

BA in Management

**STUDENTS  
HANDBOOK**  
2018-2019

**Year 1**

**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)

<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](mailto: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](mailto: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

<b>Programme Title:</b>	Management
<b>Degree Awarded:</b>	BA
<b>Credit Points:</b>	180 European Credit Transfer System (ECTS) Credit Points
<b>Duration:</b>	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
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## 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

#### 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
Strategic Communications	30		15	45	5

## 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
<b>Year 1</b>		
<b>Semester 1</b>		
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)
<b>Semester 2</b>		
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%); two in-class exams (20% each)
Elective 1 out of 2	Elective	List of electives below
Athletics	Core	To be clarified
<b>Electives for Semester 2</b>		
Introduction to Philosophy	Elective	Coursework: Midterm Exam (40%); Final Exam (60%)
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%)
Strategic Communications	Elective	Coursework (60%): In class presentation (20%), brief written assignment (20%), final presentation (20%). Final Exam (40%): submission of a Final Strategic Plan

## ERASMUS EXCHANGE PROGRAMME

Students admitted into the BA in MAN programmes are recommended to apply for Socrates/Erasmus study during the 4<sup>th</sup> 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.

Mark range	Guidelines
55 – 59%	<p>Answer demonstrating a good understanding of relevant theories, concepts, issues and methodology. Some reading/research beyond that recommended may be present.</p> <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	2018/2019 academic year Semester 1, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b></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><b>Learning Outcomes</b></p> <p>Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Has knowledge of the origin of the study of management and its development from the perspective of economic development		K_W03	Written group project
Has knowledge of the functional areas of a company and the relationship between them as well as in connection with one's own experience in the work environment;		K_W06	Written group project
Knows and understands statistical methods and IT tools for collecting, analyzing and presenting economic and social data		K_W10	Written group project
Skills	Code		Assessment
	Subject	Field	
Is able to use basic theoretical knowledge in a particular area of a company operation		K_U01	Final Exam
Is able comprehensively use acquired knowledge and select the optimal way to solve the problems encountered in the organization		K_U02	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_K09	Written group project

Is ready to responsibly perform professional roles and comply with ethical principles and require it from others, as well as to cultivate a professional environment		K_K05	Written group project Final Exam
5. Module Leader	Name		E-mail
	Dr Łukasz Konopielko		<a href="mailto:konop@gazeta.pl">konop@gazeta.pl</a>
6. Lecturer (s)	Name		E-mail
	Dr Łukasz Konopielko		<a href="mailto:konop@gazeta.pl">konop@gazeta.pl</a>
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
<b>10. Individual Student's Work</b>		
#	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
<b>11. Assessment Methods</b>	Final exam, 60% Coursework, 40%, composed of a written group project (1500-2000 words)	
<b>12. Assessment Criteria</b>	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester	
<b>13. ECTS Credits</b>	5	
	<b>Hours</b>	<b>ECTS</b>
	<b>Contact Hours</b>	
	<b>Lecture</b>	<b>0,6</b>
	<b>Workshop</b>	<b>0,6</b>
	<b>Individual Student's Work</b>	<b>3,8</b>
	<b>Other Form</b>	
	<b>n/a</b>	
	<b>SUMM</b>	<b>5</b>
<b>14. Required Readings</b>	P. Lambing, C. Kuehl, Entrepreneurship 4th ed., (New Jersey, Prentice Hall, 2007).	
<b>15. Recommended Readings</b>	N. Scarborough, Essentials of Entrepreneurship and Small Business Management, 7 <sup>th</sup> ed. (New Jersey, Prentice Hall, 2013). R. Ebert, R. Griffin Business Essentials, 6th ed. (New Jersey, Prentice Hall, 2007).	
<b>16. Place where module is run</b>	Lazarski University Campus	
<b>17. Other</b>	<b>n/a</b>	

Introduction to Accounting			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 1, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b> 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><b>Learning Outcomes:</b> Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Has knowledge of the origin of the study of management and its development from the perspective of economic development		K_W03	In-class exams Midterm Exam
has knowledge of the functional areas of a company and the relationship between them as well as in connection with one's own experience in the work environment		K_W06	In-class exams Midterm Exam
Has knowledge of the role and function of an organisation and relationships between business entities and social institutions in their environment at national and international level;		K_W05	In-class exams
Knows and understands the importance of norms and standards in particular areas of business activities		K_W13	In-class exams Midterm Exam
Skills	Code		Assessment
	Subject	Field	
Is able comprehensively use acquired knowledge and select the optimal way to solve the problems encountered in the organization		K_U02	In-class exams

Is able to identify problems (challenges) in business and perform their analysis in order to search for solutions and manage the risks		K_U04	In-class exams Midterm Exam
Is able to predict the behaviour of the members of the organisation, analyse their motives and influence them to a certain extent		K_U18	In-class exams Midterm Exam
Social Competencies	Code		Assessment
	Subject	Field	
Is ready to persuade and negotiate in order to achieve the common goals		K_K09	In-class exams Midterm Exam
Is ready to responsibly perform professional roles and comply with ethical principles and require it from others, as well as to cultivate a professional environment		K_K05	In-class exams
Is ready to adapt and act in new conditions and situations connected with the cultural diversity of a given group		K_K10	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		<a href="mailto:amgalanter@hotmail.com">amgalanter@hotmail.com</a>
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	
<b>Workshop</b>			
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	
<b>10. Individual Student's Work</b>			
#	Description	Hours	
1	Covering Required Readings	35	
2	Preparation for the In-class Exams	25	
3	Preparation for the Midterm Exam	20	
<b>11. Assessment Methods</b>	Coursework (100%): Two in-class exams (30% each), Midterm Exam (40%)		
<b>12. Assessment Criteria</b>	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
<b>13. ECTS Credits</b>	5		
		<b>Hours</b>	<b>ECTS</b>
	<b>Contact Hours</b>		
	<b>Seminar</b>	<b>30</b>	<b>1,2</b>
	<b>Workshop</b>	<b>15</b>	<b>0,6</b>
	<b>Individual Student's Work</b>	<b>80</b>	<b>3,2</b>
	<b>Other Form</b>		
	<b>n/a</b>		
	<b>SUMM</b>	<b>125</b>	<b>5</b>
<b>14. Required Readings</b>	"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	2018/2019 academic year Semester 1, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b> 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"> <li>– Understand how different entities make decisions under the assumption of rationality;</li> <li>– Explain how supply and demand influence the allocation of resources between different types of activities;</li> <li>– Understand how customers choose between different type of goods;</li> <li>– Explain how companies in different market structures make decisions about price level and quantity of production;</li> <li>– Recognize how outcomes change if the assumption of rationality is relaxed.</li> </ul> <p><b>Learning Outcomes</b> Having completed this course a student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Has knowledge of fundamental principles and concepts of the theory of economic sciences		KW_02	In-class exams
Has knowledge of the origin of the study of management and its development from the perspective of economic development		KW_03	In-class exams
Skills	Code		Assessment
	Subject	Field	
Is able to use basic theoretical knowledge in a particular area of a company operation		KU_01	In-class exams
Is able to identify problems (challenges) in business and perform their analysis in order to search for solutions and manage the risks		KU_04	Final project
Is able to use appropriate methods and tools to describe and analyze and interpret business problems		KU_05	In-class exams Final project
Social Competencies	Code		Assessment
	Subject	Field	
Is ready to think and act in an entrepreneurial manner and to critically evaluate the acquired knowledge		K_K03	In-class exams Final project
Is ready to responsibly perform professional roles and comply with ethical principles and require it from others, as well as to cultivate a professional environment		K_K05	In-class exams Final project
5. Module Leader	Name		E-mail

