



Gdynia Maritime University



ECTS - Handbook of the Master Course “Entrepreneurship and Change Management”



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A. Introduction

A.1. “Entrepreneurship and Change Management” – An innovative Master Course

The economy is characterized nowadays by a far-reaching structural change and progressive globalisation processes. An upshot of these transformations is the necessity of adjustment within the companies, which requires, on the executive level, a competent and good handling of the business restructuring processes. The demands on management have especially increased in small and medium-sized enterprises (SME's), since strategic decisions in the development of these companies are mostly in the hands of just a few responsibility holders. This applies particularly to small and medium-sized companies, which are the growth motor of the Polish economy.

The new Master Course “Entrepreneurship and Change Management” at Akademia Morska, Gdynia Maritime University, focuses on the issues that arise from change processes. The concept of such an innovative course of study is designed to prepare students to fulfil demanding management activities. A special focus on the change processes in SME's makes these studies unique on the market of the master courses. The distinctive feature of this course is its focus on key competences that enable students to design actively the change and internationalisation processes.

The logical structure of the course includes the following issues: the understanding of change, change competences, and international aspects. The students will become acquainted with such subject matters as “Strategic management“, “International marketing“, “Negotiations“ and “Business ethics“. Furthermore, a particular emphasis is placed on soft skills.

On the basis of a broad knowledge of business administration principles and constructive discussions about modern management concepts with an international reference, the students will be systematically prepared to undertake varied and demanding management tasks in SME's, where business success depends on the employees' qualifications. The growing demand for qualified managers in the small and medium-sized business sector increases due to the rising pressure of the international competition on the local structural change. The chances to find a job in a small and medium-sized enterprise are very good for the Master Course graduates. This sector offers a large employment potential and in many cases, creates more jobs than large scale enterprises. In addition, there are also opportunities to take over the management of existing businesses as an alternative to setting up one's own company.

The “Entrepreneurship and Change Management” Master Course has been accredited by the Faculty Council since March 2007 and introduced at Gdynia Maritime University in the winter semester 2007/2008 for the first time. It is a 2-year Master Course with a high level of practical content. There is a capacity of 20 study places available per year in order to grant the students personal supervision. The prospective students have to submit a first university degree with at least “good” (ECTS B) as an overall grade. Furthermore, the applicants have to pass a selection procedure.

The course is conducted in Polish (70%) and English (30%) language. Practical projects and in-depth study will be part of everyday schedule; the areas of interest include business management and internet technology.

In order to maintain an international character of the studies all classes in the third semester are conducted in English and all discussed issues have international character. Within the study course students are able to participate in a double master degree programme with the German partner university Hochschule Bremerhaven.

B. General information about Gdynia Maritime University

Gdynia Maritime University is the state technical university, which educates merchant fleet officers, highly qualified specialists in fleet and port operations, management of transport system and sea economy and provides education at the bachelors (Eng., B.Sc) , masters (M.Sc. Eng., M.Sc.) and doctoral (PhD) level. Gdynia Maritime University conducts professional training for officers and specialists in sea economy, offers part-time studies, as well as additional qualification and specialist courses.

Gdynia Maritime University develops international scientific and didactic cooperation with many maritime universities all over the world e.g. Bremen, Bremerhaven, Le Havre, Lisbon, East Friesland, Tallinn, Cork Marine, Haiphong, Shanghai, Kings Point and Launceston.

Its lecture-halls, laboratories and workshops are located in two building complexes on Morska Street and Jana Pawła II Avenue in Gdynia.

Gdynia Maritime University owns two training ships – a world famous tall ship “Dar Młodzieży” and a state-of-the-art research training vessel “Horyzont II” – who both, apart from their main educational functions, are the Ambassadors of the university and the Republic of Poland in the world.

At present the Gdynia Maritime University educates annually:

- more than 7000 full-time and part-time students at four faculties: Navigation, Marine Engineering, Marine Electrical Engineering and Business Administration,
- 3500 officers and sailors in the Officer Training Centre Ltd,
- 5000 ship’s crew members in such subjects as: safety at sea and sea rescuing supported by the Foundation for the Development of the Gdynia Maritime University.

The Gdynia Maritime University provides essential study facilities and offers its students good social, living and cultural-recreational conditions.

B.1. Why to study at Gdynia Maritime University?

- The students may be granted the following scholarships: a social scholarship, if they have fulfilled certain criteria defined for such a grant and a scholarship for excellent study or sport results.
- The Central Library is computerised and comprises over 100 thousand volumes. At a student's disposal there is a Central Reading Room opened till evening hours, periodicals reading room and an Internet Reading Room.
- For students out of Tri-City and its environs the university provides 893 places in the student halls of residence in Gdynia. They are located on Sędzickiego 19 and Beniowskiego Street, and provide 314 and 635 places respectively. The apartments on the Beniowskiego Street are just few minutes walk from the central campus. Students live in shared modules comprising few bedrooms with a shared kitchen, bathroom and corridor.
- A well-appointed university canteen is located in the main building on Morska 81-87 Street. It is open daily and an averaged dinner costs 11 PLN.
- The students can improve their physical fitness level in sport sections and broaden their knowledge through participation in meetings of scientific circles. Gdynia Maritime University seats 18 student's scientific circles (e.g. "Hossa", "TRANSLOG"); the areas of interest include e.g. e-business, finance, logistics and management.
- Representatives of the Students' Parliament and the Faculty Self Government participate in meetings of the Faculty Councils and the Senate of the Gdynia Maritime University - the most important academic body.
- In the spare time students can relax in students' pubs: "Bulaj" (ul. Sędzickiego 19) or "Bukszpryt" (ul. Morskiej 81-87). In the last one you can have something to eat, play billiards or watch television. It's already become a traditional place, where students celebrate parties and have fun.
- Sport facilities at the Gdynia Maritime University such as: swimming pool, sports hall, gym and sports fields are also provided to students outside of scheduled teaching hours.

B.2. Site Plan of the Gdynia Maritime University

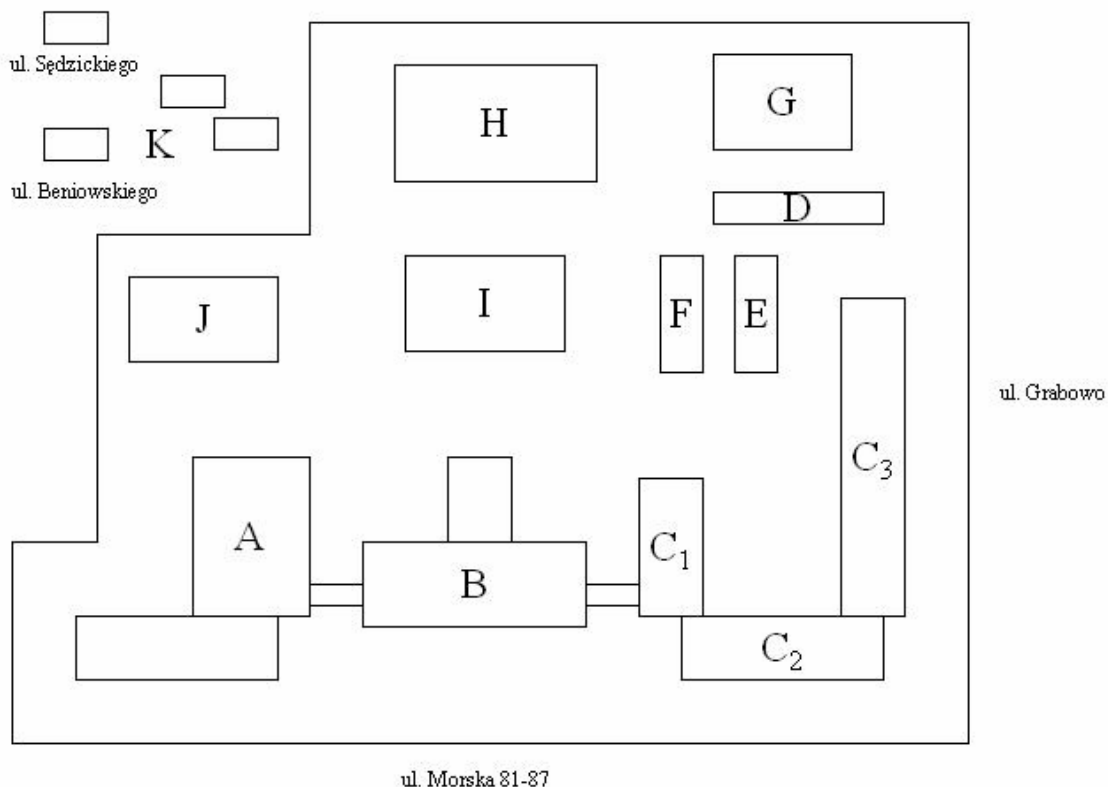
Gdynia Maritime University is about 15 minutes away from the city centre of Gdynia.

Address:

Akademia Morska
ul. Morska 83
81-225 Gdynia

Contact:

Phone: + 48 – (0) 58 – 620 75 12
+ 48 – (0) 58 – 690 14 42
Fax: + 48 – (0) 58 – 690 13 51
e-mail: rektor@am.gdynia.pl



- Building A: – Faculty of Marine Engineering; Canteen
- Building B: – Faculty of Business Administration
- Building C₁, C₂: – Central Library, Central Reading Room
- Building C₃: – Faculty of Marine Electrical Engineering; Military Training
- Building D: – Department of physical education and athletics
- Building E: – The Foundation for Development of the Gdynia Maritime University
- Building F: – Administration (Cash desk)
- Building G: – Sports hall
- Building J: – Faculty of Marine Engineering (Laboratories)
- Building K: – Halls of residence
- H, I: – Sports fields

B.3. How to travel to Gdynia?

