

Profil: Small business economics and management (SBEM)

Lp.	Nazwa przedmiotu	Punkty ECTS	Forma zaliczenia	Godziny zajęć					Semestr 1				Semestr 2				Semestr 3					
				Σ	W	C	L	P	W	C	L	P	W	C	L	P	W	C	L	P		
1	BUSINESS ENGLISH	2	Z	60		30					2				2							
2	EUROPEAN ECONOMIC INTEGRATION	2	Z	30	30					2												
3	ECONOMICS OF SMEs SECTOR	3	E	30	30					2												
4	STATISTICS II	4	Z	30	15		15			1		1										
5	INTRODUCTION TO SMALL BUSINESS OPERATION AND MANAGEMENT	4	Z	45	30	15				2	1											
6	ECONOMETRICS	4	E	30	15		15			1		1										
7	INTERNATIONAL FINANCE	4	E	30	15	15				1	1											
8	NEW MANAGEMENT CONCEPTS	3	Z	45	30	15				2	1											
9	INTERCULTURAL COMMUNICATION AND BUSINESS	2	Z	30		30					2											
10	QUALITATIVE METHODS in BUSINESS RESEARCH	2	Z	30	15	15				1	1											
11	STRATEGIC MANAGEMENT	3	E	45	30	15								2	1							
12	CIVIL LAW	2	Z	30		30									2							
13	FINANCIAL ANALYSIS OF BUSINESS PERFORMANCE	3	E	45	15			30						1			2					
14	INTERNATIONALIZATION OF SMEs IN CONTEMPORARY ECONOMY	2	Z	15	15									1								
15	SMALL BUSINESS FINANCING	2	E	30	15	15								1	1							
16	INNOVATION PROCESS MANAGEMENT	3	Z	30	15	15								1	1							
17	HUMAN RESOURCES MANAGEMENT	3	Z	30		30									2							
18	ENTREPRENEUR IN THEORY AND PRACTICE	2	Z	15	15									1								
19	PROCESS OF CONNVERGENCE IN THE UE	2	Z	30	15	15								1	1							
20	INFORMATION AND KNOWLEDGE MANAGEMENT	3	E	30	30									2								
21	BUSINESS PLAN	2	Z	30		30															2	
22	BUSINESS ETHICS	1	Z	30		30															2	
23	BUSINESS FORECASTING	3	E	30	15		15													1		1
24	FRANCHISING	2	Z	30	30															2		
25	MANAGEMENT PSYCHOLOGY	1	Z	15		15															1	
26	BUSINESS COMMUNICATION - NEGOTIATIONS	1	Z	15		15															1	
27	TRENDS IN ENTREPRENEURSHIP	1	Z	15	15															1		
28	SEMINARIUM DYPLOMOWE	2	Z	30				15								1						1
29	PRACA DYPLOMOWA	20	Z																			
30	PRZYGOTOWANIE DO EGZAMINU DYPLOMOWEGO	2	Z																			
	RAZEM PROFIL	90	0	855	390	330	45	45		12	8	2	0	10	10	0	3	4	6	1	1	



EUROPEAN ECONOMIC INTEGRATION	W	C	L	P/S	ECTS
	2				2

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	1	Macroeconomics

Leading department:		Department of economics		
Lecturer:	Name:	Phone:	e-mail:	
Main:	prof. Nelly Daszkiewicz, PhD, DsC	(058) 347 27 23	Nelly.Daszkiewicz@zie.pg.gda.pl	
Other lecturers:	Aleksandra Parteka, PhD	(058) 348-60-04	aparteka@zie.pg.gda.pl	

Learnin objectives:	W	The main objective of this course is to provide students complex knowledge of the theory and history of European Integration.
	C/L	

Course form	W	Lecture, discussion
	C/L	

Knowledge verification	W	Test
	C/L	

After-course ability list:	W	By the completion of the course the student should be
	C/L	

COURSE CONTENT DESCRIPTION

Lecture	History of Europe's economic integration. Law, institutions and the budget. The microeconomics of economic integration. EU Policies (CAP, regional policy). EU Policies (competition policy, trade policy). Monetary integration – history and principles. The choice of an exchange rate regime. The European Monetary System (EMS). Optimum currency areas. The Maastricht Treaty. The European Central Bank. The Eurosystem. Fiscal policy in the Monetary Union. The financial markets and the euro. Evaluation test.
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LITERATURE

Baldwin R., Wyplosz Ch., The Economics of European Integration, McGraw Hill, 2006



ECONOMICS OF SMES SECTOR	W	C	L	P/S	ECTS
	2	1			3

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	1	macroeconomics, microeconomics, management

Leading department:		Economics Department		
Lecturer:	Name:	Phone:	e-mail:	
Main:	Piotr Dominiak	504021910	piotr.dominiak@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	basic knowledge on the SME sector as a whole and understanding of their role in modern economies (contribution to economic development, job creation); business demography as a tool of the SME sector analysis
	C/L	basic knowledge on the SME sector as a whole and understanding of their role in modern economies (contribution to economic development, job creation); business demography as a tool of the SME sector analysis

Course form	W	lecture
	C/L	discussions + students' presentations. Computer Laboratory; Microsoft Excel; Data Sets

Knowledge verification	W	written exam
	C/L	current assessments

After-course ability list:	W	Understanding of macroeconomic processes related to the SME sector; Measurement of demographic processes within firm population; Interpretation of the SME sector statistics.
	C/L	Understanding of the mechanisms and linkages between entrepreneurship, SMEs and macroeconomic effects. Analysis of the process of job creation by SMEs, selection of the most dynamic SMEs' groups. Forecasts of the SMEs future in modern market economies

COURSE CONTENT DESCRIPTION

Lecture	SME sector – firms' definitions and classifications by size. What smallness is in the economic theory, in statistics, in law and in business. Minimum effectiveness of scale (MES). Advantages and disadvantages of smallness. Brief history of the SME sector. Determinants of the marginalization of SMEs in previous stages of capitalism. Re-emergence of SMEs in the last quarter of the XXth century. Determinants of SMEs' recovery – technologies, organisation, management, demand side, economic policies, economic theories. The role of the SME sector in process of economic growth - theoretical problems. Entrepreneurship as a factor of economic growth. The role of culture in development of SMEs. The SME sector as job creator - methodological fallacies. Job creation measures (what job is "new", gross growth and net growth of employment), analysis of statistical data. Business demography of the SME sector - size of firm population, firm size distribution. Business demography of the SME sector - determinants of firm population structure, rate of birth. Business demography of the SME sector - rate of death, rate of survival. Determinants of demographic changes, comparative analysis. Review of current problems of the SME sector in modern economies – universal trends. Review of current problems of the SME sector in modern economies – political dilemma.
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Exercises, laboratories, projects	Entrepreneurship and Economic Growth Entrepreneurship as a factor of economic growth. The role of the SME sector in process of economic growth - empirical problems. Entrepreneurial economy. Entrepreneurial economy. Value of entrepreneurship. Differences between managed and entrepreneurial economies Job Creation by SMEs. The SME sector as job creator - methodological fallacies. Job creation measures (what job is "new", gross growth and net growth of employment), analysis of statistical data. Features of the most dynamic SMEs in job creation processes Small Business Future in Society Review of current problems of the SME sector in modern economies – universal trends. Review of current problems of the SME sector in modern economies – political dilemma. Future of the SME sector.
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LITERATURE

S.Wennekers, R.Thurik – Linking Entrepreneurship and Economic Growth. *Small Business Economics*. 13 (1), August, 1999

P.Dominiak, M.Rekowski – The Impact of Entrepreneurship on Regional Economy – evidence from empirical studies. "Entrepreneurial Tissue and Regional Economy. Case Studies of Selected Polish and Spanish regions. Ed. M.Rekowski. Wyd. Akademii Ekonomicznej w Poznaniu, 2008