	Katarzyna Marton - Gadoś	<a href="mailto:k.marton-gados@lazarski.edu.pl">k.marton-gados@lazarski.edu.pl</a>
6. Lecturer (s)	Name	E-mail
	Katarzyna Marton-Gadoś	<a href="mailto:k.marton-gados@lazarski.edu.pl">k.marton-gados@lazarski.edu.pl</a>
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. <b>End of In-class 1 material.</b>	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. <b>End of In-class 2 material.</b>	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: constraints 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. <b>End of In-class 1 material.</b>	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. <b>End of In-class 2 material.</b>	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		
		<b>Hours</b>	<b>ECTS</b>
	Contact Hours		
	<b>Workshop</b>	<b>15</b>	<b>0.6</b>
	<b>Seminar</b>	<b>30</b>	<b>1.2</b>
	<b>Individual Student's Work</b>	<b>45</b>	<b>3.2</b>
	Other Form		
	n/a		
	<b>SUMM</b>	<b>125</b>	<b>5.0</b>
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	2018/2019 academic year Semester 1, Core module	
4. Aims and Learning Outcomes	<p><b>Aims</b> 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><b>Learning Outcomes</b> Having completed this module student:</p>	
Knowledge	Code	Assessment
	Subject	Field
Has knowledge of fundamental principles and concepts of the theory of economic sciences	K_W02	In-class exam Final Exam
Skills	Code	Assessment
	Subject	Field
Is able to identify problems (challenges) in business and perform their analysis in order to search for solutions and manage the risks	K_U04	In-class exam Final Exam
Is able to use appropriate methods and tools to describe and analyze and interpret business problems	K_U05	In-class exam Final Exam
Social Competencies	Code	Assessment
	Subject	Field
Recognizes the importance and uses the acquired knowledge in solving cognitive and practical problems	K_U01	In-class exam Final Exam
Is ready to think and act in an entrepreneurial manner and to critically evaluate the acquired knowledge	K_U03	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	
<b>11. Assessment Methods</b>	Final exam, 60% Coursework, 40%, two part in-class exam		
<b>12. Assessment Criteria</b>	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
<b>13. ECTS Credits</b>	5		
		<b>Hours</b>	<b>ECTS</b>
	<b>Contact Hours</b>		
	<b>Seminar</b>	30	1,2
	<b>Workshop</b>	30	1,2
	<b>Individual Student's Work</b>	65	2,6
	<b>Other Form</b>		
	n/a		
	<b>SUMM</b>	125	5
<b>14. Required Readings</b>	A. Chiang, K. Wainwright, <i>Fundamental Methods of Mathematical Economics</i> , McGraw-Hill, Fourth Edition, 2005		
<b>15. Recommended Readings</b>	S. Warner, S. R. Costenoble, <i>Finite Mathematics and Applied Calculus</i> (Thomson, Brooks/Cole)		
<b>16. Place where module is run</b>	Lazarski University Campus		
<b>17. Other</b>	n/a		

Information Technology for Business			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 1, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b> The course will provide students with the practical ability to compose good style text, numeric and graphic elaboration of data, preparing presentations.</p> <p><b>Learning Outcomes</b> Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Knows and understands statistical methods and IT tools for collecting, analyzing and presenting economic and social data		K_W10	Project 1 Project 2 Final Exam
Skills	Code		Assessment
	Subject	Field	
Is able to use basic theoretical knowledge in a particular area of a company operation		K_U01	Project 1 Project 2 Final Exam
Is able comprehensively use acquired knowledge and select the optimal way to solve the problems encountered in the organization		K_U02	Project 1 Project 2 Final Exam
Is able to use appropriate methods and tools to describe and analyze and interpret business problems		K_U05	Project 2 Final Exam
Is able to use adequate analytic methods and tools as well as information technology systems supporting the processes of decision making		K_U08	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_K09	Project 1
Is ready to responsibly perform professional roles and comply with ethical principles and require it from others, as well as to cultivate a professional environment		K_K05	Project 1 Project 2 Final Exam
5. Module Leader	Name		E-mail
	Margaryta Khvostova		<a href="mailto:m.khvostova@lazarski.edu.pl">m.khvostova@lazarski.edu.pl</a>
6. Lecturer (s)	Name		E-mail
	Margaryta Khvostova		<a href="mailto:m.khvostova@lazarski.edu.pl">m.khvostova@lazarski.edu.pl</a>
7. Module Level	Master's		Bachelor's
			X

