

WSB Merito University in Poznań

Faculty of Finance and Banking

STUDY PROGRAM

for the field of study

MANAGEMENT

(English-language track)

Second-cycle studies (Master's level)

Mode of study: Full-time | Profile: Practical

Academic Year 2025/2026

I. GENERAL CHARACTERISTICS OF THE STUDY PROGRAM

Name of study program	Management (Business Management)
Level of education	Second-cycle studies (Master's level)
Educational profile	Practical
Mode of study	Full-time
Duration of studies (in semesters)	4
Total number of ECTS credits	120
Total number of hours (full-time)	3000
Academic title awarded to graduates	Master (Magister)
Scope of professional internships (hours)	480
Language of instruction	English
Year of commencement of study cycle	2025

II. LEARNING OUTCOMES

PRACTICAL PROFILE

Outcome Symbol	Learning Outcomes
Knowledge	The graduate knows and understands:
Z_II_W01	in an advanced degree the content of contemporary economic doctrines and management theories, using the terminology of social sciences
Z_II_W02	contemporary concepts and development trends in work organization, as well as patterns and methodology for designing organizational structures and their implementation for practical application
Z_II_W03	the economic and managerial effects of cultural differences at the organizational level in the light of contemporary theoretical approaches
Z_II_W04	the concept and importance of ethics and intellectual property (industrial property and copyright), and understands the necessity of managing them
Z_II_W05	in an advanced degree contemporary concepts of managing economic systems and organizations, and tools of cooperation and competition between them
Z_II_W06	the essence and directions of development of the concept of sustainable economic development
Z_II_W07	the importance of corporate social responsibility
Z_II_W08	the principles of accounting, including management accounting and financial analysis
Z_II_W09	the conditions and fundamental dilemmas and styles of leadership
Z_II_W10	the fundamentals of scientific research methodology and principles of creating research instruments in the field of social sciences

Z_II_W11	the application of selected statistical and econometric methods supporting decision-making processes
Z_II_W12	in an advanced degree advanced research methods in specific areas of enterprise activity (e.g. market research, financial analysis, quality level analysis)
Z_II_W13	the principles of creating and developing various forms of entrepreneurship
Z_II_W14	in an advanced degree legal provisions (including EU directives and regulations) governing the functioning of economic entities and the flow of goods, services and people in the European market
Z_II_W15	the fundamental dilemmas and the essence and significance of organizational restructuring processes
Z_II_W16	methods of advanced strategic analysis of an organization and its environment, and principles of creating and developing company strategy
Z_II_W17	in an advanced degree negotiation strategies
Skills	The graduate is able to:
Z_II_U01	use acquired knowledge in undertaking, conducting and developing business activities, as well as activities of non-profit organizations
Z_II_U02	select sources, observe, analyze and interpret phenomena, and use methods and tools in designing and developing processes in an organization
Z_II_U03	identify and formulate (structure) research problems enabling the analysis of complex processes and events at the organizational level
Z_II_U04	select new or improve existing methods and tools for describing and analyzing problems and areas of activity of an organization and its environment
Z_II_U05	use acquired knowledge in modelling and predicting the course of selected processes in an organization
Z_II_U06	use acquired knowledge to forecast, define and apply criteria and performance measurement indicators for an organization
Z_II_U07	participate in strategic decision-making processes and evaluate proposed solutions using advanced methods and tools of strategic analysis
Z_II_U08	integrate knowledge from different disciplines to create innovative solutions
Z_II_U09	use acquired knowledge to make a comprehensive situation assessment and advanced analysis and critical evaluation of possible strategic variants
Z_II_U10	apply norms and standards at an advanced level in organizational management processes
Z_II_U11	independently apply national and European legal provisions in the field of business activity in order to undertake and justify specific actions and decisions
Z_II_U12	develop and implement a change management concept in an organization, including identifying sources of resistance to change and developing strategies to deal with them
Z_II_U13	use acquired knowledge in financial analysis to make business decisions
Z_II_U14	design and implement human capital management systems in an organization, including motivational systems
Z_II_U15	manage projects in a domestic or international organization
Z_II_U16	use possessed knowledge in selecting and managing organizational resources at the strategic level
Z_II_U17	present acquired knowledge and skills verbally and in writing, using advanced information and communication tools
Z_II_U18	communicate using developed interpersonal skills in mono- and multicultural environments

Z_II_U19	conduct debates, negotiations and mediations using effective interpersonal communication in mono- and multicultural environments
Z_II_U20	use a foreign language, including in the field of economics, at B2+ level of the Common European Framework of Reference for Languages
Z_II_U21	collaborate in teams in various roles, including leading a team
Z_II_U22	determine priorities, plan and organize tasks and take responsibility for their implementation
Z_II_U23	participate in building projects adhering to legal, economic, ecological, political and social requirements
Z_II_U24	learn independently, acquire and improve knowledge and professional skills throughout life, and incorporate new ideas and solutions into their activities
Social Competences	The graduate is ready to:
Z_II_K01	participate in and initiate social initiatives
Z_II_K02	act creatively and cooperate in an entrepreneurial manner
Z_II_K03	behave ethically and demonstrate social sensitivity within assigned organizational and social roles
Z_II_K04	make independent decisions in crisis situations (e.g. social conflict) and accept responsibility for entrusted tasks and goals
Z_II_K05	think critically, independently acquire and improve knowledge and professional skills, and guide others in this area