Tri-City is an urban area situated on the southern coast of Gdańsk Bay. It comprises three cities i.e. Gdynia (approx. 253 000 inhabitants), Gdańsk (approx. 461 000 inhabitants) and Sopot (approx. 41 000 inhabitants), that are adjacent to each other.

By airplane

A modern, international airport is located in the Gdańsk suburb of Rębiechowo, just about 15 km from the city centre of Gdańsk. The transportation between the airport and the Tri-City is provided by the city bus lines:

- to Gdynia - bus no. 510,
- to Gdańsk Wrzeszcz - bus no. 110,
- to the City Centre of Gdańsk near the railway station - bus no. B (approx. 40 minutes).

A bus ticket can be purchased either directly from the bus driver or in the shop “kiosk” and costs for now 2,80 PLN.

If you prefer to take a cab approximate prices are: in Gdynia 70 PLN, Sopot 50 PLN and Gdańsk 40 PLN.

For more information about the departures from and arrivals to the Gdańsk Lech Wałęsa Airport please visit the following web page: www.airport.gdansk.pl

By train

Tri-City can be reached by fast trains from most of the big Polish cities without needing to change trains. There is also a direct international railway connection between Gdynia and such cities as Berlin and Kaliningrad.

You can also visit the following web pages: <http://www.rozklad.pkp.pl>, <http://www.intercity.com.pl>, in order to find a right train connection, check your timetable or make a reservation.

By car

The Tri-City ring road E 28 bypasses the cities Gdynia, Sopot and Gdańsk. It provides a fast connection within Tri-City, as well as with the Gdańsk Lech Wałęsa Airport and eases congestion through the city centre.

By coach

Poland is easily reachable by coach. There are so many different international coach providers, that you will simply find an appropriate direct connection to Tri-City, as well as a reasonable price.

By public transport

Tri-City has a well-developed public transport system, so that you can take a fast urban train (SKM), a tram, a trolley or a bus while traveling within Tri-City. Unfortunately, there is no common ticket system. For example in Gdańsk, there is a time-zone ticket system, which is based on 10, 30 and 60 minutes tickets. For example a 60 minutes ticket costs 4,20 PLN. If you plan to make a sightseeing tour, it is worth buying a whole-day ticket that is valid 24 hours after you punched it. In Gdynia and Sopot the tickets are valid just for one ride and cost 2,00 PLN for a full price ticket and 1,00 PLN for a reduced one.

Fast urban train (SKM) is a worth mentioning and comfortable alternative to a road transport. It provides a regular connection not only within Tri-City but also to other cities e.g. Malbork or Wejherowo. Price of the ticket depends on a distance one will go. In rush-hours the trains departure every few minutes. The travelling time from Gdynia to Sopot takes approximately 12 minutes and from Gdynia to Gdańsk approx. 35 minutes.

For more information about the fast urban train please see: www.skm.pkp.pl.

B.4. Important Facilities at Gdynia Maritime University

The interfaculty departments, such as Department of Foreign Languages and Department of physical education and athletics, as well as the Central Library support educational and research-scientific activities on the Gdynia Maritime University.

Central Library

Currently, the Central Library holds over 90 000 volumes of book, about 9 000 volumes of serial publications and over 200 special collection volumes. Moreover, the library cooperates with other scientific libraries of the Tri-City region that are using the VTLS-VIRTUA one of the most recent computer systems.

Opening hours of the Central Library:

Monday, Thursday:	8:30 – 14:45
Tuesday, Friday:	9:00 – 18:00
Wednesday:	10:00 – 14:45
Saturday:	10:00 – 15:00

Opening hours of the Central Reading Room:

Monday, Tuesday, Thursday:	8:30 – 19:00
Wednesday:	10:00 – 19:00
Friday:	8:30 – 18:00
Saturday, Sunday:	10:00 – 15:00

Opening hours of the Internet Reading Room:

Monday, Tuesday, Thursday, Friday:	8:30 – 15:00
Wednesday:	10:00 – 15:00

Address:

Akademia Morska
ul. Morska 83
81-225 Gdynia

Contact:

Phone: +48 – (0) 58 690 14 44
Fax: +48 – (0) 58 620 67 01
Homepage: <http://bg.am.gdynia.pl>
E-Mail: bg@am.gdynia.pl

Department of Foreign Languages

The Department of Foreign Languages conducts classes of the following languages: English, German, Spanish, French, Russian and Swedish. English as a language for professional purposes is compulsorily taught at all faculties. The teaching of foreign languages is completed with final examinations. The most proficient students may take State Examinations in Maritime English, Business English and Commercial Correspondence.

Department of physical education and athletics

Within the department a 6 lane swimming pool, sports field and sports hall are on students disposal. The most essential physical activities during a whole sports programme are swimming activities. All students who want to improve their sporting performances outside the scheduled class times can participate in the academic team sections of the following disciplines: volleyball, basketball and football. They will then represent the university in various sport events such as olympic games of first year students, inter-university leagues, sport tournaments and Polish University Championship.

C. Admission requirements for the Master Course “Entrepreneurship and Change Management”

C.1. General information about the Master Course

- The full-time studies are free of charge.
- The part-time studies are chargeable; the classes take place on weekends (from Friday till Sunday)
- The third semester is conducted exclusively in English language
- The course is designed to prepare future managers to work for small and medium-sized enterprises
- The course “Entrepreneurship and Change Management” in the field of management is conducted in cooperation with Hochschule Bremerhaven (Germany). The students from both universities can choose to study the complete 3rd semester in the partner institution and afterwards gain a double degree.

C.2. Prerequisites

- A first university degree with at least 120 credit points in business administration, economy or other closely related fields and at least "Good" (ECTS B) as an overall grade;
- Good English language skills corresponding to at least Level 2 of the Common European Framework of Reference for Languages, equivalent certificate of English language skills or attendance at English language courses abroad within the previous studies.

Admission to the course “Entrepreneurship and Change Management” is in the winter term of a given year and is restricted to 20 study places.

C.3. Application and selection procedure

- The graduates of the Faculty of Business Administration at the Gdynia Maritime University have to submit a first university degree;
- Other prospective students have to submit a first university degree in economy or an equivalent field of study with an arithmetic mean of all exam grades;
- After a closing date for study applications a ranking list with the diminishing arithmetic mean of the exam grades of all applicants is prepared;
- The graduates with the first university degree of the Faculty of Business Administration at the Gdynia Maritime University are given priority over prospective students from other universities, who will be accepted until there are still places available.

C.4. Closing dates for study applications

End of application period is mid-September of a given year.

Further information about the closing dates for applications and a list of all the necessary documents are published on the faculty homepage (www.wpit.am.gdynia.pl).

C.5. Contact information

Faculty of Business Administration - Dean's Office of the full-time studies:

Wydział Przedsiębiorczości i Towaroznawstwa
Dziekanat ds. Studiów Stacjonarnych

ul. Morska 81-87
81-225 Gdynia

Phone: +48 – (0) 58 690 12 15
+48 – (0) 58 690 15 98
Fax: +48 – (0) 58 627 09 67

E-mail: wadt@am.gdynia.pl

Faculty of Business Administration - Dean's Office of the part-time studies:

Wydział Przedsiębiorczości i Towaroznawstwa
Dziekanat ds. Studiów Niestacjonarnych

ul. Morska 81-87
81-225 Gdynia

Phone: +48 – (0) 58 690 15 34
+48 – (0) 58 690 16 06
Fax: +48 – (0) 58 661 68 92
E-Mail: wadtz@am.gdynia.pl

Enrolment information can be found on the faculty homepage (www.wpit.am.gdynia.pl).

D. Description of the Master Course “Entrepreneurship and Change Management”

D.1. Brief description of the Master Course “Entrepreneurship and Change Management”

The Master Degree Course “Entrepreneurship and Change Management” is a 2-year course with a high level of practical content. It qualifies students for a wide variety of management tasks with a very high level of responsibility in small and medium-sized enterprises. The special focus of the Master Course is on change processes in the companies. During the course students work on specific management topics and concepts with an international reference which enable them to plan and develop successful change processes.

In the first year students acquire skills in areas of business administration at general management level in order to be in a position to make decisions on strategy, structures, systems and responsibilities. Key aspects of change are dealt with in the modules “Management functions I and II” and “Management support and tools”. Knowledge acquired in the first year of studies can be used in various management structures.

The third term of studies takes place exclusively in English and deals with such issues as change management and IT technologies used in small and medium-sized enterprises. The fourth term includes optional subjects and diploma seminar for the Master Thesis purpose.

After successful termination of the Master Course the students receive a Master’s degree.

D.2. Optional double degree programme with Hochschule Bremerhaven (Germany)

The Master Course “Entrepreneurship and Change Management” in the field of management is conducted in cooperation with Hochschule Bremerhaven (Germany). The students from both partner universities can choose to study the complete 3rd semester in the partner institution and gain a double degree. The third term is conducted exclusively in English language at both universities.

