

BA in Management

**STUDENTS  
HANDBOOK**  
2018-2019

Year 2, 3

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

# IMPORTANT ADMINISTRATIVE INFORMATION

## TERMINARZ / ACADEMIC CALENDAR GRID Jesień 2018 / Autumn 2018

51		WRZESIEŃ / SEPTEMBER PAŹDZIERNIK / OCTOBER					LISTOPAD / NOVEMBER					GRUDZIEŃ / DECEMBER					STYCZEŃ / JANUARY					LUTY / FEBRUARY /MARZEC/MARCH				
Po	Mo	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	4	11	18	25	4
Wt	Tue	18	25	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	5	12	19	26	5
Śr	We	19	26	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	6	13	20	27	6
Cz	Th	20	27	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	7
Pt	Fr	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	1	8
So	Sa	22	29	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	2	9	16	23	1	8
Nd	Su	23	30	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17	24	1	8

### Legenda / Legend:

**XX** Spotkania organizacyjne / Orientation meetings  
Studentów pierwszego ro First-Year students

**XX** Inauguracja  
Opening ceremonies

**XX** Święta  
Holidays

**XX** Dni wolne od zajęć  
No classes

### Dni zajęć / Instruction days

**XX** Studia stacjonarne  
Full-time studies

**XX** Studia niestacjonarne - Wydział Ekonomii i Zarządzania  
Weekend studies

**XX** Studia niestacjonarne - Wydział Prawa i Administracji  
Weekend studies

**21** Koniec semestru I

### Sesja egzaminacyjna / Examination session

**XX** Sesja podstawowa  
Basic session

**XX** Sesja poprawkowa  
Re-sit session

2-3 marca - Wydział PIA

9-10 marca - Wydział EIZ

## TERMINARZ / ACADEMIC CALENDAR GRID Wiosna 2019 / Spring 2019

52		LUTY / FEBRUARY MARZEC / MARCH					KWIECIEŃ / APRIL					MAJ / MAY					CZERWIEC / JUNE					LIPIEC / JULY							
Po	Mo	25	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	4	11	18	25	4
Wt	Tue	26	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	29	5	12	19	26	5
Śr	We	27	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5
Cz	Th	28	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	4	11	18	25	3	10	17	24	31	7
Pt	Fr	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5	12	19	26	3	10	17	24	31	7
So	Sa	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7
Nd	Su	3	10	17	24	31	7	14	21	28	5	12	19	26	3	10	17	24	31	7	14	21	28	5	12	19	26	3	10

### Legenda / Legend:

**XX** Święta  
Holidays

**XX** Dni wolne od zajęć  
No classes

**19** Zielone Świętki - termin zjazdu EIZ

**19** Graduacja

**28** Koniec semestru II

### Dni zajęć / Instruction days

**XX** Studia stacjonarne  
Full-time studies

**XX** Studia niestacjonarne - Wydział Ekonomii i Zarządzania  
Weekend studies

**XX** Studia niestacjonarne - Wydział Prawa i Administracji  
Weekend studies

### Sesja egzaminacyjna / Examination session

**XX** Sesja podstawowa  
Basic session

**XX** Sesja poprawkowa  
Re-sit session

sesja dla 3 roku WEIZ - języki obce

**XX** Obrony prac dyplomowych  
Diploma

Sesja poprawkowa po sem I  
Re-sit session

### 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 2

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

### Year 3

Semester 5					
Strategic Management	15		15	30	5
Business Communication	30		15	45	5
Research Methodology		30		30	5

Elective 1 out of 3 (set A)	30			30	5
Elective 1 out of 3 (set B)	30			30	5
Elective 1 out of 3 (Set C)	30			30	5
<b>Semester 6</b>					
Managing Social Policy	30			30	5
BA Thesis Seminar	30	80		110	10
Elective 1 out of 3 (set A)			30	30	5
Elective 1 out of 3 (set B)			160	160	10

### Electives for Semester 5

<b>Set A:</b>					
1) Hospitality Management	30			30	5
2) Supply Chain Management	30			30	5
3) Managing e-Commerce Consumer Journey	30			30	5
<b>Set B:</b>					
1) Managing Tourism Projects	30			30	5
2) Shipping and Transport		30		30	5
3) E-commerce: virtual marketplace for real growth	30			30	5
<b>Set C</b>					
Europe's Crisis Management		30	15	45	5
EU Financial Procurement and Proposal Writing Methodology		30	15	45	5
Doing Business in Emerging Economies		30	15	45	5

### Electives for Semester 6

<b>Set A</b>					
1) Innovations and Technology in Tourism			30	30	5
2) Innovations and Technology in Logistics			30	30	5
3) Innovations and Technology in e-Commerce			30	30	5
<b>Set B:</b>					
1) Tourism Management in Practice			160	160	10
2) Logistics Management in Practice			160	160	10
3) E-Commerce Management in Practice			160	160	10

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

## ASSESSMENT

### Teaching and Learning

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

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

### Contact Hours

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

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

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

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

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

### Methods of assessment

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

The accepted methods of assessment include:

- Examination papers
- Essays
- Research projects
- Presentations with written reports
- In-class exams
- Midterm exams
- Thesis prospectus
- Extended dissertations
- In-class participation

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

## DETAILS OF COURSE ASSESSMENT

Course	Module Status	Methods of Assessment
Year 2		
<b>Semester 3</b>		
Statistics for Business	Core	Coursework (60%): In class exam 1 (30%), In class exam 2 (30%); Final Exam (40%)
Operations Management	Core	Coursework (100%): two in-class exams (each worth 30%), research project (40%)
Corporate and Business Law	Core	Coursework (60%): Research Project (30%), Essay (30%); Final Exam (40%)
Critical Thinking	Core	Coursework: two essays (30% each); Final Exam (40%)
Business Performance Management	Core	Final Exam: 40%; Coursework: Project 60%
Language Elective	Core	The same as on BA in IRES
<b>Semester 4</b>		
Project Management	Core	Coursework (100%): Midterm exam 1 (35%), Midterm exam 2 (35%), Group project (30%)
Sales and Negotiations	Core	In-class participation – negotiation games (60%), Final Exam (40%)
Human Resources Management	Core	Coursework (100%): Midterm exam 40%, Essay 60%
Financial Accounting	Core	Coursework (100%): two in-class exams (each worth 30%), research project – case study (40%)
Organizational Behavior	Core	Coursework (100%): Midterm exam 40%; Essay 60%
Language Elective	Core	The same as on BA in IRES
Year 3		
<b>Semester 5</b>		
Strategic Management	Core	Coursework (100%): Research report (60%), Midterm exam (40%)
Business Communication	Core	Coursework: Research Project (60%); Final Exam (40%)
Research Methodology	Core	Coursework (100%): Prospectus assignment (50%), Annotated bibliography (30%), Presentation (20%)
Elective 1 out of 2 (set A)	Elective	List of electives below
Elective 1 out of 2 (set B)	Elective	List of electives below
Elective 1 out of 3 (set C)	Elective	List of electives below
<b>Semester 6</b>		
Managing Social Policy	Core	Coursework: Midterm Exam (20%), Research project – case study (40%); Final Exam (40%)

BA Thesis Seminar	Core	Submission of BA Thesis (100%)
Elective 1 out of 2 (set A)	Elective	List of electives below
Elective 1 out of 2 (set B)	Elective	List of electives below
Electives for Semester 5		
<b>Set A:</b>		
1) Hospitality Management	Elective	Final exam (40%); Coursework: midterm exam (30%) and research project (30%)
2) Supply Chain Management	Elective	Group final report and presentation (40%), Coursework (20%); Final exam (40%)
3) Managing e-Commerce Consumer Journey	Elective	Paper (30%), Midterm exam (30%), Research project and presentation (40%)
<b>Set B:</b>		
1) Managing Tourism Projects	Elective	Final exam (40%); Coursework: research project (60%)
2) Shipping and Transport	Elective	Coursework (100%): Two in-class exams (each worth 30%), Research Project (40%)
3) E-commerce: virtual marketplace for real growth	Elective	Paper (30%), Midterm exam (30%), Final exam (40%)
<b>Set C:</b>		
1) Europe's Crisis Management	Elective	Coursework: midterm (40%); Final exam (60%)
2) EU Financial Procurement and Proposal Writing Methodology	Elective	Coursework (100%): Project proposal (40%), 1 <sup>st</sup> in-class exam (30%), 2 <sup>nd</sup> in-class exam (30%)
3) Doing Business In Emerging Economies	Elective	Coursework: essay (40%); Final exam (60%)
Electives for Semester 6		
<b>Set A:</b>		
1) Innovations and Technology in Tourism	Elective	Coursework (100%): In-class Exam 1 (30%), In-class Exam 2 (30%), Presentations (40%)
2) Innovations and Technology in Logistics	Elective	Coursework (100%): In-class assignments (50%), Group Final project and presentation (50%)
3) Innovations and Technology in E-commerce	Elective	Coursework (100%): In-class assignments (50%), Group Final project and presentation (50%)
<b>Set B:</b>		
1) Tourism Management in Practice	Elective	Written report from the place of practice
2) Logistics Management in Practice	Elective	Written report from the place of practice
3) E-commerce Management in Practice	Elective	Written report from the place of practice



## ERASMUS EXCHANGE PROGRAMME

Students admitted into the BA in MAN programmes are recommended to apply for Socrates/Erasmus study during the 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.
	Answer demonstrating a good understanding of relevant theories, concepts, issues and methodology. Some reading/research beyond that recommended may be present.

