Sources</i> . Indianapolis: Hackett Publishing Company.		
15. Recommended Readings	Chris Anderson, "How to deliver a killer presentation", http://hbr.org/2013/06/how-to-give-a-killer-presentation/ar/1 Ghauri, Pervez. 2005. <i>Research Methods in Business</i> . London: Prentice Hall. Harvey, Michael. 2003. <i>The Nuts and Bolts of College Writing</i> . Indianapolis: Hackett Publishing Company. Sauders, Mark, Philip Lewis and Adrian Thornhill, 2000. <i>Research Methods for Business Students</i> . London: Prentice Hall.		
16. Place where module is run	Lazarski University		
17. Other	n/a		

YEAR 3 – SEMESTER 6

Managing Social Policy			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 6, Core module		
4. Aims and Learning Outcomes	<p>Aims: The aim of this course is to explain basic concepts of social welfare and their relationship to politics and society. The course aims to deepen students' understanding of contemporary social issues and problems by looking at how social policy issues are constructed, managed and contested.</p> <p>By the end of the course students:</p> <ul style="list-style-type: none"> - will know how to evaluate different social policies their management and perspectives -will be trained to analyze impacts of social policies on social conditions and problems - will acquire competences to be self reflective and develop the ability and interact with other individuals and groups taking account of their moral position. <p>Learning Outcomes Having completed this module student:</p>		
Knowledge	Code	Assessment	
	Subject	Field	
Distinguishes and characterizes basic types of economic systems (regimes) and their components		K_W01	Projects, mid-term, final exam
Is aware of links existing between economic entities and other social institutions which define their environment at the national and international level		K_W05	Projects, mid-term, final exam
Is aware of basic concepts and theories of human motivation		K_W09	Projects, mid-term, final exam
Skills	Code	Assessment	
	Subject	Field	
Is aware of fundamental principles and concepts of economic theories		KU_02	Projects, mid-term, final exam
Is aware of the role and importance of organizational structures and regulations		KW_18	Projects, mid-term, final exam
Is aware of the role of culture, ethics, and technical progress in the transformation processes of modern enterprises		KW_21	Projects, mid-term, final exam
Social Competencies	Code	Assessment	
	Subject	Field	

Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		KK_02	Projects, mid-term, final exam
Is prepared to adapt to and operate in new conditions and situations related with e.g. cultural differences of a given group		KK_07	Projects, mid-term, final exam
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		KK_09	Projects, mid-term, final exam

5. Module Leader	Name	E-mail
	Prof. Krystyna Iglicka-Okólska	k.iglicka@gmail.com
6. Lecturer (s)	Name	E-mail
	Prof. Krystyna Iglicka-Okólska	k.iglicka@gmail.com
7. Module Level	Master's	Bachelor's
		X
8. Year and Programme	Year	Programme
	Year 3	BA in Management

9. Module Content		
#.	Topics Discussed	Hours
Lecture		
1	An Introduction to Social Policy: Basic Definitions (Social Policy, Welfare, Well-being, Differences by religion and politics. Regional Differences, Agents in Social Policy, Social Work	2,5
2	An Introduction to Social Policy: Basic Definitions (Social Policy, Welfare, Well-being, Differences by religion and politics. Regional Differences, Agents in Social Policy, Social Work:	2,5
3	Comparison in Social Policy: Comparative Studies, Comparative Theory, Models of Welfare	2,5
4	Social Need: Measuring Poverty, Social Exclusion, Unemployment, Aging Societies, the Need of children	2,5
5	Welfare and Society: Social Structure, Social Stratification, Social Division. Values In Social Policy.	2,5
6	Mid-term exam	2,5
7	Policy Areas: selected aspects (employment, health, education)	2,5
8	Management Areas: selected aspects (employment, health, education)	2,5
9	Students' presentations (case studies)	2,5
10	Students' presentations (case studies)	2,5
11	Students' presentations (case studies)	2,5
12	Exam	2,5

10. Individual Student's Work		
#.	Description	Hours
1	Work on research project	25

2	Covering required reading	35	
3	Preparation for Midterm exam	10	
4	Preparation for the Final exam	20	
11. Assessment Methods	Coursework: Midterm Exam (20%), Research project – case study (40%); Final Exam 40%		
12. Assessment Criteria	In order to pass the course student should score at least 3.0 (40% according to British scale) as the total grade for semester.		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Lecture	30	1,2
	Individual Student's Work	95	3,8
	Other Form		
	n/a		
	SUMM	125	5
14. Required Readings	Hill M., Social Policy in the Modern World, Blackwell Publishing 2006		
15. Recommended Readings	<p>Blackwell Publishing, 2012. http://paulspicker.wordpress.com/open-access-material/ Legrand, J., C Propper, R Robinson, <i>The economics of social problems</i>, Macmillan 1992. Spicker, P. <i>Social policy: themes and approaches</i>, Prentice Hall 1995. Nozick, <i>Anarchy state and utopia</i>, Basic Books, 1974. The main international journal in the subject is the Journal of European Social Policy.</p>		
16. Place where module is run	Lazarski University		
17. Other	n/a		

BA Thesis Seminar			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 6, Core module		
4. Aims and Learning Outcomes	<p>Aims This is the most advanced and final stage of the undergraduate Programme in the fields of Management. The course builds upon Research Methodology of the previous semester and on other methodological and theoretical subjects taught throughout the Programme. Students write and defend their BA Theses based on thesis prospectuses prepared in the Research Methodology course.</p> <p>Learning Outcomes Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of standard statistical methods and software tools for collecting, analyzing, and presenting economic and social data		K_W13	BA Thesis
Is aware of typical research methods in respective areas of entrepreneurial activity.		K_W15	BA Thesis
Is aware of standard methods in econometrics, operational research, and other methods contributing to decision-making processes		K_W14	BA Thesis
Skills	Code		Assessment
	Subject	Field	
Is able to interpret selected problems of modern economy and business in the light of accomplishments and views of respected economics and management scientists.		K_U20	BA Thesis
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization.		K_U06	BA Thesis
Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	BA Thesis
Is able to utilize appropriate methods and analytical tools, as well as computer systems supporting decision-making processes		K_U11	BA Thesis
Is able to compose written and oral texts typical for the field of activity, and present them in Polish and a foreign language.		K_U22	BA Thesis
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		K_K02	BA Thesis

Is prepared to persuade and negotiate in order to achieve common goals		K_K04	BA Thesis
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	BA Thesis
5. Module Leader	Name	E-mail	
	BA Thesis Supervisors		
6. Lecturer (s)	Name	E-mail	
	BA Thesis Supervisors		
7. Module Level	Master's	Bachelor's	
		X	
8. Year and Programme	Year	Programme	
	Year 3	BA in Management	
9. Module Content			
#	Topics Discussed		Hours
Lecture			
1	BA Thesis Manual <ul style="list-style-type: none"> • Thesis Introduction (up to about 1500 words) • Choosing, formulating and justifying the Thesis topic. • Research questions. • Hypotheses. • Choosing research methods. • Literature review. • Sources. 		10
2	Thesis Main Chapters (up to about 7000 words) <ul style="list-style-type: none"> • Empirical data — qualitative and quantitative data, cases, statistics. • Theories. • Identifying and analysing critical cases. • Proofs and falsifications of hypotheses. 		15
3	Thesis Conclusion (up to about 1500 words) <ul style="list-style-type: none"> • Explanatory (descriptive) conclusions. • Predictive (forecasting) conclusions. • Prescriptive (normative) conclusions. 		5
Seminar			
1	Conducting research. Content and workload is discussed with every supervisor individually		80
10. Individual Student's Work			
#	Description	Hours	
1	Writing BA Thesis	140	
11. Assessment Methods	BA Thesis, 10 000 words, 100%		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester.		
13. ECTS Credits	10		

		Hours	ECTS
	Contact Hours		
	Lecture	30	1,2
	Seminar	80	3,2
	Individual Student's Work	140	5,6
	Other Form		
	n/a		
	SUMM	250	10
14. Required Readings	Defined with every supervisor individually		
15. Recommended Readings	Defined with every supervisor individually		
16. Place where module is run	Lazarski University Campus		
17. Other	n/a		

ELECTIVES – SEMESTER 2

Introduction to Social Anthropology			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 2, elective module		
4. Aims and Learning Outcomes	<p>Aims The aim of the course is to provide students with basic knowledge about anthropological concepts. Although the most rudimentary classical theories are to be mentioned, stress will be put on the contemporary most up to date social phenomena and processes in globalizing world.</p> <p>Learning Outcomes By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of basic concepts and theories of human motivation		K_W09	Essay, final exam
Is aware of the importance of leadership and negotiations in the transformation processes of economic structures and enterprises		K_W20	Essay, final exam
Is aware of the role of culture, ethics, and technical progress in the transformation processes of modern enterprises		K_W21	Essay, final exam
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Essay, final exam
Is able to observe phenomena and processes in an organization, as well as describe, analyze, and interpret them with the help of basic approaches and theoretical concepts		K_U04	Essay, final exam
Is able to anticipate the behavior of co-workers, analyze their motives, and influence them within a particular scope		K_U18	Essay, final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to communicate with environment within outside the workplace and, as well as transfer individual knowledge utilizing various means of communication		K_K03	Essay, final exam
Is prepared to openly communicate and defend personal opinions not only on professional matters		K_K05	Essay, final exam
Is prepared to adapt to and operate in new conditions and situations related with e.g. cultural differences of a given group		K_K07	Essay, final exam