D.3. Module structure of the Master Course “Entrepreneurship and Change Management” (Full-time studies, start: autumn 2008)

1st Semester	2nd Semester	3rd Semester	4th Semester
Basic studies I	Basic studies II	ICT Technologies for SMS enterprises	Electives
Management functions I	Management functions II	E-business	Diploma seminar
	Management support and tools		
	Managing changes in SME		

D.4. Module structure of the Master Course “Entrepreneurship and Change Management” (Part-time Studies; start: autumn 2007)

1st Semester	2nd Semester	3rd Semester	4th Semester
Basic studies I	Basic studies II	Managing changes in SME	Electives
Management functions I	Management functions II	ICT Technologies for SMS enterprises	Diploma seminar
	Management support and tools	E-business	

D.5. Curriculum of the study programme “Entrepreneurship and Change Management” (Full-time studies)

Modules and Subjects	Hrs/w	Sem.	ECTS	Evaluation	Weight
Basic studies I (PL)	7	1	17		1
Contemporary management concepts	3	1	7	W	0,33
Macroeconomics	2	1	6	T	0,33
Civil law	2	1	4	T	0,33
Management functions I (PL)	5	1	13		1
Strategic management	2	1	6	W	0,33
Entrepreneurship	1	1	3	P	0,33
Logistics	2	1	4	W	0,33
Basic studies II (PL)	4	2	10		1
Business ethics	2	2	4	E	0,5
Mathematical statistics	2	2	6	W	0,5
Management functions II (PL)	6	2	11		1
Process management	2	2	3	W	0,33
Financial management	2	2	5	W	0,33
International marketing	2	2	3	T	0,33
Management support and tools (PL)	4	2	9		1
Commercial law	1	2	3	T	0,33
Negotiations	2	2	3	O	0,33
Operational research	1	2	3	T + P	0,33
Managing changes in SME (EN)	4	2	8		1
Change management approaches	2	2	4	W	0,5
Prediction and prevention of enterprise failures	2	2	4	W	0,5
ICT Technologies for SMS enterprises (EN)	8	3	8		1
Database technology	4	3	3	P	0,25
Tools for decision-making support	2	3	2	R	0,25
Management information systems	2	3	3	W	0,5
E-business (EN)	8	3	14		1
Internet services	2	3	3	P	0,2
E-commerce management	2	3	3	R + E	0,3
Workflow and CRM systems	2	3	3	R	0,2
Models and strategies of e-business	2	3	5	W	0,3
Electives (4 out of 5) (PL)	8	4	20		1
Innovations in business	2	4	5	T	0,25
Problem solving in SME	2	4	5	P	0,25
EU sector operational programs	2	4	5	P	0,25
Elective from the faculty pool	2	4	5	T	0,25
Elective from the faculty pool	2	4	5	T	0,25
Diploma seminar	6	4	20	Theses	1
	60		130		

D.6. Curriculum of the study programme “Entrepreneurship and Change Management” (Part-time studies)

Modules and Subjects	Hrs/w	Sem.	ECTS	Evaluation	Weight
Basic studies I (PL)	7	1	17		1
Contemporary management concepts	3	1	7	W	0,33
Macroeconomics	2	1	6	T	0,33
Civil law	2	1	4	T	0,33
Management functions I (PL)	5	1	13		1
Strategic management	2	1	6	W	0,33
Entrepreneurship	1	1	3	P	0,33
Logistics	2	1	4	W	0,33
Basic studies II (PL)	4	2	10		1
Business ethics	2	2	4	E	0,5
Mathematical statistics	2	2	6	W	0,5
Management functions II (PL)	4	2	11		1
Process management	1	2	3	W	0,33
Financial management	2	2	5	W	0,33
International marketing	1	2	3	T	0,33
Management support and tools (PL)	3	2	9		1
Commercial law	1	2	3	T	0,33
Negotiations	1	2	3	O	0,33
Operational research	1	2	3	T + P	0,33
Managing changes in SME (EN)	4	3	8		1
Change management approaches	2	3	4	W	0,5
Prediction and prevention of enterprise failures	2	3	4	W	0,5
ICT Technologies for SMS enterprises (EN)	3	3	8		1
Database technology	1	3	3	P	0,25
Tools for decision-making support	1	3	2	R	0,25
Management information systems	1	3	3	W	0,5
E-business (EN)	5	3	14		1
Internet services	1	3	3	P	0,2
E-commerce management	1	3	3	R + E	0,3
Workflow and CRM systems	1	3	3	R	0,2
Models and strategies of e-business	2	3	5	W	0,3
Electives (2 out of 3) (PL)	4	4	10		1
Innovations in business	2	4	5	T	0,33
Problem solving in SME	2	4	5	P	0,33
EU sector operational programs	2	4	5	P	0,33
Diploma seminar	6	4	20	Theses	1
	45		120		

Abbreviations:

E – Essay
 ECTS – European Credit Transfer System
 EN – Teaching language English
 Hrs./w – Hours per week
 O – Oral examination
 P – Study project

PL – Teaching language Polish
 R – Presentation
 Sem. – Semester
 T – Test
 W – Written examination

D.7. Lecturers in the Master Course „Entrepreneurship and Change Management“

Names of Lecturers	Teaching Areas
Dr hab. Hanna Adamkiewicz-Drwiłło, prof. nadzw. AM; Ordinary professor	Microeconomics; Theory of business enterprises; Competitiveness of business enterprises; Innovations in business
Dr Dariusz Barbucha, Associate professor	Computer science; Internet technologies; Decision-making support systems
Dr Ireneusz Czarnowski, Associate professor	Computer science; Internet technologies; Decision-making support systems
Prof. zw. dr hab. Andrzej Drwiłło, Ordinary professor	Law
Prof. dr Piotr Jędrzejowicz, Ordinary professor	E-business; Decision-making support systems
Dr Julia Koralun – Bereźnicka, Associate professor	Corporate finance; Multidimensional comparative analysis
Dr hab. Kazimierz Krauze, prof. nadzw. AM; Ordinary professor	Quantitative methods in management
Dr Hanna Kruk, Associate professor	Macroeconomics
Dr hab. Andrzej Kuriata, Ordinary professor	Logistics
Dr Hanna Mackiewicz, Associate professor	Marketing; Services marketing; Marketing management
Dr Arkadiusz Mazurkiewicz, Associate professor	Quantitative methods in management and finance
Dr inż. Zygmunt Mietlewski, Associate professor	Management; Entrepreneurship; Strategic management
Dr hab. Jolanta Mironiuk, prof. nadzw. AM; Ordinary professor	Philosophy; Ethics
Dr Tomasz Owczarek, Associate professor	Operational research
Dr Andrzej Pogorzelski, Associate professor	Financial management
Dr Ewa Ratajczak-Ropel, Associate professor	Computer science; Internet technologies; Decision-making support systems
Lidia Rosicka, M.Sc., Senior lecturer	Computer science; Database technology
Dr Krzysztof Sarnowski, Associate professor	Quantitative methods in management; Financial market
Dr Katarzyna Skrzyszewska Associate professor	Macroeconomics; Market analysis
Dr Edyta Spodarczyk, Associate professor	Marketing; Services marketing; Marketing management
Dr Katarzyna Szelałowska-Rudzka, Associate professor	Management; Entrepreneurship; Strategic management

Names of Lecturers	Teaching Areas
Dr Maria Szypulska, Associate professor	E-business
Anna M. Trzaskowska-Bogusz, M.Sc. Assistant	Management; Change management
Dr Piotr Walentynowicz, Associate professor	Management; Strategic management
Agata Zając, M. in Business Management, Assistant	Strategic management
Jarosław Żeliński, M.Sc.	Business information systems

E. Detailed module descriptions of the Master Course “Entrepreneurship and Change Management”

Abbreviations:

CP	–	Credit Point
E	–	Essay
EN	–	Teaching language English
FT	–	Full-time studies
L	–	Teaching language
MC	–	Master Course
O	–	Oral examination
P	–	Study project
PL	–	Teaching language Polish
PT	–	Part-time studies
R	–	Presentation
S	–	Term
T	–	Written test
W	–	Written examination
WLP	–	Workload hours of the compulsory lectures
WLS	–	Student self-study workload hours

Fields:

There are no specific pre-conditions, limitations or applicability of the module intended, unless the fields are filled out.