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

## PROGRESSION

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

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

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

### Resit examination

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

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

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

### Repetition

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

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

### Deletion from the Programme

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

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

### Absence from Examinations and Assessments

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

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

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

The provisions described immediately above may be made only if:

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

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

### **Thesis submission**

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

## **DIRECTIONS TO STUDENTS AT EXAMINATIONS**

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

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

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

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

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

## **UNFAIR PRACTISE – RULES REGARDING CHEATING AND PLAGARISM**

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 2 – SEMESTER 3

Statistics for Business			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 3, Core module		
4. Aims and Learning Outcomes	<p><b>Aims:</b> This introduces students to statistical thinking as it applies to business and business challenges. Students will learn how to use statistical thinking to get a handle on the uncertainty and ambiguity in phenomena they want to understand. The course covers sampling distribution, confidence intervals, hypothesis testing, simple regression, and time series. The approach uses many hands-on, in-class experiments to convey the idea that underlies statistics.</p> <p><b>Learning Outcomes</b> By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of standard statistical methods and software tools for collecting, analyzing, and presenting economic and social data		K_W13	In class exam 1, in class exam 2, final exam
Skills	Code		Assessment
	Subject	Field	
Is able to utilize appropriate methods and analytical tools, as well as computer systems supporting decision-making processes		K_U11	In class exam 1, in class exam 2, final exam
Is able to analyze and forecast the levels and dynamics of selected values and performance indicators of enterprise or other institutions		K_U08	In class exam 1, in class exam 2, final exam
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization		K_U06	In class exam 1, in class exam 2, final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	In class exam 1, in class exam 2, final exam
Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		K_K02	In class exam 1, in class exam 2, final exam
5. Module Leader	Name		E-mail
	David Pupovac, Ph.D.		<a href="mailto:davidpupovac@gmail.com">davidpupovac@gmail.com</a>
6. Lecturer (s)	Name		E-mail

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

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

	Workshop	30	1,2
	Individual Student's Work	115	4,6
	Other Form		
	n/a		
	<b>SUMM</b>	175	7
14. Required Readings	Statistics for Business and Economics: 12th Edition by James T. McClave, P. George Benson, Terry Sinich, Pearson		
15. Recommended Readings	Additional readings provided by lecturer		
16. Place where module is run	Lazarski University		
17. Other	n/a		

Operations Management			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 3, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b> Operations is the only area that concerns itself with actually making products or providing services – the ultimate purpose of business. The Operation Management module will provide students - future business leaders - with a good appreciation of all the main aspects of actions that can or need to be taken to ascertain business's market survival, growth of top-line revenue and bottom-line profit.</p> <p>It is easy to confuse the plethora of buzzwords that are used in Operations such as Kaizen, Kanban, TQM, Lean, and Continuous Improvement to name a few. It is very common to think that they mean the same, and these terms are very often used interchangeably.</p> <p>It is paramount then to focus on business processes that allow for sustainable business performance, and both top-line and bottom-line improvements, as well as to focus on the key operational elements that drive the business and enable it to execute its strategy.</p> <p><b>Learning Outcomes</b> Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the genesis and evolution of management sciences in the context of economic development		K_W03	In-class Exams
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Research Project
Is aware of the role and functions of enterprise		K_W08	In-class Exams
Is aware of the importance of norms and standards in particular areas of entrepreneurial activity		K_W17	In-class Exams
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Research Project
Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	In-class Exams
Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	In-class Exams

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

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

Corporate and Business Law			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 3, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b></p> <p>To provide students with the necessary law foundation, a class may first introduce them to some of the most important general principles of commercial law:</p> <ul style="list-style-type: none"> <li>• Basic law of contracts</li> <li>• Basic law of business creation.</li> </ul> <p>This course provides students with knowledge of principal problems of business and corporate law, specifically from EU member states and the United States. This course examines basic legal principles and enable students to recognize relevant issues and the legal implications of business situations.</p> <p>This course aims to provide students with basic knowledge about commercial law and to make them familiar with the legal requirements of starting and operating an enterprise.</p> <p>The course exam, presentations and many hypothetical (imaginary) and real-life case studies will asked students to consider are directed to achieving and measuring their achievement of these essential objectives and substantive course outcomes.</p> <p><b>Learning Outcomes</b></p> <p>Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the genesis and evolution of management sciences in the context of economic development		K_W03	Midterm Exam
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Research Project
Is aware of the role and functions of enterprise		K_W08	Midterm Exam
Is aware of the importance of norms and standards in particular areas of entrepreneurial activity		K_W17	Midterm Exam Final Exam
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Research Project
Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	Final Exam

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

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

Critical Thinking			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 3, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b> This course hopes to aid the student in their ability to discover what are the most important issues/questions/problems and aid them in identifying rational solutions to address those issues/questions/problems. Topics and areas examined include 1) analyzing and building arguments, 2) the various methods and standards of critical thinking (introducing students to classics of critical thought) and 3) evaluating sources of information used to underlie judgment.</p> <p><b>Learning Outcomes</b> Having completed this course a student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Compares and contrasts attitudes or values expressed by writers with differing perspectives.		K_W04	Essays, final exam
Applies the principles of critical thinking to writing with and without the use of outside sources.		K_W17	Essays, final exam
Skills	Code		Assessment
	Subject	Field	
Is able to analyze arguments for examples of fact and inference, inductive and deductive reasoning, and emotional appeal.		K_U01 K_U02	Essays, final exam
Is able to construct an argument that defends a claim with appropriate supporting data and logical consistency.		K_U04 K_U05	Essays, final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to work in the group of people, organize and supervise the work of project and task teams		K_K01	Group work
Is prepared to argue, persuade and negotiate in order to achieve common goals		K_K03	Group work
5. Module Leader	Name		E-mail
	Dr. Jan Grzymiski		<a href="mailto:j.grzymiski@lazarski.edu.pl">j.grzymiski@lazarski.edu.pl</a>
6. Lecturer (s)	Name		E-mail
	Dr. Jan Grzymiski		<a href="mailto:j.grzymiski@lazarski.edu.pl">j.grzymiski@lazarski.edu.pl</a>
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme

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

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

Business Performance Management			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 3, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b> The aim of the course is to develop knowledge about the contemporary BI programs used by businesses in their strive for success. Organizations are regularly examining business performance more closely as they work to improve efficiency and effectiveness across all aspects of the business to meet challenging economic conditions. Students will get to examine the case studies of various successful and less successful enterprises, will try to define and trace their key steps and strategies of success in order to transfer these models in the tasks given in class. Students will learn general rules of marketing, diversification, business strategies, budgeting techniques and will be able to apply these in practice, while working on their own projects.</p> <p><b>Learning Outcomes</b> By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the genesis and evolution of management sciences in the context of economic development		K_W03	Exam, project
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Exam, project
Is aware of the nature and conditioning of entrepreneurship in individuals and teams		K_W10	Exam, project
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Exam, project
Is able to observe phenomena and processes in an organization, as well as describe, analyze, and interpret them with the help of basic approaches and theoretical concepts		K_U04	Exam, project
Is able to lead and co-operate in projects aimed at introducing certain changes in the organization		K_U16	Exam, project
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		K_K02	Exam, project, class activities

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

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

## YEAR 2 – SEMESTER 4

Project Management			
2. Module Code	N/A		
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 4, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b></p> <p>The purpose of this course is to give students a solid foundation in the area of project management. Specifically, the course aims to give students knowledge about:</p> <ul style="list-style-type: none"> <li>• What project management is all about and how to approach it successfully.</li> <li>• The selection of a project manager and defining the goals of the project.</li> <li>• The importance of planning, management, team building, and organization.</li> <li>• The issue of budgeting in project management, including cost budgeting and personnel budgeting.</li> <li>• The importance of estimating, guessing, and milestones in project scheduling.</li> <li>• How leadership and communication affect project management.</li> <li>• How variables and risks should be approached when planning a project.</li> </ul> <p>As part of the course, students will also receive training in PRINCE2 project management methodology and, upon successful completion of the training workshop, will be able to receive a PRINCE2 foundation certificate.</p> <p><b>Learning Outcomes</b></p> <p>Having completed this module, the student will have achieved the following:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of basic concepts and theories of human motivation		K_W09	Midterms/Group project
Is aware of strategic analysis methods in the enterprise and its environment		K_W16	Midterms/Group project
Skills	Code		Assessment
	Subject	Field	
Is able to interpret selected problems of modern economy and business in the light of accomplishments and views of respected economics and management scientists		K_U20	Midterms/Group project
Is able to speak a foreign language at the B2 level, is able to easily establish interpersonal contacts and cooperate with representatives of other states and nations		K_U21	Midterms/Group project

Is able to compose written and oral texts typical for the field of activity, and present them in Polish and a foreign language		K_U22	Midterms/Group project
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to develop and effectively utilize interpersonal skills		K_K08	Group project
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	Group project
5. Module Leader	Name		E-mail
	Elena Diaconu		elena.diaconu@lazarski.pl
6. Lecturer (s)	Name		E-mail
	Elena Diaconu		elena.diaconu@lazarski.pl
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 2		BA in Management
9. Module Content			
#	Topics Discussed		Hours
Lecture			
Lecture 1 28.02.2019	Introduction to project management with PRINCE2. Principles and general provisions. Themes and processes. <i>Reading:</i> PRINCE2 tour abridged version in electronic version; Office of Government Commerce (OGC). Managing Successful Projects with PRINCE2. TSO, 2009, pp. 1-44, 157-162.		2.5
Lecture 2 07.03.2019	Organisation Theme <i>Reading:</i> Office of Government Commerce (OGC). Managing Successful Projects with PRINCE2. TSO, 2009, pp. 57-69.		2.5
Lecture 3 14.03.2019	Business Case Theme <i>Reading:</i> Office of Government Commerce (OGC). Managing Successful Projects with PRINCE2. TSO, 2009, pp. 45-55.		2.5
Lecture 4 21.03.2019	Plans Theme <i>Reading:</i> Office of Government Commerce (OGC). Managing Successful Projects with PRINCE2. TSO, 2009, pp. 93-116.		2.5
Lecture 5 28.03.2019	Quality Theme <i>Reading:</i> Office of Government Commerce (OGC). Managing Successful Projects with PRINCE2. TSO, 2009, pp. 77-89.		2.5
Lecture 6 04.04.2019	Risk Theme <i>Reading:</i> Office of Government Commerce (OGC). Managing Successful Projects with PRINCE2. TSO, 2009, pp. 119-126.		2.5
Lecture 7 11.04.2019	Progress Theme <i>Reading:</i> Office of Government Commerce (OGC). Managing Successful Projects with PRINCE2. TSO, 2009, pp. 147-155.		2.5