8. Year and Programme		Year	Programme
		Year 1	BA in Management
<b>9. Module Content</b>			
#	Topics Discussed	Hours	
<b>Computer Seminar</b>			
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	
<b>Workshop</b>			
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	
<b>10. Individual Student's Work</b>			
#	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	
<b>11. Assessment Methods</b>	Coursework (60%): Project 1 (30%), Project 2 (30%) Final Exam (40%)		
<b>12. Assessment Criteria</b>	In order to pass the course student should score at least 3.0. as the total grade for semester		
<b>13. ECTS Credits</b>	5		
		<b>Hours</b>	<b>ECTS</b>
	<b>Contact Hours</b>		
	<b>Seminar</b>	<b>30</b>	<b>1,2</b>
	<b>Workshop</b>	<b>15</b>	<b>0,6</b>
	<b>Individual Student's Work</b>	<b>80</b>	<b>3,2</b>
	<b>Other Form</b>		
	<b>n/a</b>		
	<b>SUMM</b>	<b>125</b>	<b>5</b>
<b>14. Required Readings</b>	John Walkenbach, Herb Tyson, Michael R. Groh, Faithe Wempfen, Lisa A. Bucki, Office 2010-Bible, Amazon		
<b>15. Recommended Readings</b>	<b>n/a</b>		
<b>16. Place where module is run</b>	Lazarski University		
<b>17. Other</b>	<b>n/a</b>		

		Academic Writing I (Advanced English)	
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 1, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b> 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"> <li>1. the students reading texts related to Management and increasing their ability to read critically, identify stance and implied meanings in texts;</li> <li>2. the students developing their knowledge of vocabulary related to both Management and academic writing;</li> <li>3. the students developing an awareness of the use of topic sentences, paragraph organisation and employ these in the writing of essays;</li> <li>4. the students developing their ability to use formative feedback to improve their writing;</li> <li>5. the students developing their awareness of writing genres relevant to the study of Management as an academic discipline: case study and critical review;</li> <li>6. the students developing their listening and note taking skills in academic settings,</li> <li>7. the students developing their ability to think critically and use the Harvard referencing system and paraphrase / summary to the appropriate academic standard;</li> <li>8. the students developing their ability to work in pairs and small groups to accomplish tasks.</li> </ol> <p><b>Learning Outcomes</b> Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Has knowledge and understands the role of a man as a creator of organizational culture and knows the basic concepts of motivation		K_W07	essay
Knows the methods of strategic analysis of a company and its surrounding		K_W12	essay
Knows and understands basic concepts and principles of the protection of intellectual property and copyright		K_W16	critical review
Skills	Code		Assessment
	Subject	Field	
is able to identify problems (challenges) in business and perform their analysis in order to search for solutions and manage the risks		K_U04	case study
Uses a foreign language at the B2 level, is able to make interpersonal contacts with		K_U17	case study, critical review

ease and cooperate with the representatives of other states and nations			
Is able to analyze phenomena occurring in the economics and to conduct a critical discussion about their practical effects on the state, organization and an individual		K_U20	case study, critical review
Social Competencies	Code		Assessment
	Subject	Field	
Is ready to adapt and act in new conditions and situations connected with the cultural diversity of a given group		K_K010	case study, critical review
Is ready to think and act in an entrepreneurial manner and to critically evaluate the acquired knowledge		K_K03	case study, critical review
5. Module Leader	Name		E-mail
	Kłossowicz Piotr mgr		pklossowicz@gmail.com
6. Lecturer (s)	Name		E-mail
	Kłossowicz Piotr mgr		pklossowicz@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
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 – <b>Critical review final draft submission deadline</b>		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	Harvard system of referencing – Bibliography and in-text citations – <b>Critical review first draft submission deadline</b>	2.5
8	How to avoid plagiarism	2.5
9	Case study – introduction, examples	2.5
10	Group work – analysing a case study	2.5
11	Formal correspondence – writing business (and not only!) emails	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; submission of first and final draft – the final mark will also assess the application of formative feedback given on the first draft (60%),

2) a case study; group work prepared in class; only formative feedback will be given (0%),

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	<p>Bailey S., 2006. <i>Academic Writing. A Handbook for International Students</i>. Milton Park: Routledge</p> <p>Oshima A., Hogue A., 2006. <i>Writing Academic English</i>, 4<sup>th</sup> ed. New York: Pearson Education</p>		
15. Recommended Readings	<p>Additional materials from "zasoby"</p> <p>Jordan, R.R., 2002. <i>Academic Writing Course</i>. New York: Pearson Longman</p> <p>McCarthy, M., O'Dell, F., 2008. <i>Academic Vocabulary in Use</i>. Cambridge: Cambridge University Press</p> <p>Zemach, Dorothy, 2005. <i>Academic Writing</i>. Oxford: Macmillan</p> <p>The Economist</p> <p>The Harvard Business Review</p> <p>Lllo.org (listening website)</p>		
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	2018/2019 academic year Semester 2, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b> 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"> <li>1. the students reading texts related to Management and increasing their ability to read critically, identify stance and implied meanings in texts;</li> <li>2. the students developing their knowledge of vocabulary related to both Management and academic writing;</li> <li>3. the students developing an awareness of the use of topic sentences, paragraph organisation and employ these in the writing of essays;</li> <li>4. the students developing their ability to use formative feedback to improve their writing;</li> <li>5. the students developing their awareness of writing genres relevant to the study of Management as an academic discipline: case study and critical review;</li> <li>6. the students developing their listening and note taking skills in academic settings,</li> <li>7. the students developing their ability to think critically and use the Harvard referencing system and paraphrase / summary to the appropriate academic standard;</li> <li>8. the students developing their ability to work in pairs and small groups to accomplish tasks.</li> </ol> <p><b>Learning Outcomes</b> Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Has knowledge and understands the role of a man as a creator of organizational culture and knows the basic concepts of motivation		K_W07	work group; essay
Knows typical research methods in particular areas of business activities and quantitative methods supporting the process of decision taking		K_W11	essay
Knows and understands basic concepts and principles of the protection of intellectual property and copyright		K_W16	essay
Skills	Code		Assessment
	Subject	Field	