III. COURSES AND GROUPS OF COURSES WITH ASSIGNED LEARNING OUTCOMES AND PROGRAM CONTENT

Course / Group of Courses	Program Content	ECTS	Year	Semester
Methodology of Master's Dissertation	Master dissertation: requirements and types of MA dissertations; Research problem for master dissertation. Problem formulation and research questions; Goals and research hypothesis; Research methods: qualitative, quantitative and mixed; Literature review; Sources and resources for master dissertation. Critical approach to sources and resources; Editing rules for master dissertation. References in APA standards; Anti-plagiarism procedures at the University.	1	1	1
Global Economy	Basic Elements of International Trade Theory and Policy; Basic Elements of International Money; Multinational Enterprises and International Political Economy; The Institutions of the World Economy; Great Powers and the World Economy; The Contemporary World Economy: Globalization and Its Challenges; Developing Countries, Economic Development; Development strategies and emerging markets; The COVID-19 pandemic and its impact on the global economy.	2	1	1

Concepts of Management	Evolution of management concepts; Human resources management; Knowledge management; Project management; Change management; Outsourcing management; Virtual management.	4	1	1
Strategic Management	Defining strategy; Analysis of the macro environment; Analysis of micro environment; Strategic capabilities; Corporate governance; Stakeholder analysis; Corporate Social Responsibility; Business strategy; Corporate strategy; Growth strategies; International strategy; Strategy implementation.	4	1	1
Organizational Behavior	Understanding business organizational behaviors – a multidisciplinary approach; Organizational structure and design of work and its impact on OB; Rules of organizing the work design; Understanding organizational culture and its impact on OB; Different dimensions and types of corporate culture; Recruiting right people; Changing organizational culture; Concepts of team management; Collecting team members; Personal characteristics of the leader; Interpersonal communication in team-working; Increasing team effectiveness.	4	1	1
International Law	Review of various law systems (Anglo-Saxon, American, European, African); International Declarations and Conventions; Law ordinations in different cultures and countries; International trade: World Trade Organization (WTO) law – institutional framework & dispute settlements; International contracts – rules of concluding.	2	1	1
Research Workshops	Research methods; Basics of Quantitative Methods; Basics of Qualitative Methods; Ethical code in research; Elements of descriptive statistics; Elements of inferential statistics; Correlation of qualitative variables; Correlation of quantitative variables; Linear regression with one explanatory variable; Multiple regression analysis; Operationalization; Creating research tools.	4	1	2
Finances for Managers	Management accounting – introduction; Cost-Volume-Profit (CVP) concept; Pricing decisions; Decision making using cost accounting; Traditional cost accounting; Contemporary concepts of cost accounting; Profitability of investment projects.	4	1	2
Organizational Change and Innovation	Concept and definition of innovation and change in business; Deming's Cycle; Change management process; System of innovation in enterprise; Tools and techniques for increasing creativity; Managers' role in the process of change and innovation; Designing innovations; Ways of measuring the effectiveness of change; Innovative tools in business management.	2	1	2
Marketing Strategies	Marketing Strategy explained; Understanding and measuring Market Opportunities; Segmentation, Targeting and Positioning; Marketing Strategies for new product entries; Marketing Strategies for growth markets; Competitive strategies; Marketing Strategies for mature and declining markets; Blue Ocean Strategy; Control and measurement of performance; Marketing metrics.	3	2	3

Leadership	Introduction to leadership: definition and key elements of leadership; Characteristics of Leaders; Leader's main tasks; Emotional Intelligence; Natural Leadership; Difference between leader and manager; Leadership styles and factors affecting style; Situational leadership; Contemporary leadership theories; Leaders expose; Four-Way-Win (Four Circles).	2	1	2
Process Management	Role of processes in organization; Identification of crucial processes in organization; Measuring and evaluating processes; Role of processes' owners; Processes' improvement.	4	1	1
Business Models	Introduction to Business Models; Business Strategy and Models; Business Model Canvas; Customer Segments and Environment Analysis; Organizational Resources and Capabilities; Business Models and Innovation; Business Model analysis; Business Models – recapitulation and application.	2	2	3
Managerial Economics	Introduction to Economics – basic terms and concepts; Six stages of decision-making process; Economic optimization; Decision making in risk condition – expected value and decision trees; Expected utility theory; Market structures effectiveness (perfect competition and monopoly); Oligopoly models; Fundamentals of game theory.	4	1	2
World Regions and Cultures	World religions; Globalization and regionalization; Samuel P. Huntington's Clash of Civilizations; Zygmunt Bauman's Liquid Modernity; Mass media and Internet; Women's rights.	3	3	2
Logic	Basic concepts and the subject of logic; the content of the name, the designator of the name and its scope; relationship between the scope of the name and its content; relations between name scopes; the concept of logical division and conditions for its correctness; the concept of a sentence in the logical sense; the concept of the logical value of a sentence; the truth functor and its matrix; the implication functor and its matrix.	3	1	2
Specialization Courses	Strategic Management specialization: Managing change in an organization; Strategies of growth and development; Measuring and dealing with strategic risk; Managing crisis; Psychological aspects of decision making; Process of knowledge management in organization; Methodology of project management; Improving teamwork efficiency; Organizing own work. Project Management specialization: Fundamentals of Project Management methodology; Project initiation; Project planning; Project modelling; Project budgeting; Dealing with project risk; IT tools supporting project management; Core competencies of project manager; Communication in project management process.	3-5	1, 2	1, 2, 3

