



WYŻSZA SZKOŁA EKOLOGII I ZARZĄDZANIA W WARSZAWIE

UNIVERSITY OF ECOLOGY AND MANAGEMENT IN WARSAW

THE LIST OF COURSES 2023/2024

Faculty of Engineering and Management

SUMMER SEMESTER		
ZS1	Marketing research	6
<p>The aim of the course is to acquaint students with the essence of marketing research, their significance, and applications in enterprises, basic sources of information, research methods, techniques, and procedures.</p> <p>Lecture scope: The essence and objectives of marketing research and their role in business management. Marketing research vs. market research. Secondary sources in marketing research - types and content. Primary sources - classification, purposes of using different sources, and interpretation of information derived from them. Survey research - types of surveys, research procedure. Measurement scales. Sampling, classification of sampling methods, type and size of the sample, and the error of estimating parameters. Interviews and panel research. Heuristic methods: brainstorming, the Delphi method. Focused group interview. Motivational research, tests, and experimental research. Observation methods.</p> <p>Project scope: Implementation of an individual project aimed at planning and preparing marketing research for a selected decision-making problem in an existing organization.</p>		
ZS2	Logistics	2
<p>The lecture fulfills the standard assumptions of student education and enables the effective understanding of the essence and mechanisms of enterprise logistics. Individual content is analyzed, compared, and evaluated in terms of the theoretical and practical application of logistics within and outside the enterprise.</p> <p>Lecture scope: Genesis, essence, and development of logistics. The place and role of logistics in the architecture of integrated strategic management. Shaping logistics organization in the enterprise. Informatization of logistics management. Supply, production, and distribution logistics. Transportation, warehouses, and inventory in the infrastructure of logistics processes. Globalization of logistics systems. Logistics centers in the supply chain. Logistics of innovation. Design and computer-aided support for logistics systems.</p>		
ZS3	Organisational science	5
<p>Familiarizing students with the theoretical foundations of organizational theories and organizational science, forms, and general principles of organizational functioning, with particular emphasis on the process of change and the functions that an organization performs in a dynamic environment, as well as organizational problems.</p> <p>Lecture scope: Organization and organizing as a function in the process of managing an organization. Organizational architecture. Manager's roles in the organization: interpersonal, informational, decisional. Stress arising from roles. Social responsibility of the organization and the concept of sustainable development; Ethical context of management. Organizational life cycle; basic types of organizations and organizational forms; Pros and cons of different organizational forms. Organization's relationships with the environment; Factors in the organization's environment. Impact of environmental factors on the organization. Stakeholders - analysis. Resources, assets, and the potential of the organization - definitions, interdependencies, rational use of resources. Contemporary management concepts and their application in practice - discussion of the directions of modern organization development. Virtual organization as the organization of the future. Architecture of the organizational management system, functions, processes, collaboration.</p> <p>Auditory scope: "Organizational and legal forms and ownership - economic and social consequences, problems of proper selection. Selection of the right location - location analysis. Analysis and assessment of organizational resources and processes. Evaluation of the impact of the environment on the organization's functioning. Determinants of the organizational life cycle and their identification - case study. Organization design - analysis of different organizational structures, attempt to choose. Designing and creating creative teams in the organization. Entrepreneurship and effective organization functioning.</p>		

ZS4	Basics of finance and banking	2
<p>Introducing students to the basic concepts and categories of finance and banking as both theoretical knowledge and applied science. The lecture, covering selected topics in the analysis of the profitability of investment projects, public finance, international finance, and banking, serves as a compendium of knowledge enabling interested individuals to pursue further independent studies in this field.</p> <p>Lecture scope: Finance as theoretical knowledge and applied science. Money and its substitutes. Money demand and supply. Money multiplier. Interest rates. Exchange rates. Financial and currency markets. Central bank and the banking system in Poland. Monetary and exchange rate policy of the National Bank of Poland. Open market operations. Banking supervision. Changes in the value of money over time. Cash flow. Sources of financing and methods of evaluating the effectiveness of investment projects. Financial risk and ways to minimize it. Financial derivatives. The public finance system and its functions. State financial policy, its goals, and methods of implementation. State budget; structure, creation process, and implementation. Sources of financing budget deficits. Effectiveness of fiscal and monetary policy. Swan diagram. International finance. International monetary systems. Gold standard. Euro and the European Monetary Union. Causes and effects of international debt. International financial organizations.</p>		
ZS5	Basics of marketing	5
<p>The classes should ensure students understand the essence of marketing as a comprehensive orientation for the enterprise (organization), acquaint them with basic marketing tools, analyses, and marketing strategies.</p> <p>Lecture scope: The essence of marketing orientation. Buyers and their needs as the foundation of marketing. The buying process, its types, and stages. Classification of marketing tools according to the 4P concept. The essence of McCarthy's marketing mix concept. Modified concepts of marketing tool classification – 5P, 7P, 4+3P. Marketing tools and their practical application. Product as a composition of goods, services, and information. Marketing structure of the product, product family, and product line. Brand strategies. Price, pricing tools, economic and non-economic aspects of price. Pricing strategies – demand-based, prestige, reasonable, differentiated prices. Distribution of goods, services, and information. Distribution channels. Mass, selective, exclusive distribution. Promotion as the emission of market information. Promotion tools – advertising, sales promotion, direct marketing, public relations. Market segmentation. Segmentation strategies. Product life cycle and related strategies. Comprehensive marketing strategies – ecological, guerrilla, guerrilla marketing.</p> <p>Auditory scope: Case study - identification of marketing tools from various groups used in the examined company. Attempt to identify the marketing strategy in various categories. Evaluation of tools, designing complementary marketing activities.</p>		

