



**Offer of classes in English in 2026/27  
Management BA, Warsaw**

1 semester

Academic and business culture	2 ECTS
Managing organizations	5 ECTS
Social aspects of management	5 ECTS
Entrepreneurship	2 ECTS

2 semester

Leader Culture	5 ECTS
Organization and environment	5 ECTS
Project work	5 ECTS

3 semester

Organizational relations	4 ECTS
Key business functions	6 ECTS
Marketing	3 ECTS
Public Management	3 ECTS

4 semester

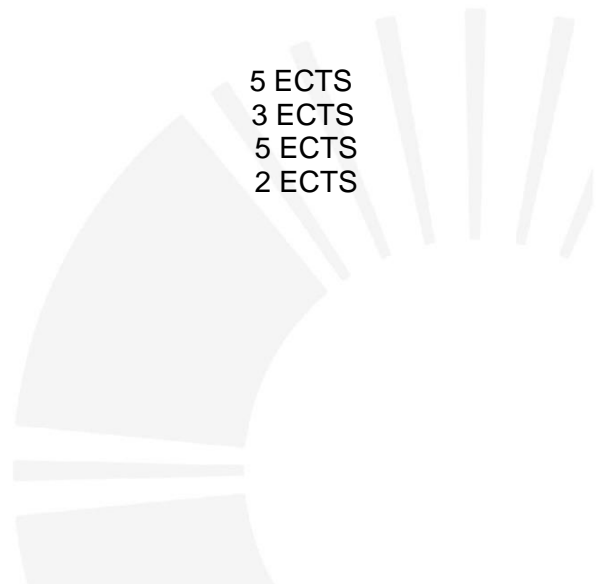
Changes and innovations in management	3 ECTS
Supporting business functions	6 ECTS
Decision-making	3 ECTS
Legal aspects of management	3 ECTS

5 semester

Management in the digital world	3 ECTS
Strategic management	6 ECTS
Ethics in management	2 ECTS
Risk management	2 ECTS

6 semester

Managing people in organisations	5 ECTS
Psychology of group processes	3 ECTS
Sustainable development	5 ECTS
Money and banking	2 ECTS





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**1 semester**

**Academic and business culture**

**2 ECTS**

The aim of the course is to prepare students to function in specific professional environments. The university serves as an example of an organizational environment in which attitudes, values, and competencies useful in future professional work are shaped. The classes introduce students to the world of academic culture, understood as part of the professional ethos in which integrity, ethics, independent thinking, and responsibility for one's own development play a key role.

Participants learn the principles of how the university operates, the standards of academic work, methods of communication within the educational environment, and mechanisms that support the development of soft skills. The course helps build a foundation for conscious studying and a professional approach to academic work, both of which translate into the quality of future professional activity. The aim of this course is to introduce students to the basics of personal and business etiquette, as well as interpersonal communication, including in intercultural settings and online environments. Students learn the principles of building professional relationships and image, netiquette, and cultural differences that are essential in business interactions.

**Managing organizations**

**5 ECTS**

The aim of the "Management and Organization Techniques" workshop is to introduce students to the practical aspects of building effective organizational structures and strategic planning. Students gain knowledge about team-motivation processes, the implementation of control mechanisms, and making key decisions in a dynamic organizational environment. In addition, the classes aim to develop essential managerial competencies and the understanding of how different management styles perform across various management contexts. The aim of the course is to provide a comprehensive presentation and discussion of management theories—from the emergence of scholarly reflection on organizations and management to contemporary concepts. The lecture introduces students to the key principles and issues related to managing organizations. Within the course, students explore the nature and significance of organizational structure, managerial functions (planning, organizing, motivating, controlling, and decision-making), as well as managerial roles and skills, including those situated within leadership concepts.

**Social aspects of management**

**5 ECTS**

The workshops introduce students to the practice of managing broadly understood diversity within an organizational context. The classes address the dimensions of diversity, its determinants and consequences—e.g., in the context of acculturation and adaptation—as well as methods that support diversity management. In addition, students explore topics related to interpersonal competencies in diverse environments. The aim of the course is to equip students with theoretical knowledge in the field of organizational behavior and to demonstrate how this knowledge can be applied in practice—from the perspective of both employees and managers. The course covers the determinants of organizational behavior at three levels (individual, group, and organizational structure), topics related to the communication process, and changes in organizational behavior (including those related to present global challenges such as climate change).