Lecture 8 18.04.019	Change Theme <i>Reading:</i> Office of Government Commerce (OGC). Managing Successful Projects with PRINCE2. TSO, 2009, pp. 137-143.	2.5
Lecture 9 09.05.2019	Starting up a Project Process; Directing a Project Process <i>Reading:</i> Office of Government Commerce (OGC). Managing Successful Projects with PRINCE2. TSO, 2009, pp. 165-177, pp. 179-192. pp.	2.5
Lecture 10 16.05.2019	Initiating a Project Process; Controlling a Stage Process <i>Reading:</i> Office of Government Commerce (OGC). Managing Successful Projects with PRINCE2. TSO, 2009, pp. 195-212, pp. 215-231.	2.5
Lecture 11 23.05.2019	Managing Product Delivery Process; Managing a Stage Boundary Process <i>Reading:</i> Office of Government Commerce (OGC). Managing Successful Projects with PRINCE2. TSO, 2009, pp. 235-241, pp. 245-256.	2.5
Lecture 12 30.05.201	Closing a Project Process. Revision <i>Reading:</i> Office of Government Commerce (OGC). Managing Successful Projects with PRINCE2. TSO, 2009, pp. 259-268.	2.5
Workshop		
Workshop 1	Practical exercises consolidating the topic	1.25
Workshop 2	Practical exercises consolidating the topic	1.25
Workshop 3	Practical exercises consolidating the topic	1.25
Workshop 4	Practical exercises consolidating the topic	1.25
Workshop 5	<b>1<sup>st</sup> in class exam 28 March</b>	1.25
Workshop 6	Practical exercises consolidating the topic	1.25
Workshop 7	Practical exercises consolidating the topic	1.25
Workshop 8	Practical exercises consolidating the topic	1.25
Workshop 9	Practical exercises consolidating the topic	1.25
Workshop 10	Practical exercises consolidating the topic	1.25
Workshop 11	<b>2<sup>nd</sup> in class exam 23 May</b>	1.25
Workshop 12	Practical exercises consolidating the topic	1.25
10. Individual Student's Work		
#	Description	Hours
1	Home assignments and covering required readings	45
2	Group presentation	30
3	Preparation for midterms	30
11. Assessment Methods	Coursework (100%): 1st in class exam (35%), 2nd in class exam (35%), Group project (30% – assigned 12 April, to be submitted by 30 May)	
12. Assessment Criteria	In order to successfully complete the course, students must receive a total average of at least 40%, with no mark lower than 35% for any individual component.	

13. ECTS Credits	7		
		Hours	ECTS
	Contact Hours		
	Workshop	35	1
	Seminar	40	2
	Individual Student's Work	100	4
	Other Form		
	n/a		
	SUM	175	7
14. Required Readings	Office of Government Commerce (OGC). Managing Successful Projects with PRINCE2. TSO, 2009. PRINCE2 AXELOS Global Best Practice, Managing Successful Projects with PRINCE2, London TSO, 2014.		
15. Recommended Readings	Project Management Institute. Project Management Book of Knowledge, 5th Edition. PMI, 2013. Larson, Erik. Introduction to Project Management, 6th Edition. McGraw Hill, 2014.		
16. Place where module is run	Lazarski University Campus		
17. Other	n/a		

Sales and Negotiations			
2. Module Code	N/A		
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 4, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b> This course aims to introduce students to general principles of negotiation and salesmanship in a business and management context. Through the study of real-life business cases, negotiation games and project work, students will learn how to evaluate negotiation and sales strategies that are critical for business success, and will learn how to implement those strategies effectively.</p> <p>Apart from this, having completed the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of entrepreneurship culture and its impact on team efficiency		K_W12	Games, Final exam
Is aware of the importance of leadership and negotiations in the transformation processes of economic structures and enterprises		K_W20	Games, Final exam
Is aware of the role of culture, ethics, and technical progress in the transformation processes of modern enterprises		K_W21	Games, Final exam
Skills	Code		Assessment
	Subject	Field	
Is able to observe phenomena and processes in an organization, as well as describe, analyze, and interpret them with the help of basic approaches and theoretical concepts		K_U04	Games, Final exam
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization		K_U06	Games, Final exam
Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	Games, Final exam
Is able to effectively manage human, material, financial and information resources in order to perform tasks		K_U19	Games, Final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		K_K02	Games, Final exam
Is prepared to persuade and negotiate in order to achieve common goals		K_K04	Games, Final exam
Is prepared to develop and effectively utilize interpersonal skills		K_K08	Games, Final exam

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

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

Human Resources Management			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 4, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b> The aim of the course is to introduce students to fundamental components of modern HR Management regarding demands of challenging and changeable business environment. The course provide opportunities to understand multidimensional HR nature as well as its function, scopes, beliefs, objectives, major factors. It allows understand and analyze Human Capital role in business reality regarding both human and company's targets.</p> <p><b>Learning Outcomes</b> By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the nature, scopes, objectives and challenges in human capital area		K_W01	Midterm Essay
Is aware of HRM importance and its impact on employees efficiency		K_W12	Midterm Essay
Is aware of the importance of norms and standards in HRM		K_W17	Midterm Essay
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	Midterm Essay
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Midterm Essay
Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	Midterm Essay
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to navigate the job market and change the place of employment		K_K06	Midterm Essay
Is prepared for ethical behaviour within assigned organizational and social roles		K_K10	Midterm Essay
Is prepared to responsibility for the assigned tasks		K_K11	Midterm Essay

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

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

Financial Accounting			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 4, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b> The purpose of this course is to study main categories of assets, liabilities and equity in order to understand how they impact on the balance sheet and the income statement of a firm. Each category is studied in terms of entry, revenues or losses, and stockholders' equity, inventory. The final objective is to be able to read the financial statements of a listed company</p> <p><b>Learning Outcomes</b> Having completed this module, students should be familiar with the basic terminology, concepts, and techniques of financial accounting. In addition, they should be able to utilize them in analyzing, processing, interpreting and communicating financial information to improve decision making Apart from this, having completed the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of key concepts in entrepreneurship theories regarding formation, functioning, transformation, and development of economic organizations		K_W04	In-class Exams
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Case Study
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Case Study
Is aware of the role and functions of enterprise		K_W08	In-class Exams
Is aware of the importance of norms and standards in particular areas of entrepreneurial activity		K_W17	In-class Exams
Skills	Code		Assessment
	Subject	Field	
Is able to observe phenomena and processes in an organization, as well as describe, analyze, and interpret them with the help of basic approaches and theoretical concepts		K_U04	Case study
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization		K_U06	Case study
Is able to analyze and forecast the levels and dynamics of selected values and performance indicators of enterprise or other institutions		K_U08	In-class Exams

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

4	Financial Statement Analysis	1.25	
5	Financial Statement Analysis (cont.)	1.25	
6	Midterm	1.25	
7	Short-term Assets, Cash and Internal Control	1.25	
8	Long-Term Assets	1.25	
9	Current Liabilities and Fair Value Accounting	1.25	
10	Long-Term Liabilities	1.25	
11	Contributed Capital	1.25	
12	Financial Performance Evaluation	1.25	
<b>10. Individual Student's Work</b>			
#	Description	Hours	
1	Work on the Research Project (Case Study)	20	
2	Covering Required Readings	30	
3	Preparation for 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>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>	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 campus		
<b>17. Other</b>	n/a		

Organizational Behaviour			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 4, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b> The aim of course is to introduce students to fundamental concepts regarding the different sources of behavior and different forms of behavior arising from different psychological and sociological determinants. The course provides opportunities to understand why people behave as they do in working environment, as well as understand own traits and perspectives. The course gives the chance to analyze and understand organizational situations in terms of OB concepts as well as improves skills in reacting appropriately to challenging organizational situations.</p> <p><b>Learning outcomes</b> By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the nature, scopes and challenges in OB		K_W01	Midterm Essay
Is aware of leadership functions and their dependence on the type of enterprise and extent of its activities		K_W11	Midterm Essay
Is aware of entrepreneurship culture and its impact on team efficiency		K_W12	Midterm Essay
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Essay
Is able to utilize commonly acknowledged norms and standards in processes of planning, organizing and controlling		K_U13	Midterm Essay
Is able to anticipate the behavior of co-workers, analyze their attitude, and influence them within a particular scope		K_U18	Midterm Essay
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to adapt to and operate in new conditions and situations related with e.g. cultural diversity		K_K07	Midterm Essay
Is prepared to develop and effectively utilize interpersonal skills		K_K08	Essay
Is prepared for ethical behavior within assigned organizational and social roles		K_K10	Midterm Essay

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

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

## YEAR 3 – SEMESTER 5

Strategic Management			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 5, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b> The main aim of the course is to build skills in the field of contemporary strategic management and methods of strategic analysis. Students work on their own projects containing the analysis of macro- and microenvironment as well as interior of chosen organizations. They learn how to formulate and implement organizational strategy in practice, how to find competitive advantage and to recognize the best way to organizational success.</p> <p><b>Learning Outcomes</b> Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Midterm exam Research project
Is aware of typical research methods in respective areas of entrepreneurial activity		K_W15	Midterm exam Research project
Is aware of strategic analysis methods in the enterprise and its environment		K_W16	Midterm exam Research project
Skills	Code		Assessment
	Subject	Field	
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization		K_U06	Research project
Is able to apply appropriate methods and tools to describe and analyze the environment of enterprise or another organization		K_U07	Research project
Is able to recognize the need for changes in organization and develop a change management plan		K_U15	Research project
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to openly communicate and defend personal opinions not only on professional matters		K_K05	Research project
Is prepared to responsibility for the assigned tasks		K_K11	Midterm exam Research project