ZS6	Information technology	3
<p>Acquiring basic knowledge about the structure and use of a computer for simple tasks such as word processing (MS WORD), calculations (MS EXCEL), and presentations (MS POWER POINT). Basic knowledge of computer science, the Windows operating system, and the fundamentals of computer networks.</p> <p>Lecture scope: Introduction to information technology, Network, Internet, evolution, and positioning of websites, Artificial intelligence and information technology, Network security, GDPR, and ACTA 2.0 - Internet censorship, Blockchain and the Internet of Things"</p> <p>Laboratory scope: Developing skills in using basic functions of Word and Excel. MS WORD text editor, its basic and advanced functions. Ability to prepare formatted text. MS EXCEL spreadsheet: basic functions, use of spreadsheet functions, creating charts, and mainly financial advanced functions. Exercises and a project (multi-page document) based on given examples and principles of editing diploma papers.</p>		
ZS7	Accountancy	3
<p>Acquiring knowledge for students regarding the principles of accounting in a market economy; gaining elementary competencies in creating information about the financial position of a company.</p> <p>Lectures scope: Accounting as an information system of the enterprise. Financial and managerial accounting - characteristics and significance. Principles and legal foundations of accounting. Asset components and capital of the enterprise. Accounting documentation and principles of record-keeping. Principles of functioning of accounting accounts - the chart of accounts. Revenues and costs in corporate accounting. Cost calculation - essence and methods of preparation. Financial statements as a source of information about the company's condition.</p> <p>Auditory scope: Documentation of formal, legal, and organizational aspects of accounting. Documentation of business operations occurring in the enterprise. Principles of recording business events in accounting devices. Impact of business operations on the assets and liabilities of the balance sheet. Preparation of cost calculations using different methods. Preparation of financial statements and their analysis in financial and asset terms.</p>		
ZS8	Ethics	3
<p>The aim is to develop skills in resolving moral dilemmas, reflective and responsible fulfillment of personal and professional roles, building desired moral attitudes among subordinates and colleagues, and fostering openness to worldview differences.</p> <p>Lectures scope: Ethics area of interest. Subject, scope, and functions of ethics. Genesis and subject of ethical reflection. Morality vs. ethics. Normative ethics vs. descriptive ethics. The place of ethics in the structure of philosophy, humanities, and social sciences. Ethics, morality, and law. Overview of basic concepts of morality. Fundamental ethical positions: utilitarianism, personalism, Kantianism, ethics of duty, etc. Norms, values, ideals, and moral sanctions. Basic concepts of descriptive ethics. Genesis and role of norms, values, and ideals. Debates about the origin and nature of values. Research methods in descriptive ethics. Psychology and sociology of morality. Value conflicts and ethical situations. Principles of making ethical decisions. Basics of ethical analysis of decision-making situations. Ethics of management and administration. Ethics and management functions. Relationship between worldview and economics. Business ethics. Conflict of interests, corruption, Corporate Social Responsibility, Ethical negotiations. Honesty. Ethics in labor relations. Equality and dignity as fundamental values. Equal opportunities. Fair pay. Entrepreneur's rights and employee loyalty. Combating discrimination, workplace mobbing. Professional practice and ethical situations. Honesty, conscientiousness, and unconscientiousness in professional practice. Responsibility of designers, diagnosticians, executives. The issue of responsibility for the consequences of ignorance, errors, and omissions in the performance of work. Responsibility towards the client, customer, partner, third parties, society. Professional secrecy. Egoism and altruism. Professional ethical codes. Genesis, essence, and main examples of professional ethical codes. The role of ethical codes in regulating professional practices. Engineering ethics - the context of its creation. Manager's ethics principles. Social mechanisms conducive to violating moral norms. Deviations from trust-serving norms (lying, manipulation). Justification of breaches in various types of norms (including norms related to human existence).</p> <p>Auditory scope: Case studies and discussions regarding lecture scope.</p>		