Is able to identify problems (challenges) in business and perform their analysis in order to search for solutions and manage the risks		K_U04	essay
Uses a foreign language at the B2 level, is able to make interpersonal contacts with ease and cooperate with the representatives of other states and nations		K_U17	in-class exams; essay
As able to analyze phenomena occurring in the economics and to conduct a critical discussion about their practical effects on the state, organization and an individual		K_U20	essay
Social Competencies	Code		Assessment
	Subject	Field	
Is ready to think and act in an entrepreneurial manner and to critically evaluate the acquired knowledge		K_K03	group work; essay
Is ready to adapt and act in new conditions and situations connected with the cultural diversity of a given group		K_K10	group work; essay
5. Module Leader	Name		E-mail
	Kłossowicz Piotr mgr		pklossowicz@gmail.com
6. Lecturer (s)	Name		E-mail
	Kłossowicz Piotr mgr		pklossowicz@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
Workshop			
1	Punctuation – revision		1.25
2	Transitions for cause and effect		1.25
3	Relative clauses (1)		1.25
4	Relative clauses (2)		1.25
5	Sentence fragments		1.25
6	In-class exam 1		1.25
7	Subject-Verb agreement		1.25
8	Dangling and misplaced modifiers (1)		1.25
9	Dangling and misplaced modifiers (2)		1.25
10	Errors in parallel structure		1.25
11	In-class exam 2		1.25
12	Formal vs informal style of writing		1.25

Seminar		
1	Course and assessment outline. Cause and effect paragraph.	2.5
2	Causes vs effects. Introduction into cause and effect essays.	2.5
3	Cause and effect essays – sample, structure, thesis statements.	2.5
4	Cause and effect writing – practice.	2.5
5	Introduction into comparison and contrast writing.	2.5
6	Comparison and contrast essays – sample, structure, thesis statements.	2.5
7	Comparison and contrast writing – practice.	2.5
8	Argumentative essays – sample, structure, thesis statements.	2.5
9	Argumentative essays – further practice.	2.5
10	Revision – types of essays, transitions.	2.5
11	In-class essay	2.5
12	Formal correspondence – writing business (and not only!) emails	2.5
10. Individual Student's Work		
#	Description	Hours
1	Home assignments and covering required readings	45
2	Writing academic assignments	30
<b>11. Assessment Methods</b>	<p>Coursework (100%):</p> <p>1) final essay – the essay will be written in class; however, students will be given a list of general topics to choose from and prepare for approximately 3 weeks before. Students will be expected to do background reading (research) and prepare a list of supporting examples (quotations, facts, statistics, figures, etc) which they are to use in their essays and properly reference. The list will need to be accepted by the Module Leader prior to writing the essay (60%),</p> <p>2) two in-class exams (20% each).</p>	
<b>12. Assessment Criteria</b>	<p>The marking for the assignments will be given in the assignment sheet.</p> <p>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.</p> <p>The students are expected to have an excellent attendance record, do homework regularly and play a full role in the class activities.</p> <p>This will be demonstrated by the register of attendance and a portfolio of student work.</p> <p>In order to pass the course student should score at least 40% mark as the total mark for the semester.</p>	
<b>13. ECTS Credits</b>	5	

		Hours	ECTS
	Contact Hours		
	Workshop	15	0,6
	Seminar	30	1,2
	Individual Student's Work	75	3,2
	Other Form		
	n/a		
	<b>SUMM</b>	<b>120</b>	<b>5</b>
14. Required Readings	Bailey S., 2006. Academic Writing. A Handbook for International Students. Milton Park: Routledge Oshima A., Hogue A., 2006. Writing Academic English, 4th ed. New York: Pearson Education		
15. Recommended Readings	Additional materials selected by the teacher. Jordan, R.R., 2002. Academic Writing Course. New York: Pearson Longman McCarthy, M., O'Dell, F., 2008. Academic Vocabulary in Use. Cambridge: Cambridge University Press 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	2018/2019 Semester 2, Core module		
4. Aims and Learning Outcomes	<p><b>Aims:</b> 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"> <li>• as a field of knowledge,</li> <li>• as philosophy of modern business and</li> <li>• as a function of the company.</li> </ul> <p>The main areas of marketing course are:</p> <ul style="list-style-type: none"> <li>• marketing evolution (from production orientation to Internet marketing),</li> <li>• marketing aims and functions,</li> <li>• customer behaviours,</li> <li>• marketing segmentation,</li> <li>• positioning,</li> <li>• product strategy,</li> <li>• brand strategy,</li> <li>• customer relationships management</li> <li>• promotion strategy,</li> <li>• pricing,</li> <li>• distribution network</li> </ul> <p><b>Learning Outcomes</b> By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Has knowledge of the role and function of an organization and relationships between business entities and social institutions in their environment at national and international level		K_W05	group project, final exam
Has knowledge of the function of managing people in the organization and conditions of entrepreneurship of individuals and groups		K_W08	group project, final exam
Knows and understands the importance of norms and standards in particular areas of business activities		K_W13	group project, final exam
Knows and understands the basic principles of business development		K_W17	group project, final exam
Skills	Code		Assessment
	Subject	Field	

Is able to identify problems (challenges) in business and perform their analysis in order to search for solutions and manage the risks		K_U04	group project, final exam
Is able to notice the need for change in the organisation and develop a plan of change management		K_U12	group project, final exam
Is able to efficiently manage human, material, financial and information resources in order to fulfil tasks; is ready to responsibly fulfil professional roles		K_U16	group project, final exam
Social Competencies	Code		Assessment
	Subject	Field	
Recognizes the importance and uses the acquired knowledge in solving cognitive and practical problems		K_K01	group project
Is ready to persuade and negotiate in order to achieve the common goals		K_K09	group project
Can correctly define priorities for group and individual tasks and is able to delegate the assignments		K_K06	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
<b>10. Individual Student's Work</b>		
#.	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
<b>11. Assessment Methods</b>	Group project (40%) Final Exam (60%)	
<b>12. Assessment Criteria</b>	In order to pass the course student should score at least 3.0. as the total grade for semester	
<b>13. ECTS Credits</b>	5	
		<b>Hours</b>
		<b>ECTS</b>
	<b>Contact Hours</b>	
	<b>Lecture</b>	30
	<b>Workshop</b>	15
	<b>Individual Student's Work</b>	50
	<b>Other Form</b>	
	<b>Group work</b>	30
	<b>SUMM</b>	125
		5
<b>14. Required Readings</b>	Ph. Kotler, Marketing 3.0: from products to customer human spirit, MT Business 2010. Ph. Kotler, Marketing Management and Strategy, New Delhi, 2013.	
<b>15. Recommended Readings</b>	Ch. Fill, Marketing Communication, PEL, 2010 P. Doyle, Marketing Management and Strategy, Harlow, 2002.	
<b>16. Place where module is run</b>	Lazarski University	
<b>17. Other</b>	n/a	