D.Audretsch, R.Thurik – A model of the Entrepreneurial Economy. *International Journal of Entrepreneurship Education*. 2 (2) 2004;

C, Mirjam van Praag, P.H.Versloot - What is the Value of Entrepreneurship? A Review of Recent Research. *Jena Economic Research Papers*. 2007 – 061

Z.J.Acs, P.Mueller – Employment Effects of Business Dynamics: Mice, Gazelles and Elephants. *Discussion Papers on Entrepreneurship, Growth and Public Policy*, Max Planck Institute, 2306, 2007

M.Henrekson, D.Johannsson - Gazelles as Job Creators – A Survey and Interpretation of the Evidence. February 6, 2008

R.Howard – Can Small Business Help Countries Compete? *Harvard Business Review*. November-December 1990;

Introduction. *Small Business Futures in Society*. *Futures* 35, 2003



STATISTICS II	W	C	L	P/S	ECTS
	2	1	1		4

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	1	Statistics I

Leading department:		Economics Department; Department of Statistics		
Lecturer:	Name:	Phone:	e-mail:	
Main:	Dr. Myles Gartland	11-97	Myles.Gartland@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	Develop hypothesis tests and forecasts based upon managerial questions or needs. This includes knowing which test to use in which managerial situation. Utilize spreadsheets and/or statistical software packages to perform analysis. Interpret statistical results, and communicate them both orally and in written form. Describe and summarize data and variable relationships using basic statistics and graphs.
	C/L	An Excel based laboratory to utilize spreadsheets and/or statistical software packages to perform analysis. Interpret statistical results, and communicate them both orally and in written form. Describe and summarize data and variable relationships using basic statistics and graphs.

Course form	W	Lectures; Multimedia presentation; Class Discussion
	C/L	Case Discussion; Computer Laboratory; Microsoft Excel; Data Sets

Knowledge verification	W	One midterm exam & one Final Exam. Midterm exam is on 12/16 & Final Exam is to be determined. The emphasis of this class will not only be on theory, but on the application of statistics using software programs (Excel and Statistica)
	C/L	1 Case completion based homework assignment. The emphasis of this class will not only be on theory, but on the application of statistics using software programs (Excel and Statistica); 3 Excel based homework assignments. The emphasis of this lab will not only be on theory, but on the application of statistics using software programs (Excel and Statistica).

After-course ability list:	W	For a technical based course, attendance is of great importance. Therefore, students who are absent during more than one 4 hour session, will have their final course grade reduced by at least one full grade.
	C/L	For a technical based course, attendance is of great importance. Therefore, students who are absent during more than one 4 hour session, will have their final course grade reduced by at least one full grade.

COURSE CONTENT DESCRIPTION

Lecture	Descriptive statistics: Frequency distribution; Measures of location (Mean, Median, Mode); Measures of variability (Variance, Standard deviation, Coefficient of variability); Measures of skewness and concentration. Probability: Random events and the Sample space; Axioms of the Theory of Probability; Conditional probability, Independence. Point estimation: Estimators. Criteria for estimators; Large and small samples; Methods of constructing of estimators; Point estimation of expected values, variance, standard deviation and proportion (fraction). Interval estimation: Student and Chi-square distribution; Confidence intervals and confidence coefficient; Interval estimation of expected value, variance, standard deviation and proportion; Choosing the sample size. Hypothesis testing: Types of statistical hypothesis and statistical tests; Significance level and p-value; The scheme of statistical test; One-tailed and two-tailed tests. Tests for one parameter: Tests for expected value; Tests for variance; Tests for proportion. Tests comparing parameters from two populations: tests for two expected values; Paired-difference test; Test for two variances. Non-parametric tests: Tests for normality; Rank tests; Chi-square test of independence. Regression and correlation: Estimation and testing of correlation coefficient; Rank correlation; Method of least squares; Estimation of the parameters of multiple linear regression; Significance test for regression coefficients; Goodness of fit measures. ANOVA.
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Exercises, laboratories, projects	Discrimination Case; Regression Case; ANOVA Case; Hypothesis Case. Review of Crosstabs Review of Descriptive Statistics Functions Confidence Intervals Functions Z & T-Distributions functions Single Sample T-test Two sample t-test Regression ANOVA
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LITERATURE

McClave & Benson: Statistics for Business and Economics. On reserve in the library.



INTRODUCTION TO SMALL BUSINESS OPERATION AND MANAGEMENT	W	C	L	P/S	ECTS
	2	1			4

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	1	

Leading department:		Economics Department		
Lecturer:	Name:	Phone:	e-mail:	
Main:	Dr Marzena Starnawska		Marzena.starnawska@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	To acquaint students with the basic theoretical knowledge on running and starting a small business. To acquaint students with the basic practical knowledge on the new venture start-up in Poland.
	C/L	To acquaint students with operations of small firms in market environment

Course form	W	Lectures: multimedia presentations: theory and live examples
	C/L	Seminar: presentations prepared by students (25%), discussions on cases, solving problems

Knowledge verification	W	Final test (final mark depends on the activity during class meetings)
	C/L	Test on the lecture + activity during class meetings

After-course ability list:	W	Ability to track the whole live cycle of the small land medium firm, from the beginning (setting) till the growth or failure faze. Recognizing the most important obstacles, pitfalls and opportunities.
	C/L	Ability to write a business plan, choice a right strategy, recognize pitfalls and opportunities of having an own firm.

COURSE CONTENT DESCRIPTION

Lecture	<p>What is small business, how do we measure the size of a firm. How much of an entrepreneur is in small business owner? Shortcomings and advantages of having own firm. Initial decisions and its influence on the future possibilities of firm – legal form, size of a firm. Firm as a business or a job. Cultural dimensions of setting and operating of small firms, minorities. Home business versus business. Evaluation of competences and motivations for setting firm (psychological, and sociological tests) The changing role of owner/manager – “growing” manager. Business idea and business plan - purpose and benefits. Business plan, the traditional layouts and Barbara Minto version. Recognition of environment of a firm (political, economical). Recognition of environment of a firm (market, institutions etc.). Financing business – start up capital (own and equity financing). Financing business – capital for growth (debt financing). Networks and networking, family businesses, spin-offs. Franchising. Special features of small firms’ management: planning, organizing. Special features of small firms’ management: controlling staffing and motivating. Staffing problems in small firms. Marketing in small firms. Features of guerrilla marketing, the best solution for small entities. Growth of firms – how we define it, how we measure it. Theories of growth of firms (historical and temporary perspective), main growth factors. The role of strategy in small firms. The best strategies for small firms. Supporting small firms – governmental institution. Supporting small firms – European funds. Summary – the future of small firms. TEST.</p>
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Excercises, laboratories, projects	<p>Presentation of the rules – initial discussion about entrepreneurship. Can the small firm owner become a prosperous entrepreneur - examples presented by students + discussion. Are we entrepreneurial? - inborn or acquired - test of entrepreneurial ability. Business ideas. How to set a firm in European countries - presentation prepared by students + discussion. Women in business - presentation prepared by students + discussion. Simple business plan - work with cases. Simple business plan – cont. Financing business - presentations prepared by students + discussion. Environment of firm - work with cases. Franchising - case analysis, presentation prepared by students + discussion. Growth of firms – how we define it - case analysis, perspiration of the growth model for firms small firms. Identifying the best strategy form small firms - case analysis. How to boost entrepreneurship in economics – discussion. Summary.</p>
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LITERATURE