ZS9	Managerial Accounting (M)	3
<p>The essence and scope of managerial accounting: the concept and classification of costs in managerial accounting, methods of separating fixed and variable costs.</p> <p>Lecture scope: Cost accounting - essence, stages, significance in financial and managerial accounting. Allocating costs for auxiliary activities, cost allocation over time. Methods of cost calculation: departmental simple, ratio, supplementary (contract, assortment), phase (process), subtractive (coupled). Traditional cost accounting models (full and variable cost accounting). Product life cycle accounting. Target cost accounting. Quality cost accounting. Analysis of enterprise costs. Break-even analysis in single and multi-product production. Pricing decisions in the enterprise, short-term decision-making accounts. Budgeting in enterprise management. Determining variances and their analysis. Measurement systems and areas for evaluating company performance. Investment decisions in the enterprise. The cost settlement process, determination of production cost, and calculation of financial results. Variable and fixed costs. Cost elasticity ratio. Full cost accounting versus variable cost accounting.</p> <p>Auditory scope: short-term decision-making problems. Analysis of the production-cost-profit relationship. Break-even analysis. Operational leverage. Lower price level.</p>		
ZS10	Innovation process management (M)	3
<p>The aim of the course is to provide students with knowledge in the field of the characteristics of innovation and innovative processes, as well as practical skills in managing innovative processes within an organization. The ability to manage innovative processes plays a crucial role in the generation of new solutions, enabling the creation of technological and competitive advantages for companies operating in the global market.</p> <p>Lecture scope: characteristics of innovation. Innovative processes in the context of management. Organizational aspects of innovative processes. Linear and complex models of innovative processes. Methods of managing innovative processes in organizations. The use of project management in organizational improvement processes. Evaluation of the effectiveness of selected innovative initiatives.</p> <p>Project scope: Preparation of a project related to the process of selecting a new technology in a chosen company, based on knowledge acquired during the lecture.</p>		
ZS11	International Marketing (M)	3
<p>In-depth understanding of the essence and elements of international marketing, as well as marketing strategies in international markets, orientations regarding the international expansion of businesses, and methods of implementation.</p> <p>Lecture scope: The essence and development of international marketing and its determinants. The international business environment and its impact on strategic and operational marketing decisions. The international market and its segmentation. Product, price, distribution, and promotion in foreign markets. International or global marketing research.</p> <p>Auditory scope: The essence of international marketing. Internationalization and its phases. International orientations of businesses. Strategies for entering foreign markets. The international business environment.</p>		

ZS12	Theory and decision making systems (M)	3
<p>The aim of the course is to understand methods for solving decision-making problems that arise in the sphere of organization, planning, and business management.</p> <p>Lecture scope: The essence and areas of decision-making in enterprises. Models of routine and rational decision-making. Barriers to making rational decisions. Individual and group decision-making in organizations. The decision-making process: stages and principles. Gathering information for the decision-making process. Evaluations and measures in the decision-making process. Methods supporting decision-making: optimization models (linear programming), simulation models, scenario models, forecasting models, econometric models, decision games, graphic models, heuristic models (Delphi method, brainstorming, analogies/metaphors), decision trees. Decision support systems.</p> <p>Project scope: „Decision Support System Project“. Defining the decision-making problem. Choosing criteria for evaluating solution alternatives. Selecting the method used during decision-making. Designing a data collection model for the decision-making process. Designing a model of the decision-making process. Designing a model for reporting the result of the decision-making process.</p>		
ZS13	Strategic management (M)	5
<p>Providing students with knowledge in the field of the state, application of principles, and methods of strategic management in an organization.</p> <p>Lecture scope: The role of strategy in company development. The process of building corporate strategy and its types. Strategic planning. Controlling as a system of integrated strategic management. Strategic alliances. Corporate strategy, analyses, methods, and factors influencing the strategic process. Strategies for the introduction and transfer of advanced technologies. Virtual enterprise - organization and conditions for efficient operation.</p> <p>Auditory scope: Discussion of case studies and performing exercises using strategic analysis tools discussed during lectures.</p> <p>Project scope: Preparation of a strategy project for a selected organization based on the knowledge acquired during lectures.</p>		