5. Module Leader	Name	E-mail
	Dr. Iryna Polets	iryna.polets@gmail.com
6. Lecturer (s)	Name	E-mail
	Dr. Iryna Polets	iryna.polets@gmail.com
7. Module Level	Master's	Bachelor's
		X
8. Year and Programme	Year	Programme
	Year 1	BA in Management
9. Module Content		
#.	Topics Discussed	Hours
Lecture		
1.	Introduction: Beginnings of anthropology as a social science	2,5
2.	Social nature of "homo sapiens". Biological basis of human being behavior	2,5
3.	Social exchange	2,5
4.	Environment, Society and Culture	2,5
5.	Socialization and identity	2,5
6.	Interaction & Communication	2,5
7.	Rituals & Religion	2,5
8.	Social institutions: kinship, family	2,5
9.	Changing gender and age group role	2,5
10.	Race and Ethnicity	2,5
11.	The changing world – colonialism, modernity, globalization	2,5
12.	Modern world and the People – Migration, Identity, Nationalism	2,5
Workshop		
1.	Discussion of readings: Raymond Madden, <i>Key Concepts and Theoretical Frames</i> (2010); Lila Abu-Lughod, <i>Honor and the Sentiments of Loss in a Bedouin Society</i> (1985)	1,25
2.	Group work: dimensions of communications and interactions	1,25
3.	Discussion of the readings: Marcel Mauss, <i>The Gift</i> (2002)	1,25
4.	Group discussion: Hofstede's model of cultural dimensions	1,25
5.	Group work: National identities and myths	1,25
6.	Discussion of the readings: Clifford Geertz, <i>Religion as a cultural system</i> (2004); Theodore Macdonald, Jr., <i>Ethnicity and Culture amidst New "Neighbours": The Runa of Ecuador's Amazon Region</i> (1999, pp. 29-37)	1,25
7.	Film	1,25
8.	Discussion of readings: E.R. Leach, <i>Political Systems of Highland Burma</i> (1973)	1,25
9.	Group work: changing gender roles and prejudices; UN campaign <i>He for She</i>	1,25
10.	Discussion of reading: Fredrik Barth, <i>Ethnic Groups and Boundaries: Introduction</i> (1969);	1,25

11.	Discussion of readings: George Ritzer, <i>An Introduction to McDonaldization</i> (2006).	1,25	
12.	Revision	1,25	
10. Individual Student's Work			
#	Description	Hours	
1.	Work on the Research Paper	30	
2.	Covering Required Readings and taking part in discussions and group work	25	
3.	Preparing for the Final Exam	25	
11. Assessment Methods	Coursework: Research Paper(60%) Final Exam (40%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. as the total grade for semester		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Lecture	30	1,2
	Workshop	15	0,6
	Individual Student's Work	80	3,2
	Other Form		
	n/a		
	SUMM	125	5
14. Required Readings	Jack David Eller, <i>Cultural Anthropology : Global Forces Local Lives</i> (2009) Anthony Giddens, <i>Sociology</i> (2006)		
15. Recommended Readings	Lila Abu-Lughod, <i>Honor and the Sentiments of Loss in a Bedouin Society</i> (1985); Fredrik Barth, <i>Ethnic Groups and Boundaries: Introduction</i> (1969); Clifford Geertz, <i>The Interpretation of Cultures</i> (1973); Claude Lévi Strauss, <i>The Savage Mind</i> (1966); Claude Lévi Strauss, <i>Myth and Meaning</i> (1995); Theodore Macdonald, Jr., <i>Ethnicity and Culture amidst New "Neighbours": The Runa of Ecuador's Amazon Region</i> (1999); Thomas Hylland Eriksen, <i>Small Places. Large Issues: An Introduction to Social and Cultural Anthropology</i> (2001); Marcel Mauss, <i>The Gift: The Form And Reason For Exchange In Archaic Societies</i> (2002); David Maybury-Lewis & Theodore Macdonald Jr. (eds.), <i>Indigenous Peoples, Ethnic Groups, and the State</i> (2002);		
16. Place where module is run	Lazarski University		
17. Other	The course has a multidisciplinary approach combining different theories taken from various spheres such as anthropology, sociology, cultural studies, linguistics, etc. The course introduces students to the role of culture in defining humanity; also focuses on the role of politics, aspects of religious belief and its practices. It also considers the local and global integration of these societies.		

Introduction to philosophy			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 2, elective module		
4. Aims and Learning Outcomes	<p>Aims The course aims to present students of Management some broad intellectual background of philosophy with strong emphasis on the discussing the major, everyday concepts, like wisdom, love, justice, truth, politics, morality, utopia, power, progress, enlightenment, freedom and discipline. The course is designed to encourage students to engage with some long-established debates on those issues while introducing them in the general philosophical.</p> <p>Learning Outcomes By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of fundamental philosophical principles and concepts		K_W02	2 essays and final exam
Distinguishes and characterizes basic types of philosophical problems and is able to apply them in the sphere of economy and management		K_W01	2 essays and final exam
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic philosophical knowledge in respective areas of entrepreneurial activity		K_U01	2 essays and final exam
Is able to apply basic philosophical knowledge to collaborate with other functional areas in typical professional situations		K_U02	2 essays and final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to participate in the construction of social projects which also embrace philosophical aspects of entrepreneurship		K_K02	2 essays and final exam
Is prepared to persuade and negotiate in order to achieve common goals		K_K04	2 essays and final exam
5. Module Leader	Name		E-mail
	Dr. Jan Grzymski		j.grzymski@lazarski.edu.pl
6. Lecturer (s)	Name		E-mail
	Dr. Jan Grzymski		j.grzymski@lazarski.edu.pl
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 1		BA in Management

9. Module Content		
#.	Topics Discussed	Hours
Lecture		
1.	Socrates: Wisdom and Virtue	2,5 h
2.	Plato: Love	2,5 h
3.	Plato: Justice and Good Life	2,5 h
4.	Plato: Ideal State	2,5 h
5.	Artistole: Golden Mean	2,5 h
6.	Machiavelli: Morality and Political Rule	2,5 h
7.	Moore: Utopia – Dream or Vision?	2,5 h
8.	Hoobes: Sovereign Power	2,5 h
9.	Condorcet: Progress – Universal or Particular?	2,5 h
10.	Kant: Enlightenment – Reason and Courage	2,5 h
11.	Mill: Freedom – Liberty and its Limits	2,5 h
12.	Foucault: Discipline – Reverse of Freedom?	2,5 h
Workshop		
1.	<u>Wisdom</u> : Plato, <i>Apology</i> (selected fragments)	1,25 h
2.	<u>Love</u> : Plato, <i>Phaedrus</i> (selected fragments)	1,25 h
3.	<u>Justice</u> : Plato, <i>Republic</i> , chapter I (selected fragments)	1,25 h
4.	<u>Truth</u> : Plato, <i>Republic</i> , chapter VII (selected fragments)	1,25 h
5.	<u>Politics</u> : Aristotle, <i>Politics</i> (selected fragments)	1,25 h
6.	<u>Morality</u> : Niccolo Machiavelli, <i>Prince</i> (selected fragments)	1,25 h
7.	<u>Utopia</u> : Thomas Moore, <i>Utopia</i> (selected fragments)	1,25 h
8.	<u>Power</u> : Thomas Hobbes, <i>Leviathan</i> (selected fragments)	1,25 h
9.	<u>Progress</u> : Antoine Condorcet <i>Sketch for a Historical Picture of the Progress of the Human Spirit</i> (selected fragments)	1,25 h
10.	<u>Enlightenment</u> : Immanuel Kant, <i>What is Enlightenment?</i> (selected fragments)	1,25 h
11.	<u>Freedom</u> : John Stuart Mill, <i>On liberty</i> (selected fragments)	1,25 h
12.	<u>Discipline</u> : Michel Foucault, <i>Discipline and Punish</i> (selected fragments)	1,25 h
10. Individual Student's Work		
#.	Description	Hours
1	Individual In-depth reading of the class readings	50 h
2	Preparation for essays and final exams	30h
11. Assessment Methods	Coursework: two essays (30% each) Final Exam (40%)	
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester	
13. ECTS Credits	5	

		Hours	ECTS
	Contact Hours		
	Lecture	30	1,2
	Workshop	15	0,6
	Individual Student's Work	80	3,2
	Other Form		
	n/a		
	SUMM	125	5
14. Required Readings	John P. McKay et all (2008, or an earlier editions), <i>A History of Western Society</i>		
15. Recommended Readings	Plato, <i>Apology</i> (selected fragments) Plato, <i>Phaedrus</i> (selected fragments) Plato, <i>Republic</i> , chapter I, VII (selected fragments) Aristotle, <i>Politics</i> (selected fragments) Niccolo Machiavelli, <i>Prince</i> (selected fragments) Thomas Moore, <i>Utopia</i> (selected fragments) Thomas Hobbes, <i>Leviathan</i> (selected fragments) Antoine Condorcet <i>Sketch for a Historical Picture of the Progress of the Human Spirit</i> (selected fragments) Immanuel Kant, <i>What is Enlightenment?</i> (selected fragments) John Stuart Mill, <i>On liberty</i> (selected fragments) Michel Foucault, <i>Discipline and Punish</i> (selected fragments)		
16. Place where module is run	Lazarski University		
17. Other	n/a		

Conflict Resolution In Business			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 2, elective module		
4. Aims and Learning Outcomes	<p>Aims Negotiation is a regular part of our everyday business contact and transactions, though sometimes difficult to do very well. Negotiation skills are therefore seen as valuable instruments if placed in the hands of businessmen and individuals could help them in reaching mutually beneficial agreements respectful of differing interests. Looking to parties interests instead of their positions can make it possible to seal a deal in a spat of time without much cost. The goal of this class is to introduce students to the art of business negotiation. Economics and business students will also be introduced to the core strategies and principles in negotiation that impacts successful deal making between partners, corporations, and individuals alike.</p> <p>Learning Outcomes By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the importance of leadership and negotiations in the transformation processes of economic structures and enterprises		K_W20	Essay, and exam
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Essay, and exam
Is aware of the role and importance of organizational structures and regulations		K_W18	Essay, and exam
Is aware of strategic analysis methods in the enterprise and its environment		K_W16	Essay, and exam
Skills	Code		Assessment
	Subject	Field	
Is able to compose written and oral texts typical for the field of activity, and present them in Polish and a foreign language		K_U22	Essay and exam
Is able to anticipate the behavior of counterparts, analyze their motives, and influence them within a particular scope.		K_U18	Essay and exam
Is able the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	Essay and exam
Is able to refer to laws and systems of entrepreneurial norms in order to justify specific activities.		K_U14	Essay and exam
Social Competencies	Code		Assessment
	Subject	Field	