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

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

1. Module Title	Business Communication		
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 5, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b></p> <p>In the contemporary global environment, the applicants for the work position do need to master communication skills and to have the understanding of intercultural factors influencing on business communication. HR departments confirm that recruiters do rank the communication skills as one of the leading characteristics while selecting appropriate candidates. This knowledge will help students to be competitive on the labor market in future. The course aims to:</p> <ul style="list-style-type: none"> <li>• Enhance the understanding of the processes of business communication;</li> <li>• Develop listening skills and discuss the main barriers of communication;</li> <li>• Explain the importance of nonverbal communication;</li> <li>• Improve students' presentation and speaking skills;</li> <li>• Make them more sensitive for various cultural environments and preconditions.</li> </ul> <p><b>Learning Outcomes</b></p> <p>By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the nature and conditioning of entrepreneurship in individuals and teams		K_W10	Project, final exam
Is aware of leadership functions and their dependence on the type of enterprise and extent of its activities		K_W11	Project, final exam
Is aware of entrepreneurship culture and its impact on team efficiency		K_W12	Project, final exam
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Project, final exam
Is able to observe phenomena and processes in an organization, as well as describe, analyze, and interpret them with the help of basic approaches and theoretical concepts		K_U04	Project, final exam
Is able to lead and co-operate in projects aimed at introducing certain changes in the organization		K_U16	Project, final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to participate in the construction of social projects which also embrace		K_K02	Project, final exam

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

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

17. Other

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

Research Methodology			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 5, Core module		
4. Aims and Learning Outcomes	<p>The module aims to provide a supportive environment in which to develop ideas regarding the most advanced and final stage of the BA programme, the work on the thesis. The module also aims to provide knowledge on methodological issues relating to the undertaking of a major research projects. In addition it will deal with issues such as finding and appropriate use of source materials and various research approaches. As a midterm task the student will have to present annotated bibliography. At the end of the course students will present their BA project to their fellow students. Lectures will deal with the main concepts, workshops will give students time to work on their thesis proposals.</p> <p><b>Aims:</b></p> <ul style="list-style-type: none"> <li>• Help develop ideas for the thesis.</li> <li>• Help to find an appropriate BA thesis topic.</li> <li>• Focus on how to write a BA thesis. The nuts and bolts.</li> <li>• Give advice on how to design and structure the BA thesis.</li> <li>• Help in defining appropriate research hypotheses.</li> <li>• Introduce qualitative and quantitative research methods.</li> <li>• Give advice on how to access and use sources appropriately and to avoid plagiarism.</li> </ul> <p><b>Learning Outcomes:</b> Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of key concepts in entrepreneurship theories regarding formation, functioning, transformation, and development of economic organizations.		K_W04	Annotated bibliography.
Is aware of fundamental principles and concepts of economic theories		K_W02	Annotated bibliography.
Is aware of typical research methods in respective areas of entrepreneurial activity.		K_W15	Prospectus assignment.
Is aware of standard methods in econometrics, operational research, and other methods contributing to decision-making processes		K_W14	Prospectus assignment.
Skills	Code		Assessment
	Subject	Field	
Is able to interpret selected problems of modern economy and business in the light of accomplishments and views of respected economics and management scientists.		K_U20	Annotated bibliography.

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

5. Module Leader	Name		E-mail	
	David Pupovac, PhD		davidpupovac@gmail.com	
6. Lecturer (s)	Name		E-mail	
	David Pupovac, PhD		davidpupovac@gmail.com	
7. Module Level	Master's		Bachelor's	
			X	
8. Year and Programme	Year		Programme	
	Year 3		BA in Management	

### 9. Module Content

#	Topics Discussed	Hours
Seminar		
1.	Introduction: The BA thesis, choosing a topic. 11.10 C. Fisher pp. 23-33.	2.5
2.	Designing your project and choosing a method. 18.10 C. Fisher pp. 33-59.	2.5
3.	Concepts and theories. 25.10 C. Fisher pp. 95-123.	2.5
4.	Working with sources. 08.11 G. Harvey pp. 1-29.	2.5
5.	Missuse of Sources. 15.11 G. Harvey pp. 29-38. Lazarski thesis manual (available on "zasoby").	2.5
6.	Writing a literature review. 22.11 C. Fisher 61-93.	2.5
7.	Collecting and analysing research material. 29.11 C. Fisher 125-158	2.5
8.	Pre-coded and structured research methods. 06.12 C. Fisher 158-205	2.5
9.	Interpreting research (MOVE TO 10)! 13.12 C. Fisher 211-240	2.5

10.	Structuring your thesis. 10.01 C. Fisher 241-273	2.5	
11.	Giving a presentation – training. 17.01 C.Anderson (available on-line)	2.5	
12.	Student presentations. 24.01	2.5	
<b>10. Individual Student's Work</b>			
#	Description	Hours	
1	Covering required readings	35	
2	Writing prospectus	35	
3	Writing bibliography	15	
4	Making presentation	10	
<b>11. Assessment Methods</b>	Coursework (100%): Prospectus assignment (50%) – due on Jan 11 <sup>th</sup> , Annotated bibliography (30%) – Nov 30 <sup>th</sup> , Presentation (20%) – Jan 11 <sup>th</sup>		
<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>Individual Student's Work</b>	<b>95</b>	<b>3,8</b>
	<b>SUM</b>	<b>125</b>	<b>5</b>
<b>14. Required Readings</b>	Collin, Fisher, 2004. <i>Researching and Writing a Dissertation for Business Students</i> . London: Prentice Hall. Harvey, Gordon. 2008. <i>Writing with Sources</i> . Indianapolis: Hackett Publishing Company.		
<b>15. Recommended Readings</b>	Chris Anderson, "How to deliver a killer presentation", <a href="http://hbr.org/2013/06/how-to-give-a-killer-presentation/ar/1">http://hbr.org/2013/06/how-to-give-a-killer-presentation/ar/1</a> Ghuri, Pervez. 2005. <i>Research Methods in Business</i> . London: Prentice Hall. Harvey, Michael. 2003. <i>The Nuts and Bolts of College Writing</i> . Indianapolis: Hackett Publishing Company. Sauders, Mark, Philip Lewis and Adrian Thornhill, 2000. <i>Research Methods for Business Students</i> . London: Prentice Hall.		
<b>16. Place where module is run</b>	Lazarski University		
<b>17. Other</b>	n/a		

## YEAR 3 – SEMESTER 6

Managing Social Policy			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 6, Core module		
4. Aims and Learning Outcomes	<p><b>Aims:</b> The aim of this course is to explain basic concepts of social welfare and their relationship to politics and society. The course aims to deepen students' understanding of contemporary social issues and problems by looking at how social policy issues are constructed, managed and contested.</p> <p>By the end of the course students:</p> <ul style="list-style-type: none"> <li>- will know how to evaluate different social policies their management and perspectives</li> <li>-will be trained to analyze impacts of social policies on social conditions and problems</li> <li>- will acquire competences to be self reflective and develop the ability and interact with other individuals and groups taking account of their moral position.</li> </ul> <p><b>Learning Outcomes</b> Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Distinguishes and characterizes basic types of economic systems (regimes) and their components		K_W01	Projects, mid-term, final exam
Is aware of links existing between economic entities and other social institutions which define their environment at the national and international level		K_W05	Projects, mid-term, final exam
Is aware of basic concepts and theories of human motivation		K_W09	Projects, mid-term, final exam
Skills	Code		Assessment
	Subject	Field	
Is aware of fundamental principles and concepts of economic theories		KU_02	Projects, mid-term, final exam
Is aware of the role and importance of organizational structures and regulations		KW_18	Projects, mid-term, final exam
Is aware of the role of culture, ethics, and technical progress in the transformation processes of modern enterprises		KW_21	Projects, mid-term, final exam
Social Competencies	Code		Assessment
	Subject	Field	

Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		KK_02	Projects, mid-term, final exam
Is prepared to adapt to and operate in new conditions and situations related with e.g. cultural differences of a given group		KK_07	Projects, mid-term, final exam
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		KK_09	Projects, mid-term, final exam
5. Module Leader	Name		E-mail
	Prof. Krystyna Iglicka-Okólska		k.iglicka@gmail.com
6. Lecturer (s)	Name		E-mail
	Prof. Krystyna Iglicka-Okólska		k.iglicka@gmail.com
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 3		BA in Management
9. Module Content			
#.	Topics Discussed		Hours
Lecture			
1	<b>An Introduction to Social Policy:</b> Basic Definitions (Social Policy, Welfare, Well-being, Differences by religion and politics. Regional Differences, Agents in Social Policy, Social Work		2,5
2	<b>An Introduction to Social Policy:</b> Basic Definitions (Social Policy, Welfare, Well-being, Differences by religion and politics. Regional Differences, Agents in Social Policy, Social Work:		2,5
3	<b>Comparison in Social Policy:</b> Comparative Studies, Comparative Theory, Models of Welfare		2,5
4	<b>Social Need:</b> Measuring Poverty, Social Exclusion, Unemployment, Aging Societies, the Need of children		2,5
5	<b>Welfare and Society:</b> Social Structure, Social Stratification, Social Division. <b>Values In Social Policy.</b>		2,5
6	Mid-term exam		2,5
7	<b>Policy Areas:</b> selected aspects (employment, health, education)		2,5
8	<b>Management Areas:</b> selected aspects (employment, health, education)		2,5
9	<b>Students' presentations (case studies)</b>		2,5
10	<b>Students' presentations (case studies)</b>		2,5
11	<b>Students' presentations (case studies)</b>		2,5
12	<b>Exam</b>		2,5
10. Individual Student's Work			
#.	Description		Hours
1	Work on research project		25