E.1. Modules in the first semester

Basic studies I: Contemporary management concepts

Module Basic studies I				CP Module: 17			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Contemporary management concepts	PT	1	Dr P. Walentynowicz	PL	45	15	7
	FT	1	A.M. Trzaskowska-Bogusz, M.Sc.		45	15	7
Objectives							
The students will become familiar with the modern management approaches and gain knowledge how to use them in practice.							
Course contents							
<ul style="list-style-type: none"> • Current prerequisites for business market conditions • Total Quality Management (TQM) • Lean Management • Six Sigma • Kaizen • Time Base Management (TBM) • Outsourcing • Reengineering (BPR) • Concepts of learning, intelligent, virtual and network organisation 							
Learning methods							
Lectures and seminars based on case study exercises.							
Assessment / Grades							
Written examination and case study reports. Grading scale: 2 – 5.							
Prerequisites for course participation							
Basic knowledge of organisation and management.							
Application and usage of the course in other courses of studies							
Strategic management; Process management; Change management							

E.1. Modules in the first semester

Basic studies I: Macroeconomics

Module Basic studies I				CP Module: 17			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Macroeconomics	PT	1	Dr H. Kruk	PL	30	30	6
	FT	1			30	30	6
Objectives							
The students will become acquainted with macroeconomic categories. They will learn to describe and to interpret macro economic events and to analyse their effects on the management.							
Course contents							
<ul style="list-style-type: none"> • Macroeconomics – scope and methods of analysis • Main controversy and paradigms in the macroeconomic theories • National Product and National Income Accounting • Basic macroeconomic identities • Gross Domestic Product and social welfare • Capital investment planning, savings and goods market equilibrium • Adaptations under non-equilibrium conditions • Multiplier effect • Functions of money • Financial market equilibrium • Money creation multiplier • Monetary policy • Inflation • Monetary theory of inflation • Methods of restraining inflation • Causes and effects of unemployment • Phillips curve • Budget deficit • Impact of taxes and budget expenditures on the national income • Advantages of trade • Balance of payments • Exchange rates and balance of payments • Economic growth • Business cycles 							
Learning methods							
Lectures, exercises and discussions based on the case studies							
Assessment / Grades							
Seminar: the overall grade is determined by the arithmetic mean of all examination grades Written examination: grading scale 2 (failed) - 5 (very good)							
Prerequisites for course participation							
Basic knowledge of economics							
Application and usage of the course in other courses of studies							
Entrepreneurship; Strategic management; International marketing							

E.1. Modules in the first semester

Basic studies I: Civil law

Module Basic studies I				CP Module: 17			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Civil law	PT	1	Prof. zw. dr hab. A. Drwiłło	PL	30	30	4
	FT	1			30	30	4
Objectives							
Didactically, the target of this course is to familiarize students with the basic sections of the civil law, the meaning of relevant terms, institutions and rules. For students from the course "Entrepreneurship and Change Management" it is essential to know the general part of the civil law, law of obligation and partially the law of property.							
Course contents							
<ul style="list-style-type: none"> • Structure of the civil law • Civil law entities • Subjects of civil legal relations • Civil legal transactions • Contract • Representation and power of attorney • Limitation of actions • The nature of obligations • Liability of the debtor • Principles of liabilities • General liability formula • Fulfilment of the commitment • Expiry of the commitment • Characteristic of the selected contracts (contract of sale, tenancy agreement, lease contract, contract of carriage, order contract, contract for work and services, bank account agreement) • Property Law • Right of ownership • Usufruct • Pledge and other limited rights of use 							
Learning methods							
Lectures supported by audio visual aids							
Assessment / Grades							
Test: grading scale: 2,3,3+,4,4+,5							
Prerequisites for course participation							
Basic knowledge of law is required.							
Application and usage of the course in other courses of studies							

E.1. Modules in the first semester

Management functions I: Strategic management

Module Management functions I				CP Module: 13			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Strategic management	PT	1	Dr P. Walentynowicz	PL	30	30	6
	FT	1	A. Zając, M.in Business Management		30	30	6
Objectives							
The aim of the course is to familiarise students with the relevance of strategic management in a modern organisation and to develop the ability of strategic thinking.							
Course contents							
<ul style="list-style-type: none"> • The nature of strategy and strategic management • Schools and streams of strategic management • Levels and forms of strategies • Vision, mission and strategic goals • Methods of strategic analysis • Strategic planning • Implementation and strategy assessment 							
Learning methods							
Lecture, study projects							
Assessment / Grades							
Written examination and study project. Grading scale 2 - 5							
Prerequisites for course participation							
Basic knowledge of organisation and management.							
Application and usage of the course in other courses of studies							
Contemporary management concepts; Process management, Change management							

E.1. Modules in the first semester

Management functions I: Entrepreneurship

Module Management functions I				CP Module: 13			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Entrepreneurship	PT	1	Dr Inż. Z. Mietlewski	PL	15		3
	FT	1	Dr K. Szelałowska-Rudzka		15		3
Objectives							
The course focused on the abilities and competences of understanding the meaning “entrepreneurship” in management, as well as formulating and implementing management solutions.							
Course contents							
<ul style="list-style-type: none"> • Entrepreneurship as a subject of research • Concepts of entrepreneurship originating from the field of economics • Models of entrepreneurship of the second half of the XX century • Entrepreneurship in light of research of many sciences • Identifying dimensions of entrepreneurship • Entrepreneurship as an action attribute • Entrepreneurship in light of conditions for economic activities • Trait of entrepreneurs, business owners and managers • Personal physiological profile of an entrepreneur • The nature of entrepreneurship • Forms and types of entrepreneurship • Individual entrepreneurship • Competencies of an entrepreneurial person • Corporate entrepreneurship • Characteristic of an entrepreneurial organisation • Levels of corporate entrepreneurship • Self-employed person and entrepreneur-employer in small enterprises • Entrepreneurship in large-scale enterprises • Features of an extra-market entrepreneurship • Fluctuation and impacts of business processes • Models of entrepreneurship • Entrepreneurship and corporate growth • Entrepreneurship and corporate development • Entrepreneurship and organisational life cycle • Entrepreneurship as a process of carrying out business ventures • Characteristics of environmental factors affecting entrepreneurship • Profit and risk aversion as a criterion for planning business ventures • Resources planning for start-up and development of business ventures • Entrepreneurship in a public sector • The meaning of an extra-market entrepreneurship for a development of a local community • Instruments and growth perspectives of an entrepreneurship in Poland and other EU countries • International entrepreneurship – case studies 							

E.1. Modules in the first semester

Management functions I: Entrepreneurship (continuation)

Learning methods
Lecture, case study analysis, games, study projects – presentations.
Assessment / Grades
At the beginning of the course each student receives 100 bonus points. If at the end of the course the students have at least 60 points left, they receive a “satisfactory” grade. For a “good” - they need 80 points and for a “very good” at least 95 points. The overall grade equals the amount of the remained bonus points multiplied by an attendance at lectures and divided by the amount of all lectures according to schedule.
Prerequisites for course participation
Knowledge of the course materials recommended during a previous lecture. Being up-to-date with current economic news.
Application and usage of the course in other courses of studies
Preparation for planning business venture; Project management

E.1. Modules in the first semester

Management functions I: Logistics

Module Management functions I				CP Module: 13			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Logistics	PT	1	Dr hab. A. Kuriata	PL	30	10	4
	FT	1			30	10	4
Objectives							
During 30 hours of lectures students become acquainted with fundamental principles of logistics and gain knowledge of the practical application of basic logistic terms.							
Course contents							
<ul style="list-style-type: none"> • Theoretical speculations about the meaning of logistics and examples of practical solutions • The general theory of the system, paradigms, system definition and its features • Definition of a logistic system and its mathematical model • Basic functions of logistic systems: <ul style="list-style-type: none"> – supply – production – warehousing – transportation and international multi-modal transportation – distribution • Definition of logistic operator and complex logistic service • Definition of a business logistic system • Information, computer based and export systems in logistics 							
Learning methods							
Lectures							
Assessment / Grades							
Written examination							
Prerequisites for course participation							
Application and usage of the course in other courses of studies							

E.2. Modules in the second semester

Basic studies II: Business ethics

Module Basic studies II				CP Module: 10			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Business ethics	PT	2	Dr hab. J. Mironiuk, prof. nadzw. AM	PL	30	30	4
	FT	2			30	30	4
Objectives							
The aim of the course is to gain knowledge and abilities to integrate ethical rules, principles, and guidelines into corporate governance and to think in categories of ethics when managing a company.							
Course contents							
<ul style="list-style-type: none"> • Ethics – the area of interest • Ethics and basic normative systems (law, religion, customs) • Morality – values, ideals, norms, appraisals and sanctions • Significance of ethics within the corporate culture • Conflict of values in management (ethics and economy) • Ethical aspects of globalisation; variety of concepts according to geographical and religious criteria and according to the standardisation of ethics in business life • Modern model of professionalism – ethics as expert knowledge • Identification of problems and moral valuation of management in an organisation; ethics in interpersonal communication (mobbing), etiquette of occupational interactions • Ethical valuation of work management process, competition, capital market, marketing and advertisement • Professional code of ethics 							
Learning methods							
Lecture supported by didactic aids							
Assessment / Grades							
Written test; Grading scale 2,0 – 5,0							
Prerequisites for course participation							
Application and usage of the course in other courses of studies							
The course is essential for all courses of study that prepare students for their future employment as management specialists in companies and public organisations or while conducting an own business.							