Is prepared to persuade and negotiate in order to achieve common goals.		K_K04	Essay and exam
Is prepared to responsibility for the assigned tasks.		K_K11	Essay and exam
Is prepared for ethical behaviour within assigned organizational and social roles.		K_K10	Essay and exam
Is prepared to openly communicate and defend personal opinions not only on professional matters.		K_K05	Essay and exam
5. Module Leader	Name	E-mail	
	Dr. Emmy Irobi	emmy.godwin@gmail.com	
6. Lecturer (s)	Name	E-mail	
	Dr. Emmy Irobi	Emmy.godwin@gmail.com	
7. Module Level	Master's	Bachelor's	
		X	
8. Year and Programme	Year	Programme	
	Year 1	BA in Management	
9. Module Content			
#.	Topics Discussed	Hours	
Lecture			
1	Conceptualizing Business negotiation	2,5	
2	Planning stages of negotiation	2,5	
3	Understanding your business partners	2,5	
4	Negotiation Process	2,5	
5	Model and style of Negotiation	2,5	
6	Building Relationships in business negotiation	2,5	
7	Navigating Impasse	2,5	
8	Ethnics and Moral Problem in business negotiation	2,5	
9	Stress management and conflict prevention	2,5	
10	Reaching and writing agreements: Validity of the deal.	2,5	
Workshop			
1	Win against someone or with him	1,25	
2	How to build your negotiation	1,25	
3	Cultural traits in business negotiation	1,25	
4	Effective use of BATNA	1,25	
5	Knowing what you want from your partners	1,25	
6	Dealing with difficult people during negotiation	1,25	
10. Individual Student's Work			
#.	Description	Hours	
1	Understanding the topic	10	

2	Realization of individual task	30
3	Literature analysis	10
4	Group Work	30
11. Assessment Methods	Coursework: Essay 40% Final exam 60%	
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester	
13. ECTS Credits	5	
		Hours
		ECTS
	Contact Hours	
	Lecture	30
		1,2
	Workshop	15
		0,6
	Individual Student's Work	50
		2,0
	Other Form	
	Group work	30
		1,2
	SUMM	125
14. Required Readings	Raymond Saner, The Expert Negotiator, strategy, Tactics, Motivation, behavior, and Leadership. Martin Nijhoff Publications, The Netherland, 2008, chaps; 1-8, Lax D,A., Sebenius J.K., The Manager as Negotiator, The Free Press, New York 1986, pp. 11-30. William Ury, Getting To No (Odchodzac od Nie) PWE, Warszawa, 1995. Michael L, Spangle, et al., Negotiation. Communication for diverse settings. Sage Publ. London, 2003, pp. 18-36, 70-91; chapter 3.	
15. Recommended Readings	Fischer, W. Ury and B. Patton, Getting To Yes, Harvard press, 1999 Zartman I.W., Berman M.R., The practical negotiator, Yale University press, New Heaven and London, 1982. Influence: The Psychology of Persuasion, R.B. cialdini, Quill Editions	
16. Place where module is run	Lazarski University	
17. Other	N/A	

Introduction to Business Administration			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 Semester 2, elective course		
4. Aims and Learning Outcomes	<p>Aims This course is an introduction to business administration, including leadership and organisational issues, contemporary management, business ethics, time and finance management, strategic planning and consumerism.</p> <p>The course aims to provide:</p> <ul style="list-style-type: none"> • knowledge needed to better understand business administration. • basic skills needed for organisational planning and project management, • competence to excellence business finance and negotiation process. • assistance to develop competence in strategic planning, corporate governance and CSR. • legal, financial and managerial knowledge as prerequisite for working a business environment. <p>Learning Outcomes By the end of the course students shall:</p>		
Knowledge	Code		Assessment
	Subject	Field	
1. be aware of links existing between economic entities and other social institutions which define their environment at the national and international level		K_W05	In-class exams and project work.
2. be aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	In-class exams and project work.
3. be aware of leadership functions and their dependence on the type of enterprise and extent of its activities		K_W11	In-class exams and project work.
4. be aware of the role and importance of organizational structures and regulations		K_W18	In-class exams and project work.
5. be aware of the importance of leadership and negotiations in the transformation processes of economic structures and enterprises		K_W20	In-class exams and project work.
6. be aware of the role of culture, ethics, and technical progress in the transformation processes of modern enterprises		K_W21	In-class exams and project work.
Skills	Code		Assessment
	Subject	Field	
1. be able to observe phenomena and processes in an organization, as well as		K_U04	Project work.

describe, analyze, and interpret them with the help of basic approaches and theoretical concepts			
2. be able to utilize commonly acknowledged norms and standards in processes of planning, organizing, motivating, and controlling		K_U13	Project work.
3. be able to effectively manage human, material, financial and information resources in order to perform tasks		K_U19	Project work.
Social Competencies	Code		Assessment
	Subject	Field	
1. be prepared to organize and supervise the work of project and task teams, as well as enterprises within and outside their environment		K_K01	Project work.
2. be prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		K_K02	Project work.
5. Module Leader	Name		E-mail
	Elena Diaconu		elena.diaconu@lazarski.pl
6. Lecturer (s)	Name		E-mail
	Elena Diaconu		elena.diaconu@lazarski.pl
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	1		BA in Management
9. Module Content			
#.	Topics Discussed		Hours
Lecture			
1	Leadership and organisational dilemmas, Part I (relationship between leadership and organization, major leadership issues, also issues of life)		2.5
2	Leadership and organisational dilemmas, Par II (great challenges and dilemmas of leadership and organization, incl. human resources management)		2.5
3	Contemporary international management (strategy outside of the organization and particularly on globalization issues and the macro perspectives challenges and paradoxes that organizations of today face)		2.5
4	Innovation and project management (innovation, project management, knowledge creation and integration, and working in high-tech companies)		2.5
5	Business ethics (ethical issues on different levels and in relation to different stakeholders, key ethical theories, CSR, corporate governance and sustainability)		2.5

6	Management control system (performance measures and incentive systems through a number of cases, comprehension of how managers influence other members of the organization to implement strategies in an efficient and effective way)	2.5
7	Time management (planning time, identifying priorities, planning work for yourself and the employees)	2.5
8	Business finance (hands on case-based course focused on application and solving problems, understanding of finance in creating effective business solutions)	2.5
9	Negotiations (the art of negotiations, how to achieve what you want without giving in too much, tricks and skills, abilities, understanding the opponent, comparative advantages)	2.5
10	Strategic planning (strategic thinking, in the form of 'Big', 'Best', 'Fast', and 'Beautiful')	2.5
11	Consume marketing (marketing and sales, and issues of branding, product design and understanding consumers)	2.5
12	Revision	2.5
Workshop		
1	Leadership and organisational dilemmas: examples, group work, discussions.	1.25
2	Contemporary international management: discussions based on examples.	1.25
3	Innovation and project management: group work.	1.25
4	1st in-class exam	1.25
5	Business ethics: discussions, group work.	1.25
6	Management control system: group work.	1.25
7	Time management: group work.	1.25
8	Business finance: group work based on examples.	1.25
9	Negotiations: discussions, group work.	1.25
10	Strategic planning: group work.	1.25
11	2nd in-class exam	1.25
12	Consume marketing: discussions, group work.	1.25
10. Individual Student's Work		
#.	Description	Hours
	Analysis of the literature	20
	Analysis of the case studies	20
	Realization of individual tasks within the project group	50
11. Assessment Methods	1st in-class exam (30%) 2nd in-class exam (30%) Project proposal (40%)	
12. Assessment Criteria	To pass the course a student must score at least 40% of the overall weighted average and not less than 35% for paper and final. Lower mark leads to a re-sit exam for the failed component.	

13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Lecture	30	1
	Workshop	15	1
	Individual Student's Work	75	3
	Other Form		
	SUMM	120	5
14. Required Readings	<ol style="list-style-type: none"> 1. Browaeys Marie-Joëlle and Roger Price, <i>Understanding Cross-Cultural Management</i>, 2nd edition, Prentice Hall, 2010 2. Crane Andrew and Dirk Matten, <i>Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization</i>. 2010, Oxford: Oxford UP. 3. Rugman Alan M. and Simon Collinson, <i>International Business</i>, 4th edition, Pearson Education Limited, 2006 4. Schein Edgar H., <i>Organizational Culture and Leadership</i>, 4th edition, John Wiley & Sons, 2010 5. Titman, Keown, Martin. <i>Financial Management: Principles and Applications</i>. 12th or 11th edition. Pearson. 		
15. Recommended Readings	<ol style="list-style-type: none"> 1. Alvisi Alberto, Alessandro Narduzzo and Marco Zamarian, <i>PlayStation and The Power of Unexpected Consequences</i>, Information, Communication & Society 6:4 2003, 608–627 2. Carroll Archie B., edited by Professor Sir Cary L Cooper, <i>Societies for Business Ethics</i>, Wiley Encyclopaedia of Management, 2014 3. Chet Miller C. and R. Duane Ireland, <i>Intuition in strategic decision making: Friend or foe in the fast-paced 21st century?</i>, Academy of Management Executive, 2005, Vol. 19, No. 1 4. Cohen Michael D.; James G. March; Johan P. Olsen, <i>A Garbage Can Model of Organizational Choice</i>, Administrative Science Quarterly, Vol. 17, No. 1. (Mar., 1972), pp. 1-25 5. Edmondson, A., Bohmer, R. and Pisano, G. (2001) <i>Speeding Up Team Learning</i>, Harvard Business Review, Vol. 79, No. 9, pp. 125-132 6. Hedberg Bo L. T., Paul C. Nystrom, and William H. Starbuck, <i>Camping on Seesaws: Prescriptions for a Self-Designing Organization</i> 7. Kahneman Daniel, <i>A Perspective on Judgment and Choice, Mapping Bounded Rationality</i>, American Psychologist September 2003 8. Kieser Alfred, Ulrich Koch, <i>Bounded Rationality and Organizational Learning Based on Rule Changes. Management Learning 2008; 39; 329;</i> 9. Kotabe Masaaki, Michael J. Mol and Sonia Ketkar, <i>An evolutionary stage model of outsourcing and competence destruction: A Triad comparison of the consumer electronics industry</i>, 2008, University of Warwick institutional repository: http://go.warwick.ac.uk/wrap 10. Levitt Barbara; James G. March, <i>Organizational Learning</i>, Annual Review of Sociology, Vol. 14. (1988), pp. 319-340. 11. March James, <i>Exploration and Exploitation in Organisational Learning</i>, Organisation Science, Vol 2, nr 1, February 1991 12. March James, <i>How decisions happen in organisations</i>, Human Computer Interaction, 1991, vol. 6, pp. 95-117 		