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

BA Thesis Seminar			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 6, Core module		
4. Aims and Learning Outcomes	<p><b>Aims</b> This is the most advanced and final stage of the undergraduate Programme in the fields of Management. The course builds upon Research Methodology of the previous semester and on other methodological and theoretical subjects taught throughout the Programme. Students write and defend their BA Theses based on thesis prospectuses prepared in the Research Methodology course.</p> <p><b>Learning Outcomes</b> Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of standard statistical methods and software tools for collecting, analyzing, and presenting economic and social data		K_W13	BA Thesis
Is aware of typical research methods in respective areas of entrepreneurial activity.		K_W15	BA Thesis
Is aware of standard methods in econometrics, operational research, and other methods contributing to decision-making processes		K_W14	BA Thesis
Skills	Code		Assessment
	Subject	Field	
Is able to interpret selected problems of modern economy and business in the light of accomplishments and views of respected economics and management scientists.		K_U20	BA Thesis
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization.		K_U06	BA Thesis
Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	BA Thesis
Is able to utilize appropriate methods and analytical tools, as well as computer systems supporting decision-making processes		K_U11	BA Thesis
Is able to compose written and oral texts typical for the field of activity, and present them in Polish and a foreign language.		K_U22	BA Thesis
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		K_K02	BA Thesis

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

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

## ELECTIVES – SEMESTER 5

Hospitality Management			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 5, Elective module		
4. Aims and Learning Outcomes	<p><b>Aims</b> Educating in the field of hospitality management During the lectures, students will learn the history of the hospitality sector and the contemporary structure of this sector. The rules of managing hotels and trends in the hotel market will be discussed during lessons.</p> <p><b>Learning Outcomes</b> Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of key concepts in entrepreneurship theories regarding formation, functioning, transformation, and development of economic organizations		K_W04	Midterm exam Final exam
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Final exam Written presentation
Is aware of the importance of norms and standards in particular areas of entrepreneurial activity		K_W17	Midterm exam
Skills	Code		Assessment
	Subject	Field	
Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	Final exam
Is able to interpret selected problems of modern economy and business in the light of accomplishments and views of respected economics and management scientists		K_U20	Written presentation Final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		K_K02	Written presentation
Is prepared to communicate with environment within outside the workplace and , as well as transfer individual knowledge utilizing various means of communication		K_K03	Written presentation
5. Module Leader	Name		E-mail
	Elżbieta Szymańska, Prof. nzw.		<a href="mailto:e.szymanska@pb.edu.pl">e.szymanska@pb.edu.pl</a>

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

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

Supply Chain Management			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 5, Elective module		
4. Aims and Learning Outcomes	<p><b>Aims</b> The outcomes to be achieved by the students the end of this course are:</p> <ul style="list-style-type: none"> <li>• Understanding the basic rules, principles, strategies and policies of supply chain and operations management as they are used in the “real world”;</li> <li>• Be able to apply operations and supply chain tools;</li> <li>• Be able to make decisions concerning supply chain and operations management in the “real world”</li> </ul> <p><b>Learning Outcomes</b> Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the basic principles of creation and development of individual entrepreneurship		K_W23	Group work Final exam
Is aware of typical research methods in respective areas of entrepreneurial activity		K_W15	Final exam Group project
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	Final exam Group project
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to develop and effectively utilize interpersonal skills		K_K08	Group project Group work
Is prepared to persuade and negotiate in order to achieve common goals		K_K04	Final exam
5. Module Leader	Name		E-mail
	Prof. Aleksandra Laskowska-Rutkowska		a.laskowska@lazariski.edu.pl
6. Lecturer (s)	Name		E-mail
	Prof. Aleksandra Laskowska-Rutkowska		
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme

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

Managing e-Commerce Consumer Journey			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 5, elective		
4. Aims and Learning Outcomes	<p><b>Aims</b> The tremendously dynamic digital transformation is continuously triggering new consumer behaviors. The way consumers are discovering, accessing and purchasing products is shaping the modern consumer journey and, effectively, e-Commerce. The course aims to define how those changes occur and what they mean to the companies and their e-Commerce businesses. Students learn to define and analyze consumer journey patterns to get a comprehensive understanding of e-Commerce environment. They gain practical knowledge on how to find competitive advantage in digital landscape and how to prepare a successful e-Commerce business strategy that addresses real consumer needs.</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	Research project Mid-term exam Paper
Is aware of basic concepts and theories of human motivation		K_W09	Research project Mid-term exam Paper
Is aware of the role of culture, ethics, and technical progress in the transformation processes of modern enterprises		K_W21	Research project Mid-term exam
Skills	Code		Assessment
	Subject	Field	
Is able to apply appropriate methods and tools to describe and analyze problems and areas of activity of enterprise or other organization		K_U06	Research project Mid-term exam Paper
Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	Research project Mid-term exam
Is able to lead and co-operate in projects aimed at introducing certain changes in the organization		K_U16	Research project
Social Competencies	Code		Assessment
	Subject	Field	

Is prepared to openly communicate and defend personal opinions not only on professional matters		K_K05	Research project Mid-term 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	Research project Mid-term exam
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	Research project Mid-term exam Paper
5. Module Leader	Name		E-mail
	Barbara Grabiwoda		barbara.grabiwoda@gmail.com
6. Lecturer (s)	Name		E-mail
	Barbara Grabiwoda		barbara.grabiwoda@gmail.com
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 2		BA in Management
9. Module Content			
#.	Topics Discussed		Hours
Seminar			
1	Who are consumers, shoppers and customers in current digital landscape		2.5
2	Digital evolution of consumer journey – frameworks and definition of stages, steps, touchpoints		2.5
3	From Multichannel to Omnichannel – challenges and opportunities for e-Commerce		2.5
4	Analysis of consumer journey: Awareness – building traffic and knowledge		2.5
5	Analysis of consumer journey: Consideration – information and alternatives during product research		2.5
6	Analysis of consumer journey: Conversion – driving the purchase		2.5
7	Analysis of consumer journey: Evaluation – building relationships and loyalty		2.5
8	Data gathering – how to translate consumer journey mapping into business goals		2.5
9	How to plan consumer-centric e-Commerce business strategy		2.5
10	Designing digital experiences – content creation and personalization		2.5
11	Social Commerce – definition, opportunities and challenges		2.5
12	Emerging consumer trends impacting e-Commerce		2.5
Workshops			
1	What defines current consumers, their similarities and differences		1.25
2	Tracking consumer journey – case scenarios		1.25
3	Digital shifts from omni- to multichannel – case study		1.25
4	How to build brand and product awareness in e-Commerce?		1.25
5	How to deliver the right message to the consumer along adequate channels?		1.25

6	Opportunities and barriers for e-Commerce purchases	1.25
7	Replenishment, retention and loyalty. Research project briefing	1.25
8	Data analysis – case study	1.25
9	Best in class e-Commerce strategies – case study	1.25
10	Content creation for e-Commerce leaders	1.25
11	Implementation of social commerce in e-Commerce strategy	1.25
12	Research project presentations and discussion	1.25
<b>10. Individual Student's Work</b>		
#	Description	Hours
1	Preparation for workshops	25
2	Preparation of paper and research project	40
3	Preparation for mid-term exam	30
<b>11. Assessment Methods</b>	Paper (30%), Midterm exam (30%), Research project and presentation (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>Workshop</b>	<b>15</b>
	<b>Seminar</b>	<b>30</b>
	<b>Individual Student's Work</b>	<b>45</b>
	<b>Other Form</b>	
	<b>n/a</b>	
	<b>SUMM</b>	<b>125</b>
		<b>5.0</b>
<b>14. Required Readings</b>	<p>Dave Chaffey, <i>Digital Business &amp; e-Commerce Management</i> (6<sup>th</sup> Edition), Trans-Atlantic Publications, Pennsylvania 2014</p> <p>Michael Solomon, <i>Consumer Behavior: Buying, Having, and Being</i> (12th Edition), Pearson Publishing Ltd., New York 2016</p> <p>Nathalie Nahai, <i>Webs of Influence. The Psychology of Online Persuasion</i> (2nd Edition), Pearson Publishing Ltd., New York 2017</p>	
<b>15. Recommended Readings</b>	<p>Robert McKee, Thomas Gerace, Storynomics, Story-Driven Marketing in the Post-Advertising World, Twelve, New York 2018</p> <p>Richard Brand, One Click, Jeff Bezos and the Rise of Amazon.com, Portfolio, London 2012</p>	
<b>16. Place where module is run</b>	Lazarski University main campus	
<b>17. Other</b>	n/a	

Managing Tourism Projects			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 5, Elective module		
4. Aims and Learning Outcomes	<p><b>Aims</b> The aim of the classes is to achieve a knowledge of the principles of preparation and evaluation tourism projects by students. In particular students:</p> <p>a) will know what are the roles of the planning and projects in the national and global tourism development, b) will be trained to evaluate the scope and character of tourist projects c) will acquire competencies in managing tourist projects</p> <p><b>Learning Outcomes</b> By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of key concepts in entrepreneurship theories regarding formation, functioning, transformation, and development of economic organizations		K_W04	Research project
Is aware of the importance of norms and standards in particular areas of entrepreneurial activity		K_W17	Final exam
Skills	Code		Assessment
	Subject	Field	
Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	Research project Final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		K_K02	Research project
Is prepared to communicate with environment within outside the workplace and , as well as transfer individual knowledge utilizing various means of communication		K_K03	Research project
5. Module Leader	Name		E-mail
	Elżbieta Szymańska, Prof. nzw.		<a href="mailto:e.szymanska@pb.edu.pl">e.szymanska@pb.edu.pl</a>
6. Lecturer (s)	Name		E-mail
	Elżbieta Szymańska, Prof. nzw.		<a href="mailto:e.szymanska@pb.edu.pl">e.szymanska@pb.edu.pl</a>
7. Module Level	Master's		Bachelor's
			X
	Year		Programme