E.2. Modules in the second semester

Basic studies II: Mathematical statistics

Module Basic studies II				CP Module: 10			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Mathematical statistics	PT	2	Dr hab. K. Krauze prof. nadzw. AM	PL	30	60	6
	FT	2			30	60	6
Objectives							
The students are expected to acquire knowledge to apply mathematical statistics in order to solve practical managerial problems.							
Course contents							
<p>1. Calculus of probability Classification and event algebra. Definition of probability: classical, geometrical, partial and modern. Probability axioms. Basic theorems of calculus of probability</p> <p>2. Random variable Statistical data and norms. Basic terms. Discrete random variable and its distribution. Cumulative distribution function of continuous random variable. Probability density. Continuous random variable and its distribution. Two-dimensional random variable and its moments.</p> <p>3. Statistical induction in structural event analysis Partial research, representative method. Statistical population, sample, sampling methods. Sampling distributions. Point and interval estimation. Statistical hypothesis and hypothesis testing. Type I (α) and type II (β) errors, power of a test. Testing parametric hypothesis. Testing nonparametric hypothesis.</p> <p>4. Analysis of variance (ANOVA) ANOVA - Hypothesis testing. ANOVA theory. ANOVA table. Models, determinants, preparing experiments. Two-way ANOVA.</p> <p>5. Statistical induction in events correlation analysis Statistical induction in correlation analysis. Least square estimation method (LSEM), point and interval estimators LSEM, goodness of fit of regression. Statistical induction in regression analysis.</p> <p>6. Statistical induction in analysis of a time series (dynamics of the observed phenomena) Index method. Methods for selecting development tendencies. Statistical induction in time series models. Analysis of cyclical fluctuations.</p> <p>7. Stochastic processes. Non-stationary time series analysis Stationary and non-stationary stochastic process. Ergodic process. Testing hypothesis relating to unit root in one-dimensional process. Testing for cointegration. Spurious regression. Unit root. Testing hypothesis relating to unit root in case of multidimensional process and co-integrated variables.</p>							
Learning methods							
Lectures and exercises – theoretical and practical methods based on observation and measurement, (optional) computer exercises							
Assessment / Grades							
Written examination; Grading scale: 2; 3; 3.5; 4; 4.5;5							
Prerequisites for course participation							
Knowledge of the elements of descriptive statistics and mathematics on the higher level							
Application and usage of the course in other courses of studies							
Operational research; Prediction and prevention of enterprise failures; Tools for decision-making support; Master thesis seminar							

E.2. Modules in the second semester

Management functions II: Process management

Module Management functions II				CP Module: 11			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Process management	PT	2	Dr inż.Z. Mietlewski	PL	15		3
	FT	2	A.M. Trzaskowska-Bogusz; M.Sc.		30		3
Objectives							
The students shall acquire skills and competencies of understanding the nature of process approach in management and applying the rules and tools of process management in praxis.							
Course contents							
<p>1. Process approach in management:</p> <ul style="list-style-type: none"> • Introduction • Relation between process approach and functional approach in management • Manufacturing process management and workflow management • Process oriented organisation – a model approach • Process management in selected management approaches • Cognitive status of process management • Process organisation • Sources of inefficiency within a process organisation • Process standardisation and process management • Methodological aspects of process management implementation • Examples of process management implementation • Determinants for an implementation of process management concepts <p>2. Strategic management as a process:</p> <ul style="list-style-type: none"> • Strategic control of processes • Process approach in strategic management – state of affairs and perspectives • Vision and mission as elements of strategic management process • Process approach implications by a strategy implementation • Strategy implementation in process and functional approach • Process management in the context of international business activities of the companies <p>3. Innovation processes:</p> <ul style="list-style-type: none"> • Innovation process management in a company • Innovation process management • Evolution of innovation process management • Process management of product innovation • Technical-organisational business processes design <p>4. Creation of human capital and corporate culture:</p> <ul style="list-style-type: none"> • Analysis of people-oriented process management from the behavioural point of view • Workflow management • Process approach towards human resource management • Manager's role in process management 							

E.2. Modules in the second semester

Management functions II: Process management (continuation)

<p>5. Operational processes and restructuring:</p> <ul style="list-style-type: none">• Process-oriented structure of manufacturing system• Process approach in corporate restructuring• Value chain of the restructured companies• Outsourcing agreement in process approach• Customer demands as determinants of production solutions• Investment process management• Effectiveness of the restructuring process of the company jeopardized through a bankruptcy <p>6. Process approach of logistics management and marketing:</p> <ul style="list-style-type: none">• Distribution process management• Marketing in the context of process management• Customer value creation process according to relationship marketing• Process and process management in the supply chain• Factors behind structural changes of the logistic process• Forces affecting purchasing process in the organisation• From process management to partner network management• Network process management <p>7. Tools of process management:</p> <ul style="list-style-type: none">• Organisational methods and techniques in process management• Use of information tools in managing the life cycle of management information systems• Managing implementation of information systems• Using static artificial neural networks and econometric models for forecasting consumer price index• Controlling aspects of process management• Elements of process management in target costing• Value added chain and a paradigm of the fair price <p>8. Process management in praxis – case studies</p>
Learning methods
Lectures supported by audio visual aids. Case study analysis.
Assessment / Grades
Written test containing some problems to solve
Prerequisites for course participation
Basic knowledge of an organisation and management
Application and usage of the course in other courses of studies
Strategic management; Change management approaches

E.2. Modules in the second semester

Management functions II: Financial management

Module Management functions II				CP Module: 11			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Financial management	PT	2	Dr A. Pogorzelski	PL	30	30	5
	FT	2			30	30	5
Objectives							
Understanding and applying concepts and tools of financial management within the scope of costs-and-results management.							
Course contents							
<ul style="list-style-type: none"> • Financial management of responsibility centre and its place in a management information system • The approach of strategic cost management, planning and strategic controlling • Concepts of financial management within the scope of operational systems of cost accounting and results account • Concepts of the operational cost budgeting in a company • Organisation and methods of the operational cost controlling • Using cost information in selected areas of decision-making 							
Learning methods							
Lectures supported by slides and overhead transparencies; seminars – case study analysis.							
Assessment / Grades							
According to the university regulations.							
Prerequisites for course participation							
Basic knowledge of accounting and microeconomics.							
Application and usage of the course in other courses of studies							
Financial analysis, corporate finance, entrepreneurship, structure and process management in a company (marketing, logistics, production, human resources etc.)							

E.2. Modules in the second semester

Management functions II: International marketing

Module Management functions II				CP Module: 11			
Course	MC	S	Lecturer	L	WLP	WLS	CP
International marketing	PT	2	Dr H. Mackiewicz	PL	15	15	3
	FT	2	Dr E. Spodarczyk		30	15	3
Objectives							
The aim of the course is to familiarised students with the aspects of marketing in the context of international market.							
Course contents							
<p>1. The nature of international marketing:</p> <ul style="list-style-type: none"> • Globalisation, economic integration and corporate internationalisation as determinants of the recent economic processes • International marketing and other synonyms • International orientations of the companies (ethnocentric, polycentric, regiocentric and geocentric orientation) • Marketing adaptation or marketing standardisation <p>2. International environment of a company:</p> <ul style="list-style-type: none"> • The nature of the company's international environment • Structure of the organisational environment of a company that conducts international marketing (political and legal; economic; social-cultural; technological; demographic; natural) • Competitive marketing strategies (market leader, market challenger, market follower, market nicher) • Customer behaviour <p>3. Selected issues of international marketing management:</p> <ul style="list-style-type: none"> • Marketing research on the foreign market (demand on information) • Marketing planning • Foreign market entry strategies • Organising international marketing <p>4. Marketing activities performed by an organisation on the international market</p> <ul style="list-style-type: none"> • Product development (product innovation; international product life cycle – waterfall and sprinkler effect; international adaptation of the product features; the significance of a brand on the international market) • Promotion (the meaning of cultural factors in a communication process) • Price policy (grey-marketing also called parallel import; country-of-origin effect) • Distribution policy (distribution channels) 							
Learning methods							
Lecture, workshops, case studies							
Assessment / Grades							
Multiple choice and fill-in-the-blank tests; Grading scale: 2-5							
Prerequisites for course participation							
Basic knowledge of marketing, marketing research and marketing management.							
Application and usage of the course in other courses of studies							
Negotiations							

E.2. Modules in the second semester

Management support and tools: Commercial law

Module Management support and tools				CP Module: 9			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Commercial law	PT	2	Prof. zw. dr hab. A. Drwiłło	PL	15	15	3
	FT	2			15	15	3
Objectives							
<p>The students will acquire knowledge of commercial law; particularly, the basic terms, institutions and principles. For the master course-students of "Entrepreneurship and change management" it is important to understand such terms as: entrepreneur, enterprise, business activity and its forms, characteristics of the companies (civil partnership, trading company), bankruptcy and agreement law.</p>							
Course contents							
<ul style="list-style-type: none"> • Definition of commercial law • Commercial law documentation • Commercial law and civil law • Commercial code • Commercial practice • Evidence system of business entities • The concept and forms of business organisations • Partnership and capital companies • Civil partnership • Registered partnership • Professional partnership • Limited partnership • Limited joint stock partnership • Limited liability company • Joint stock company • Bank's business activities • National Court Register 							
Learning methods							
Lectures supported by audio visual aids							
Assessment / Grades							
Test. Skala ocen: 2,3,3+,4,4+,5							
Prerequisites for course participation							
Basic knowledge of law.							
Application and usage of the course in other courses of studies							

E.2. Modules in the second semester

Management support and tools: Negotiations

Module Management support and tools				CP Module: 9			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Negotiations	PT	2	Dr P. Walentynowicz	PL	15	15	3
	FT	2			30	15	3
Objectives							
The students will develop competencies in professional negotiating, with strong emphasis on negotiation style “coming to the point” and become familiar with basic techniques of coming to consensus in business.							
Course contents							
<ul style="list-style-type: none"> • The nature of negotiations – fundamentals of conflict solving • Basic negotiation styles • Negotiation rules – “coming to the point” • Negotiation process; preparation and realisation • Basic negotiation techniques • International negotiations 							
Learning methods							
Lecture, discussion, practical exercise							
Assessment / Grades							
Colloquium; Grading scale: 2-5							
Prerequisites for course participation							
Basic knowledge of social psychology, solving problems and organisational behaviour.							
Application and usage of the course in other courses of studies							
Organisational change; Problem solving in small and medium-sized enterprises							