Small Business Management : An Entrepreneurial Emphasis (Justin G. Longenecker, Carlos W. Moore, J. William Petty
 Entrepreneurship : Starting and Operating a Small Business, Steve Mariotti
 Essentials of Entrepreneurship and Small Business Management, 4/E Thomas W. Zimmerer, Norman M. Scarborough,
 Effective Small Business Management Norman M. Scarborough, Presbyterian College
 Thomas W. Zimmerer,
 Everything which can be use to prepare presentation (books, papers, newspapers and internet sources)



ECONOMETRICS	W	C	L	P/S	ECTS
	1	1	1		4

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	1	Statistics

Leading department:		Economics Department		
Lecturer:	Name:	Phone:	e-mail:	
Main:	dr Aneta Sobiechowska-Ziegert	347-24-67	Aneta.Sobiechowska@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	Knowledge of basic econometrics tools and estimation methods
	C/L	Ability of econometric software application to model estimation and verification

Course form	W	PP presentation together with written exercises
	C/L	Case studies, econometric software application

Knowledge verification	W	Written exam
	C/L	Written test with computer software application

After-course ability list:	W	After course students know basic econometric tools construction and their applications for decision making process and forecasting
	C/L	After course students know how to create data base and one equation econometric model, how to estimate, verify and use the linear and nonlinear form of the model and how to deal with time series and spatial type of data

COURSE CONTENT DESCRIPTION

Lecture	Econometrics and econometric model - basic definitions and model composition. Rules of Matrix. Ordinary Least Squares Estimation of linear regression. Numeric characteristic of OLS-estimator - goodness of fit measures. Standard error of regression - stochastic characteristic of OLS-estimator. Testing the significance of the coefficients and autocorrelation (DW-test, Godfrey test)). Nonlinear regression - functional form, transformation into linear form, estimation and interpretation. Linear and nonlinear trends. Dummy variables - time series analysis. Dynamic models - short and long run effects. Econometric models application to forecasting. Econometric models of market (equilibrium, demand, prices). Econometric production models. Econometric models of costs. Panel data application to econometric analysis.
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Excercises, laboratories, projects	MFit for Windows – basic options, commands and functions. Data base creation. Dynamic analysis – dynamic indexes application. Simple econometric model construction and estimation. Cause-effect model estimation and interpretation. Significance of parameters verification. Goodness of fit measures. Autocorrelation. Full verification of econometric model and its correction. Time trend models – linear form. Time trend models with seasonality. Multiplicative type of time trend model with seasonality. Nonlinear cause-effect models. Introduction to forecasting. Test.
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LITERATURE

Dougherty Ch., Introduction to Econometrics, Oxford University Press, 2002.
Schmidt St., Econometrics, McGraw-Hill, 2005.
Studenmund A.H., Using Econometrics a practical guide, Pearson Education, 2006.
Strzała K. Przechlewski T., Ekonometria inaczej, Wydawnictwo UG, Gdańsk 1994 and newer.



INTERNATIONAL FINANCE	W	C	L	P/S	ECTS
	1	1			4

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	1	Economics

Leading department:		Economics Department		
Lecturer:	Name:	Phone:	e-mail:	
Main:	dr inż. Tomasz Korol		tomasz.korol@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	The goal of the subject is to learn types of different alternatives in running international business and its strategies, to distinguish forms of international financial markets, factors influencing exchange rates, methods of hedging against appreciation and depreciation of exchange rates, different possibilities to gain profit on international markets – international arbitrage and interest rate parity.
	C/L	The goal of the subject is to learn types of different alternatives in running international business and its strategies, to distinguish forms of international financial markets, factors influencing exchange rates, methods of hedging against appreciation and depreciation of exchange rates, different possibilities to gain profit on international markets – international arbitrage and interest rate parity.

Course form	W	Powerpoint presentations and forex investment project
	C/L	Powerpoint presentations and forex investment project

Knowledge verification	W	exam
	C/L	exam

After-course ability list:	W	Student will know how to use different types of arbitrages, how to analyze the exchange rates and its factors influencing them and how to use Forex market.
	C/L	Student will know how to use different types of arbitrages, how to analyze the exchange rates and its factors influencing them and how to use Forex market.

COURSE CONTENT DESCRIPTION

Lecture	Multinational Financial Management: business strategies: local, domestic, multinational, international; alternatives in international business; globalisation International Flow of Funds Components of Balance of Payments, International transactions International Financial Markets Eurocurrency market, Eurocredit market, Eurobond market, International stock markets. Foreign exchange market Exchange Rate Determination: factors affecting exchange rates, equilibrium exchange rates, measurement of exchange rate movements. Currency Futures and Options: forward contracts, future contracts, put/call options. Government Influence on Exchange Rates: exchange rate systems (fixed, pegged, managed float, freely floating); direct government intervention. indirect government intervention International Arbitrage and Interest Rate Parity: locational arbitrage, triangular arbitrage, covered interest arbitrage. Relationship between Inflation, Interest Rates, and Exchange Rates: purchasing power parity (PPP) theory; international Fisher effect (IFE) theory; interest rate parity (IRP) theory.
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Exercises, laboratories, projects	Multinational Financial Management: business strategies: local, domestic, multinational, international; alternatives in international business; globalisation International Flow of Funds Components of Balance of Payments, International transactions International Financial Markets Eurocurrency market, Eurocredit market, Eurobond market, International stock markets. Foreign exchange market Exchange Rate Determination: factors affecting exchange rates, equilibrium exchange rates, measurement of exchange rate movements. Currency Futures and Options: forward contracts, future contracts, put/call options. Government Influence on Exchange Rates: exchange rate systems (fixed, pegged, managed float, freely floating); direct government intervention. indirect government intervention International Arbitrage and Interest Rate Parity: locational arbitrage, triangular arbitrage, covered interest arbitrage. Relationship between Inflation, Interest Rates, and Exchange Rates: purchasing power parity (PPP) theory; international Fisher effect (IFE) theory; interest rate parity (IRP) theory.
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LITERATURE

Jeff Madura: International Financial Management, 5th edition, South-Western College Publishing (ITP) 1998;
Scot S. Hal, Philip A. Wellons: International Finance, 5th edition, Foundation Press 1998;
internet sources – Articles from international journals



NEW MANAGEMENT CONCEPTS	W	C	L	P/S	ECTS
	2	1			3

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	1	

Leading department:		Knowledge and Information Management		
Lecturer:	Name:	Phone:	e-mail:	
Main:	Małgorzata Zięba	(0-58) 347-16-17	mz@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	The aim of the course is to make students acquainted with new concepts and theories connected with management. It provides knowledge on useful managerial tools with a special focus on those applicable in SMEs.
	C/L	The aim of the course is to make students acquainted with new concepts and theories connected with management. It provides knowledge on useful managerial tools with a special focus on those applicable in SMEs.

Course form	W	Lectures based on PowerPoint presentations
	C/L	Discussion, analysis of case studies, students' presentations

Knowledge verification	W	Test
	C/L	Presentation of a chosen case study + activity during classes

After-course ability list:	W	Knowledge on new management concepts and the ability to implement them in an SME.
	C/L	Knowledge on new management concepts and the ability to implement them in an SME.

