

## Subject card

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|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----|
| Subject name and code                       | Master Seminar 2, PG_00178775                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                          |                                         |                                     |                                                                                                                                                |            |     |
| Field of study                              | Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                          |                                         |                                     |                                                                                                                                                |            |     |
| Date of commencement of studies             | October 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                          | Academic year of realisation of subject |                                     | 2026/2027                                                                                                                                      |            |     |
| Education level                             | Master's studies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                          | Subject group                           |                                     | Obligatory subject group in the field of study<br>Optional subject group<br>Subject group related to scientific research in the field of study |            |     |
| Mode of study                               | part-time studies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                          | Mode of delivery                        |                                     | at the university                                                                                                                              |            |     |
| Year of study                               | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                          | Language of instruction                 |                                     | Polish                                                                                                                                         |            |     |
| Semester of study                           | 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                          | ECTS credits                            |                                     | 2.0                                                                                                                                            |            |     |
| Learning profile                            | academic                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                          | Assessment form                         |                                     | credit                                                                                                                                         |            |     |
| Conducting unit                             | Department of Strategic Development and Quality Science -> Faculty of Management -> Rector                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                          |                                         |                                     |                                                                                                                                                |            |     |
| Name and surname of lecturer (lecturers)    | Subject supervisor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                          | dr inż. Ewa Malinowska                  |                                     |                                                                                                                                                |            |     |
|                                             | Teachers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                          |                                         |                                     |                                                                                                                                                |            |     |
| Lesson types                                | Lesson type                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Lecture                                                  | Tutorial                                | Laboratory                          | Project                                                                                                                                        | Seminar    | SUM |
|                                             | Number of study hours                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 0.0                                                      | 0.0                                     | 0.0                                 | 0.0                                                                                                                                            | 16.0       | 16  |
|                                             | E-learning hours included: 0.0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                          |                                         |                                     |                                                                                                                                                |            |     |
| Learning activity and number of study hours | Learning activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Participation in didactic classes included in study plan |                                         | Participation in consultation hours |                                                                                                                                                | Self-study | SUM |
|                                             | Number of study hours                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 16                                                       |                                         | 3.0                                 |                                                                                                                                                | 31.0       | 50  |
| Subject objectives                          | <p>The aim of the course is to prepare students to write a diploma thesis, in particular to develop the assumptions of the thesis research goals and problems, allowing for the submission of two chapters of the thesis:</p> <ol style="list-style-type: none"><li>1. Preparation to determine the assumptions of the thesis, its goal, subject, subject and research problem</li><li>2. Supervision of the collection and critical analysis of the subject literature and other sources relevant to the topic of the thesis</li><li>3. Preparation to write the empirical part</li><li>4. Correction and preliminary approval of the first chapter of the thesis, preparation and discussion of the preliminary version of the second chapter of the thesis</li></ol> |                                                          |                                         |                                     |                                                                                                                                                |            |     |