**Entrepreneurship**

**2 ECTS**



The course introduces students to the fundamental concepts of entrepreneurship. Its aim is to develop an entrepreneurial mindset and provide skills related to intrapreneurship, operating in a free-market environment, understanding conditions, rights, and obligations, shaping strategic change, as well as scaling, success, risk, and sustainable entrepreneurship.

## **2 semester**

### **Leader Culture**

**5 ECTS**

The aim of the seminar is to critically reflect on the role of leadership in organizations with different types of organizational cultures, as well as on the sources and consequences of authority within organizational contexts. Discussed topics include key leadership models and examples of challenges related to authority and leadership that students may encounter in their professional lives.

The aim of the classes is to provide knowledge about key areas and good practices in managing organizational culture. Discussed topics include cultural models, theoretical orientations, change design, the diagnosis of pathologies, factors that support the development of effective organizational cultures, and barriers to this process.

### **Organization and environment**

**5 ECTS**

The aim of these classes is to systematically analyze the key determinants of contemporary management—from global trends in a VUCA world, through understanding the nuances of business culture in the international environment, to making strategic decisions in the context of digital and green transformation, as well as adapting to demographic changes. By using trend cards, culture briefs, case analyses, and simulations, students will acquire concrete tools and skills applicable in business practice. The aim of the lecture is to provide knowledge about how organizations function—from fundamental concepts and typologies, through relationships with the environment and resource management, to issues of efficiency and developmental dynamics. Particular attention is devoted to the role of management as an integral subsystem of the organization, as well as to processes of change and methods of solving organizational problems. The lecture concludes with an exploration of the organizations of the future, taking into account the evolution of their forms and scope of activity, as well as new and innovative organizational models.

### **Project work**

**5 ECTS**

During the workshops, students become familiar with the functionalities of basic and advanced IT tools that support project management. They learn how to use these tools to plan, schedule, and monitor projects, manage resources, and support communication and collaboration within the project team. The classes are conducted in the form of hands-on work with selected tools, enabling students to develop the skills necessary to use them independently in the context of carrying out specific project tasks. During the workshops, students explore key topics related to the functioning of project teams. Classes cover the concepts of groups and teams, stages of team development, team roles, communication styles, and factors influencing effective collaboration. In the next part of the course, participants learn how to organize team-based work using managerial tools as well as planning and coordination methods. Through hands-on exercises, students develop skills in collaboration, communication, and joint decision-making within a project environment. During the lectures, students acquire foundational knowledge in the field of project management. They learn the main project management methodologies, the principles of formulating a business case, identifying stakeholders, and defining the project scope. They become familiar with the concepts of project schedules, budgets, quality, and risk, as well as the principles of effective communication within a project team. The final part of the course covers topics



related to certification, project portfolio management, and the use of knowledge and proven techniques that support project implementation. The course is based on standards and good practices recommended by leading international organizations.

### **3 semester**

#### **Organizational relations**

4 ECTS

During the course, students will acquire practical skills and knowledge related to communication in traditional and self-organizing organizations, as well as the psychological and cultural sources of differences in communication. They will learn the principles of effective communication as well as giving and receiving feedback. During the course, students will acquire practical skills and knowledge related to communication in traditional and self-organizing organizations, as well as the psychological and cultural sources of differences in communication. They will learn the principles of effective communication as well as giving and receiving feedback.

#### **Key business functions**

6 ECTS

The workshops focus on the key elements of building lasting and effective customer relationships as part of business processes—from understanding the fundamental concepts of trust and loyalty, through distinguishing between relational and transactional approaches in sales, to methods of segmenting and analyzing the client portfolio and selecting appropriate and effective relational strategies. A significant portion of the classes focuses on practical forms and methods of building long-term, partnership-based relationships and on analyzing elements of business interactions, taking into account the role of information systems that support customer relationship management. The workshops focus on the key aspects and functions of effective sales process management—from positioning sales within broader managerial processes, through the specificity of B2B, B2C, and B2G sales processes and the characteristics of distribution channels, to methods of effective customer acquisition, offer preparation, and negotiation. Particular attention is devoted to building lasting customer relationships through professional after-sales service, cross-selling and up-selling strategies, and the development of customer satisfaction, which directly translates into business practice. The aim of these workshops is to address the key aspects of operations management—both in production and in service provision—and their strategic placement within an organization's business processes. Students gain knowledge about the specific characteristics of products and services and their implications for management. They also develop an understanding of the role of the operations function within an organization and trace the evolution of the applied methods and concepts. The workshops facilitate the analysis of an enterprise's operational capabilities, the characteristics of production and service provision processes, and technological cycles. An essential component is mastering the principles of effective assortment-complexity management, improving productivity through optimization techniques, and becoming familiar with the opportunities offered by automation, integrated management systems, and sustainability concepts such as clean production and waste management.