Introduction to Finance			
2. Module Code	N/A		
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 2, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b></p> <p>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	
has knowledge of fundamental principles and concepts of the theory of economic sciences		K_W02	Mid-term exam, Final exam
has knowledge of the role and function of an organisation and relationships between business entities and social institutions in their environment at national and international level		K_W05	Mid-term exam, Final exam
Skills	Code		Assessment
	Subject	Field	
Is able to observe phenomena and processes in the organisation anticipate their consequences in practice, using standard methods and tools, including new media tools		K_U03	Mid-term exam, Final exam
is able to identify problems (challenges) in business and perform their analysis in order to search for solutions and manage the risks		K_U04	Mid-term exam, Final exam
is able to use appropriate methods and tools to describe and analyze and interpret business problems		K_U05	Mid-term exam, Final exam
is able to efficiently manage human, material, financial and information resources in order to fulfil tasks; is ready to responsibly fulfil professional roles		K_U16	Mid-term exam, Final exam
Social Competencies	Code		Assessment
	Subject	Field	
is open to the creation of projects of social significance and activities for the benefit of the public interest, and understands the social dimension of economic activities		K_K02	Mid-term exam, Final exam
Is prepared to persuade and negotiate in order to achieve common goals		K_K09	Mid-term exam, Final exam

can correctly define priorities for group and individual tasks and is able to delegate the assignments		K_K06	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		<a href="mailto:sergiusz.prokurat@gmail.com">sergiusz.prokurat@gmail.com</a> <a href="mailto:k.marton-gados@lazarski.edu.pl">k.marton-gados@lazarski.edu.pl</a>
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	
<b>10. Individual Student's Work</b>			
#.	Description	Hours	
1.	Covering Required Readings	40	
2.	Taking part in discussions and group work	20	
3.	Preparation for the Final Exam	20	
<b>11. Assessment Methods</b>	Final Exam – 60% Coursework: Mid-term exam – 40 %		
<b>12. Assessment Criteria</b>	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
<b>13. ECTS Credits</b>	5		
		<b>Hours</b>	<b>ECTS</b>
	<b>Contact Hours</b>		
	<b>Lecture</b>	30	1,2
	<b>Workshop</b>	15	0,6
	<b>Individual Student's Work</b>	80	3,2
	<b>Other Form</b>		
	n/a		
	<b>SUMM</b>	125	5
<b>14. Required Readings</b>	Drake P., Fabozzi F. (2011), The Basics of Finance.		
<b>15. Recommended Readings</b>	Melicher R., Norton E. (2011), Introduction to Finance.		
<b>16. Place where module is run</b>	Lazarski University		
<b>17. Other</b>	n/a		

Management Accounting			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 2, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b> 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><b>Learning Outcomes</b> 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	
has knowledge of key concepts of the theory of a company with regard to founding, operating, transforming and developing business organisations		K_W04	In-class exams
has knowledge of the role and function of an organization and relationships between business entities and social institutions in their environment at national and international level		K_W05	Case study
has knowledge of the functional areas of a company and the relationship between them as well as in connection with one's own experience in the work environment		K_W06	Case Study
has knowledge of the role and function of an organization and relationships between business entities and social institutions in their environment at national and international level		K_W05	In-class exams
knows and understands the importance of norms and standards in particular areas of business activities		K_W13	In-class exams
Skills	Code		Assessment
	Subject	Field	
is able to observe phenomena and processes in the organisation anticipate their consequences in practice, using standard methods and tools, including new media tools		K_U04	Case study

is able to use appropriate methods and tools to describe and analyze and interpret business problems		K_U05	Case study
is able to identify the company's achievements, as well as the condition of its surroundings and their dynamics		K_U07	In-class exams
is able to identify problems (challenges) in business and perform their analysis in order to search for solutions and manage the risks		K_U04	In-class exams
Social Competencies	Code		Assessment
	Subject	Field	
can correctly define priorities for group and individual tasks and is able to delegate the assignments		K_K06	Case study
Is prepared to persuade and negotiate in order to achieve common goals		K_K09	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
<b>10. Individual Student's Work</b>		
#	Description	Hours
1	Work on the Research Project	20
2	Covering Required Readings	30
3	Preparation for the In-class exams	30
<b>11. Assessment Methods</b>	Coursework (100%): two in-class exams (each worth 30%), research project – case study (40%)	
<b>12. Assessment Criteria</b>	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester	
<b>13. ECTS Credits</b>	5	
		<b>Hours</b>
		<b>ECTS</b>
	<b>Contact Hours</b>	
	<b>Seminar</b>	<b>30</b>
	<b>Workshop</b>	<b>15</b>
	<b>Individual Student's Work</b>	<b>80</b>
	<b>Other Form</b>	
	<b>n/a</b>	
	<b>SUMM</b>	<b>125</b>
		<b>5</b>
<b>14. Required Readings</b>	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	
<b>15. Recommended Readings</b>	Financial & Managerial Accounting . Charles T. Horngren, Walter T. Harrison Jr., M. Suzanne Oliver  Survey of Accounting, Carl S. Warren	
<b>16. Place where module is run</b>	Lazarski University	
<b>17. Other</b>	<b>n/a</b>	

Introduction to Macroeconomics			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 2, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b></p> <p>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"> <li>1. Interpret and measure main macroeconomic categories;</li> <li>2. Identify main sectors of an economy and flows between them;</li> <li>3. Measure the economic flows [national/social accounting];</li> <li>4. Illustrate what an economic model is and how to build and handle one;</li> <li>5. Employ the basics of comparative statics analysis and use simple mathematics for multiplier analysis;</li> <li>6. Distinguish between short and long run analyses and models;</li> <li>7. Interpret the determinants of output in the long run;</li> <li>8. Understand the basic features of a labour market and understand the measures of un/employment;</li> <li>9. Explain basic categories in the area of money and banking, both historically and at present;</li> <li>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);</li> <li>11. Describe and know how to measure the effects of basic types of macroeconomic policies in the short run;</li> <li>12. Relate the IS-LM analysis to the AD-AS framework.</li> </ol> <p><b>Learning Outcomes</b></p> <p>Having completed this course a student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
has knowledge of fundamental principles and concepts of the theory of economic sciences		KW_02	In-class exams
has knowledge of the origin of the study of management and its development from the perspective of economic development		KW_03	In-class exams
Skills	Code		Assessment
	Subject	Field	
is able to use basic theoretical knowledge in a particular area of a company operation		KU_01	In-class exams