| Learning outcomes | Course outcome                                                                                                                                                                                                                                                                                                                                                                                           | Subject outcome                                                                                                                                                                                                                                                                                                      | Method of verification                                                              |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
|                   | [ZARZMU2_K01] The student is prepared to gain and enhance the knowledge required to solve both cognitive and practical problems, particularly in the areas of management and quality sciences. Additionally, the student is capable of critically evaluating the knowledge and content received and will seek guidance from experts if they encounter difficulties in resolving a problem independently. | The student uses the collected theoretical material to be able to solve the assumed goal of the work and the research problem and is prepared to further deepen his/her knowledge and critically analyze it, being aware of the need to constantly update the sources needed for the proper preparation of the work. | [SK1] oral statement/conversation/discussion<br>[SK3] text preparation/written work |
|                   | [ZARZMU2_W05] The student possesses a thorough understanding of advanced methods and techniques for acquiring, developing, and utilizing data in complex decision-making and management processes.                                                                                                                                                                                                       | The student indicates appropriate research methods and current literature and other sources necessary to write a master's thesis.                                                                                                                                                                                    | [SW1] oral statement/conversation/discussion<br>[SW3] text preparation/written work |
|                   | [ZARZMU2_U13] The student can formulate and verify hypotheses for simple research problems, acquire structured knowledge in management and quality sciences, learn about economics and finance, and appropriately select research methods.                                                                                                                                                               | The student specifies the research goal, research problems and related scientific questions, allowing him to prepare for the implementation of the empirical part of the work.                                                                                                                                       | [SU1] oral statement/conversation/discussion<br>[SU3] text preparation/written work |
|                   | [ZARZMU2_U07] Students can create detailed written papers, including reviews, analyses, or research, along with presentations and oral discussions on management topics.                                                                                                                                                                                                                                 | The student creates two chapters of a master's thesis in written form, analyzes the phenomena that are the subject of interest in these chapters, and selects literature and sources appropriate to the topic.                                                                                                       | [SU1] oral statement/conversation/discussion<br>[SU3] text preparation/written work |
|                   | [ZARZMU2_U03] Students can obtain and verify data from selected sources, present and analyze economic processes and phenomena.                                                                                                                                                                                                                                                                           | The student collects, analyses and interprets appropriate sources and data, allowing him/her to achieve the aim of the work and prepare to solve the research problem.                                                                                                                                               | [SU1] oral statement/conversation/discussion<br>[SU3] text preparation/written work |
|                   | [ZARZMU2_U02] The student can identify complex issues related to the organization's operations, the processes within it, and its relationships with a changing environment, proposing appropriate and innovative solutions.                                                                                                                                                                              | The student uses many sources to recognize the complexity of various issues, phenomena and problems related to the topic and scope of the work.                                                                                                                                                                      | [SU1] oral statement/conversation/discussion<br>[SU3] text preparation/written work |