	<p>13. Snowden David, Mary Boone, <i>Framework for decision making</i>, Harvard Business Review, 2007</p> <p>14. Weick Karl E. and Karlene H. Roberts, <i>Collective Mind in Organizations: Heedful Interrelating on Flight Decks</i>, Administrative Science Quarterly, Vol. 38, No. 3 (Sep., 1993), pp. 357-381</p> <p>15. Weick Karl E., <i>Enacted Sense making in Crisis Situations</i>, Journal of Management Studies 25:4 July 1988</p> <p>16. Weick, K. E. 1993. <i>The Collapse Of Sense making In Organizations: The Mann Gulch Disaster</i>. Administrative Science Quarterly, 38(4): 628 - 652.</p> <p>17. Manoiu Valentina-Mariana, Alexandru Valeriu Gadiuta and Recep Arslan, <i>Social Responsibility and its environmental component: origins, evolution and organizations involved</i>, Proceedings of ADVED 2016 2nd International Conference on Advances in Education and Social Sciences, 10-12 October 2016- Istanbul, Turkey.</p>
16. Place where module is run	Lazarski University
17. Other	N/A

ELECTIVES – SEMESTER 5

Hospitality Management			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 5, Elective module		
4. Aims and Learning Outcomes	<p>Aims Educating in the field of hospitality management During the lectures, students will learn the history of the hospitality sector and the contemporary structure of this sector. The rules of managing hotels and trends in the hotel market will be discussed during lessons.</p> <p>Learning Outcomes Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of key concepts in entrepreneurship theories regarding formation, functioning, transformation, and development of economic organizations		K_W04	Midterm exam Final exam
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Final exam Written presentation
Is aware of the importance of norms and standards in particular areas of entrepreneurial activity		K_W17	Midterm exam
Skills	Code		Assessment
	Subject	Field	
Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	Final exam
Is able to interpret selected problems of modern economy and business in the light of accomplishments and views of respected economics and management scientists		K_U20	Written presentation Final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		K_K02	Written presentation
Is prepared to communicate with environment within outside the workplace and , as well as transfer individual knowledge utilizing various means of communication		K_K03	Written presentation
5. Module Leader	Name		E-mail
	Elżbieta Szymańska, Prof. nzw.		e.szymanska@pb.edu.pl

6. Lecturer (s)	Name	E-mail	
	Elżbieta Szymańska, Prof. nzw.	e.szymanska@pb.edu.pl	
7. Module Level	Master's	Bachelor's	
		X	
8. Year and Programme	Year	Programme	
	Year 3	BA in Management	
9. Module Content			
#.	Topics Discussed		Hours
Lecture			
1	Basic concepts of hospitality. The history of the hotel industry in the world		2.5
2	Classification and categorization of accommodation facilities. Characteristics of types of hotel facilities		2.5
3	Types of services found in hotels. Analysis of the size and structure of accommodation facilities. The hotel's technical department. Administration service in hospitality		2.5
4	Additional services provided in hotels.		2.5
5	Disabled tourist in hotels		2.5
6	Tasks, organization and restaurant working technique		2.5
7	Marketing in the hospitality sector		2.5
8	Hospitality NGOs. The global value chain in the hospitality.		2.5
9	Characteristics of a perfect employee in hotels. The tasks, organization and technology of desk clerk work. The technique of floor service work		2.5
10	Trends of the hospitality sector		2.5
11	Hotel services in land transport, rail, air and water transport		2.5
12	Specificity of hotel services in different regions of the world		2.5
10. Individual Student's Work			
#.	Description		Hours
1	Midterm exam		25
2	Covering required readings		25
3	Individual work on the written presentation		10
4	Preparation to the final exam		35
11. Assessment Methods	Final exam (40%) Coursework: midterm exam (30%) and research project (30%).		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. as the total grade for semester		
13. ECTS Credits	5		
			Hours
			ECTS
	Contact Hours		
	Lecture	30	1,2
	Individual Student's Work	95	3,8
Other Form			

	n/a		
	SUMM	125	5
14. Required Readings	1. P. Kotler, J.T. Bowen, J.C. Makens, <i>Marketing for Hospitality and Tourism</i> , Pearson, 2010. 2. „International Journal of Hospitality Management” 3. „Journal of Hospitality and Tourism Management”		
15. Recommended Readings	1. „Tourism Management” 2. „Hotelarstwo”		
16. Place where module is run	Lazarski University and hotels in Warsaw		
17. Other	n/a		

Supply Chain Management			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 5, Elective module		
4. Aims and Learning Outcomes	<p>Aims The outcomes to be achieved by the students the end of this course are:</p> <ul style="list-style-type: none"> Understanding the basic rules, principles, strategies and policies of supply chain and operations management as they are used in the “real world”; Be able to apply operations and supply chain tools; Be able to make decisions concerning supply chain and operations management in the “real world” <p>Learning Outcomes Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the basic principles of creation and development of individual entrepreneurship		K_W23	Group work Final exam
Is aware of typical research methods in respective areas of entrepreneurial activity		K_W15	Final exam Group project
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	Final exam Group project
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to develop and effectively utilize interpersonal skills		K_K08	Group project Group work
Is prepared to persuade and negotiate in order to achieve common goals		K_K04	Final exam
5. Module Leader	Name		E-mail
	Prof. Aleksandra Laskowska-Rutkowska		a.laskowska@lazarski.edu.pl
6. Lecturer (s)	Name		E-mail
	Prof. Aleksandra Laskowska-Rutkowska		
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme

		Year 3	BA in Management	
9. Module Content				
#.	Topics Discussed		Hours	
Lecture				
1	Introduction to the course; Operations and Business Processes		2,5	
2	Process choice and layout decisions in manufacturing and services – case study		2,5	
3	Operations and supply chain strategies		2,5	
4	Managing inventory throughout the Supply chain – game simulation		2,5	
5	Managing inventory throughout the Supply chain – presentation of game results		2,5	
6	Logistics, sourcing and purchasing		2,5	
7	Logistics system; Managing information in logistics system		2,5	
8	Managing production in supply chain		2,5	
9	Toyota production system		2,5	
10	Supply chain business model		2,5	
11	Social Responsibility in operations and supply chain management		2,5	
12	Final projects presentation		2,5	
10. Individual Student's Work				
#.	Description		Hours	
	Preparation for case studies		50	
	Preparation for final exam		20	
	Preparation for final project		25	
11. Assessment Methods		Group final report and presentation (40%), Coursework (20%); Final exam (40%)		
12. Assessment Criteria		In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
13. ECTS Credits		5		
		Hours	ECTS	
		Contact Hours		
Lecture		30	1,2	
Individual Student's Work		95	3,8	
		Other Form		
n/a				
SUMM		125	5	
14. Required Readings		Cecil C. Bozarth, Robert B. Handfield, Introduction to Operations and supply chain management, Pearson Prentice Hall, 2008		
15. Recommended Readings		D. Jacoby, Guide to supply chain management, The Economist 2009		
16. Place where module is run		Lazarski University		
17. Other		n/a		

Managing Tourism Projects			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 5, Elective module		
4. Aims and Learning Outcomes	<p>Aims The aim of the classes is to achieve a knowledge of the principles of preparation and evaluation tourism projects by students. In particular students:</p> <p>a) will know what are the roles of the planning and projects in the national and global tourism development, b) will be trained to evaluate the scope and character of tourist projects c) will acquire competencies in managing tourist projects</p> <p>Learning Outcomes By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of key concepts in entrepreneurship theories regarding formation, functioning, transformation, and development of economic organizations		K_W04	Research project
Is aware of the importance of norms and standards in particular areas of entrepreneurial activity		K_W17	Final exam
Skills	Code		Assessment
	Subject	Field	
Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	Research project Final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		K_K02	Research project
Is prepared to communicate with environment within outside the workplace and , as well as transfer individual knowledge utilizing various means of communication		K_K03	Research project
5. Module Leader	Name		E-mail
	Elżbieta Szymańska, Prof. nzw.		e.szymanska@pb.edu.pl
6. Lecturer (s)	Name		E-mail
	Elżbieta Szymańska, Prof. nzw.		e.szymanska@pb.edu.pl
7. Module Level	Master's		Bachelor's
			X
	Year		Programme

8. Year and Programme	Year 3	BA in Management	
9. Module Content			
#	Topics Discussed	Hours	
Lecture			
1	Projects definitions and types of projects	2,5	
2	Principles of projects in the European Union	2,5	
3	Role of innovation in the EU projects	2,5	
4	Project Planning	2,5	
5	Coordination of project	2,5	
6	Controlling the implementation of the project	2,5	
7	Expert of the European Union projects – case studys	2,5	
8	Cohesion Policy Competition – case study	2,5	
9	MSE projects for tourist firms	2,5	
10	Research of the tourist market	2,5	
11	Cross-border tourist projects - case study of Eruroregion Niemen	2,5	
12	My own tourist project presentation	2,5	
10. Individual Student's Work			
#	Description	Hours	
1	Individual work on the research project	70	
2	Preparation to the final exam	25	
11. Assessment Methods	Final exam (40%) Coursework: research project (60%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. as the total grade for semester		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Lecture	30	1,2
	Individual Student's Work	95	3,8
	Other Form		
	n/a		
	SUMM	100	4
14. Required Readings	1. www.europa.eu 2. www.unwto.org		
15. Recommended Readings	1. „Tourism Management” 2. Funding Tourism Project Guide, Government of Alberta, Kanada, available at: www.tpr.alberta.ca		
16. Place where module is run	Lazarski University (If possible, students will visit the European Union Information Point)		
17. Other	n/a		