is able to identify problems (challenges) in business and perform their analysis in order to search for solutions and manage the risks		KU_04	Final project
is able to use appropriate methods and tools to describe and analyze and interpret business problems		KU_05	In-class exams Final project
Social Competencies	Code		Assessment
	Subject	Field	
is ready to think and act in an entrepreneurial manner and to critically evaluate the acquired knowledge		K_K03	In-class exams Final project
is ready to responsibly perform professional roles and comply with ethical principles and require it from others, as well as to cultivate a professional environment		K_K05	In-class exams Final project
5. Module Leader	Name		E-mail
	Katarzyna Marton - Gadoś		<a href="mailto:k.marton-gados@lazarski.edu.pl">k.marton-gados@lazarski.edu.pl</a>
6. Lecturer (s)	Name		E-mail
	Bauyrzhan Zhanuzakov		<a href="mailto:zhanuzakovb@lazarski.edu.pl">zhanuzakovb@lazarski.edu.pl</a>
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: Economic activity and its outcomes – circular flow of goods and services and social accounting. (Textbook, ch. 17)	1.25
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> , Prearson, 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 <sup>th</sup> 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

Strategic Communications			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Spring Semester 2019, elective		
4. Aims and Learning Outcomes	<p><b>Aims</b> Nowadays, questions related with what, why, where and how to communicate are key for the success and achievement of strategic priorities and objectives in every field and subject. Because of the raising need to think and communicate strategically worldwide, this course will give a practical and dynamic introduction to Strategic Communications and Strategic Planning by developing the basic knowledge and skills to propose a strategic communications plan. Through activities, simulations and projects, students will explore the elements, phases and challenges associated with the development of communications plan. Some topics and subjects covered are: stakeholders mapping, problem identification, internal and external communications, contextual evaluation, strategic objectives, audiences and media and plan outcomes and evaluation.</p> <p><b>Learning Outcomes</b> Having completed this course a student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the impact exerted by external environment on enterprise activity	K_W06	S1A_W02	
Is aware of links existing between economic entities and other social institutions which define their environment at the national and international level	K_W05	S1A_W02	
Is aware of the importance of leadership and negotiations in the transformation processes of economic structures and enterprises	K_W20	S1A_W07	
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity	K_U01	S1A_U06	
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations	K_U02	S1A_U06	
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	S1A_U01 S1A_U02	
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	S1A_K03	
Is prepared to persuade and negotiate in order to achieve common goals	K_K04	S1A_K03	
Is prepared to openly communicate and defend personal opinions not only on professional matters	K_K05	S1A_K01	
5. Module Leader	Name		E-mail
	Maria Jose Sanchez Arrieta		Mjs658@cornell.edu
6. Lecturer (s)	Name		E-mail
	Maria Jose Sanchez Arrieta		Mjs658@cornell.edu
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 of the course, outcomes and expectations. Strategic Communication, why it is important? Strategic planning and the communications plan. Readings: (Smith, 2017:1-21) Case: Forgotten illnesses Assignments: in class exercise		2.5
2	The problem: Identifying and analyzing the issue and the organization. Readings:(Smith, 2017:25-60) Assignments:		2.5
3	The publics: Stakeholders analysis, audiences, targeted public and contextual situation. Readings: (Smith, 2017:63-100)		2.5
4	Presentation of the first phase of the strategic plan (diagnostic) Problem, organization, key actors and stakeholders, publics and conclusions of the diagnostic of the targeted issue. Assignments: 10 minutes group presentations (all groups are expected to present)		2.5
5	Strategy: Strategic Objectives definition and goals Readings: (Smith, 2017:101-121) Assignments:		2.5
6	Formulating and planning the communication strategy Action and respond strategies Crisis versus Communication plan Readings: (Smith, 2017:122-196)		2.5

	Assignments: Brief document with conclusions of the diagnostic, the strategic objectives and goals, actions proposed and description of the current situation (current image and targeted image).		
7	Types of strategies, content and stakeholders Readings: (Smith, 2017:122-196)	2.5	
8	Message, key elements of the strategy and media Readings: (Smith, 2017:197-361)	2.5	
9	Measuring the outcomes and plans evaluation Readings:	2.5	
10	Evaluation frame: objective, Input, output, baseline, verification method and goal.	2.5	
11	Final Presentations of Strategic Plans	2.5	
12	Final Presentations of Strategic Plans	2.5	
Workshops			
TBA			
<b>10. Individual Student's Work</b>			
#	Description	Hours	
1	Research and preparation for in class presentations	30	
2	Covering required readings and cases	20	
3	Preparation of the written assignment	10	
4	Work on final written assignment	20	
<b>11. Assessment Methods</b>	Coursework (60%): In class presentation (20%), brief written assignment (20%), final presentation (20%). Final Exam (40%): submission of a Final Strategic Plan		
<b>12. Assessment Criteria</b>	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
<b>13. ECTS Credits</b>	5		
		<b>Hours</b>	<b>ECTS</b>
	Contact Hours		
	<b>Workshop</b>	<b>15</b>	<b>0.6</b>
	<b>Seminar</b>	<b>30</b>	<b>1.2</b>
	<b>Individual Student's Work</b>	<b>45</b>	<b>3.2</b>
	Other Form		
	n/a		
	<b>SUMM</b>	<b>125</b>	<b>5.0</b>
<b>14. Required Readings</b>	Smith, R. D. (2017). <i>Strategic planning for public relations</i> (5th edition). New York: Routledge, Taylor & Francis.		
<b>15. Recommended Readings</b>	Smith, R. D. (2017). <i>Strategic planning for public relations</i> (5th edition). New York: Routledge, Taylor & Francis.		