COURSE CONTENT DESCRIPTION

Lecture	Introduction to the course. SMEs in a knowledge-based society. Systems thinking – the cornerstone of the learning organization. Learning organization. The core disciplines. Leading the learning organization. Mental models. Network organization. Definition of a network organization. Conditions of setting up a network organization. Features of network organizations. Management of a network organization. Virtual organization. Definition of a virtual organization. Models of virtual organizations. Design and implementation of virtual organizations. Knowledge management. Data, information and knowledge. Knowledge creation, capture, codification, transfer and sharing. KM tools and knowledge portals. Knowledge workers. Managing knowledge workers. Innovation management. Key issues in innovation management. Framework for an innovation strategy. Facilitating innovation. Process organization. Perspectives of process organization. Change management. The most crucial trends and character of changes. Common barriers in introducing changes. The vision, values and changes in culture. Competence management. Analyzing competencies of a company.
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Excercises, laboratories, projects	Analysis of various management concepts with regard to companies. Application of solutions successful in large companies into SMEs. Practical guidelines on how to introduce particular concepts discussed during the lectures into practice. Students' presentations.
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LITERATURE

Senge P., 'The Fifth Discipline: The Art & Practice of The Learning Organization', Currency, 2006
 Awad E. M., Ghaziri H. M., 'Knowledge management', Pearson Education International, 2004
 Castells M., 'The Rise of the Network Society', Blackwell Pub, 1996
 Clayton M. Ch., Overdorf M., MacMillan I., McGrath R., 'Harvard Business Review on Innovation', Harvard Business School Press, 2001
 Luecke R., 'Managing Change and Transition', Harvard Business School Press, 2003
 Scientific articles describing case studies from various organizations.
 Materials available on the Internet.



INTERCULTURAL COMMUNICATION AND BUSINESS	W	C	L	P/S	ECTS
		2			2

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	1	

Leading department:		Social Science Department		
Lecturer:	Name:	Phone:	e-mail:	
Main:	mgr Paweł Ziemiański	601 470 550	pawel.ziemianski@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	
	C/L	Students acquire knowledge concerning different aspects of efficient intercultural communication. Another objective of the course is creating attitudes helpful in understanding and accepting intercultural differences in business.

Course form	W	
	C/L	Multimedia presentations, discussion, case study, role plays

Knowledge verification	W	
	C/L	Attendance, active participating in classes, test

After-course ability list:	W	
	C/L	Students are familiar with intercultural differences concerning communication and business and are capable of dealing with them successfully

COURSE CONTENT DESCRIPTION

Exercises, laboratories, projects	Culture and its components. Main causes of misunderstandings in intercultural communication. Ethnocentrism and stereotypes. Hofstede's theory of culture dimensions. Hofstede's theory of culture dimensions- part 2. Culture dimension's influence on intercultural communication. Business communication in high and low context cultures. Good manners in different countries. Intercultural differences in nonverbal communication. Intercultural differences in nonverbal communication and their possible influence on business meetings outcomes. Management in different cultures. Being a successful leader in different countries. Culture shock- phases and dealing with. From ethnocentrism to ethnorelativism- gaining attitude necessary for successful businessmen in the time of globalization. Creating a practical guide to intercultural communication.
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LITERATURE

Hofstede G. „Cultures and organizations” Trompenaars F. “Riding the waves of culture” Matsumoto D. “Culture and psychology
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QUALITATIVE METHODS IN BUSINESS RESEARCH	W	C	L	P/S	ECTS
	1	1			2

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	1	

Leading department:		Economics Department		
Lecturer:	Name:	Phone:	e-mail:	
Main:	Dr Marzena Starnawska		Marzena.Starnawska@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	To acquaint students with methodology in qualitative research. The focus of the course is to provide students with some preliminary knowledge on qualitative research methods in business research This is a simple introduction to qualitative research methods and the whole research process and design. The course treats on some critical issues regarding theory and practice of sound qualitative research in management studies. Students can benefit from the course in their research projects for master's dissertations, having a clear understanding how qualitative methods are used, how these can be used in their research.
	C/L	To acquaint students with methodology in qualitative research. The focus of the course is to provide students with some preliminary knowledge on qualitative research methods in business research This is a simple introduction to qualitative research methods and the whole research process and design. The course treats on some critical issues regarding theory and practice of sound qualitative research in management studies. Students can benefit from the course in their research projects for master's dissertations, having a clear understanding how qualitative methods are used, how these can be used in their research.

Course form	W	lecture (100%)
	C/L	Power point presentations (10%); case study analyses (20%); group work discussions (35%); working in the field – qualitative data collection (35%)

Knowledge verification	W	Test exam
	C/L	team research project (coursework+presentation)

After-course ability list:	W	After the course: A student understands the fundamentals of qualitative research process; A student is able to undertake qualitative research; A student is able to analyse data from qualitative research
	C/L	After the course: A student understands the fundamentals of qualitative research process; A student is able to undertake qualitative research; A student is able to analyse data from qualitative research

COURSE CONTENT DESCRIPTION

Lecture	Ingredients of successful research.Successful literature review. Usefulness of qualitative methods in the business research. Philosophical issues in business research. Concepts and positions in philosophy of science. Planning qualitative research. Research problem and research questions. Methods in qualitative business research – creating qualitative data. Case study research. Ethnography. Focus group research. Participant observation. Evaluating and writing qualitative business research. Politics and ethics. Qualitative versus quantitative research?
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Excercises, laboratories, projects	Ingredients of successful research. Successful literature review. Usefulness of qualitative methods in the business research. Philosophical issues in business research. Concepts and positions in philosophy of science. Planning qualitative research. Research problem and research questions. Methods in qualitative business research – creating qualitative data. Case study research. Ethnography. Focus group research. Participant observation. Evaluating and writing qualitative business research. Politics and ethics. Qualitative versus quantitative research?
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LITERATURE

D. Silverman, Interpreting Qualitative Data, Sage Publications, 2007
 J.Mason, Qualitative researching, Sage Publications Ltd, 1st/2nd edition,
 U. Flick, Introduction to Qualitative Research, Sage Publications Ltd, 2006.
 J.Colins and Hussey, R. (2003), Business Research, Palgrave Macmillan



STRATEGIC MANAGEMENT	W	C	L	P/S	ECTS
	2	2			3

W-lecture, C-exercise, L-laboratory, P/S-project,, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	2	

Leading department:		Economics Department		
Lecturer:	Name:	Phone:	e-mail:	
Main:	Dr. Myles Gartland	11-97	Myles.Gartland@zie.pg.gda.pl	
Other lecturers:				

Learning objectives:	W	Course facilitates student integration and application of the core business concepts and managerial perspectives mastered earlier in the graduate program. Simulations, case analysis and group projects explore the strategic implications of contemporary issues, and place particular emphasis on strategy implementation and project management. This course encourages student reflection and synthesis within program thematic areas (leadership, ethical behavior/corporate social responsibility, information technology/ knowledge management, global / international, and effective communication) and provides several opportunities for students to demonstrate leadership communication skills in a variety of class activities.
	C/L	Course facilitates student integration and application of the core business concepts and managerial perspectives mastered earlier in the graduate program. Simulations, case analysis and group projects explore the strategic implications of contemporary issues, and place particular emphasis on strategy implementation and project management. This course encourages student reflection and synthesis within program thematic areas (leadership, ethical behavior/corporate social responsibility, information technology/ knowledge management, global / international, and effective communication) and provides several opportunities for students to demonstrate leadership communication skills in a variety of class activities.

Course form	W	Lectures; Multimedia presentations; Class Discussions
	C/L	A case is assigned each week, related to the lecture; Class discussion of case and current events

Knowledge verification	W	One midterm exam & One final exam. The emphasis of this class will not only be on theory, but on the application.
	C/L	4 case write-ups; each approximately 5 pages. The emphasis of this class will not only be on theory, but on the application.