E.2. Modules in the second semester

Management support and tools: Operational research

Module Management support and tools				CP Module: 9			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Operational research	PT	2	Dr T. Owczarek	PL	15		3
	FT	2			15		3
Objectives							
The students should be able to solve decision-making problems independently and formulate mathematical models for decision-making problems.							
Course contents							
<ul style="list-style-type: none"> • Introduction, origin and area of application of operational research • Linear and nonlinear decision-making problems • Formulating mathematical models for various types of decision-making problems • Simplex-method; dual problem; sensibility and multiplicity of solutions • Production problem, diet (feed-mix) problem, division problem, transportation problem, allocation and max-flow problem • Usage of information tools for solving decision-making problems 							
Learning methods							
<ul style="list-style-type: none"> • Presentation of methods for formulating models and solving linear problems • Presentation of computer usage for solving decision problems • Solving different types of tasks with the help of the lecturer 							
Assessment / Grades							
Study project							
Prerequisites for course participation							
Basics of mathematical analysis, general knowledge of business processes							
Application and usage of the course in other courses of studies							
Tools for decision-making support; Problem solving in small and medium-sized enterprises; Logistics							

E.3. Modules in the third semester

Managing changes in SME: Change management approaches

Module Managing changes in SME				CP Module: 8			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Change management approaches	PT	3	A.M. Trzaskowska-Bogusz; M.Sc.	EN	30	10	4
	FT	2			30	10	4
Objectives							
The course provides knowledge of change management and shows possible directions for an organisational change.							
Course contents							
<ul style="list-style-type: none"> • Changes in business management (sources and factors deriving change, the term and significance of change, types of organisational change) • Change management process • Identifying the necessity for change • Conditions for change implementation • People in the process of change • A complex change - case study of selected company 							
Learning methods							
Lecture supported by audio visual aids; case study analysis							
Assessment / Grades							
Written test containing problems to solve							
Prerequisites for course participation							
Basic knowledge of organisation and management							
Application and usage of the course in other courses of studies							

E.3. Modules in the third semester

Managing changes in SME: Prediction and prevention of enterprise failures

Module Managing changes in SME				CP Module: 8			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Prediction and prevention of enterprise failures	PT	3	Dr J. Koralun-Bereźnicka	EN	30	15	4
	FT	2			30	15	4
Objectives							
To familiarise students with characteristic symptoms and reasons for a corporate failure, to teach methods of predicting bankruptcy and present possible ways of avoiding it.							
Course contents							
<p>1. Meaning of a corporate failure: Bankruptcy vs. failure. Bankruptcy alternatives. Economical insolvency, technical insolvency, legal insolvency. Classification of failures. The primary purpose of the laws of bankruptcy. Bankruptcy fraud. Attributes of corporate success.</p> <p>2. Reasons for corporate failures: Classification of reasons for corporate failures. Internal and external factors. Categories of internal failure causes: decline as a natural and predictable process due to the industry and organizational life-cycles, decline as a result of past success patterns and organizational rigidity.</p> <p>3. Failure as a process: Identifying the approach of failure from within the organization. The process of organizational decline. 4 types of failure processes: unsuccessful start-up companies, ambitious growth companies, dazzled growth companies, apathetic established companies.</p> <p>4. Financial statements analysis: Identifying failure symptoms through financial analysis of corporate reports. Liquidity, debt, profitability and turnover ratios.</p> <p>5. Financial statements frauds: Reasons for financial statement frauds. Revenue/accounts receivable frauds. Inventory/cost of goods sold frauds. Understating liability/expense frauds. Overstating asset frauds. Examples of frauds.</p> <p>6. Enron's case study: Enron's history and fraud. The role of stock options. Enron's use of Special Purpose Entities. Managerial incompetence vs. accounting system inadequacy. Transparency standards.</p> <p>7. Symptoms of failures: Recognising the symptoms of failures. Methods of predicting the likelihood of a corporate failure. Quantitative and qualitative features of a failure. Sample early warning systems. Common faults in decision-making.</p> <p>8. Conclusions and implications: Developing environmental learning mechanisms. Generating new and relevant knowledge. Organizational creativity. Managing crisis and failure.</p>							
Learning methods							
Visually aided interactive lectures							
Assessment / Grades							
Written test							
Prerequisites for course participation							
English language at an upper intermediate level or higher							
Application and usage of the course in other courses of studies							
Corporate finance; Financial analysis; Financial management							

E.3. Modules in the third semester

ICT Technologies for SMS enterprises: Database technology

Module ICT Technologies for SMS enterprises				CP Module: 8			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Database technology	PT	3	L. Rosicka; M. Sc.	EN	15	30	3
	FT	3			60	45	3
Objectives							
The students will become familiar with the basic rules of designing database, performing database operations and modifying data. Moreover, they will gain knowledge of the software used for storage, data manipulations and designing database applications.							
Course contents							
<ul style="list-style-type: none"> • Relational database • Data manipulations, data manipulation language (SQL) • The issue of propriety and integrity of data, normalization • Designing database applications • Client/server database, client-side and server-side operations • Internet database 							
Learning methods							
Lecture, demonstration of software and selected applications, individual students works.							
Assessment / Grades							
Study project grading scale: 0 – 100 points <ul style="list-style-type: none"> • Less than 50 points – fail • 50 – 60 points – sufficient • 61 – 80 points – good • 81 and more – very good 							
Prerequisites for course participation							
Fundamentals of informatics							
Application and usage of the course in other courses of studies							
Management information systems; Workflow and CRM systems							

E.3. Modules in the third semester

ICT Technologies for SMS enterprises: Tools for decision-making support

Module ICT Technologies for SMS enterprises				CP Module: 8			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Tools for decision-making support	PT	3	Prof. dr P. Jędrzejowicz	EN	15	30	2
	FT	3			60	30	2
Objectives							
The students will gain knowledge about decision-making problems and factors hindering decision-making. They will become acquainted with the role of the modern information technologies in decision-making process and deepen their knowledge of the types and functions of the tools for decision-making support.							
Course contents							
<ul style="list-style-type: none"> • Decision-making problems; their classification and the impact of complexity and uncertainty on decision-making processes • Decision-making problems simulations • Tools for decision-making support – solver, simulation, decision support systems, artificial intelligence tools 							
Learning methods							
Lecture, demonstration of software and selected applications, individual students works.							
Assessment / Grades							
Study project grading scale: 0 – 100 points <ul style="list-style-type: none"> • Less than 50 points – fail • 50 – 60 points – sufficient • 61 – 80 points – good • 81 and more – very good 							
Prerequisites for course participation							
None							
Application and usage of the course in other courses of studies							
Problem solving in small enterprise; Innovations in business							

E.3. Modules in the third semester

ICT Technologies for SMS enterprises: Management information systems

Module ICT Technologies for SMS enterprises				CP Module: 8			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Management information systems	PT	3	Prof. dr P. Jędrzejowicz	EN	15	30	3
	FT	3			60	30	3
Objectives							
The students should: <ul style="list-style-type: none"> • understand the role of modern information technologies in management • deepen their knowledge of the types and functions of information systems • learn how to select a class and practicality of information system according to goals and opportunities of an organisation 							
Course contents							
<ul style="list-style-type: none"> • Overview of the modern information technologies and their area of use in management • Definition of information system and the role of information systems in information and knowledge management in an organisation • Classification of information systems and their functional characteristics • Basic rules for the selection, integration, and designing information systems 							
Learning methods							
Lecture, demonstration of software and selected applications, individual students work							
Assessment / Grades							
Study project grading scale: 0 – 100 points <ul style="list-style-type: none"> • Less than 50 points – fail • 50 – 60 points – sufficient • 61 – 80 points – good • 81 and more – very good 							
Prerequisites for course participation							
None							
Application and usage of the course in other courses of studies							
Database technology; Workflow and CRM systems							

E.3. Modules in the third semester

E-business: Internet services

Module E-business				CP Module: 14			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Internet services	PT	3	Dr I. Czarnowski	EN	15	15	3
	FT	3	Dr E. Ratajczak-Ropel		30	30	3
Objectives							
The students will become acquainted with the role of the Internet services in management and business. They will gain and deepen their knowledge of the nature of Internet, Internet services and dynamic e-business.							
Course contents							
<ul style="list-style-type: none"> • Characteristics and areas of application of the Internet protocols • IP addresses and domain names • Internet services: e-mail, www, newsgroup, sending files, direct communication • Application of Internet services • Client – server architecture, e-mail server and web server • Operational rules for using a web browser • Searching for information • The idea of dynamic e-business 							
Learning methods							
Lecture, demonstration of selected applications, study project.							
Assessment / Grades							
Study project grading scale: 0 – 100 points <ul style="list-style-type: none"> • Less than 50 points – fail • 50 – 60 points – sufficient • 61 – 80 points – good • 81 and more – very good 							
Prerequisites for course participation							
Fundamentals of informatics							
Application and usage of the course in other courses of studies							
Management information systems; Database technology							