	Shipping and Transport			
2. Module Code				
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 5, Elective module			
4. Aims and Learning Outcomes	<p>Aims</p> <p>Whereas automation and mechanization of production processes has substantially reduced costs, a corresponding rationalization within materials handling and transport has not yet been achieved. Depending on the sector company operates in, and manufacturing method, it is estimated, that from 30% to 60% of the end price of the product is related to the material movement and material handling. Taking into the consideration this assumption, effective rationalization within the process of shipping and transport can be very profitable. Therefore management of distribution resource is a key determinant of corporate performance.</p> <p>The role of warehousing and distribution, shipping and transport, or logistics – as managers use the words interchangeably, has been growing over past years, and the future is likely to be even more dramatic in terms of change. There are many aspects, which will have impact on this change: new business models, which radically and suddenly changes the economic landscape, new technology, new transport techniques, increasing energy costs, finally increasing pressure on sustainability issues.</p> <p>The Shipping and Transport module will provide students - future business leaders - with a good appreciation of all the main aspects of actions that can or need to be taken to support production, services and sales functions of the organization, to ensure effective and efficient operations, finally to ensure that business survives in a very competitive environment.</p> <p>Learning Outcomes Having completed this module student:</p>			
	Knowledge	Code		Assessment
		Subject	Field	
	Is aware of the genesis and evolution of management sciences in the context of economic development		K_W03	In-class Exams
	Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Research Project
	Is aware of the role and functions of enterprise		K_W08	In-class Exams
	Is aware of the importance of norms and standards in particular areas of entrepreneurial activity		K_W17	In-class Exams
	Skills	Code		Assessment
		Subject	Field	

Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Research Project
Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	In-class Exams
Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	In-class Exams
Is able to anticipate the behavior of co-workers, analyze their motives, and influence them within a particular scope		K_U18	Research Project
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to openly communicate and defend personal opinions not only on professional matters		K_K05	In-class Exams Research Project
Is prepared to navigate the job market and change the place of employment		K_K06	Research Project
Is prepared to adapt to and operate in new conditions and situations related with e.g. cultural differences of a given group		K_K07	In-class Exams Research Project

5. Module Leader	Name	E-mail
	Piotr Polak	piotr.polak@cioc.pl
6. Lecturer (s)	Name	E-mail
	Piotr Polak	piotr.polak@cioc.pl
7. Module Level	Master's	Bachelor's
		X
8. Year and Programme	Year	Programme
	Year 3	BA in Management

9. Module Content		
#	Topics Discussed	Hours
Seminar		
1	Planning framework for shipping and transport. Total distribution concept.	2.5
2	Storage facilities.	2.5
3	Storage facilities <i>cont.</i>	2.5
4	Procurement and inventory decisions. The physical distribution management mix.	2.5
5	Transportation.	2.5
6	Transportation <i>cont.</i>	2.5
7	Fleet management.	2.5
8	Value-added services.	2.5
9	Outsourcing of warehousing and transportation. Tendering process.	2.5
10	Managing 3PL activities.	2.5

11	Risk management in warehousing and transportation.	2.5	
12	Financial and operational indicators. Costs and performance monitoring.	2.5	
10. Individual Student's Work			
#	Description	Hours	
1	Work on the Research Project	25	
2	Covering Required Readings	40	
3	Preparation for the In-class Exams	30	
11. Assessment Methods	Coursework (100%): Two in-class exams (each worth 30%), Research Project (40%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Seminar	30	1,2
	Individual Student's Work	95	3,8
	Other Form		
	n/a		
	SUMM	125	5
14. Required Readings	<p>"The Handbook of Logistics and Distribution Management" – 2010, Alan Rushton, Phil Croucher, Peter Baker</p> <p>"The Outsourcing Handbook: How to Implement a Successful Outsourcing Process", 2006, Power, Mark J., Desouza, Kevin C., Bonifazi, Carlo</p>		
15. Recommended Readings	n/a		
16. Place where module is run	Lazarski University		
17. Other	n/a		

Europe's Crisis Management			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 5, Elective module		
4. Aims and Learning Outcomes	<p>Aims European politics is based on many different intellectual and historical facets. However, many discussions on Europe are located within the continuum of euro-enthusiasm and euro-skepticism. Tony Judt once stated that “contemporary discussions on Europe’s perspectives tend to sway loosely between Pangloss and Cassandra; between optimistic certainty and terrifying prophecy”. Such a situation is very convenient for “enthusiasts” and “skeptics” of Europe. It allows for a clear separation of easily predicable positions in a debate, but – as it will be argued during the course – there are not interesting from the cognitive perspective and should not be copied or validated in academic discussions. The course’s aim is to look at identity, idea and political practices conducted in the name of Europe in the way that it will go beyond such continent binary opposition. The course will focus on historical discourses which shape today’s Western Europe such as: heritage, memory and past of Europe, claims for European diffusionism and universalism, postcoloniality in European politics, European integration and the EU enlargement, Europe’s borders, cosmopolitan and/or multicultural Europe vs. radical Islam and last but not least latest European Crisis since 2008 (both political and economical).</p> <p>Learning Outcomes Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Demonstrate a general understanding of identity, idea and practices of politics in Europe		K_W01	Midterm and final exam
Know the origins of the current crisis of Europe and the European Union		K_W01 K_W02 K_W08	Midterm and final exam
Skills	Code		Assessment
	Subject	Field	
Understand the way historical and political discourses shape the politics of Europe		K_U01 K_U02	Midterm and final exam
Explain how policies, institutions, and society influence each other		K_U02 K_U03	Midterm and final exam
Social Competencies	Code		Assessment
	Subject	Field	
Be able to work in an international and multicultural environment, have the ability to adapt to a multicultural work and life environment, while being capable of understanding the differences inherent to it		K_K02	Midterm and final exam
Be able to think and act in an entrepreneurial		K_K03	Midterm and final exam

manner and in the interest of the state, the nation and the local community			
5. Module Leader	Name		E-mail
	Dr. Jan Grzyski		j.grzyski@lazarski.edu.pl
6. Lecturer (s)	Name		E-mail
	Dr. Jan Grzyski		j.grzyski@lazarski.edu.pl
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 3		BA in Management
9. Module Content			
#.	Topics Discussed		Hours
Lecture			
	<ol style="list-style-type: none"> 1. Introduction: How to Study Europe? 2. European Heritage: History, Memory, East and West 3. European Diffusionism, Universalism, Postcolonial Europe 4. Integration (Seeing like a High Authority) and Enlargement 5. Europe as Empire 6. Making European Space 7. Borders of Europe 8. Neighbors of Europe – Ring of Friends? 9. Cosmopolitan Europe? 10. Knowledge and Authority - European Diplomacy and Bureaucracy 11. Democratic deficit? 12. Conclusions: Quo Vadis Europe? 		30 hours
Workshop			
	<ol style="list-style-type: none"> 1. Multiculturalism and Islam 2. Europe in Crisis – Eurozone 3. Europe in Crisis – Asylum Seekers and Immigration 4. Europe and Terrorist Threat 5. Making European Space 6. Borders of Europe 7. Neighbors of Europe – Ring of Friends? 8. Cosmopolitan Europe? 9. Knowledge and Authority - European Diplomacy and Bureaucracy 10. Democratic deficit? 11. Europe in Crisis 12. Conclusions: Quo Vadis Europe? 		15 hours
10. Individual Student's Work			
#.	Description		Hours
1.	Reading in advance of assigned texts		80 h
11. Assessment Methods	Coursework: midterm (40%) Final exam (60%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		

13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Lecture	30	1,2
	Workshop	15	0,6
	Individual Student's Work	80	3,8
	Other Form		
	N/A		
	SUMM	125	
14. Required Readings	Chris Rumford, <i>The SAGE Handbook of European Studies</i> , (2008)		
15. Recommended Readings	<p>Gerard Delanty, Chris Rumford, Rethinking Europe. Social Theory and the Implications of Europeanization (2005)</p> <p>Gerard Delanty, Inventing Europe (1995)</p> <p>Gerard Delanty, Europe and Asia. Beyond East and West (2008)</p> <p>Immanuel Wallerstein, European Universalism. The Rhetoric of Power (2007)</p> <p>William Walters, Jens Henrik Haarh, Governing Europe. Discourse, Governmentality and European Integration (2008)</p> <p>Jan Zielonka, Europe as Empire. The Nature of Enlarged Europe (2006)</p> <p>József Böröcz, Mahua Sarkar, What is the EU?, <i>International Sociology</i>, June 2005, Vol 20(2): 153–173.</p> <p>Merje Kuus, Geopolitics and Expertise. Knowledge and Authority in European Diplomacy (2014)</p> <p>Jey Huysmans, The Politics of Insecurity. Security, Migration & Asylum in the EU (2004)</p> <p>Cris Shore, The Cultural Politics of European Integration (2000)</p> <p>Marilyn Strathern, Audit Cultures. Anthropological Studies in Accountability, Ethics and the Academy (2008)</p> <p>Ian Buruma, Murder in Amsterdam (2006)</p> <p>Jan Zielonka, Is the EU doomed? (2014)</p> <p>Anthony Giddens, Turbulent and Mighty Continent: What Future for Europe (2013)</p> <p>Ulrich Beck, <i>German Europe</i> (2013)</p> <p>Simon Hix, <i>What's wrong with the European Union and How to Fix It</i> (2012)</p> <p>Ivan Berend, <i>Europe in Crisis: Bolt from the Blue?</i> (2013)</p>		
16. Place where module is run	Lazarski University		
17. Other	N/A		

EU Financial Procurement and Proposal Writing Methodology			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 Semester 5, elective module		
4. Aims and Learning Outcomes	<p>Aims This course is an introduction to public funding mechanisms, proposal writing and basics of the EU project management. The course aims to provide:</p> <ul style="list-style-type: none"> • knowledge needed to apply successfully for EU funding. • basic skills needed to be able to manage EU-funded projects. • Assistance to develop competence in managing, fundraising, and reporting. • legal, financial and managerial knowledge as prerequisite for working with projects funded with public monies. • a practitioners' perspective on the operation of the EU Funds. <p>Learning Outcomes By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of links existing between economic entities and other social institutions which define their environment at the national and international level		K_W05	In-class exams and project work.
Is aware of and understands the basic concepts and principles of intellectual property protection and copyright		K_W022	In-class exams and project work.
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Project work.
Possesses the ability to initiate and develop economic activities		K_U03	Project work.
Is able to utilize commonly acknowledged norms and standards in processes of planning, organizing, motivating, and controlling		K_U13	Project work.
Is able to effectively manage human, material, financial and information resources in order to perform tasks		K_U19	Project work.
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to organize and supervise the work of project and task teams, as well as enterprises within and outside their environment		K_K01	Project work.

Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		K_K02	Project work.
Is prepared to persuade and negotiate in order to achieve common goals		K_K04	Project work.
Is prepared to develop and effectively utilize interpersonal skills		K_K08	Project work.
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	Project work.
Is prepared to responsibility for the assigned tasks		K_K11	Project work.

5. Module Leader	Name	E-mail
	Elena Diaconu	elena.diaconu@lazarski.pl
6. Lecturer (s)	Name	E-mail
	Elena Diaconu	elena.diaconu@lazarski.pl
7. Module Level	Master's	Bachelor's
		X
8. Year and Programme	Year	Programme
	Year 3	BA in Management

9. Module Content		
#.	Topics Discussed	Hours
Seminar		
1	Public procurement and public contracts from legal perspective.	2.5
2	EU funding – general description of possible sources of funding; EU policy and programs, their structure and aims (structural funding, external aid tenders, Seventh Framework Programme). Part I – introduction and research funding	2.5
3	EU funding – general description of possible sources of funding; EU policy and programs, their structure and aims (structural funding, external aid tenders, Seventh Framework Programme). Part II – Grants schemes and Twinning projects	2.5
4	EU funding – general description of possible sources of funding; EU policy and programs, their structure and aims (structural funding, external aid tenders, Seventh Framework Programme). Part III – External Action – technical assistance projects	2.5
5	Grant Cycle	2.5
6	Proposal writing methodology. Tools for proposal writing	2.5
7	Project management	2.5
8	Financing (co-funding, cash flow, reporting, eligibility of costs, formal procedures)	2.5
9	Project documentation & Partnerships	2.5
10	Presentation of project proposals. Part I – students present their project proposals Reporting	2.5
11	Presentation of project proposals. Part II – students present their project proposals Accounts & Audits	2.5

12	Revision. Practical questions and answers.	2.5
Workshop		
1	What is public procurement and types of contracts: examples, discussion, group work.	1.25
2	Examples of EU funding: groups work on real research calls and requests for proposals.	1.25
3	Examples of EU funding: groups work on real technical assistance call.	1.25
4	Examples of non-EU donors calls for funding. Group work.	1.25
5	1st in-class exam	1.25
6	Grants and proposal writing phases. Group work	1.25
7	Project management. Group work, simulation of a scenario.	1.25
8	Evaluation of proposal and award criteria. Class exercises.	1.25
9	Project implementation scenario group interaction.	1.25
10	2nd in-class exam	1.25
11	Preparing smart budgets and project accounting, group work.	1.25
12	Revision.	1.25
10. Individual Student's Work		
#.	Description	Hours
	Analysis of the literature	20
	Analysis of the case studies	20
	Realization of individual tasks within the project group	80
11. Assessment Methods	Coursework (100%): Project proposal (40%), 1st in-class exam (30%), 2nd in-class exam (30%)	
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester	
13. ECTS Credits	5	
	Hours	ECTS
	Contact Hours	
	Lecture	30
	Workshop	15
	Individual Student's Work	80
	Other Form	
	SUM	125
		5
14. Required Readings	<p>Directorate-General for Internal Policies, Policy Department Structural and Cohesion Policies, study <i>"Public Procurement and Cohesion Policy"</i>, European Union, Brussels, 2012</p> <p>Ahern Tom, <i>How to Write Fundraising Materials that Raise More Money: The Art, the Art, the Science, the Secrets</i>, Emerson & Church Publishers, 2007</p> <p>Cheryl A. Clarke. <i>Storytelling for Grant seekers: A Guide to Creative Non-profit Fundraising</i>. New York: John Wiley & Sons, 2009.</p> <p>Besim Nebiu, <i>"Developing skills for NGO, Project proposal Writing"</i>, the Regional Environmental Centre for Central and Eastern Europe, 2002</p> <p>Jane C. Geever, 2007, <i>The Foundation Center's Guide to Proposal Writing</i>. 5th Edition, New York, Foundation Center.</p> <p>http://ec.europa.eu/regional_policy/en/funding/</p> <p>http://ec.europa.eu/budget/contracts_grants/grants/grants_en.cfm</p> <p>http://ec.europa.eu/budget/figures/fin_fw0713/fw0713_en.cfm#cf07_13</p> <p>http://europa.eu/policies-activities/funding-grants/index_en.htm</p>	

	http://ec.europa.eu/esf/main.jsp?catId=25&langId=en http://cordis.europa.eu/news/rcn/123245_en.html http://ec.europa.eu/programmes/horizon2020/ http://ec.europa.eu/dgs/education_culture/calls/index_en.htm https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?ADSSChck=1447233120773&do=publi.welcome
15. Recommended Readings	<p>G. Douglas Alexander, Kristina J. Carlson. Essential Principles For Fundraising Success: An Answer Manual For The Everyday Challenges Of Raising Money. New Jersey: Jossey-Bass, 2005.</p> <p>Soraya M. Coley, Cynthia A. Scheinberg. Proposal Writing: Effective Grantsmanship. SAGE Publications 2008.</p> <p>Thomas D. Wilson. Winning Gifts: Make Your Donors Feel Like Winners. New York: John Wiley & Sons, 2008.</p> <p>http://documents.rec.org/publications/ProposalWriting.pdf</p>
16. Place where module is run	Lazarski University
17. Other	N/A

Doing Business In Emerging Economies			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 Semester 5, elective module		
4. Aims and Learning Outcomes	<p>Aims Great transformation politically and economically has been going on in Africa in the past years. According to IMF reports ten out of twenty fastest growing economies are based in Africa. There is growing consumer markets which has become very attractive to foreign investors. This explained the rising urge for European countries especially Poland to harness the new opportunities in Africa. The reality on the ground challenges some businessmen, even scaring others, partly because of lack of knowledge of the continent, lack of business contacts, conflict etc.</p> <p>The aim of this course is to impart relevant knowledge, current development to students, preparing for future engagement with the dynamic business environment in Africa.</p> <p>Learning Outcomes After the course students will have:</p>		
Knowledge:	Code		Assessment
	Subject	Field	
Is aware of entrepreneurship culture and its impact on team efficiency		K_W12	Essay and exam
Is aware of the role and function of enterprise.		K_W08	Essay and exam
Is aware of importance of norms and standards in particular areas of entrepreneur activity.		K_W17	Essay and exam
Is aware of links existing between economic entities and other social institutions which define their environment at the national and international level		K_W05	Essay, exam
Skills:	Code		Assessment
	Subject	Field	
Possesses the ability to initiate and develop economic activity.		K_U03	Essay and final exam
Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	Essay and final exam
Is able to speak a foreign language at the B2 level, is able to easily establish interpersonal contacts and cooperate with representatives of other states and nations.		K_U21	Essay and final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to organize and supervise the work of project and task teams, as well as		K_K01	Essay and final exam

enterprises within and outside their environment..			
Is prepared to persuade and negotiate in order to achieve common goals.		K_K04	Essay and final exam
Is prepared to adapt to and operate in new conditions and situations related to e.g., cultural differences of a given group		K_K07	Essay and final exam
5. Module Leader	Name		E-mail
	Dr. Emmy Irobi		emmy.godwin@gmail.com
6. Lecturer (s)	Name		E-mail
	Dr. Emmy Irobi		Emmy.godwin@gmail.com
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 3		BA in Management
9. Module Content			
#.	Topics Discussed		Hours
Seminar			
1	Brief background history of Africa		2,5
2	Cultural diversity, characteristics and business		2,5
3	African states and Economic problem		2,5
4	African Institutions and business with expatriate firms		2,5
5	Corruption and doing business in Africa		2,5
6	Matching business strategy and culture: power distance		2,5
7	Strategic problem-solving process in multi-cultural settings.		2,5
8	Impact of Disease: HIV/AIDs and Ebola in business transaction in Africa		2,5
9	Gender inequality and Business management in Africa.		2,5
10	Cultural sensitivity: Motivation and Needs in doing business in Africa.		2,5
Workshop			
1	Understanding African diversity		1,25
2	Overcoming barriers In starting business In Africa		1,25
3	Contemporary events and impact on doing business		1,25
4	Ethics and values in doing business in an emerging economy		1,25
5	Local business climate and regulations		1,25
6	Government incentives and infrastructures		1,25
7	National political climate and stability for business transactions		1,25
8	Prospects and benefits of doing business in emerging markets.		2,0
10. Individual Student's Work			
#.	Description		Hours
1	Analysing the literature		10

2	Realization of individual task In the class	30
3	Understanding analyzing the topic	10
4	Group work	30
11. Assessment Methods	Coursework: essay (40%) Final exam (60%)	
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester	
13. ECTS Credits	5	
	Hours	ECTS
	Contact Hours	
	Lecture	30
	Workshop	15
	Individual Student's Work	50
	Other Form	
	Group work	30
	SUMM	125
14. Required Readings	<p>Roland Oliver and Anthony Atmore. Africa since 1800, (5th edition), Cambridge press 2005, chapters 21 and 22 .</p> <p>John P. Blair and Michael Carroll, Local Economic Development, (2nd Edition), Sage, Los Angeles, 2009, pp,23-35.</p> <p>Radelet, S., Emerging Africa: How 17 countries Are leading the Way. Center for Global Development, 2010.</p> <p>Jon, R. Katzenbach et al., "Cultural change that sticks", Harvard Business Review, July-August 2012, pp. 110-117.</p> <p>Marianne M. Jennings. Business Ethics. Case studies and selected Readings (7th Edition), Centage, 2012, pp. 313-340.</p> <p>David J. Rachman et al., Randon House. New York, 1987, pp, 504-520.</p>	
15. Recommended Readings	<p>Lauri Elliot., Hartmut Sieper., Nissi Ekpott., Redefining Business in the New Africa – shifting strategies to be successful. Conceptualee, Inc 2011, chapters 1-4.</p> <p>Games, D., Business in Africa: corporate Insight. Penguin Global, 2013.</p> <p>Aurora A.C. Teixeira and Carlos Pimenta, et al., Routledge. London, 2016, pp55-84; pp, 71-83.</p> <p>Africa Open for Business. The Potentials, challenges and Risks. Internet; https://www.ciaonet.org/attachments/19934/uploads/</p> <p>Geertz Hofstede," Dimensionalizing Cultures. The Hofstede's model in context", (pp. 19-33).</p> <p>Geertz Hofstede, Culture and Organizations, soft wares of the mind. London: McGraw-Hill.</p>	
16. Place where module is run	Lazarski University	
17. Other	N/A	