After-course ability list:	W	Describe and appropriately apply various strategic planning models, processes and tools to specific planning contexts. Recommend actionable solutions and implementation plans to resolve strategic challenges facing the organization. Analyze a given competi
	C/L	Describe and appropriately apply various strategic planning models, processes and tools to specific planning contexts. Recommend actionable solutions and implementation plans to resolve strategic challenges facing the organization. Analyze a given competi

COURSE CONTENT DESCRIPTION

Lecture	Part One: Competitive Analysis: Strategic Management: Creating Competitive Advantages; Analyzing the External Environment of the Firm; Assessing the Internal Environment of the Firm; Recognizing a Firm's Intellectual Assets: Moving beyond a Firm's Tangible Resources; Part Two: Strategic Formulation: Business-Level Strategy: Creating and Sustaining Competitive Advantages; Corporate-Level Strategy: Creating Value through Diversification; International Strategy: Creating Value in Global Markets; Digital Business Strategy: Leveraging Internet and E-Business Capabilities; Part Three: Strategic Implementation: Strategic Control and Corporate Governance: Creating Effective Organizational Designs: Strategic Leadership: Creating a Learning Organization and an Ethical Organization: Managing Innovation and Fostering Corporate Entrepreneurship. Recognizing Opportunities and Creating New Ventures.
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Excercises, laboratories, projects	Case Related to Competitive Advantage. Case Related to PEST. Case Related to 5-Forces. Case Related to RBV. Case Related to Business Level Strategies. Case Related to Corporate Level Strategies. Case Related to International Strategies. Case Related to E-Business. Case Related to Strategic Control. Case Related to Ethics. Case Related to Entrepreneurship. Case Related to Governancer
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LITERATURE

Strategic Management: Text and Cases, by Gregory Dess, McGraw Hill Higher Education; 4th edition, ISBN-13: 978-0071287845
Global Strategy by Michael Peng, South-Western College Pub; 2 edition, 2008, ISBN-13: 978-0324590999
On reserve in the library.



CIVIL LAW	W	C	L	P/S	ECTS
		2			2

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	2	

Leading department:		Zakład Prawa Gospodarczego		
Lecturer:	Name:	Phone:	e-mail:	
Main:	mgr JOANNA KARNAT	0605-425-903	j.karnat@chello.pl, jkarnat@wp.pl	
Other lecturers:				

Learnin objectives:	W	
	C/L	Zapoznanie studentów z podstawowymi informacjami o: podmiotach stosunków cywilnoprawnych, formach dokonywania czynności cywilnoprawnych, rodzajach praw rzeczowych, rodzajach odpowiedzialności odszkodowawczej, powstawaniu i wygasaniu zobowiązań prawa prywatnego.

Course form	W	
	C/L	Wykład, dyskusja, rozwiązywanie kasusów, prezentacje multimedialne.

Knowledge verification	W	
	C/L	Zaliczenie 2 kolokwium.

After-course ability list:	W	
	C/L	Studenci uzyskują umiejętność składania wniosków o założenie księgi wieczystej oraz o wpisanie hipoteki; będą znali podstawową charakterystykę wszystkich praw rzeczowych, będą wiedzieli jak i kiedy można uchylić się od złożonego oświadczenia woli. Student

COURSE CONTENT DESCRIPTION

Lecture	
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Excercises, laboratories, projects	Źródła prawa cywilnego. Podmioty stosunków cywilnoprawnych (osoby, fizyczne, osoby prawne, ułonne osoby prawne). Prawo podmiotowe i jego rodzaje. Oświadczenie woli. Wady oświadczeń woli. Sposoby składania oświadczeń woli. Prawa rzeczowe – własność, współwłasność, użytkowanie wieczyste, użytkowanie, zastaw, hipoteka, spółdzielcze własnościowe prawo do lokalu, służebności oraz posiadanie. Przepisy ogólne o zobowiązaniach. Rodzaje zobowiązań. Zasada swobody umów. Odpowiedzialność kontraktowa i deliktowa. Wyzysk. Bezpodstawne wzbogacenie i nienależne świadczenie. Umowa przedwstępna. Czyny niedozwolone. Odpowiedzialność za szkodę wyrządzoną przez produkt niebezpieczny. Wykonanie zobowiązań i skutki niewykonania zobowiązań. Ochrona konkurencji i konsumentów. Kontrakt menedżerski.
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LITERATURE

Kodeks cywilny.

Frankowski Stanisław, Bodnar Adam, Introduction to Polish law, Zakamycze 2005.

Wojciech J. Katner (red.), Prawo cywilne i handlowe w zarysie, Wolters Kluwer Polska, Wydanie 3, 2009.

Szczurek Zbigniew, Prawo cywilne dla studentów administracji, Zakamycze, Kraków 2003.

Radwański Zbigniew, Prawo cywilne część ogólna, C.H. Beck, Warszawa 2007.



FINANCIAL ANALYSIS OF BUSINESS PERFORMANCE	W	C	L	P/S	ECTS
	1	2			3

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	2	Economics, corporate finance

Leading department:		Economics Department		
Lecturer:	Name:	Phone:	e-mail:	
Main:	Dr inż. Tomasz Korol		tomasz.korol@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	The goal of this subject is to learn different types of the financial analysis of business performance – starting from ratio analysis, through discriminant analysis to neural networks; also to understand the nature of financial statements, ratings and financial risk
	C/L	The goal of this subject is to learn different types of the financial analysis of business performance – starting from ratio analysis, through discriminant analysis to neural networks; also to understand the nature of financial statements, ratings and financial risk

Course form	W	Powerpoint presentations and case studies (20 Polish production companies)
	C/L	Powerpoint presentations and case studies (20 Polish production companies)

Knowledge verification	W	Exam and project
	C/L	Exam and project

After-course ability list:	W	Student will know how to use different types financial analysis methods and should be able to predict business bankruptcy.
	C/L	Student will know how to use different types financial analysis methods and should be able to predict business bankruptcy.

COURSE CONTENT DESCRIPTION

Lecture	Introduction to the techniques of the financial analysis. Business activities in a market economy. A dynamic perspective of business. The nature of financial statements. Evaluation of business performance. Ratio analysis (operational analysis, resource management, profitability ratios, liquidity ratios, activity ratios, financial leverage, market indicators). Analysis of financing choices, capital structure and solvency. External and internal ratings. Financial Risk. Understanding the business bankruptcy process (the symptoms of financial crisis in the company, the reasons of companies failures). Business failure prediction (multiple discriminant analysis, neural networks – a new tool for predicting the business bankruptcy).
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Excercises, laboratories, projects	Introduction to the techniques of the financial analysis. Business activities in a market economy. A dynamic perspective of business. The nature of financial statements. Evaluation of business performance. Ratio analysis (operational analysis, resource management, profitability ratios, liquidity ratios, activity ratios, financial leverage, market indicators). Analysis of financing choices, capital structure and solvency. External and internal ratings. Financial Risk. Understanding the business bankruptcy process (the symptoms of financial crisis in the company, the reasons of companies failures). Business failure prediction (multiple discriminant analysis, neural networks – a new tool for predicting the business bankruptcy).
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LITERATURE

Eric A. Helfert: Financial Analysis Tools and Techniques - A Guide for Managers, McGraw-Hill Inc., 2001,
Leopold A. Bernstein, John J. Wild: Analysis of Financial Statements (5th edition), McGraw-Hill Inc., 1999,
Thomas W. Zimmerer, Norma M. Scarborough: Esentials of entrepreneurship and small business management (4th edition), Prentice Hall, 2004,
John Sloman, Mark Sutcliffe: Economics for Business (3rd edition), Prentice Hall, 2004;



INTERNATIONALIZATION OF SMES IN CONTEMPORARY ECONOMY	W	C	L	P/S	ECTS
	1				2

W-lecture, C-exercise, L-laboratory, P/S-project,, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	2	

Leading department:		Department of economics		
Lecturer:	Name:	Phone:	e-mail:	
Main:	prof. Nelly Daszkiewicz, PhD, DsC	(058) 347 27 23	Nelly.Daszkiewicz@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	The main objective of this course is to develop student's ability to understand the process of SME internationalization in contemporary economies
	C/L	