16. Place where module is run	Lazarski University main campus
17. Other	n/a

## ELECTIVES – SEMESTER 2

Introduction to Social Anthropology			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 2, elective module		
4. Aims and Learning Outcomes	<p><b>Aims</b> 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><b>Learning Outcomes</b> 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
	Name		E-mail

5. Module Leader	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	
<b>10. Individual Student's Work</b>			
#	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	
<b>11. Assessment Methods</b>	Coursework: Research Paper(60%) Final Exam (40%)		
<b>12. Assessment Criteria</b>	In order to pass the course student should score at least 3.0. as the total grade for semester		
<b>13. ECTS Credits</b>	5		
		<b>Hours</b>	<b>ECTS</b>
	<b>Contact Hours</b>		
	<b>Lecture</b>	30	<b>1,2</b>
	<b>Workshop</b>	15	<b>0,6</b>
	<b>Individual Student's Work</b>	80	<b>3,2</b>
	<b>Other Form</b>		
	n/a		
	<b>SUMM</b>	125	5
<b>14. Required Readings</b>	Jack David Eller, <i>Cultural Anthropology : Global Forces Local Lives</i> (2009) Anthony Giddens, <i>Sociology</i> (2006)		
<b>15. Recommended Readings</b>	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);		
<b>16. Place where module is run</b>	Lazarski University		
<b>17. Other</b>	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	2018/2019 academic year Semester 2, elective module																																										
4. Aims and Learning Outcomes	<p><b>Aims</b> 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><b>Learning Outcomes</b> By the end of the course 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 philosophical principles and concepts</td> <td></td> <td>K_W02</td> <td>midterm and final exam</td> </tr> <tr> <td>Distinguishes and characterizes basic types of philosophical problems and is able to apply them in the sphere of economy and management</td> <td></td> <td>K_W01</td> <td>midterm and final exam</td> </tr> </tbody> </table> <table border="1"> <thead> <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> </thead> <tbody> <tr> <td>Is able to apply basic philosophical knowledge in respective areas of entrepreneurial activity</td> <td></td> <td>K_U01</td> <td>midterm and final exam</td> </tr> <tr> <td>Is able to apply basic philosophical knowledge to collaborate with other functional areas in typical professional situations</td> <td></td> <td>K_U02</td> <td>midterm and final exam</td> </tr> </tbody> </table> <table border="1"> <thead> <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> </thead> <tbody> <tr> <td>Is prepared to participate in the construction of social projects which also embrace philosophical aspects of entrepreneurship</td> <td></td> <td>K_K02</td> <td>midterm and final exam</td> </tr> <tr> <td>Is prepared to persuade and negotiate in order to achieve common goals</td> <td></td> <td>K_K04</td> <td>midterm and final exam</td> </tr> </tbody> </table>	Knowledge	Code		Assessment	Subject	Field	Is aware of fundamental philosophical principles and concepts		K_W02	midterm 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	midterm and final exam	Skills	Code		Assessment	Subject	Field	Is able to apply basic philosophical knowledge in respective areas of entrepreneurial activity		K_U01	midterm and final exam	Is able to apply basic philosophical knowledge to collaborate with other functional areas in typical professional situations		K_U02	midterm 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	midterm and final exam	Is prepared to persuade and negotiate in order to achieve common goals		K_K04	midterm and final exam
Knowledge	Code		Assessment																																								
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Is aware of fundamental philosophical principles and concepts		K_W02	midterm 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	midterm and final exam																																								
Skills	Code		Assessment																																								
	Subject	Field																																									
Is able to apply basic philosophical knowledge in respective areas of entrepreneurial activity		K_U01	midterm and final exam																																								
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5. Module Leader	Name	E-mail																																									
	Dr. Jan Grzymski	<a href="mailto:j.grzymski@lazariski.edu.pl">j.grzymski@lazariski.edu.pl</a>																																									
6. Lecturer (s)	Name	E-mail																																									
	Dr. Jan Grzymski	<a href="mailto:j.grzymski@lazariski.edu.pl">j.grzymski@lazariski.edu.pl</a>																																									
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: 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	3,2
	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		2018/2019 academic year Semester 2, elective module	
4. Aims and Learning Outcomes		<p><b>Aims</b> 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><b>Learning Outcomes</b> 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	Project and exam
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Project and exam
Is aware of the role and importance of organizational structures and regulations		K_W18	Project and exam
Is aware of strategic analysis methods in the enterprise and its environment		K_W16	Project 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	Project and exam
Is able to anticipate the behavior of counterparts, analyze their motives, and influence them within a particular scope.		K_U18	Project and exam
Is able the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	Project and exam
Is able to refer to laws and systems of entrepreneurial norms in order to justify specific activities.		K_U14	Project and exam
Social Competencies	Code		Assessment
	Subject	Field	

Is prepared to persuade and negotiate in order to achieve common goals.		K_K04	Project and exam
Is prepared to responsibility for the assigned tasks.		K_K11	Project and exam
Is prepared for ethical behaviour within assigned organizational and social roles.		K_K10	Project and exam
Is prepared to openly communicate and defend personal opinions not only on professional matters.		K_K05	Project and exam
5. Module Leader	Name		E-mail
	Dr. Iryna Polets		iryna.polets@gmail.com
6. Lecturer (s)	Name		E-mail
	Dr. Iryna Polets, Margaryta Khvostova		<a href="mailto:iryna.polets@gmail.com">iryna.polets@gmail.com</a> 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
Lecture			
1	Conceptualizing Conflict		2,5
2	Types of Conflict		2,5
3	Conflict Resolution Skills		2,5
4	Negotiation Process		2,5
5	Model and style of Negotiation		2,5
6	Building Relationships in business negotiation		2,5
7	Negotiation strategies and types		2,5
8	Intercultural communication in conflict resolution		2,5
9	Gender in negotiations		2,5
10	Revision		2,5
Workshop			
1	Types of conflicts part I		1,5
2	Types of conflicts part II		1,5
3	Healthy & unhealthy responses to conflicts		1,5
4	Business negotiations		1,5
5	Gift economy		1,5
6	Gender equality in business		1,5
7	Project presentation		1,5
8	Project presentation		1,5
9	Project presentation		1,5