ELECTIVES – SEMESTER 6

Innovations and Technology in Logistics			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 6, Elective module		
4. Aims and Learning Outcomes	<p>Aims</p> <p>The outcomes to be achieved by the students the end of this course are:</p> <ul style="list-style-type: none"> • Understanding innovations in logistics; • Understanding broad context of innovations in logistics; • Be able to make decisions concerning innovations in logistics and supply chain <p>Apart from this, having completed the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the basic principles of creation and development of individual entrepreneurship		K_W23	Group work Final project
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	Final project
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Final project
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to develop and effectively utilize interpersonal skills		K_K08	Final project Group work
Is prepared to persuade and negotiate in order to achieve common goals		K_K04	Final project Group work
5. Module Leader	Name		E-mail
	Prof. Aleksandra Laskowska-Rutkowska		a.laskowska@lazarski.edu.pl
6. Lecturer (s)	Name		E-mail
	Prof. Aleksandra Laskowska-Rutkowska		a.laskowska@lazarski.edu.pl
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 3		BA in Management
9. Module Content			
#.	Topics Discussed		Hours
	Seminar		

1	Introduction to the course; Design thinking	2,5	
2	Creativity and innovations	2,5	
3	Innovative technologies	2,5	
4	Go to market analysis	2,5	
5	Innovations in logistics and supply chain	2,5	
6	Innovations types and diffusion in logistics and supply chain	2,5	
7	European Union policy in support of innovations	2,5	
8	National policy in support of innovations	2,5	
9	Eco – innovations: Green supply chains	2,5	
10	Supply chains of the future	2,5	
11	Visit in innovative distribution center	2,5	
12	Final projects presentation	2,5	
10. Individual Student's Work			
#.	Description	Hours	
	Preparation for workshops	25	
	Preparation for class discussion	20	
	Preparation for final project	50	
11. Assessment Methods	Coursework (100%): In-class assignments (50%), Group Final project and presentation (50%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
13. ECTS Credits	5		
		Hours	ECTS
	Contact Hours		
	Workshop	30	1,2
	Individual Student's Work	95	3,8
	Other Form		
	n/a		
	SUMM	125	5
14. Required Readings	Disruptive technologies, M&C institute, May 2013. Future supply chains 2016, Cap Gemini 2008.		
15. Recommended Readings	Laskowska-Rutkowska A. , Innovation diffusion in the supply chain, Research in Logistics and Production. Special Issue, 2015 Vol. 5, No 3., s. 287-297 Laskowska-Rutkowska A., <i>Effectiveness of Polish innovation policy in services area</i> , [w:] Scientific Journal of Service Management, Vol.8, nr 681, Szczecin 2012, s. 9 – 21.		
16. Place where module is run	Lazarski University		
17. Other	n/a		

Innovations and Technology in Tourism			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 6, Elective module		
4. Aims and Learning Outcomes	<p>Aims: This workshop will provide students with a knowledge of innovations and new technologies which are used or could be used in tourism promotion, marketing, new approaches in presenting and selling tourist attractions. In particular students:</p> <ol style="list-style-type: none"> will get an understanding of how technology is changing global tourism and what opportunities technology and innovations bring; will understand the key role of new technologies in managing tourism business will be aware of the importance of new technologies in modern tourist enterprise and tourist organisation will be aware of what they can achieve using innovations and modern electronic tools; will get to know how to use innovative tools; will get knowledge how to raise competitiveness through technology and innovation; will be trained in identifying needs for use of certain innovations in a certain organisation or an enterprise will be able to describe the wide range of tools and new technologies being used by tourist organisations and other tourist entities; will acquire competencies in managing implementation of new technologies in tourism sector will acquire competencies in evaluating tools and explaining the need for their effective use; will acquire competencies in analysing and appreciation of the impact of use of new technologies; <p>Apart from this, having completed the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Presentation
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Presentation In-class Exams
Is aware of leadership functions and their dependence on the type of enterprise and extent of its activities		K_W11	Presentation
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	Presentation In-class Exams

Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Presentation In-class Exams
Possesses the ability to initiate and develop economic activities		K_U03	Presentation
Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	Presentation In-class Exams
Is able to recognize the need for changes in organization and develop a change management plan		K_U15	Presentation
Is able to lead and co-operate in projects aimed at introducing certain changes in the organization		K_U16	Presentation In-class Exams
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to communicate with environment within outside the workplace and , as well as transfer individual knowledge utilizing various means of communication		K_K03	Presentation
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	Presentation
Is prepared to responsibility for the assigned tasks		K_K10	Presentation
5. Module Leader	Name		E-mail
	Katarzyna Grzymała		kata@more7.com
6. Lecturer (s)	Name		E-mail
	Katarzyna Grzymała		kata@more7.com
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 3		BA in Management
9. Module Content			
#.	Topics Discussed		Hours
Seminar			
1.	Innovation and New Technologies in tourism – introduction. How technology is changing global tourism.		2,5
2.	How to raise competitiveness through technology and innovation – examples and presentations of new technologies – augmented reality		2,5
3.	Technology for the Hotels and tourist attractions of the Future –3D & 4D technologies		2,5
4.	Consumer generated web-based marketing. 'Venice Connect', managing the city's tourism online – Internet – Internet Tools – Trip Planner.		2,5
5.	How to achieve success in destination management and marketing. The case of City of Bath – Internet Sites – advertisement and marketing (SEO&SEM)		2,5

6.	Innovative tourism – new products and services – case study of Nordic tourism sector.	2,5
7.	eTourism Trends and challenges in the Social Media era . Reaching out to visitors with social networks: The case of Schönbrunn Palace, Austria.	2,5
8.	How Technology in Tourism is Taking Travel to the Next Level Understanding and managing innovation and technological change - a major opportunity for tourism organizations.	2,5
9.	Creating Video Demonstrations and other new forms of advertisement. If possible – visit in Polish Tourist Organisation in the E-Information Department.	2,5
10.	Understand the central role of e-marketing and multi-media - what it can do for you in practical terms	2,5
11.	Making technology work for the tourism sector. Investigating Mobile Technologies – case study of Australia.	2,5
12.	The Information and Communication Technologies in Tourism - Vision 2020: Innovation, Development Sustainability, Economic Growth. Virtual Globetrotting, Imaging and "maps of reality"	2,5

10. Individual Student's Work

#.	Description	Hours
1.	In-class 1	20
2.	Covering required readings	25
3.	Individual work on the presentation	30
4.	Preparation to the In-class 2	25

11. Assessment Methods

Coursework (100%): In-class Exam 1 (30%), In-class Exam 2 (30%), Presentations (40%)

12. Assessment Criteria

In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester

13. ECTS Credits

5

	Hours	ECTS
Contact Hours		
Workshop	30	1,2
Individual Student's Work	95	3,8
Other Form		
n/a		
SUMM	125	5

14. Required Readings

Technology in tourism; Volume 1, 2011 – UNWTO & IE Business School
<http://www.trendreports.com/article/technology-in-tourism>
<http://www.trendhunter.com/protrends/virtual-reality-traveling-experience-the-wonders-of-the-world-without-leavi>
<http://www.trendhunter.com/protrends/tourist-ovation>

15. Recommended Readings

1. An investigation into the incorporation of leading edge mobile technologies in the recreational and adventure tourism industries - by *Leisa Armstrong, Christopher Holme, Gautham Kasinath, Ajdin Sehic, Yatish Vadera, Greg LeCoultré and Brendan John*
2. **Consumer-generated Web-based tourism marketing** by *Carmen Cox, Stephen Burgess, Carmine Sellitto, Jeremy Buultjens*
3. **Innovative Tourism Nordic Innovation Center** by *Ivar H. Kristensen*

	<p>4. Helping tourism SMEs plan and implement information and communication technology - Noel Scott, Stephen Burgess, Ann Monday, Paul O'Brien, Rodolfo Baggio, Carmine Sellitto, David Bank</p> <p>5. UNWTO addresses the impact of new technologies on the tourism sector in Japan PR No.: 16046 09 Jun 16;</p> <p>6. Article "Innovation in hospitality and tourism industries" ; Journal of Hospitality and Tourism Technology, Volume 6, Issue 3</p> <p>Publications:</p> <p>1. Policies and Practice for Global Tourism: Online users today and tomorrow –</p> <p>2. Handbook on E-Marketing for Tourism Destinations: A summary of key steps in planning for e-marketing</p>
16. Place where module is run	Lazarski University;
17. Other	n/a

Tourism Management in Practice			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 6, Elective module		
4. Aims and Learning Outcomes	<p>Aims: This module aims at providing students with practical experience to meet the requirements of specialization. The module is run in the partner companies of Lazarski University.</p> <p>Having completed the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Written report
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Written report
Is aware of leadership functions and their dependence on the type of enterprise and extent of its activities		K_W11	Written report
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	Written report
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Written report
Possesses the ability to initiate and develop economic activities		K_U03	Written report
Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	Written report
Is able to recognize the need for changes in organization and develop a change management plan		K_U15	Written report
Is able to lead and co-operate in projects aimed at introducing certain changes in the organization		K_U16	Written report
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to communicate with environment within outside the workplace and , as well as transfer individual knowledge utilizing various means of communication		K_K03	Written report
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	Written report