Course form	W	Lecture, discussion
	C/L	

Knowledge verification	W	Test
	C/L	

After-course ability list:	W	By the completion of this course the student should understand key concepts related to SME internationalization theory and SME internationalization process
	C/L	

COURSE CONTENT DESCRIPTION

Lecture	Globalization and the role of SMEs – introduction.Globalization and internationalizing SMEs. Theoretical basis of SME internationalization. Holistic model of SME internationalization. The emerging context of international entrepreneurship. Clusters and Networks as a source of SME competitiveness. The international reach of social networks. Export strategies of SMEs. Competitive patterns, firm size and export performance . Internationalization and strategic behavior. Internationalization of technology-based SMEs. Integrative Model of SME Internationalization. Academic entrepreneurship. Internationalization of growth-oriented entrepreneurs. Evaluation test.
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LITERATURE

International Entrepreneurship in Small and Medium Size Enterprises, Hamid Etamad (ed.), The McGill International Entrepreneurship Series, 2004
Emerging Paradigms in International Entrepreneurship, Marian V.Jones, Pavlos Dimitratos (ed.), The McGill International Entrepreneurship Series, 2004
High-tech Entrepreneurship, M. Bernasconi, S.Harris, M. Moensted (ed.), Roulledge, London@New York, 2006



SMALL BUSINESS FINANCING	W	C	L	P/S	ECTS
	1	1			2

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	2	Economics

Leading department:		Economics Department		
Lecturer:	Name:	Phone:	e-mail:	
Main:	Krzysztof Zięba	606-8-760-756	kzieba@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	The course is meant to get students acquainted with the characteristics of small business financing.
	C/L	

Course form	W	Lecture, discussion, problem solving, students' presentations (15%)
	C/L	

Knowledge verification	W	PP presentation, written exam
	C/L	

After-course ability list:	W	Upon having completed the course students should be able to cope with typical problems of financing a small business entity; they should also know the sources of finance for small business and how to co-operate with small business support institutions.
	C/L	

COURSE CONTENT DESCRIPTION

Lecture	Time Value of Money.Cash Flow Issues. Forecasting for Financial Purposes. Working Capital Management. Bank Loans. Leasing. Factoring and Forfeiting. Franchising. Venture Capitals. Business Angels. Capital Market for Small Business. Exchange Rate Risk in Small Business. Forms and Institutions of Small Business Support.
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Excercises, laboratories, projects	
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LITERATURE

Adelman P.J.: Entrepreneurial Finance: Finance for Small Business, Prentice Hall 2003
Burton E.J., Bragg S.M.: Accounting and Finance for Your Small Business, John Wiley&Sons, Inc. 2001
Leeds R. S.: Financing Small Enterprises in Developing Nations: Learning from Experience, Transnational Publishers, Inc. 2003
Lister K., Harnish T.: Finding Money: the Small Business Guide to Financing, John Wiley&Sons, Inc. 1995
Timmons J., Spinelli S., Zacharakis A.: How to Raise Capital : Techniques and Strategies for Financing and Valuing Your Small Business, McGraw-Hill 2004



INNOVATION PROCESS MANAGEMENT	W	C	L	P/S	ECTS
	1	1			3

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	2	

Leading department:		Department of Engineering of Production Systems		
Lecturer:	Name:	Phone:	e-mail:	
Main:	Anna Lis Ph.D.	501-216-510	Anna.Lis@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	The aim of this course is to provide framework for exploring how enterprises can maintain a competitive advantage through innovation and the management of technology. The course is intended to introduce students to topical issues in innovation management: in intra- and inter- firm contexts.
	C/L	The aim of this course is to provide framework for exploring how enterprises can develop new products. The course is intended to introduce students to topical issues in R&D Project Management.

Course form	W	Lectures, discussion, case studies
	C/L	Working groups, lectures, discussion, case studies

Knowledge verification	W	Final exam, general activity
	C/L	Final project, general activity

After-course ability list:	W	At the end of this course the participants will be able to understand the definitions and concepts of invention, design, research, technological development and innovation, use tools for innovation management.
	C/L	At the end of this course the participants will be able to understand the innovation process and take advantage of innovation management methods and tools.

COURSE CONTENT DESCRIPTION

Lecture	Introduction to Innovation Process Management. Definition of innovation. Sources of innovation. Innovation process. Models of innovation. Barriers, success factors and best practices in innovation process. Types of innovation. Measures of innovation. Strategies for innovation. Collaboration in innovation process. Intellectual property. Technology transfer and commercialization innovation. The innovation systems approach. National and regional systems of innovation. Innovation policy. Institution supported innovation. Industrial clusters. Final exam.
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Exercises, laboratories, projects	R&D project management. Description of company. SWOT analysis, vision, mission. Balanced Scorecard. R&D project portfolio. Sources of information. Models of innovation. Quality Function Deployment. The Ishikawa diagram. The Pareto analysis. Idea of new product. Type of innovation. Innovation process – scope of work and structuring project activities (Gantt Chart). Measures of innovation. Strategy for innovation. Quality control plan. Risk of innovation. Organizing R&D team. Collaboration, agreements, make or buy decision. Management of intellectual property. Knowledge and technology transfer.
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LITERATURE

Affuach A. (1998), Innovation Management: Strategies, Implementation and Profits, Oxford University Press, New York.
Betz F. (2003), Managing technological innovation. Competitive advantage from change, John Wiley&Sons Inc.
Pavitt K. (1999), Technology, management and systems of innovation, Edward Elgar.
Sundbo J. (1998), The theory of innovation, Edward Elgar.
Trott, P. (2002), Innovation management and new product development, Pearson Education.



HUMAN RESOURCES MANAGEMENT	W	C	L	P/S	ECTS
		2			

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	2	Organizational Sociology or Psychology

Leading department:		Economics Department		
Lecturer:	Name:	Phone:	e-mail:	
Main:	Marta Szeluga-Romańska	502 504 087	msr@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	
	C/L	Teaching the methods of efficient human capital management

Course form	W	
	C/L	audiovisual presentations (c.a.20%); discussion (50%); case study (30%)

Knowledge verification	W	
	C/L	Attendance – 2 absences possible. Subject presentation or a test. Final assignment prepared at home. Workshop active participation.

After-course ability list:	W	
	C/L	The student should make some decisions usually made by personal manager, should take care of the potential worker starting with his coming to organization till his leaving.

COURSE CONTENT DESCRIPTION

Exercises, laboratories, projects	Managing Human Resources in the modern enterprise – HR function evolution. The basis of HRM concept. Estimating the organization human resource. HR strategies – job analysis and personnel planning. The art of employee resourcing – recruitment. Selection process. Adaptation – introducing new employees to the company. Efficient personnel leading and leadership theories. Successful communication in the firm. Motivation systems as a tool of efficient work (from motivation to manipulation). Job evaluation. Appraising performance as a motivation to efficient management. Reward management. Employee training – personnel development means firm development. Organizational change management.
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LITERATURE

Griffin R.W., Fundamentals of Management, Boston-New York, 2003.
Gunnigle P., Heraty N., Morley M., Personnel & Human Resource Management, Dublin, 1997.
Redman T., Wilkinson A., Contemporary Human Resource Management, Harlow, 2006.
Storey J., Management of Human Resources, Oxford, 1992.