E.3 Modules in the third semester

E-business: E-commerce management

Module E-business				CP Module: 14			
Course	MC	S	Lecturer	L	WLP	WLS	CP
E-commerce management	PT	3	Dr M. Szypulska	EN	15	15	3
	FT	3			30	30	3
Objectives							
The aim of the course is to present specific features of e-commerce together with marketing elements, management support technologies, security and basic operations in e-commerce. Moreover, the students will become acquainted with trends and development directions of the e-markets.							
Course contents							
<ul style="list-style-type: none"> • Analysis of specific features of: e-client, e-commerce, „digital products” • Models of e-commerce and information infrastructure • Elements of e-marketing and e-advertisement • Payments in e-commerce • Supporting technologies: RFID • Selected safety aspects of e-commerce 							
Learning methods							
Lecture, software demonstrations, student presentations							
Assessment / Grades							
Presentation and essay – will be granted with 0 till 50 points each. The student is obliged to gain at least 25 points for each part in order to pass the course. The overall grade: <ul style="list-style-type: none"> • Less than 50 points – fail • 50 – 60 points – sufficient • 61 – 80 points – good • 81 and more – very good 							
Prerequisites for course participation							
Internet services; Database technology							
Application and usage of the course in other courses of studies							
Innovations in business							

E.3 Modules in the third semester

E-business: Workflow and CRM systems

Module E-business				CP Module: 14			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Workflow and CRM systems	PT	3	Dr M. Szypulska	EN	15	15	3
	FT	3	J. Żeliński; M.SC		30	30	3
Objectives							
<p>The aim of the course is to present the current trends of problem visualisation for planning and implementing business information processes by way of example: workflow and CRM.</p> <p>The students will become familiar with functions and capabilities of modern Workflow and CRM systems.</p>							
Course contents							
<ul style="list-style-type: none"> • Concepts of: business process models, workflow process, CRM process • Examples of chosen business process models • Information systems – Workflow: functions, examples of applications • Information systems – CRM: classification of functions, examples of applications 							
Learning methods							
Lecture, software demonstrations, student presentations							
Assessment / Grades							
<p>Presentation grading scale: 0 – 100 points</p> <ul style="list-style-type: none"> • Less than 50 points – fail • 50 – 60 points – sufficient • 61 – 80 points – good • 81 and more – very good 							
Prerequisites for course participation							
Internet services; Databases technology							
Application and usage of the course in other courses of studies							
Innovations in business							

E.3 Modules in the third semester

E-business: Models and strategies of e-business

Module E-business				CP Module: 14			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Models and strategies of e-business	PT	3	Prof. dr P. Jędrzejowicz	EN	30	30	5
	FT	3			30	30	5
Objectives							
The students will gain knowledge of applying Internet to pursue an economic activity. They will become familiar with the principles for choosing an e-business model and methods of formulating marketing strategy for the particular model.							
Course contents							
<ul style="list-style-type: none"> • Modern models of e-business – classification and main features • Formulating development strategies based on Internet technologies • Strategies of e-marketing • Tools and methods of competition in e-business • Case studies 							
Learning methods							
Lecture, student presentations							
Assessment / Grades							
Study project with grading scale: 0 – 100 points <ul style="list-style-type: none"> • Less than 50 points – fail • 50 – 60 points – sufficient • 61 – 80 points – good • 81 and more – very good 							
Prerequisites for course participation							
None							
Application and usage of the course in other courses of studies							
Problem solving in small sized enterprises; Innovations in business							

E.4. Modules in the fourth semester

Electives: Innovations in business

Module Electives (PT: 2 out of 3) / (FT: 4 out of 5)				CP Module: 10 / 20			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Innovations in business	PT	4	Prof. dr hab. H.G. Adamkiewicz-Drwiłło	PL	30	30	5
	FT	4			30	30	5
Objectives							
The students will become acquainted with an objective and subjective approach to innovations in business.							
Course contents							
<ul style="list-style-type: none"> • The nature of innovation – an objective and subjective approach • The objective approach: <ul style="list-style-type: none"> – Small and medium-sized enterprises in the economy – Innovations in small and medium-sized enterprises and innovation policy in developed countries – Sector of small and medium-sized enterprises in Polish economy – Sector of small and medium-sized enterprises in Poland, its innovativeness and its promotion on the EU market • The subjective approach: <ul style="list-style-type: none"> – Management systems of an innovative company – Innovation project management – Innovation strategies for a company 							
Learning methods							
Lecture							
Assessment / Grades							
Written examination and obligatory attendance at lectures.							
Prerequisites for course participation							
Basic knowledge of how the companies operate on the free market and knowledge of the conditions for the operation of Polish companies on the European market.							
Application and usage of the course in other courses of studies							

E.4. Modules in the fourth semester

Electives: Problem solving in SME

Module Electives (PT: 2 out of 3) / (FT: 4 out of 5)				CP Module: 10 / 20			
Course	MC	S	Lecturer	L	WLP	WLS	CP
Problem solving in SME	PT	4	Dr inż. Z. Mietlewski	PL	30		5
	FT	4	Dr K. Szelałowska-Rudzka		30		5
Objectives							
The students will develop the ability and competence to analyse the current economic-financial situation of a company and to take remedial actions.							
Course contents							
<ul style="list-style-type: none"> • Crossing the Rubicon – what should have been done before entering the market and what hasn't been done yet – case studies • Breaking a spell – what's worth for an entrepreneur and what's not – two sides of the same medal – case studies • What you should know before setting up or developing a company • When is it worth to change a legal form of a company? • The possibilities to finance a business venture • Why should a company pay high taxes? • Why is a black economy not so black? • Applying for European funds, or not? • How can you identify that an entrepreneur goes the same direction as its company? • Why is an increase in sales often seen as an unreasonable strategy? • Why do people say – a manager is the only employee, who works for free for an entrepreneur? • The real truth about an amortisation • Leasing – why it fails? • Experience curve effect – when it helps a company and when doesn't? • Is it worth to develop a company? • Why is it worth to love bankruptcy? 							
Learning methods							
Analysis and assessment: case studies of Polish and foreign companies.							
Assessment / Grades							
At the beginning of the course each student receives 100 bonus points. If at the end of the course the students have at least 60 points left, they receive a "satisfactory" grade. For a "good" - they need 80 points and for a "very good" at least 95 points. The overall grade equals the amount of the remained bonus points multiplied by an attendance at lectures and divided by the amount of all lectures according to schedule.							
Prerequisites for course participation							
Knowledge of the course materials recommended during a previous lecture. Being up-to-date with current economic news.							
Application and usage of the course in other courses of studies							
Preparation for planning a business venture; Project management							

E.4. Modules in the fourth semester

Electives: EU sector operational programs

Module Electives (PT: 2 out of 3) / (FT: 4 out of 5)				CP Module: 10 / 20			
Course	MC	S	Lecturer	L	WLP	WLS	CP
EU sector operational programs	PT	4	Dr A. Mazurkiewicz	PL	30	30	5
	FT	4	Dr K. Sarnowski		30	30	5
Objectives							
Students will become acquainted with basic knowledge of Operational Programmes and principles of granting funds from Operational Programmes. Moreover, they will learn how to apply theory to practice.							
Course contents							
<ul style="list-style-type: none"> • The nature and types of EU structural funds • Characteristic of National Operational Programmes: Human Capital Operational Programme, Infrastructure and Environment Operational Programme, Innovative Economy Operational Programme, Eastern Poland Development Operational Programme, Technical Assistance Operational Programme • Characteristic of Regional Operational Programmes: Regional Operational Programme of Pomorskie Voivodeship 2007-2013 • Characteristic of Programmes of the European Territorial Cooperation: Cross-border cooperation programmes, programmes of transborder and interregional cooperation • Principles of granting funds from Operational Programmes 							
Learning methods							
Lecture supported by audio visual aids.							
Assessment / Grades							
Written test							
Prerequisites for course participation							
Basic knowledge of European Union							
Application and usage of the course in other courses of studies							
Innovations in business							

Notes:

The other two electives for the full-time students can be chosen from the faculty pool. Students will be provided with the further information about the courses at a later date.

E.5. Modules in the third semester at Hochschule Bremerhaven (Relevant for double degree programme with Akademia Morska Gdynia)

Explanations:

Within the module “Optional module 2” students select one of two courses provided.

Additionally, students have to choose two of the following modules:

“Change Management in Food Industry” (2nd term)

“Change Management in the Tourism and Service Industry” (2nd term)

“Change Management in the Technology Industries” (3rd term)

Abbreviations:

CP	–	Credit Point
E	–	Essay
EN	–	Teaching language English
L	–	Teaching language
O	–	Oral examination
P	–	Study project
R	–	Presentation
S	–	Term
W	–	Written examination
WLP	–	Workload hours of the compulsory lectures
WLS	–	Student self-study workload hours

Fields:

There are no specific pre-conditions, limitations or applicability of the module intended, unless the fields are filled out.