ZS14	Negotiations and diplomatic protocol (M)	3
<p>The aim of the course is to develop communication skills with a negotiating partner, conflict resolution skills, and the application of various negotiation styles and techniques; to familiarize students with the essence and principles of diplomatic protocol and matters of etiquette for application in everyday life and business.</p> <p>Lecture scope: Nature of social communication; Essence and styles of negotiation; Negotiation process - characteristics and stages; Qualities of a good negotiator; Communication in negotiations - emotions and nonverbal communication; Negotiation tactics and techniques; Argumentation and manipulative techniques in negotiations; Most common mistakes in the negotiation process; Diplomatic protocol - basic concepts; Diplomacy and diplomatic protocol in international relations; Principles of precedence for institutions and individuals; Etiquette and good manners; Business cards; Everyday etiquette; Professional image - attire; Meetings and receptions; International etiquette; Intercultural communication - cross-cultural differences.</p> <p>Auditory scope: Tasks prepared in teams, case studies involving: preparation and conduct of negotiations, scenario preparation for negotiations considering different styles and techniques; preparation for a business meeting, reception, and cross-border visit.</p>		
ZS15	Organization's cooperation strategies (M)	3
<p>Transfer of knowledge and development of skills and competencies necessary for establishing cooperation with direct competitors in the domestic market and on the international stage.</p> <p>Lecture scope: Hypercompetition, globalization, functioning, and development of organizations. The essence of cooperation (definitions, characteristics, types, levels, benefits). Cooperation and game theory, transaction cost theory, and resource-based theory. Sectoral and corporate factors of cooperation. Examples of cooperation: strategic alliances, clusters, networks.</p> <p>Auditory scope: Discussion of case studies and presentation of selected problem issues by students, their critical analysis, and formulation of recommendations for selected organizations.</p>		
ZS16	Integrated management systems (M)	3
<p>Preparing students for integrating management systems in an organization based on various models and types of certification, including ISO standards.</p> <p>Lecture scope: Management system in the organization - definitions, types; ISO certification - principles of norm creation; Detailed discussion of standards from the group: quality management, environmental management, occupational health and safety management, safety management, in the context of corporate social responsibility and sustainable development (based on the latest applicable amendment); Areas of norm integration; Tools supporting the process of norm integration; Models of norm integration within the organization's management system.</p> <p>Project scope: Executing a project on the integration of management standards in a selected organization based on knowledge acquired during lectures.</p>		

ZS17	Creative problem solving methods (M)	3
<p>During the conducted classes, students become acquainted with the role, essence, and conditions of creative action and problem-solving, the technology of mental work, and the development of groups for creative thinking. Selected methods for searching for solutions and problem-solving will be presented during lectures. Basic principles and procedures leading to the search for new ideas and obtaining innovative solutions will be indicated. Students will be introduced to practical examples of the application of presented methods from various fields and the achieved results both domestically and internationally.</p> <p>Lecture scope: Basic principles and procedures leading to the search for new ideas and obtaining innovative solutions will be indicated. Students will be introduced to practical examples from various fields, demonstrating the utilization of presented methods and the achieved results. The presented content includes: creative thinking - basic concepts, technology of mental work, creation of creative thinking groups, a systemic approach, selected methods and techniques - brainstorming, discussion 66, 635 technique, morphological analysis and related techniques, analogy and its formal models, value analysis, ARIZ.</p> <p>Project scope: As part of the project, students will solve selected decision-making problems based on creative methods discussed during lectures within a prepared project.</p>		
ZS18	Management of knowledge (M)	1
<p>Highlighting the role of data, information, and knowledge in the context of managing an organization in conditions of high competitiveness.</p> <p>Lecture scope: Objectives of knowledge management; Enterprise knowledge structure; Knowledge transfer within the enterprise and in the business environment; Knowledge collection and valuation; Methods of retaining knowledge in the organization; Utilizing knowledge management to solve strategic and operational problems in business management; Knowledge as a strategic resource in managing modern organizations; Introduction to the concept of knowledge management; Differentiating between knowledge management and information management and the implications of these differences for operational and strategic management; Discussion of the knowledge pyramid; Presenting the importance of information resources in building organizational competitive advantage.</p>		
OS1	ENGLISH LANGUAGE COURSE	2
<p>Obtaining knowledge of English language at B2 language proficiency level according to the Common European Framework of Reference for Languages, as well as developing competencies of using specialized language and the terminology related to the field of study.</p>		
OS2	BUSINESS ENGLISH (M)	2
<p>Proficiency in the English language at the B2+ level of the Common European Framework of Reference for Languages, along with the acquisition of skills in using specialized language in the field of management.</p> <p>Auditory scope: Consolidating and deepening knowledge and application of language functions, reinforcing and enriching more challenging vocabulary, with a particular focus on specialized terminology in the field of management. Freely discussing business-related topics. Reading and analyzing more complex specialized texts from original source materials, as well as preparing and delivering a longer presentation on management topics.</p>		
OS3	POLISH LANGUAGE COURSE	2
<p>Obtaining knowledge of Polish language at B1 language proficiency level according to the Common European Framework of Reference for Languages, as well as developing competencies of using specialized language and the terminology related to the field of study.</p>		