Is prepared to responsibility for the assigned tasks		K_K10	Written report
5. Module Leader	Name		E-mail
	Ostap Kushnir		o.kushnir@lazarski.edu.pl
6. Lecturer (s)	Name		E-mail
	Ostap Kushnir		o.kushnir@lazarski.edu.pl
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 3		BA in Management
9. Module Content			
#.	Topics Discussed		Hours
Workshop			
1.	Topics and workloads are set by the partner institution		160
10. Individual Student's Work			
#.	Description		Hours
1.	Traineeship preparations		95
11. Assessment Methods	Coursework (100%): Written report on the traineeship		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
13. ECTS Credits	10		
			Hours
			ECTS
	Contact Hours		
	Workshop	160	6,2
	Individual Student's Work	95	3,8
	Other Form		
	n/a		
	SUMM	250	10
14. Required Readings	n/a		
15. Recommended Readings	n/a		
16. Place where module is run	Partner institution		
17. Other	n/a		

Logistics Management in Practice			
2. Module Code			
3. Academic Year, Semester, Module Status	2017/2018 academic year Semester 6, Elective module		
4. Aims and Learning Outcomes	<p>Aims: This module aims at providing students with practical experience to meet the requirements of specialization. The module is run in the partner companies of Lazarski University.</p> <p>Having completed the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Written report
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Written report
Is aware of leadership functions and their dependence on the type of enterprise and extent of its activities		K_W11	Written report
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	Written report
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Written report
Possesses the ability to initiate and develop economic activities		K_U03	Written report
Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	Written report
Is able to recognize the need for changes in organization and develop a change management plan		K_U15	Written report
Is able to lead and co-operate in projects aimed at introducing certain changes in the organization		K_U16	Written report
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to communicate with environment within outside the workplace and , as well as transfer individual knowledge utilizing various means of communication		K_K03	Written report
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	Written report

Is prepared to responsibility for the assigned tasks		K_K10	Written report
5. Module Leader	Name		E-mail
	Ostap Kushnir		o.kushnir@lazarski.edu.pl
6. Lecturer (s)	Name		E-mail
	Ostap Kushnir		o.kushnir@lazarski.edu.pl
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 3		BA in Management
9. Module Content			
#.	Topics Discussed		Hours
Workshop			
1.	Topics and workloads are set by the partner institution		160
10. Individual Student's Work			
#.	Description		Hours
1.	Traineeship preparations		95
11. Assessment Methods	Coursework (100%): Written report on the traineeship		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
13. ECTS Credits	10		
			Hours
			ECTS
	Contact Hours		
	Workshop	160	6,2
	Individual Student's Work	95	3,8
	Other Form		
	n/a		
	SUMM	250	10
14. Required Readings	n/a		
15. Recommended Readings	n/a		
16. Place where module is run	Partner institution		
17. Other	n/a		

APPENDIX A – UNFAIR PRACTICE PROCEDURE

LU defines unfair practice as any act whereby a person may obtain for himself/herself or for another, an unpermitted advantage which may or may not lead to a higher mark or grade than his/her abilities would otherwise secure.

Unfair Practice under Non-Examination Conditions

Plagiarism is an example of unfair practice under non-examination conditions and is forbidden at Lazarski University. Plagiarism is the act of claiming the work of others as your own work. "Others" in this context can include fellow students and the authors of books, journals and internet material. Plagiarism is regarded as a form of cheating and is unacceptable.

Students learn from the work of others and may quote from it without penalty, but students should receive guidance as to accepted forms of academic referencing and citation. Where direct quotation appears to a student to be appropriate s/he must ensure that quotation marks and reference to the original author is clear within the text. Essays, projects and reports will also show the referenced works in the bibliography.

Plagiarism can be defined as using without acknowledgment another person's words or ideas and submitting them for assessment as though it were one's own work, for instance by copying, translating from one language to another or unacknowledged paraphrasing. Further examples of plagiarism are given below:

- a. Use of any quotation(s) from the published or unpublished work of other persons, whether published in textbooks, articles, the Web, or in any other format, which quotations have not been clearly identified as such by being placed in quotation marks and acknowledged.
- b. Use of another person's words or ideas that has been slightly changed or paraphrased to make it look different from the original.
- c. Summarising another person's ideas, judgments, diagrams, figures, or computer programmes without reference to that person in the text and the source in the bibliography.
- d. Use of services of essay banks and/or any other agencies.
- e. Use of unacknowledged material downloaded from the Internet.
- f. Re-use of one's own material except as authorized by the department.

Lazarski University shall use anti-plagiarism software (ie. Plagiat.pl and Turn-it-in) to identify and reprimand acts of plagiarism.

LU also considers collusion to fall under the definition of unfair practice, which occurs when work that has been undertaken by or with others is submitted and passed off as solely the work of one person. This also applies where the work of one student is submitted in the name of another. Where this is done with the knowledge of the originator both parties can be considered to be at fault.

The fabrication of data is also forbidden, i.e. the making of false claims to have carried out experiments, observations, interviews or other forms of data collection and analysis, or acting dishonestly in any other way.

Unfair Practice under Exam Conditions

Under exam conditions it is unfair practice to:

- a. introduce into an examination room any unauthorized form of materials such as a book (including mathematical tables), manuscripts, or loose papers of any kind or any source of unauthorized information;
- b. communicate with any other person in the examination room, except as authorized by an Invigilator;
- c. copy or use in any other way unauthorized materials or the work of any other student;
- d. impersonate an examination student or allow oneself to be impersonated;
- e. engage in plagiarism by using other people's work and submitting it for examination as though it were one's own work;
- f. claim either to have carried out experiments, observations, interviews or any form of research which one has not in fact been carried out or to claim to have obtained results which have not in fact been obtained.

The Unfair Practice Procedure

This procedure applies to allegations of unfair practice on any assessed component contributing to an award of Lazarski University or its partner university.

Where an allegation of unfair practice arises at any time after an individual has been admitted to the English-language programmes at LU, the matter shall be investigated by the Committee of Inquiry.

The student may appeal to the University Appeals Board (*Odwoławcza Komisja Dyscyplinarna*) chaired by the University's Provost (*Rektor*) from the decisions of the Committee of Inquiry.

In cases of unfair practice, the Committee of Inquiry and the Appeals Board have the power to initiate proceedings to revoke the individual of the degree.

Unfair Practice in the Examination Room

Where it is considered or suspected that a student is engaging in unfair practice, the student shall be informed, preferably in the presence of a witness, that the circumstances will be reported. The student shall, however, be allowed to continue the examination and any subsequent examination(s) without prejudice to any decision, which may be taken. Failure to give such a warning shall not, however, prejudice subsequent proceedings.

Where appropriate, the invigilator shall confiscate and retain evidence relating to any alleged unfair examination practice, so that it is available to any subsequent investigation. The invigilator shall as soon as possible report the circumstances orally, in the first instance and thereafter in writing, with any evidence retained, to the Registrar worker who shall in turn notify the Programme Director.

Suspected Unfair Practice Detected During or Subsequent to the Marking Period

An examiner or any other person who, whether in the course of the marking period or subsequently, considers or suspects that a student has engaged in an unfair practice, shall report the matter in writing to the Programme Director as soon as possible. He/she shall retain any relevant evidence and shall forthwith report the matter in writing to the Programme Director.

If it is decided that no further action against the student should be taken, the Programme Director shall, where appropriate, inform the student in writing that the matter is closed.

If satisfied that such a case exists, the Programme Director shall report the case in writing to the Registrar and shall collect copies of any relevant supporting evidence.

The student shall be informed in writing by the Registrar and that the Committee of Inquiry will be convened to consider the case.

Unfair Practice in Work Completed Under Non-examinable Conditions

If a member of the LU faculty considers, or suspects, that unfair practice has occurred in relation to work submitted as a piece of coursework, or any work completed under non-examination conditions, he/she shall report the matter in writing to the Programme Director, normally within five working days.

The Programme Director shall first decide whether there is a prima facie case for treating the matter as a case of unfair practice by referring to documentation. He/she may also consult with the relevant external examiner(s). If the Programme Director believes that a prima facie case exists, he/she shall inform the Registrar to inform the student of the investigation. If no case exists, and the student is aware of the investigation, the student shall be informed that the matter is closed.

Establishment of the Committee of Inquiry for English-language one degree Programmes dealing with Unfair Practice

The Committee of Inquiry for English-language Programmes (henceforth referred to as "Committee of Inquiry" or simply "the Committee") shall be a standing panel charged with investigating allegations of unfair practice at LU acting in accordance with the Polish law.

On receipt of an allegation of unfair practice submitted by the Programme Director, the Registrar shall arrange for the Committee of Inquiry to be convened no longer than 6 working weeks of the allegation being made.

The Secretary of the Committee shall inform the student of the date, place and time when the Committee intends to meet and that he/she has the right to be represented or accompanied, to hear all the evidence, to call and question witnesses and to submit other evidence, including evidence of mitigating circumstances.

The student shall be required to inform the Secretary whether or not he/she intends to attend the meeting of the Committee. If the student indicates that he/she does not wish to attend the meeting, the Committee shall proceed in his/her absence. In such a case the student can elect to be represented at the meeting. Where no response is received from the student, there may be one postponement of the Committee pending investigation (e.g. to establish whether the student has received the communications).

A student who intends to be accompanied and/or represented shall inform the Secretary of the name of the person accompanying and/or representing him/her in writing in advance of the meeting, and shall state whether or not the person representing or accompanying him/her has legal qualifications. Such persons cannot attend the meeting in a legal capacity.

Should a student not attend the meeting of the Committee of Inquiry, having previously indicated to the Secretary that he/she would attend, and provided that all reasonable means have been taken to contact the student, the meeting shall proceed in his/her absence.

If the Committee finds that the case has been substantiated, it shall then recommend the penalty to be imposed by the Provost.

When determining the penalty to be imposed, the Committee shall consider the student's record, including profile of marks, and any assessment conventions and regulations for the scheme of study in question.

The final decision on the penalty imposed on student belongs to Provost.

If the Committee or Provost finds that the case has not been substantiated the student shall be informed of the outcome in writing. All record of the case shall be removed from the student's file.