ENTREPRENEUR IN THEORY AND PRACTICE	W	C	L	P/S	ECTS
	2				2

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	2	Micro and Macroeconomics

Leading department:		Economics Department		
Lecturer:	Name:	Phone:	e-mail:	
Main:	dr Magdalena Popowska	608 084 847	Magdalena.Popowska@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	Creation of pro-entrepreneurial behaviors and attitudes among students
	C/L	

Course form	W	Seminar: PowerPoint presentations + cases form ProQuest database
	C/L	

Knowledge verification	W	Students' presentations (30% of seminar time)
	C/L	

After-course ability list:	W	The ability to identify entrepreneurs characteristics, to understand the entrepreneurs motivations, attitude and processing.
	C/L	

COURSE CONTENT DESCRIPTION

Lecture	Who is an entrepreneur? Entrepreneur, owner-manager and manager in SME. Entrepreneur's profile. Entrepreneur vs. manager technician. Intrapreneur. Entrepreneur characteristics: backgrounds approach, personality approach, behavioral approach, attitude approach, composite approach. Typology of entrepreneurs: criteria and types. Owner-manager competencies. Theory of goal setting and task performance. Entrepreneurs' motivations and careers. Theory and practice of start-up enterprises. Profiles of Polish entrepreneurs. New trends in entrepreneurship. Theory and practice of entrepreneurial careers.
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LITERATURE

Articles from international journals:
Small Business Economics,
Journal of Small Business Management
D. Storey, Understanding small business;
D. Stokes & N. Wilson, Small Business Management & Entrepreneurship, 5th Edition, 2006
D.F Kuratko, Introduction to Entrepreneurship, 2008



PROCESS OF CONNVERGENCE IN THE UE	W	C	L	P/S	ECTS
	1	1			2

W-lecture, C-exercise, L-laboratory, P/S-project,, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	2	

Leading department:		Economics Department		
Lecturer:	Name:	Phone:	e-mail:	
Main:	Joanna Wolszczak-Derlacz, PhD	058-3486004	jwo@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	The objective of this course is to develop the student's ability to understand and analyze the process of convergence in the EU
	C/L	This course aims at enabling students to discover the complexities behind the process of convergence in the EU, identify the problems that the process can evoke and understand its driving factors

Course form	W	Lecture
	C/L	Discussion, computer based analysis

Knowledge verification	W	Test
	C/L	Assessment is by a combination of essay (50%) and project (50%).

After-course ability list:	W	By the completion of the course the student should be able to identify and use key concepts related to the growth theories and process of convergence
	C/L	By the completion of the course the student should be able to: apply comparative analytical skills necessary for cross cultural analysis engage in a critical reading of recommended texts in order to extract relevant; information regarding process of conve

COURSE CONTENT DESCRIPTION

Lecture	Definition of convergence, economic approach to convergence. Nominal and real convergence. Convergence and growth. Introduction to the growth theories. The Solow growth model. Two country Solow Model. Endogenous growth theories. Trade theories. Core-Periphery model. Divergence or convergence in the EU – that is a question. Real convergence in the EU – empirical analysis. Nominal convergence in the EU – empirical analysis. Convergence criteria of EMU. Evaluation test.
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Excercises, laboratories, projects	How to measure convergence? The basic statistics. Beta and sigma convergence The European Single Market and the existing differences in the EU (geographic, social and economic) Testing the hypothesis of sigma and beta convergence for the EU. Nominal convergence – price dispersion in the EU Monetary Union and convergence. Testing the convergence criteria Regional differences – the case of Poland Wage differences in the EU Convergence or divergence – location theory
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LITERATURE

Barro R. J. and Sala-i-Martin X, Economic Growth, Second Edition, MIT Press, 2003
Wolszczak-Derlacz J. Convergence or divergence in the European Union in: Selected economic problems (ed.) Gawrycka M., Technical University of Gdańsk. 2007.
Baumol, W., "Productivity Growth, Convergence, and Welfare: What the long run data show", American Economic Review. December 1986.
Caselli, F. G. Esquivel, and F. Lefort, "Reopening the Convergence Debate: A New Look at Cross-Country Growth Empirics", Journal of Economic Growth, September 1996.
Mankiw, N.G., D. Romer and D. Weil, "A Contribution to the Empirics of Economic Growth", Quarterly Journal of Economics, May 1992.



INFORMATION AND KNOWLEDGE MANAGEMENT	W	C	L	P/S	ECTS
	2				3

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	2	

Leading department:		Zarządzania Wiedzą i Informacją		
Lecturer:	Name:	Phone:	e-mail:	
Main:	prof dr hab inż Edward Szczerbicki	21 95	Edward.Szczerbicki@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	Business management includes management of information and knowledge. This lecture provides students with tools, cases, and applications of modern techniques and technologies related to running business in the environment of knowledge-based society.
	C/L	

Course form	W	Wykład, analiza przypadków, dyskusja
	C/L	

Knowledge verification	W	Egzamin ustny
	C/L	

After-course ability list:	W	Economics and management include core studies in complex systems involving all areas of system sciences mainly complexities involving information flow and information structuring into knowledge and its representation. Tools needed in such studies include
	C/L	

COURSE CONTENT DESCRIPTION

Lecture	Modern information systems. Decision support systems. Information modelling. Information structuring into knowledge. Knowledge representation. Knowledge management. Soft modelling and Artificial Intelligence techniques. Decisional DNA. E-Community. Discussion.
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LITERATURE

Reading and research related to the lecture is based on material available in the library or on the Internet. The lecture is based mainly on the text by E Szczerbicki "Information Management: Modelling, Analysis, and Simulation Perspective" GTN, Gdansk, 2



BUSINESS PLAN	W	C	L	P/S	ECTS
		2			2

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	3	

Leading department:		Knowledge and Information Management		
Lecturer:	Name:	Phone:	e-mail:	
Main:	Małgorzata Zięba, PhD, Eng.	(058) 347-16-17	mz@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	
	C/L	The aim of the course is to teach students how to write a successful business plan with a special indication on business plans for SMEs.

Course form	W	
	C/L	Multimedia presentations, discussion, case studies analysis, exercises

Knowledge verification	W	
	C/L	Project + PP Presentation

After-course ability list:	W	
	C/L	Your Company's Future, Kaplan Publishing 2004

COURSE CONTENT DESCRIPTION

Excercises, laboratories, projects	Introduction to the course – presentation of the course rules . The purpose and contents of a business plan. Executive summary and business description. Industry analysis. Market research. Marketing plan. Operations plan. Management and organizational structure. Financial projections. Risk analysis. Business plan presentation – strategic presentation skills. Students' presentations. Students are able to write a successful business plan. Ryan J.D., Hiduke G., Small Business: An Entrepreneur's Business Plan, South-Western College Pub 2005 Pinson L., Anatomy of a Business Plan: A Step-by-Step Guide to Building a Business and Securing
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LITERATURE

Lasher W., The Perfect Business Plan Made Simple: The best guide to writing a plan that will secure financial backing for your business, Made Simple 2005



BUSINESS ETHICS	W	C	L	P/S	ECTS
		2			2

W-lecture, C-exercise, L-laboratory, P/S-project,, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	3	Pożądana lecz nie obowiązkowa „Filozofia”

Leading department:		Katedra Nauk Filozoficznych		
Lecturer:	Name:	Phone:	e-mail:	
Main:	Dr hab. Janina Kubka, prof. nadzw. PG	505 82 33 41	Janina.Kubka@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	
	C/L	Etyczna orientacja i kompetencja, wysoki poziom rozwoju moralnego menadżerów oraz ich etyczne zachowania stanowią niezbywalny czynnik nowoczesnego zarządzania i wszelkiej aktywności biznesowej. Głównym celem przedmiotu jest dostarczenie narzędzi refleksji moralnej umożliwiających uetycznienie procesów decyzyjnych oraz instytucjonalizację etyki w organizacjach.

Course form	W	
	C/L	Wykład mówiony -30%, analiza przypadków -30%, prezentacje studenckie - 40%

Knowledge verification	W	
	C/L	1 test, 1 praca pisemna + ustna prezentacja

After-course ability list:	W	
	C/L	Ukształtowanie umiejętności: Diagnozowania stanu etycznej kultury organizacji. Tworzenia programu etycznego dla organizacji. Tworzenia kodeksu etycznego dla organizacji. Tworzenia strategii odpowiedzialności społecznej dla organizacji.