10	Project presentation	1,5
11	Project presentation	1,5
12	Revision	1,5
<b>10. Individual Student's Work</b>		
<b>#.</b>	<b>Description</b>	<b>Hours</b>
1	Understanding the topic	10
2	Realization of individual task	40
3	Group Work	30
<b>11. Assessment Methods</b>	Coursework: Project 60% Final exam 40%	
<b>12. Assessment Criteria</b>	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester	
<b>13. ECTS Credits</b>	5	
		<b>Hours</b>
		<b>ECTS</b>
	<b>Contact Hours</b>	
	<b>Lecture</b>	<b>30</b>
	<b>Workshop</b>	<b>15</b>
	<b>Individual Student's Work</b>	<b>50</b>
	<b>Other Form</b>	
	<b>Group work</b>	<b>30</b>
	<b>SUMM</b>	<b>125</b>
<b>14. Required Readings</b>	Raymond Saner, The Expert Negotiator (3 <sup>rd</sup> edition, Martin Nijhoff Publications, 2008 ). Paul Meerts, Diplomatic Negotiation: Essence and Evolution (Clingendael 2015).	
<b>15. Recommended Readings</b>	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. 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	
<b>16. Place where module is run</b>	Lazarski University	
<b>17. Other</b>	N/A	

Introduction to Business Administration			
<b>2. Module Code</b>			
<b>3. Academic Year, Semester, Module Status</b>	2018/2019 Semester 2, elective course		
<b>4. Aims and Learning Outcomes</b>	<p><b>Aims</b> 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"> <li>• knowledge needed to better understand business administration.</li> <li>• basic skills needed for organisational planning and project management,</li> <li>• competence to excellence business finance and negotiation process.</li> <li>• assistance to develop competence in strategic planning, corporate governance and CSR.</li> <li>• legal, financial and managerial knowledge as prerequisite for working a business environment.</li> </ul> <p><b>Learning Outcomes</b> 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		<a href="mailto:elena.diaconu@lazarski.pl">elena.diaconu@lazarski.pl</a>
6. Lecturer (s)	Name		E-mail
	Elena Diaconu		<a href="mailto:elena.diaconu@lazarski.pl">elena.diaconu@lazarski.pl</a>
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	<b>Leadership and organisational dilemmas, Part I</b> (relationship between leadership and organization, major leadership issues, also issues of life)		2.5
2	<b>Leadership and organisational dilemmas, Par II</b> (great challenges and dilemmas of leadership and organization, incl. human resources management )		2.5
3	<b>Contemporary international management</b> (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	<b>Innovation and project management</b> (innovation, project management, knowledge creation and integration, and working in high-tech companies)		2.5
5	<b>Business ethics</b> (ethical issues on different levels and in relation to different stakeholders, key ethical theories, CSR, corporate governance and sustainability)		2.5

6	<b>Management control system</b> (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	<b>Time management</b> (planning time, identifying priorities, planning work for yourself and the employees)	2.5
8	<b>Business finance</b> (hands on case-based course focused on application and solving problems, understanding of finance in creating effective business solutions)	2.5
9	<b>Negotiations</b> (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	<b>Strategic planning</b> (strategic thinking, in the form of 'Big', 'Best', 'Fast', and 'Beautiful')	2.5
11	<b>Consume marketing</b> (marketing and sales, and issues of branding, product design and understanding consumers)	2.5
12	<b>Revision</b>	2.5
<b>Workshop</b>		
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
<b>10. Individual Student's Work</b>		
<b>#.</b>	<b>Description</b>	<b>Hours</b>
	Analysis of the literature	20
	Analysis of the case studies	20
	Realization of individual tasks within the project group	50
<b>11. Assessment Methods</b>	1st in-class exam (30%)    2nd in-class exam (30%)    Project proposal (40%)	
<b>12. Assessment Criteria</b>	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.	

<b>13. ECTS Credits</b>	5		
		<b>Hours</b>	<b>ECTS</b>
	Contact Hours		
	<b>Lecture</b>	30	1
	<b>Workshop</b>	15	1
	<b>Individual Student's Work</b>	75	3
	Other Form		
	<b>SUMM</b>	<b>120</b>	<b>5</b>
<b>14. Required Readings</b>	<ol style="list-style-type: none"> <li>1. Browaeys Marie-Joëlle and Roger Price, <i>Understanding Cross-Cultural Management</i>, 2<sup>nd</sup> edition, Prentice Hall, 2010</li> <li>2. Crane Andrew and Dirk Matten, <i>Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization</i>. 2010, Oxford: Oxford UP.</li> <li>3. Rugman Alan M. and Simon Collinson, <i>International Business</i>, 4th edition, Pearson Education Limited, 2006</li> <li>4. Schein Edgar H., <i>Organizational Culture and Leadership</i>, 4<sup>th</sup> edition, John Wiley &amp; Sons, 2010</li> <li>5. Titman, Keown, Martin. <i>Financial Management: Principles and Applications</i>. 12th or 11th edition. Pearson.</li> </ol>		
<b>15. Recommended Readings</b>	<ol style="list-style-type: none"> <li>1. Alvisi Alberto, Alessandro Narduzzo and Marco Zamarian, <i>PlayStation and The Power of Unexpected Consequences</i>, Information, Communication &amp; Society 6:4 2003, 608–627</li> <li>2. Carroll Archie B., edited by Professor Sir Cary L Cooper, <i>Societies for Business Ethics</i>, Wiley Encyclopaedia of Management, 2014</li> <li>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</li> <li>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</li> <li>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</li> <li>6. Hedberg Bo L. T., Paul C. Nystrom, and William H. Starbuck, <i>Camping on Seesaws: Prescriptions for a Self-Designing Organization</i></li> <li>7. Kahneman Daniel, <i>A Perspective on Judgment and Choice</i>, Mapping Bounded Rationality, American Psychologist September 2003</li> <li>8. Kieser Alfred, Ulrich Koch, <i>Bounded Rationality and Organizational Learning Based on Rule Changes</i>. Management Learning 2008; 39; 329;</li> <li>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: <a href="http://go.warwick.ac.uk/wrap">http://go.warwick.ac.uk/wrap</a></li> <li>10. Levitt Barbara; James G. March, <i>Organizational Learning</i>, Annual Review of Sociology, Vol. 14. (1988), pp. 319-340.</li> <li>11. March James, <i>Exploration and Exploitation in Organisational Learning</i>, Organisation Science, Vol 2, nr 1, February 1991</li> <li>12. March James, <i>How decisions happen in organisations</i>, Human Computer Interaction, 1991, vol. 6, pp. 95-117</li> </ol>		

	<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

## 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.