#### **Marketing**

3 ECTS

The lecture introduces students to the basic terms, concepts, and tools of marketing and presents their significance and role in a business context. The classes aim to provide knowledge about the marketing process, market analysis, marketing strategy, customer communication, as well as digital and international marketing.

#### **Public Management**

3 ECTS



The course provides students with comprehensive knowledge of the specifics of public management and public policy. Its objectives include: understanding the nature of public-sector activities and the relationship between politics and public policy; learning the role of non-governmental organizations as the third sector; comparing public and business management; analyzing models of bureaucracy, managerialism (NPM), and collaborative governance (NPG); discussing development strategies and sectoral programs; exploring the role of local government, evidence-based approaches, and process management; and applying modern tools such as AI, information technologies, and policy evaluation.

#### **4 semester**

##### **Changes and innovations in management**

**3 ECTS**

The lectures introduce students to the field of change management and innovation management, which form the foundation for building an organization's competitive advantage in the context of Industry 4.0 and 5.0. The objectives of the classes include: understanding the concept of organizational change, its causes, goals, and significance in the dynamic VUCA environment; becoming familiar with change-management models and with the roles and competencies of change leaders and change agents; learning key concepts, strategies, and processes related to managing a specific type of change—innovation; and mastering supporting tools and techniques. The workshops are designed to develop students' skills in designing innovation-management processes. The objectives of the classes include: formulating goals and a vision for change; analyzing sources of resistance and using Lewin's model and case studies to design effective interventions; planning and communicating the process; applying techniques for researching market and customer needs; understanding the stages of innovation projects; creating an MVP (Minimum Viable Product); and analyzing the strategies of companies implementing innovations.

##### **Supporting business functions**

**6 ECTS**

The workshops offer a comprehensive overview of IT, combining technical evolution with social and managerial perspectives. Students will learn how to select appropriate IT solutions for specific projects. In addition, the classes will provide a practical insight into, among other things, user trust management, the importance of standards in IT, and trends in this area. The workshops introduce students to key topics in the area of finance, focusing on the practical aspects of managing financial resources within an enterprise. The course objectives include: break-even analysis; inventory, settlements, and cash management in the context of cost optimization and financial liquidity; understanding the time value of money; analyzing the cost of capital; interpreting financial statements; and evaluating and valuing investment projects using simple and discounted measures as well as asset-based, income-based, and comparative methods. The workshops focus on key aspects of effective and innovative logistics-process management. The objectives of the classes include: developing skills in planning and optimizing the supply chain; learning about modern technologies used in logistics, such as IoT, artificial intelligence, blockchain, and automation; identifying and mitigating risks in the supply chain through contingency planning and digital tools; implementing sustainability principles and building effective collaboration with business partners.

##### **Decision-making**

**3 ECTS**

Having already developed solid knowledge, skills, and managerial competencies, and understanding the psychological aspects of how individuals function within organizations, students are able to face one of the key qualities of an effective manager—the ability to make sound decisions. The workshops



develop the ability to recognize decision-making situations, identify and describe problems, and make rational decisions. These skills will be applied both in subsequent courses within the curriculum (including “Organizational Development Project,” “Risk Management”) and in the students’ professional practice.

### **Legal aspects of management**

3 ECTS

The course forms an integral part of the “Contexts of Organizational Functioning” block and aims to provide knowledge of economic law and intellectual property law, enable an understanding of the legal structure of the business environment, and identify the legal aspects that influence management processes. Understanding law in a business context is essential for future managers, as it allows them to make informed decisions, minimize legal and business risks, and build lasting business relationships based on integrity and compliance with legal regulations.

## **5 semester**

### **Management in the digital world**

3 ECTS

The aim of the course is to prepare students for conscious and critical understanding of phenomena related to organizational functioning in conditions of digital transformation, as well as for analyzing business models based on digital technologies. The classes develop the ability to recognize and interpret challenges faced by contemporary enterprises operating in the digital world, and enable students to apply their knowledge in designing organizational solutions in the context of technological change. During the workshops, students explore key concepts and processes related to management in the digital environment—from analyzing the socio-economic context, through understanding the role of technology in management and digital transformation, to analyzing innovation and business models across industries. Special attention is devoted to applications of artificial intelligence, blockchain technologies, digital currencies, and ethical issues such as privacy and data processing. The workshop-based format of the course allows students to apply their developing competencies through concrete project tasks.