E.5. Modules in the third semester at Hochschule Bremerhaven

Application area 3: Change Management in Technology Industries

Change Management in Technology Industries			CP Module: 6			
Course	S	Lecturer:	L	WLP	WLS	CP
Business Dynamics in the Technology Sector	3	Prof. Dr. Wolfgang Lukas	EN	15	90	2,5
Cases in the Management of Technology Companies	3	Prof. Dr. Wolfgang Lukas	EN	23	53	3,5
Objectives						
The students will acquire special competencies by facing typical managerial challenges in the technology sector.						
Course contents						
<p>The part "Business dynamics in the technology sector" covers typical aspects of managerial activities in technology driven companies like e.g.:</p> <ul style="list-style-type: none"> • Integration of operations and investments • Lobbying, public communication and regulatory issues in sensitive technologies • Sourcing risk capital, communication to the financial community • Communication and cooperation of technical and business oriented staff • Strategic technology management • Value chain management • Knowledge protection • Management of development speed and risk • Technology portfolios • Start-Up management <p>The part "Cases in the management of technology companies" deals with particular issues in selected companies and branches, mainly by means of case studies.</p>						
Learning methods						
Seminar, study project						
Assessment / Grades						
Written examination/ essay/ presentation/ study project						
Prerequisites for course participation						
The basic modules "Elements of Management of SME's 1" and "Elements of managements of SME's 2" have been passed						
Application and usage of the module/ single courses in other courses of studies						

E.5. Modules in the third semester at Hochschule Bremerhaven

Module: Communication and Integration

Module Communication and Integration			CP Module: 4			
Course	S	Lecturer:	L	WLP	WLS	CP
Communicating Change	3	Prof. Dr. Wolfgang Lukas	EN	23	38	2
Post-Merger Management	3	Prof. Dr. Alexis Papathanassis	EN	23	38	2
Objectives						
<p>The module describes two essential issues of change management i.e. communication and integration. Supporting transformation processes, through adequate communication and appropriate organizational and human resource measures, is crucial for achieving success. The students are supposed to learn how to estimate the importance of “soft” factors while introducing change with regard to limited controllability of enterprises. On this basis, the students will acquire extensive set of tools used for designing communication and integration processes.</p>						
Course contents						
<p>Communicating Change:</p> <ul style="list-style-type: none"> • Internal and external corporate communication in times of organisational change; • Overcoming interior resistance; • Reducing emotional stress; • Mobilisation and touting for a change; • Handling of missing and unreliable information, and decisions that haven’t been made on issues of an internal and external image of a company; • Public relations; • Investor relations; • Suitable communication channels, means of communication, communication styles. <p>Post-Merger Management:</p> <ul style="list-style-type: none"> • Preparation of PMM before the deal; • Merger of equals vs. acquisition; • Establishment, structure and governance within the integration teams; • Agendas for the first 100 days; • Human resource and organisational decisions; • Importance of external advisors and process facilitators; • Incentive and disincentive systems; • Timing; • Meaning of Quick Wins and measurable synergies; • Reporting; • The importance of symbols, rites, cultures and management styles for the integration; • Case studies of international enterprises. 						
Learning methods						
Lecture or discussion						
Assessment / Grades						
Written exams and/or oral exams/ study project/ presentation						
Prerequisites for course participation						
None; the module is based on the content of the course “Organizational Behaviour and Change Management” (Module: “Structural Change and Adjustment”).						
Application and usage of the module/ single courses in other courses of studies						

E.5. Modules in the third semester at Hochschule Bremerhaven

Module: Cultural Studies

Module Cultural Studies			CP Module: 5			
Course	S	Lecturer:	L	WLP	WLS	CP
Intercultural Management and Training	3	Prof. Dr. Gerhard M. Feldmeier	EN	30	53	2,7
Intercultural Marketing	3	Prof. Dr. Heike Simmet	EN	23	45	2,3
Objectives						
<p>The students will gain knowledge in order to:</p> <ul style="list-style-type: none"> • be prepared for their possible foreign assignments as managers in small and medium-sized enterprises (SME), • become acquainted with socio-cultural values and legal-political standards in different cultures and societies, • understand the business environment abroad being different and to identify natural and cultural environmental influences on international businesses, • analyze and estimate determining purposes of cross-culture divergences, particularly in such matters as: work and management behaviour, consumption and product preferences. 						
Course contents						
<ul style="list-style-type: none"> • Cross-culture competencies and key qualifications in international business of SME's • Relevant culture levels and business environment in international management of SME's • Social values and norms in international comparison • Meaning of social relationships and ties in diverse cultural areas • Structure of legal-political norms in varied cultural areas • Management concepts, management styles and management behaviour in diverse cultures • Developing market concepts in diverse cultures • Cultural based negotiation and business practices • Industrial relations and employees motivation in intercultural context • Interpersonal and intercultural communication • Demands for standardisation and regionalisation in intercultural context • Culture cluster, cultural change and cultural adjustment • Corporate culture and management styles in international comparison • Methods of intercultural market research • Strategic orientation of intercultural adjusted marketing: cross-cultural standardisation and differentiation, strategy of market development • Intercultural marketing-mix 						
Learning methods						
<ul style="list-style-type: none"> • Self-study with the help of provided literature and reference • Discussions and practical exercises during the compulsory lectures • Case studies • Role plays 						
Assessment / Grades						
Intercultural Management and Training: written examination/ presentation/ oral examination						
Intercultural Marketing: written examination/ presentation/ essay/ study project/ oral examination						
Prerequisites for course participation						
Application and usage of the module/ single courses in other courses of studies						

E.5. Modules in the third semester at Hochschule Bremerhaven

Module: Information Systems and E-Commerce

Module Information Systems and E-Commerce			CP Module: 7			
Course	S	Lecturer:	L	WLP	WLS	CP
Management of Business IS	3	Prof. Dr. Ulrike Lichtblau	EN	30	30	2
Strategic IS Management	3	Prof. Dr. Ulrike Lichtblau	EN	30	45	2,5
Virtual Marketing and E-Commerce	3	Prof. Dr. Heike Simmet	EN	30	45	2,5
Objectives						
The students will acquire profound knowledge of the objectives, tasks and methods of management of business information systems (IS) and strategic IS-planning. The focus is on the application to small and medium-sized enterprises. The students will deepen their knowledge in the special field of using IS in marketing. They will also become acquainted with the state of the art in this field. During project work, students will acquire unique practical skills.						
Course contents						
<p>Management of Business IS:</p> <ul style="list-style-type: none"> • Goals of management of business information systems • Planning of information systems • Development of information systems • Selection of components of business information systems • Introduction of information systems • Administration of IS <p>Strategic IS Management:</p> <ul style="list-style-type: none"> • Targets of strategic IS planning • Actions and results • Planning of IS architecture • IS project planning • Management of IS projects <p>Virtual Marketing and E-Commerce:</p> <ul style="list-style-type: none"> • Importance of virtual marketing • IS- oriented marketing instruments • Techniques of virtual marketing: customer-oriented webpage design, community marketing, E-Mail marketing, mobile marketing • Combinations of classical and new marketing instruments • Practical implementation of virtual marketing - case studies 						
Learning methods						
Seminar with laboratory experiments and project studies						
Assessment / Grades						
Management of Business IS: W/O Strategic IS Management: R/E Virtual Marketing and E-Commerce: W/R/E/P/O						
Prerequisites for course participation						
The module „Corporate information and control systems“ has been passed successfully.						
Application and usage of the module/ single courses in other courses of studies						

E.5. Modules in the third semester at Hochschule Bremerhaven

Module: Quality and Environment

Module Quality and Environment			CP Module: 5			
Course	S	Lecturer:	L	WLP	WLS	CP
Quality Management	3	Prof. Dr. Uwe Schikorra	EN	30	60	3
Environmental Management	3	Prof. Dr. Uwe Schikorra	EN	30	30	2
Objectives						
<p>The students will become familiar with the holistic approach of Total Quality Management (TQM). Additionally, they will gain knowledge about the application of the management systems in order to design and develop further processes. The course is focused on the customer, process and employees issues.</p> <p>Over the past years environmental public awareness has changed and gained influence over the managerial decisions. Therefore it is essential to combine the classical business management studies with ecological aspects. The students will learn about interactions between business and environmental problems and they will be able to put those into practice.</p> <p>Total quality management and environmental management complement one another. The implementation of the quality management leads as a rule to an introduction of an environmental management system. The broad course content of "Quality Management" and "Environmental Management", which are a part of the wide management systems, are future and practice-oriented.</p>						
Course contents						
<p>Quality Management:</p> <ul style="list-style-type: none"> • Historical development of the TQM • Perspectives and objectives of TQM • Customer loyalty and customer satisfaction within the framework of TQM • Employees satisfaction within the framework of TQM • Corporate culture and business ethics within the scope of TQM • Process management and TQM • Examples of TQM • Business reengineering and business process optimisation <p>Environmental Management:</p> <ul style="list-style-type: none"> • Development of environmental oriented business studies • Sustainable business environment management • Implementation of environmental management • Strategic environmental management • Operative environmental management • Environment orientated production planning and control • Eco-marketing • Ecological ethics • Environment related risks • Ecological accounting • DIN ISO 14001 standards 						
Learning methods						
Lectures, seminar, block seminar, project						
Assessment / Grades						
Study project/ essay/ written examination/ oral examination						
Prerequisites for course participation						
Application and usage of the module/ single courses in other courses of studies						

E.5. Modules in the third semester at Hochschule Bremerhaven

Optional Module 2

Optional Module 2: changing offers per study year			CP Module: 3			
Course	S	Lecturer:	L	WLP	WLS	CP
to be fixed individually per study year	3	NN	EN	30	60	3
to be fixed individually per study year	3	NN	EN	30	60	3
Objectives						
Course contents						
Learning methods						
Assessment / Grades						
Prerequisites for course participation						
Application and usage of the module/ single courses in other courses of studies						

F. Imprint and Copyrights

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