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

Shipping and Transport			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 5, Elective module		
4. Aims and Learning Outcomes	<p><b>Aims</b></p> <p>Whereas automation and mechanization of production processes has substantially reduced costs, a corresponding rationalization within materials handling and transport has not yet been achieved. Depending on the sector company operates in, and manufacturing method, it is estimated, that from 30% to 60% of the end price of the product is related to the material movement and material handling. Taking into the consideration this assumption, effective rationalization within the process of shipping and transport can be very profitable. Therefore management of distribution resource is a key determinant of corporate performance.</p> <p>The role of warehousing and distribution, shipping and transport, or logistics – as managers use the words interchangeably, has been growing over past years, and the future is likely to be even more dramatic in terms of change. There are many aspects, which will have impact on this change: new business models, which radically and suddenly changes the economic landscape, new technology, new transport techniques, increasing energy costs, finally increasing pressure on sustainability issues.</p> <p>The Shipping and Transport module will provide students - future business leaders - with a good appreciation of all the main aspects of actions that can or need to be taken to support production, services and sales functions of the organization, to ensure effective and efficient operations, finally to ensure that business survives in a very competitive environment.</p> <p><b>Learning Outcomes</b> Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the genesis and evolution of management sciences in the context of economic development		K_W03	In-class Exams
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Research Project
Is aware of the role and functions of enterprise		K_W08	In-class Exams
Is aware of the importance of norms and standards in particular areas of entrepreneurial activity		K_W17	In-class Exams
Skills	Code		Assessment
	Subject	Field	

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

5. Module Leader	Name	E-mail
	Piotr Polak	<a href="mailto:piotr.polak@cioc.pl">piotr.polak@cioc.pl</a>
6. Lecturer (s)	Name	E-mail
	Piotr Polak	<a href="mailto:piotr.polak@cioc.pl">piotr.polak@cioc.pl</a>
7. Module Level	Master's	Bachelor's
		X
8. Year and Programme	Year	Programme
	Year 3	BA in Management

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

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

E-commerce: virtual marketplace for real growth			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 5, elective		
4. Aims and Learning Outcomes	<p><b>Aims</b> E-commerce has contributed to a major boost in business during the latest 10 years, bringing to light a substantial transformation of the business environment every company is nowadays confronted with. The objective of this course is that of identifying the major lines of development of the virtual marketplaces and their effect on the current operational and strategic aspects of the, with special attention to SMEs. This insight will give students the possibility to be prepared to identify and handle the development patterns of business and the potential opportunities determined by e-commerce.</p> <p><b>Learning Outcomes</b> Having completed this course a student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of fundamental principles and concepts of economic theories		K_W02	Coursework Final exam
Is aware of the role of culture, ethics, and technical progress in the transformation processes of modern enterprises		K_W21	Coursework Final exam
Is aware of strategic analysis methods in the enterprise and its environment		K_W16	Coursework Final exam
Skills	Code		Assessment
	Subject	Field	
Is able to formulate research problems and analyze them in order to solve common entrepreneurial challenges		K_U05	Coursework Final exam
Is able to recognize the need for changes in organization and develop a change management plan		K_U15	Coursework Final exam
Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	Coursework Final exam
Social Competencies	Code		Assessment
	Subject	Field	

Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	Coursework 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	Coursework Final exam
Is prepared to persuade and negotiate in order to achieve common goals		K_K04	Coursework Final exam
5. Module Leader	Name	E-mail	
	Alfonso De Paolini	al.depaolini@gmail.com	
6. Lecturer (s)	Name	E-mail	
	Alfonso De Paolini	al.depaolini@gmail.com	
7. Module Level	Master's	Bachelor's	
		X	
8. Year and Programme	Year	Programme	
	Year 2	BA in Management	
9. Module Content			
#.	Topics Discussed	Hours	
Seminar			
1	What is e-commerce – according to literature and according to facts	2.5	
2	The main characteristics of the virtual marketplace	2.5	
3	Business models of e-commerce and basic strategic questions	2.5	
4	The sales “moment” in e-commerce and its characteristics: the consumer-centric sales proposition in e-commerce	2.5	
5	Introduction to main consumer behavior theories and practical analysis from the sales perspective	2.5	
6	Organizational requirements for e-commerce – the basics (supply, warehouse, fulfillment methods, logistic tasks) and their impact on internal organization	2.5	
7	Impact of e-commerce on traditional business models	2.5	
8	Costs of e-commerce in a SME: how the change to e-commerce modify the operational costs structure of the enterprise?	2.5	
9	E-commerce impact on Customer Relationship Management	2.5	
10	New business development in e-commerce, the need of combined online and offline marketing tools	2.5	
11	Profitability of e-commerce, AOV (average order value) and key metrics between theory and practice	2.5	
12	Translation and Localization for successful e-commerce: the importance of being global, locally.	2.5	
Workshops			
1	Case studies and presentation of global and local e-commerce leaders	1.25	

2	Studying the virtual market main features and requirements	1.25
3	Amazon case study and new developments: from B2C to B2B	1.25
4	Understanding the online sales proposition vs. a traditional approach	1.25
5	The end customer in traditional sales vs. the end customer in e-commerce – main consumer behavioral considerations	1.25
6	Case study: reorganizing a small company to initiate e-business	1.25
7	Successful e-business structure from a managerial perspective – what is to be changed?	1.25
8	Practical case studies for a general budget simulation	1.25
9	Modern CRM practical issues for online B2B and B2C sales	1.25
10	Ensuring great customer relationship management	1.25
11	Case study and discussion about profitability issues in sales and in e-commerce	1.25
12	Discussing the main trends of global players in e-commerce and their localization strategies	1.25
<b>10. Individual Student's Work</b>		
#	Description	Hours
1	Preparation for workshops	
2	Preparation for final exam	
<b>11. Assessment Methods</b>	30% project, 30% midterm, 40% final 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>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>
	<b>Other Form</b>	
	n/a	
	<b>SUMM</b>	<b>125</b>
		<b>5.0</b>
<b>14. Required Readings</b>	<p><i>Electronic commerce 2006: a managerial perspective</i>, E. Turban, Person Education 2006.</p> <p><i>Social commerce—state-of-the-art and future research directions</i> (Research paper) Catherine Baethge &amp; Julia Klier &amp; Mathias Klier. Springerlink.com</p> <p><i>Internet-based e-commerce and its impact on manufacturing and business operations</i>, Soliman, Youssef, Industrial Management &amp; Data Systems 103/8[2003] , Emerald</p>	
<b>15. Recommended Readings</b>	<i>Planning and management of E-commerce Website</i> , Wang Ying, Oulu University of Applied Sciences Business Information Technology	

	<i>E-commerce and its impact on operations management</i> A. Gunasekaran,* , H.B. Marri, R.E. McGaughey, M.D. Nebhwani, Int. J. Production Economics 75 (2002), Elsevier <i>The Value of Language in eCommerce</i> , Capita Translation and Interpreting - WHITE PAPER
16. Place where module is run	Lazarski University main campus
17. Other	n/a

Europe's Crisis Management			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 5, Elective module		
4. Aims and Learning Outcomes	<p><b>Aims</b> European politics is based on many different intellectual and historical facets. However, many discussions on Europe are located within the continuum of euro-enthusiasm and euro-skepticism. Tony Judt once stated that “contemporary discussions on Europe’s perspectives tend to sway loosely between Pangloss and Cassandra; between optimistic certainty and terrifying prophecy”. Such a situation is very convenient for “enthusiasts” and “skeptics” of Europe. It allows for a clear separation of easily predicable positions in a debate, but – as it will be argued during the course – there are not interesting from the cognitive perspective and should not be copied or validated in academic discussions. The course’s aim is to look at identity, idea and political practices conducted in the name of Europe in the way that it will go beyond such continent binary opposition. The course will focus on historical discourses which shape today’s Western Europe such as: heritage, memory and past of Europe, claims for European diffusionism and universalism, postcoloniality in European politics, European integration and the EU enlargement, Europe’s borders, cosmopolitan and/or multicultural Europe vs. radical Islam and last but not least latest European Crisis since 2008 (both political and economical).</p> <p><b>Learning Outcomes</b> Having completed this module student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Demonstrate a general understanding of identity, idea and practices of politics in Europe		K_W01	Midterm and final exam
Know the origins of the current crisis of Europe and the European Union		K_W01 K_W02 K_W08	Midterm and final exam
Skills	Code		Assessment
	Subject	Field	
Understand the way historical and political discourses shape the politics of Europe		K_U01 K_U02	Midterm and final exam
Explain how policies, institutions, and society influence each other		K_U02 K_U03	Midterm and final exam
Social Competencies	Code		Assessment
	Subject	Field	
Be able to work in an international and multicultural environment, have the ability to adapt to a multicultural work and life environment, while being capable of understanding the differences inherent to it		K_K02	Midterm and final exam
Be able to think and act in an entrepreneurial		K_K03	Midterm and final exam

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

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

EU Financial Procurement and Proposal Writing Methodology			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 Semester 5, elective module		
4. Aims and Learning Outcomes	<p><b>Aims</b> This course is an introduction to public funding mechanisms, proposal writing and basics of the EU project management. The course aims to provide:</p> <ul style="list-style-type: none"> <li>• knowledge needed to apply successfully for EU funding.</li> <li>• basic skills needed to be able to manage EU-funded projects.</li> <li>• Assistance to develop competence in managing, fundraising, and reporting.</li> <li>• legal, financial and managerial knowledge as prerequisite for working with projects funded with public monies.</li> <li>• a practitioners' perspective on the operation of the EU Funds.</li> </ul> <p><b>Learning Outcomes</b> By the end of the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of links existing between economic entities and other social institutions which define their environment at the national and international level		K_W05	In-class exams and project work.
Is aware of and understands the basic concepts and principles of intellectual property protection and copyright		K_W022	In-class exams and project work.
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Project work.
Possesses the ability to initiate and develop economic activities		K_U03	Project work.
Is able to utilize commonly acknowledged norms and standards in processes of planning, organizing, motivating, and controlling		K_U13	Project work.
Is able to effectively manage human, material, financial and information resources in order to perform tasks		K_U19	Project work.
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to organize and supervise the work of project and task teams, as well as enterprises within and outside their environment		K_K01	Project work.