| Subject contents                                                                                                                                                                                                                | <p>Prof. dr hab. Małgorzata Z. Wiśniewska:<br/>Quality, environmental, occupational health and safety management; Concept (TQM, Six Sigma, Lean management, Kaizen and others), quality management methods, tools and their application as well as the culture of quality and excellence; Quality and food safety management and food safety culture; Quality of services, including medical, catering, educational, banking and others; Patient safety culture; Sustainable development.</p> <p>Dr hab. prof. UG. Paweł Antonowicz:<br/>Strategic management, business development scenario analyses, investment plans, business plans, macro/micro environment analyses; Early warning systems against insolvency/bankruptcy of enterprises; as well as micro and macro conditions of bankruptcy and restructuring of enterprises in Poland - economic analysis of law and managerial aspects; Financial, economic and financial analysis, managerial decisions, process optimization and business modeling; Capital market, stock exchange, macroeconomics and the impact of MACRO factors on selected stock exchange indices, as well as the volatility of share prices of their components.</p> <p>dr hab. prof. UG Joanna Sadkowska:<br/>Family entrepreneurship; Family businesses on the Polish market; Cultural conditions of family business activities; Risk culture; Risk culture in project management.</p> <p>dr Mariusz Chmielewski:<br/>Risk management in an organization; value management of business entities; Sustainable development of an organization; Organizational environment as a factor influencing its effectiveness; Financial restructuring as a tool for rebuilding value; Project management in an organization.</p> <p>dr inż. Ewa Malinowska:<br/>Quality management and safety of food products; Occupational health and safety management; Information security management; Tools for measuring and improving the quality of products, systems, services; Economics and costs of quality; Standardized management systems; Modern enterprise management systems.</p> <p>Dr. Paulina Nogal:<br/>Economic and legal aspects of the functioning of business activities, in particular: The use of unfair competition, the use of unfair market practices, the use of monopolistic practices; The use of trademarks by companies and the protection of these marks; The use of similar marks to impersonate competitors; Copyrights and their protection in various fields of exploitation; Crimes against economic turnover (in particular actions to the detriment of creditors); The company's environment in micro and macro terms.</p> <p>Dr. Renata Płoska:<br/>Ethical aspects of business activities; Responsible and sustainable business (ESG); Responsible and sustainable marketing; Communication in the field of sustainable and responsible business; The functioning of entities in the tourism sector; Responsible and sustainable tourism; Maritime tourism and other sectors of the so-called blue economy; The functioning of service and production entities; Leisure markets; Stakeholder relationship management; Analysis of the company's environment and potential.</p> <p>dr Joanna Próchniak:<br/>Issues of sustainable development of enterprises and management of sustainable value of the enterprise; Sustainable reporting; Sustainable finance; Assessment and development of enterprise activities; Incubation, development and financing of start-ups.</p> <p>dr Jędrzej Siciński:<br/>Issues related to bankruptcies and insolvencies of enterprises, with particular emphasis on early warning systems against bankruptcy (EWS); Contemporary challenges of strategic management (including planning nihilism); Issues of management of high technologies and analysis of the potential of so-called "technology giants" and the complexity of their relations with the environment. Practical dimension of knowledge about management, including starting a business, commercialization and incubation of entrepreneurship.</p> <p>dr Małgorzata Szymańska-Brałkowska:<br/>Issues related to quality management, TQM; Japanese techniques of quality improvement (including Lean Management, Kaizen, Green Lean, Lean Office, Lean Healthcare) in manufacturing and service enterprises; Sustainable organizations - issues related to sustainable development in enterprises; Environmental management in the enterprise - environmental management systems, including ISO 14001, EMAS; Ecological aspects in conducting business activities, ecological initiatives in the enterprise; environmental management instruments; Excellence models - including EFQM, CAF.</p> |                                                                                                                                                                                                                                                                                                                                                                                                     |                   |                               |                                                                                                                                                                                                                                 |       |        |  |  |
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| Prerequisites and co-requisites                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      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| Assessment methods and criteria                                                                                                                                                                                                 | <table><tr><th>Subject passing criteria</th><th>Passing threshold</th><th>Percentage of the final grade</th></tr><tr><td>assessment and approval of Chapter I of the thesis, formulated objective and research problem and assessment of the preliminary version of Chapter II of the thesis; in accordance with the work schedule set by the supervisor</td><td>51.0%</td><td>100.0%</td></tr></table>                                                                                                                                                                                                                                                                                                                                                                                              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                                                                                                                                                                                   | Passing threshold | Percentage of the final grade | assessment and approval of Chapter I of the thesis, formulated objective and research problem and assessment of the preliminary version of Chapter II of the thesis; in accordance with the work schedule set by the supervisor | 51.0% | 100.0% |  |  |
| Subject passing criteria                                                                                                                                                                                                        | Passing threshold                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    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                                                                                                                                                                                   |                   |                               |                                                                                                                                                                                                                                 |       |        |  |  |
| assessment and approval of Chapter I of the thesis, formulated objective and research problem and assessment of the preliminary version of Chapter II of the thesis; in accordance with the work schedule set by the supervisor | 51.0%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                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                                                                                                                                                                                   |                   |                               |                                                                                                                                                                                                                                 |       |        |  |  |
| Recommended reading                                                                                                                                                                                                             | Basic literature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <ol style="list-style-type: none"><li>Dyhdalewicz A., Ramy koncepcyjne prac magisterskich wybrane problemy metodyczne, Akademia Zarządzania 2022, 6(1),183-205</li><li>Szkutnik Z., Metodyka pisanie pracy dyplomowej, Wydawnictwo Poznańskie, Poznań 2005</li></ol>                                                                                                                                |                   |                               |                                                                                                                                                                                                                                 |       |        |  |  |
|                                                                                                                                                                                                                                 | Supplementary literature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             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href="https://open.icm.edu.pl/server/api/core/bitstreams/6c8ad0b9-edb4-4fcb-9880-3793bb1c6e78/content">https://open.icm.edu.pl/server/api/core/bitstreams/6c8ad0b9-edb4-4fcb-9880-3793bb1c6e78/content</a></li><li><a href="https://www.sbc.org.pl/dlibra/publication/edition/10515">https://www.sbc.org.pl/dlibra/publication/edition/10515</a></li></ol> |                   |                               |                                                                                                                                                                                                                                 |       |        |  |  |
|                                                                                                                                                                                                                                 | eResources addresses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 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|----------------------------------------------------------------|----------------|
| Example issues/<br>example questions/<br>tasks being completed | -              |
| Work placement                                                 | Not applicable |

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