IV. STUDY PROGRAM

Specializations for the 2025/26 cohort:

- Strategic Management
- Project Management

A) ASSIGNMENT OF THE STUDY PROGRAM TO SCIENTIFIC DISCIPLINES

No.	Scientific Discipline	% of ECTS Credits
1	Management and Quality Sciences – leading discipline	90%
2	Economics and Finance	10%

B) BASIC ECTS INDICATORS FOR THE STUDY PROGRAMME

Indicator Name	ECTS Credits
Total ECTS credits the student must earn through classes conducted with the direct participation of academic teachers or other instructors (full-time)	61
Total ECTS credits assigned to practical skills courses	72.9
Total ECTS credits the student must earn through courses in the field of humanities or social sciences (for programs assigned to disciplines outside these fields)	6
Total ECTS credits assigned to elective courses	46
Total ECTS credits assigned to professional internships	20

C) SCOPE, RULES AND FORMS OF PROFESSIONAL INTERNSHIPS

The scope of internships for students commencing their studies in the academic year 2025/26 is 480 hours (20 ECTS). The basis for the organization of professional internships is a modular internship program; students complete mandatory modules and choose from elective modules.

Students may independently select their internship host or choose from the catalogue of companies cooperating with the University.

Internship	Module Content
	<p>Obligatory modules: Law regulations and main domain of the organization; Organization of a company organizational structure; Documentation; Infrastructure in terms of: production, logistics, ICT.</p> <p>Elective modules: Management system; Human Resources management system; Staff's selection; Motivational system and staff trainings; Quality Management System (QMS); Organization of marketing activities; Sales stimulation; Sales department; Pricing policies; International trade activities; Main forms of international trade and forms of payments; Logistics system; Information system; IT</p>

	resources management; Real estate agency; Real estate pricing; Responsibilities of real estate manager.
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D) METHODS OF VERIFYING LEARNING OUTCOMES ACHIEVED DURING THE ENTIRE STUDY CYCLE

Verification of knowledge learning outcomes:

- Interactive quiz on the Moodle platform (test and descriptive questions)
- Written test (test and descriptive questions)
- Written exam (test and descriptive questions)
- Oral test
- Mid-semester assessments
- Individual or group preparation of a topic
- Individual written work in the form of an essay or paper
- Case study analysis
- Report
- Master's thesis (theoretical part with bibliography)

Verification of skills learning outcomes:

- Project
- Activity during classes understood as engagement in group work
- Practical tasks performed individually or in teams
- Simulations during classes
- Written test (problem-based questions)
- Written exam (problem-based questions)
- Master's thesis (practical part – surveys, data analysis, conclusions, recommendations)

Verification of social competences learning outcomes:

- Moderated discussion or debate conducted during classes
- Participation in classes understood as active conversation with the instructor
- Presentation of a topic or project to the group, defense of the project
- Peer feedback

A particular element in the system for measuring learning outcomes achieved by students is the thesis, written as part of the master's seminar, and its defense. Based on students' participation in the three-semester seminar, the preparation of the master's thesis according to the standards adopted by the university, its evaluation by the supervisor and reviewer, as well as its defense and the diploma examination, a broad spectrum of outcomes in the areas of knowledge, subject-specific skills and social competences is measured. This measurement is carried out according to uniform principles and criteria, appropriate to the assumptions and guidelines adopted for master's theses. A special role is played by the Thesis Quality Committee, whose task is to review thesis topics for compliance with the field of study. Master's theses are prepared by students individually under the supervision of a chosen supervisor. The general principles of the graduation process are set out in the Study Regulations, while the detailed procedure for sitting the diploma examination is published on the Extranet/Intranet with appropriate advance notice.

E) STUDY PLAN

The detailed study plan (timetable) is available in the official university documentation and includes the schedule of courses, contact hours, ECTS credits, and assessment methods for both specializations (Strategic Management and Project Management) across all four semesters of the program.