### **Strategic management**

6 ECTS

The workshops cover practical topics that enable students to develop an effective business plan. The objectives of the classes include: developing the ability to analyze trends and megatrends as sources of strategic direction; assessing the market and competition through micro- and macro-environmental analysis; diagnosing the organization’s potential; using SWOT analysis to formulate strategic decisions; identifying the strategic gap; defining the organization’s mission, vision, and values; and establishing measurable strategic objectives and designing a competitive strategy as a key component of the business plan. The lecture is designed to provide students with the knowledge needed for a comprehensive understanding of strategic management. The objectives of the classes include: explaining the nature and importance of strategy in achieving organizational goals; analyzing the strategic pyramid (vision, mission, objectives, actions); diagnosing the external environment (PESTLE, Porter’s Five Forces) and the internal environment of the organization (VRIO, value chain); formulating strategy based on analytical tools; generating, evaluating, and selecting strategic options; integrating business and functional strategies; and implementing, operationalizing, and measuring the effectiveness of strategy.

### **Ethics in management**

2 ECTS



The course develops students' ethical awareness, preparing them to identify and analyze ethical dilemmas in managerial practice. It facilitates ethical decision-making by taking into account political-legal, social, and cultural contexts. It also supports understanding how these factors influence management and the shaping of organizational culture.

### **Risk management**

2 ECTS

The lecture introduces students to the issue of risk in organizational management—its classification, sources, consequences, and the importance of identification. The classes aim to familiarize students with risk-management strategies across different time horizons, to develop an understanding of the financial dimension of risk and its impact on organizational performance, and to build the ability to use tools such as risk maps while fostering a culture that supports effective and innovative risk management.

## **6 semester**

### **Managing people in organisations**

5 ECTS

This course is part of the “Manager’s Essential Toolkit” block and integrates knowledge from management and quality studies with psychology. Within the course, students develop the knowledge, skills, and social competencies necessary for effective people management in organizations—both at the strategic and operational levels.

The subject combines analytical and practical perspectives, emphasizing the development of leadership, communication, and decision-making competencies. Completing the course prepares students for conscious, responsible, and effective team management in diverse organizational contexts.

The “Human Resources Management” course is based on a process-oriented approach and guides students through the successive stages of HRM. Students learn key HR tools and processes that support the achievement of organizational goals while taking into account contemporary challenges faced by this function. The “Influence and Negotiation” course, in turn, focuses on developing the interpersonal skills essential for managerial work. Participants learn effective negotiation techniques, methods of persuasion and mediation, as well as the ethical use of influence in professional relationships.

### **Psychology of group processes**

3 ECTS

The aim of the course is to prepare students to manage conflicts effectively within organizations. The classes address the sources and types of conflicts, employee behaviors in such situations, as well as strategies, methods, and techniques for resolving them. The course also covers issues related to communication and the social mechanisms of conflict management. The aim of the course is to familiarize students with the specifics of building business relationships based on cooperation and knowledge exchange. Students become familiar with networking strategies, networking organizations, and the use of social media for personal brand management and conducting effective promotional campaigns online.

### **Sustainable development**

5 ECTS

The aim of the classes is to introduce students to the key principles and concepts related to the sustainable economy and sustainable organizational management. The classes develop the ability to identify environmental, social, and governance challenges and to integrate them with an organization's



strategic objectives. During the lectures, students become familiar with fundamental concepts in the field of sustainable development, as well as related frameworks—CSR and ESG. The global sustainable development goals are discussed along with their potential applications in organizational practice. The course also includes an analysis of current regulatory trends, particularly in the area of non-financial reporting. Special attention is devoted to institutions and standards that support the implementation of sustainability strategies in managerial practice. The aim of the classes is to prepare students to analyze the quality of working life as a key element in designing, implementing, and evaluating organizational development strategies. The classes develop the ability to identify factors that influence the quality of working life and to assess their significance from the perspective of management and quality. During the seminar, students explore the evolution of the concept of quality of life, with particular emphasis on the context of work. They examine the determinants of the quality of working life, methods and techniques for measuring it, and current challenges such as balancing professional and private roles (work–life balance). Special attention is devoted to individual and organizational conditions that affect employee well-being.

### **Money and banking**

**2 ECTS**

The course provides a comprehensive overview of money and banking. Its objectives include familiarizing students with the functions and forms of money, the mechanisms of commercial and central banking, and the international aspects of money. Students learn to use data and real-world examples to analyze financial phenomena.