Is prepared to participate in the construction of social projects which also embrace economic and managerial aspects of entrepreneurship		K_K02	Project work.
Is prepared to persuade and negotiate in order to achieve common goals		K_K04	Project work.
Is prepared to develop and effectively utilize interpersonal skills		K_K08	Project work.
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	Project work.
Is prepared to responsibility for the assigned tasks		K_K11	Project work.
<b>5. Module Leader</b>	<b>Name</b>	<b>E-mail</b>	
	Elena Diaconu	elena.diaconu@lazariski.pl	
<b>6. Lecturer (s)</b>	<b>Name</b>	<b>E-mail</b>	
	Elena Diaconu	elena.diaconu@lazariski.pl	
<b>7. Module Level</b>	<b>Master's</b>	<b>Bachelor's</b>	
		X	
<b>8. Year and Programme</b>	<b>Year</b>	<b>Programme</b>	
	Year 3	BA in Management	
<b>9. Module Content</b>			
<b>#.</b>	<b>Topics Discussed</b>		<b>Hours</b>
<b>Seminar</b>			
1	Public procurement and public contracts from legal perspective.		2.5
2	EU funding – general description of possible sources of funding; EU policy and programs, their structure and aims (structural funding, external aid tenders, Seventh Framework Programme). Part I – introduction and research funding		2.5
3	EU funding – general description of possible sources of funding; EU policy and programs, their structure and aims (structural funding, external aid tenders, Seventh Framework Programme). Part II – Grants schemes and Twinning projects		2.5
4	EU funding – general description of possible sources of funding; EU policy and programs, their structure and aims (structural funding, external aid tenders, Seventh Framework Programme). Part III – External Action – technical assistance projects		2.5
5	Grant Cycle		2.5
6	Proposal writing methodology. Tools for proposal writing		2.5
7	Project management		2.5
8	Financing (co-funding, cash flow, reporting, eligibility of costs, formal procedures)		2.5
9	Project documentation & Partnerships		2.5
10	Presentation of project proposals. Part I – students present their project proposals Reporting		2.5
11	Presentation of project proposals. Part II – students present their project proposals Accounts & Audits		2.5

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

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

Doing Business In Emerging Economies			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 Semester 5, elective module		
4. Aims and Learning Outcomes	<p><b>Aims</b> Great transformation politically and economically has been going on in the emerging countries in the past years. Globalization has changed many of the Asian, African and Latin American countries and a new economic geography of the planet has come out. Doing business with overseas economies is a great opportunity or a necessary challenge both for the sales and for the purchasing function in Europe nowadays. The aim of this course is to impart relevant knowledge, current development to students, preparing for future engagement with the dynamic business environment in the so-called emerging markets.</p> <p><b>Learning Outcomes</b> After the course students will have:</p>		
Knowledge:	Code		Assessment
	Subject	Field	
Is aware of entrepreneurship culture and its impact on team efficiency		K_W12	Essay and exam
Is aware of the role and function of enterprise.		K_W08	Essay and exam
Is aware of importance of norms and standards in particular areas of entrepreneur activity.		K_W17	Essay and exam
Is aware of links existing between economic entities and other social institutions which define their environment at the national and international level		K_W05	Essay, exam
Skills:	Code		Assessment
	Subject	Field	
Possesses the ability to initiate and develop economic activity.		K_U03	Essay and final exam
Is able to identify principles and criteria required to solve entrepreneurial challenges		K_U09	Essay and final exam
Is able to speak a foreign language at the B2 level, is able to easily establish interpersonal contacts and cooperate with representatives of other states and nations.		K_U21	Essay and final exam
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to organize and supervise the work of project and task teams, as well as enterprises within and outside their environment..		K_K01	Essay and final exam
Is prepared to persuade and negotiate in order to achieve common goals.		K_K04	Essay and final exam

Is prepared to adapt to and operate in new conditions and situations related to e.g., cultural differences of a given group		K_K07	Essay and final exam
5. Module Leader	Name		E-mail
	Alfonso De Paolini		al.depaolini@gmail.com
6. Lecturer (s)	Name		E-mail
	Alfonso De Paolini		Emmy.godwin@gmail.com
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 3		BA in Management
9. Module Content			
#.	Topics Discussed		Hours
Seminar			
1	Brief background history and definition of the term „emerging” markets		2,5
2	Cultural diversity, characteristics and business		2,5
3	Basic introduction to the main elements to be known when preparing and import/export transaction with an emerging market		2,5
4	Regulatory background of emerging markets and institutions		2,5
5	Russia, post-USSR economies and their economic background		2,5
6	An overview of contemporary Indian society and economy		2,5
7	An overview of China as the new global economic power		2,5
8	Brazil and South America reality		2,5
9	The Arab States and the African continent, opportunities and challenges		2,5
10	Indonesia and South-East Asia		2,5
Workshop			
1	Understanding cultural diversity in first contact, offering and negotiations		1,25
2	Getting the necessary info about emerging markets		1,25
3	Basic introduction to import/export transactions with an emerging market		1,25
4	Political stability, national business climate and regulations		1,25
5	Exchange rate and capital market regulations		1,25
6	Ethics and values in doing business in an emerging economy		1,25
7	Contemporary events and impact on doing businesses		1,25
8	Prospects and benefits of doing business in emerging markets		2,0
10. Individual Student's Work			
#.	Description		Hours
1	Analysing the literature		10
2	Realization of individual task In the class		30
3	Understanding analyzing the topic		10
4	Group work		30

11. Assessment Methods	Coursework: essay (40%) Final exam (60%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
13. ECTS Credits	5		
		<b>Hours</b>	<b>ECTS</b>
	Contact Hours		
	<b>Lecture</b>	30	1,2
	<b>Workshop</b>	15	0,6
	<b>Individual Student's Work</b>	50	2,0
	Other Form		
	<b>Group work</b>	<b>30</b>	<b>1,2</b>
	<b>SUMM</b>	125	
14. Required Readings	<p>Geoffrey Jones , International Business and Emerging Markets: A Long-Run Perspective , Harvard Business Review  <a href="https://www.hbs.edu/faculty/Publication%20Files/18-020_0da6ca17-091e-4491-8ec1-974156463cb7.pdf">https://www.hbs.edu/faculty/Publication%20Files/18-020_0da6ca17-091e-4491-8ec1-974156463cb7.pdf</a></p> <p>BUSINESS INSIGHTS ON EMERGING MARKETS 2017 , OECD  <a href="https://www.oecd.org/dev/development-philanthropy/Consolidated_note_WEB.pdf">https://www.oecd.org/dev/development-philanthropy/Consolidated_note_WEB.pdf</a></p> <p>Tarun Khanna, Krishna G. Palepu, Jayant Sinha, Strategies That Fit Emerging Markets, Harvard Business Review <a href="https://hbr.org/2005/06/strategies-that-fit-emerging-markets">https://hbr.org/2005/06/strategies-that-fit-emerging-markets</a></p>		
15. Recommended Readings	Manuela EPURE , Aurelian A. BONDREA, Doing Business in Emerging Market: Successful Strategies, Procedia of Economics and Business Administratio		
16. Place where module is run	Lazarski University		
17. Other	N/A		

## ELECTIVES – SEMESTER 6

Innovations and Technology in Logistics			
2. Module Code			
3. Academic Year, Semester, Module Status		2018/2019 academic year Semester 6, Elective module	
4. Aims and Learning Outcomes		<p><b>Aims</b> The outcomes to be achieved by the students the end of this course are:</p> <ul style="list-style-type: none"> <li>• Understanding innovations in logistics;</li> <li>• Understanding broad context of innovations in logistics;</li> <li>• Be able to make decisions concerning innovations in logistics and supply chain</li> </ul> <p>Apart from this, having completed the course student:</p>	
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the basic principles of creation and development of individual entrepreneurship		K_W23	Group work Final project
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	Final project
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Final project
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to develop and effectively utilize interpersonal skills		K_K08	Final project Group work
Is prepared to persuade and negotiate in order to achieve common goals		K_K04	Final project Group work
5. Module Leader	Name		E-mail
	Prof. Aleksandra Laskowska-Rutkowska		a.laskowska@lazarski.edu.pl
6. Lecturer (s)	Name		E-mail
	Prof. Aleksandra Laskowska-Rutkowska		a.laskowska@lazarski.edu.pl
7. Module Level	Master's		Bachelor's
			X
8. Year and Programme	Year		Programme
	Year 3		BA in Management
9. Module Content			
#.	Topics Discussed		Hours
	Seminar		

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

Innovations and Technology in Tourism			
2. Module Code			
3. Academic Year, Semester, Module Status		2018/2019 academic year Semester 6, Elective module	
4. Aims and Learning Outcomes		<p><b>Aims:</b> This workshop will provide students with a knowledge of innovations and new technologies which are used or could be used in tourism promotion, marketing, new approaches in presenting and selling tourist attractions. In particular students:</p> <ol style="list-style-type: none"> <li>will get an understanding of how technology is changing global tourism and what opportunities technology and innovations bring;</li> <li>will understand the key role of new technologies in managing tourism business</li> <li>will be aware of the importance of new technologies in modern tourist enterprise and tourist organisation</li> <li>will be aware of what they can achieve using innovations and modern electronic tools;</li> <li>will get to know how to use innovative tools;</li> <li>will get knowledge how to raise competitiveness through technology and innovation;</li> <li>will be trained in identifying needs for use of certain innovations in a certain organisation or an enterprise</li> <li>will be able to describe the wide range of tools and new technologies being used by tourist organisations and other tourist entities;</li> <li>will acquire competencies in managing implementation of new technologies in tourism sector</li> <li>will acquire competencies in evaluating tools and explaining the need for their effective use;</li> <li>will acquire competencies in analysing and appreciation of the impact of use of new technologies;</li> </ol> <p>Apart from this, having completed the course student:</p>	
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Presentation
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Presentation In-class Exams
Is aware of leadership functions and their dependence on the type of enterprise and extent of its activities		K_W11	Presentation
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	Presentation In-class Exams

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

6.	Innovative tourism – new products and services – case study of Nordic tourism sector.	2,5	
7.	eTourism Trends and challenges in the Social Media era . Reaching out to visitors with social networks: The case of Schönbrunn Palace, Austria.	2,5	
8.	How Technology in Tourism is Taking Travel to the Next Level Understanding and managing innovation and technological change - a major opportunity for tourism organizations.	2,5	
9.	Creating Video Demonstrations and other new forms of advertisement. If possible – visit in Polish Tourist Organisation in the E-Information Department.	2,5	
10.	Understand the central role of e-marketing and multi-media - what it can do for you in practical terms	2,5	
11.	Making technology work for the tourism sector. Investigating Mobile Technologies – case study of Australia.	2,5	
12.	The Information and Communication Technologies in Tourism - Vision 2020: Innovation, Development Sustainability, Economic Growth. Virtual Globetrotting, Imaging and "maps of reality"	2,5	
<b>10. Individual Student's Work</b>			
#.	Description	Hours	
1.	In-class 1	20	
2.	Covering required readings	25	
3.	Individual work on the presentation	30	
4.	Preparation to the In-class 2	25	
11. Assessment Methods	Coursework (100%): In-class Exam 1 (30%), In-class Exam 2 (30%), Presentations (40%)		
12. Assessment Criteria	In order to pass the course student should score at least 3.0. (40% according to British scale) as the total grade for semester		
13. ECTS Credits	5		
		<b>Hours</b>	<b>ECTS</b>
	<b>Contact Hours</b>		
	<b>Workshop</b>	<b>30</b>	<b>1,2</b>
	<b>Individual Student's Work</b>	<b>95</b>	<b>3,8</b>
	<b>Other Form</b>		
	<b>n/a</b>		
	<b>SUMM</b>	<b>125</b>	<b>5</b>
14. Required Readings	Technology in tourism; Volume 1, 2011 – UNWTO & IE Business School <a href="http://www.trendreports.com/article/technology-in-tourism">http://www.trendreports.com/article/technology-in-tourism</a> <a href="http://www.trendhunter.com/protrends/virtual-reality-traveling-experience-the-wonders-of-the-world-without-leavi">http://www.trendhunter.com/protrends/virtual-reality-traveling-experience-the-wonders-of-the-world-without-leavi</a> <a href="http://www.trendhunter.com/protrends/tourist-ovation">http://www.trendhunter.com/protrends/tourist-ovation</a>		
15. Recommended Readings	1. <u>An investigation into the incorporation of leading edge mobile technologies in the recreational and adventure tourism industries</u> - by <i>Leisa Armstrong, Christopher Holme, Gautham Kasinath, Ajdin Sehic, Yatish Vadera, Greg LeCoultrre and Brendan John</i> 2. <b>Consumer-generated Web-based tourism marketing</b> by <i>Carmen Cox, Stephen Burgess, Carmine Sellitto, Jeremy Buultjens</i> 3. <b>Innovative Tourism Nordic Innovation Center</b> by <i>Ivar H. Kristensen</i>		

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

Innovations and Technology in E-commerce			
2. Module Code			
3. Academic Year, Semester, Module Status		2018/2019 academic year Semester 6, Elective module	
4. Aims and Learning Outcomes		<p><b>Aims:</b> This workshop will provide students with a knowledge of innovations and new technologies which are used or could be used in tourism promotion, marketing, new approaches in presenting and selling tourist attractions. In particular students:</p> <ol style="list-style-type: none"> <li>will get an understanding of how technology is changing global tourism and what opportunities technology and innovations bring;</li> <li>will understand the key role of new technologies in managing tourism business</li> <li>will be aware of the importance of new technologies in modern tourist enterprise and tourist organisation</li> <li>will be aware of what they can achieve using innovations and modern electronic tools;</li> <li>will get to know how to use innovative tools;</li> <li>will get knowledge how to raise competitiveness through technology and innovation;</li> <li>will be trained in identifying needs for use of certain innovations in a certain organisation or an enterprise</li> <li>will be able to describe the wide range of tools and new technologies being used by tourist organisations and other tourist entities;</li> <li>will acquire competencies in managing implementation of new technologies in tourism sector</li> <li>will acquire competencies in evaluating tools and explaining the need for their effective use;</li> <li>will acquire competencies in analysing and appreciation of the impact of use of new technologies;</li> </ol> <p>Apart from this, having completed the course student:</p>	
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Presentation
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Presentation In-class Exams
Is aware of leadership functions and their dependence on the type of enterprise and extent of its activities		K_W11	Presentation
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	Presentation In-class Exams

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

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

#### 10. Individual Student's Work

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

#### 11. Assessment Methods

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

#### 12. Assessment Criteria

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

#### 13. ECTS Credits

5

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

#### 14. Required Readings

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

#### 15. Recommended Readings

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

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

Tourism Management in Practice			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 6, Elective module		
4. Aims and Learning Outcomes	<p><b>Aims:</b> This module aims at providing students with practical experience to meet the requirements of specialization. The module is run in the partner companies of Lazarski University.</p> <p>Having completed the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Written report
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Written report
Is aware of leadership functions and their dependence on the type of enterprise and extent of its activities		K_W11	Written report
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	Written report
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Written report
Possesses the ability to initiate and develop economic activities		K_U03	Written report
Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	Written report
Is able to recognize the need for changes in organization and develop a change management plan		K_U15	Written report
Is able to lead and co-operate in projects aimed at introducing certain changes in the organization		K_U16	Written report
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to communicate with environment within outside the workplace and , as well as transfer individual knowledge utilizing various means of communication		K_K03	Written report
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	Written report

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

Logistics Management in Practice			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 6, Elective module		
4. Aims and Learning Outcomes	<p><b>Aims:</b> This module aims at providing students with practical experience to meet the requirements of specialization. The module is run in the partner companies of Lazarski University.</p> <p>Having completed the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Written report
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Written report
Is aware of leadership functions and their dependence on the type of enterprise and extent of its activities		K_W11	Written report
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	Written report
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Written report
Possesses the ability to initiate and develop economic activities		K_U03	Written report
Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	Written report
Is able to recognize the need for changes in organization and develop a change management plan		K_U15	Written report
Is able to lead and co-operate in projects aimed at introducing certain changes in the organization		K_U16	Written report
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to communicate with environment within outside the workplace and , as well as transfer individual knowledge utilizing various means of communication		K_K03	Written report
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	Written report

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

E-Commerce Management in Practice			
2. Module Code			
3. Academic Year, Semester, Module Status	2018/2019 academic year Semester 6, Elective module		
4. Aims and Learning Outcomes	<p><b>Aims:</b> This module aims at providing students with practical experience to meet the requirements of specialization. The module is run in the partner companies of Lazarski University.</p> <p>Having completed the course student:</p>		
Knowledge	Code		Assessment
	Subject	Field	
Is aware of the impact exerted by external environment on enterprise activity		K_W06	Written report
Is aware of functional entrepreneurial areas and links between them, also in conjunction with personal experiences in the working environment		K_W07	Written report
Is aware of leadership functions and their dependence on the type of enterprise and extent of its activities		K_W11	Written report
Skills	Code		Assessment
	Subject	Field	
Is able to apply basic theoretical knowledge in respective areas of entrepreneurial activity		K_U01	Written report
Is able to apply basic knowledge to collaborate with other functional areas in typical professional situations		K_U02	Written report
Possesses the ability to initiate and develop economic activities		K_U03	Written report
Is able to assess the viability of solutions and make decisions on predominantly operational and tactical levels		K_U10	Written report
Is able to recognize the need for changes in organization and develop a change management plan		K_U15	Written report
Is able to lead and co-operate in projects aimed at introducing certain changes in the organization		K_U16	Written report
Social Competencies	Code		Assessment
	Subject	Field	
Is prepared to communicate with environment within outside the workplace and , as well as transfer individual knowledge utilizing various means of communication		K_K03	Written report
Is prepared for independent acquisition and improvement of knowledge, as well as professional and research skills		K_K09	Written report

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

## APPENDIX A – UNFAIR PRACTICE PROCEDURE

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

### Unfair Practice under Non-Examination Conditions

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

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

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

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

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

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

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

### Unfair Practice under Exam Conditions

Under exam conditions it is unfair practice to:

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

### **The Unfair Practice Procedure**

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

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

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

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

### **Unfair Practice in the Examination Room**

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

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

### **Suspected Unfair Practice Detected During or Subsequent to the Marking Period**

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

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

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

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

### **Unfair Practice in Work Completed Under Non-examinable Conditions**

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

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

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

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

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

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

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

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

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

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

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

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

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