COURSE CONTENT DESCRIPTION

Exercises, laboratories, projects	Ethics and morality. The relation of business and morality. General moral obligations and business. Ethical relativism and absolutism. Approaches to ethical theory. The utilitarian approach. The rights approach. The fairness approach. The common good approach. The virtue approach. Stages of personal moral development and personal values. Applicability of ethical theories to economic activity. Moral standards in business. Trust in economic relations. Scope and objectives of business ethics. Business ethics and the profit motive. Corporate social and ethical responsibility. Integral social contracts theory. Organisational culture and ethics tools. Managing through values. Institutionalizing of moral values. Ethical decision making. Model for the ethical decision making. Corporate ethics programs. Elements of ethics programs. Code of ethics. Examples of ethical codes. Implementation of ethical programs. International business system and morality. Ethical aspects of globalization.
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LITERATURE

De George R.T., Business Ethics, Prentice Hall Inc., N.Y., 1999.
 Laura P. Hartman, Perspectives in Business Ethics, Mc Graw- Hill/ Irwin, NY 2001.
 Jeffrey L. Seglin, The Right Thing : Conscience, Profit and Personal Responsibility in Today's Business, Spiro Press, London 2003.



BUSINESS FORECASTING	W	C	L	P/S	ECTS
	1		1		3

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	3	Statistics, Econometrics

Leading department:		Economics Department		
Lecturer:	Name:	Phone:	e-mail:	
Main:	dr Aneta Sobiechowska-Ziegert	347-24-67	Aneta.Sobiechowska@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	Knowledge of simple and more sophisticated forecasting methods
	C/L	Ability of econometric software application to forecasting

Course form	W	PP presentation
	C/L	Case studies

Knowledge verification	W	Written exam
	C/L	Written test with computer software application

After-course ability list:	W	After course students know forecasting steps, simple and more combined forecasting methods, they can evaluate forecast quality and conclude using forecast errors.
	C/L	After course students know how to choose the right type of forecasting methods, how to produce a forecast using calculation sheet or econometric software and how to estimate its quality

COURSE CONTENT DESCRIPTION

Lecture	Introduction to forecasting – basic definitions , types of forecasts and forecasting steps.Computer packages, choosing a forecasting technique, economic forecasts problems. Forecasts quality - measuring forecasting error. Forecasts quality - determining the adequacy of forecasting technique. Naive models and average change rate models. Moving averages methods. Smoothing methods – Brown’s smoothing. Smoothing methods – Winter’s smoothing. Simple linear regression – time trend extrapolation. Autoregressive models. Simple linear regression – conditional forecast. Econometric problems of forecasting. Forecast application – sales and revenues. Forecast application – costs and profits. Cause-effect models – simulations.
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Excercises, laboratories, projects	Naive rate of change model. Average change rate model. Moving average model. Moving weighted average model. Exponential smoothing – smoothing constant simulation. Forecast quality measures – absolute and relative. Time trend model – extrapolation. Seasonality – additive type of models. Seasonality – multiplicative type of models. Interval forecast. Conditional forecast. Forecast permissibility measures. Cause-effect models, interval forecast and simulations. Revision. Test.
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LITERATURE

Hanke J., Wichern D., Business Forecasting, Pearson Prentice Hall 2005
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FRANCHISING	W	C	L	P/S	ECTS
	2				2

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	3	Economics

Leading department:		Department of Economic Science		
Lecturer:	Name:	Phone:	e-mail:	
Main:	Krzysztof Zięba	606-8-760-756	kzieba@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	The course presents the knowledge about the phenomenon of franchising and its role in modern economy with the emphasis on small business sector.
	C/L	"The Economics of Franchising" by Roger D. Blair and Francine Lafontaine, Cambridge University Press, 2005

Course form	W	Lecture, discussion, students' presentations (10%)
	C/L	"Franchise Contracting and Organization" edited by Francine Lafontaine, Edward Elgar Publishing Ltd. 2005

Knowledge verification	W	Short PP presentation, feasibility study, written test
	C/L	"Franchising. Pathway to wealth creation"; S.Spinelli, R.M. Rosenberg, S. Birley; Prentice Hall 2004

After-course ability list:	W	Upon having completed the course students should understand the way franchising industry operates and the peculiarity of becoming a franchisee and a franchisor. They should also be able to work out a franchise system development schedule.
	C/L	

COURSE CONTENT DESCRIPTION

Excercises, laboratories, projects	"From Ice Cream to the Internet. Using Franchising to Drive the Growth and Profits of Your Company"; S.A. Shane; Pearson Education Inc. 2005
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LITERATURE

"The Economics of Franchising" by Roger D. Blair and Francine Lafontaine, Cambridge University Press, 2005
"Franchise Contracting and Organization" edited by Francine Lafontaine, Edward Elgar Publishing Ltd. 2005
"Franchising. Pathway to wealth creation"; S.Spinelli, R.M. Rosenberg, S. Birley; Prentice Hall 2004
"From Ice Cream to the Internet. Using Franchising to Drive the Growth and Profits of Your Company"; S.A. Shane; Pearson Education Inc. 2005



MANAGEMENT PSYCHOLOGY	W	C	L	P/S	ECTS
		2			2

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	3	

Leading department:		Economics Department		
Lecturer:	Name:	Phone:	e-mail:	
Main:	Dr Katarzyna Stankiewicz	607-480-444	kst@zie.pg.gda.pl	
Other lecturers:	Dr Beata Krawczyk – Bryłka	692438395	skrawczy@zie.pg.gda.pl	

Learnin objectives:	W	The aim is to present social aspects of working, human resource managing, employers' and employees' behaviors in organization
	C/L	Work Psychology 4th Edition John Arnold, Joanne Silvester, Fiona Patterson, Ivan Robertson, Cary Cooper, Bernard Burnes Jul 2004

Course form	W	Power Point presentation, discussion, case-studies
	C/L	Organisational Behaviour and Analysis An Integrated Approach 4th Edition Derek Rollinson

Knowledge verification	W	Exam (writing)
	C/L	

After-course ability list:	W	Knowledge of psychological circumstances of organizational behavior, ability of increasing work efficiency by using some methods of improving interpersonal relations,
	C/L	Knowledge of psychological circumstances of organizational behavior, ability of increasing work efficiency by using some methods of improving interpersonal relations,

COURSE CONTENT DESCRIPTION

Lecture	Introduction – People in Organisation. Personality and work. Work Motivation. Between motivation and manipulation. Management Styles. Theories of leadership. Interpersonal communication: definitions and rules. Organisational Communication. Advantages and disadvantages of teamworking. Conflict situation analysis Conflict Resolution. Negotiation and mediation in organisation conflicts. Assessment Processes Typical assessors' mistakes. Stress in the Workplace Reducing stress training. People in Virtual Organisation. Writing test.
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Exercises, laboratories, projects	Management Styles. Theories of leadership. Interpersonal communication: definitions and rules. Organisational Communication. Advantages and disadvantages of teamworking. Conflict situation analysis Conflict Resolution. Negotiation and mediation in organisation conflicts. Assessment Processes Typical assessors' mistakes. Stress in the Workplace Reducing stress training. People in Virtual Organisation. writing test.
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LITERATURE

Work Psychology 4th Edition John Arnold, Joanne Silvester, Fiona Patterson, Ivan Robertson, Cary Cooper, Bernard Burnes Jul 2004 Organisational Behaviour and Analysis An Integrated Approach 4th Edition Derek Rollinson
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BUSINESS COMMUNICATION - NEGOTIATIONS	W	C	L	P/S	ECTS
			2		

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	3	

Leading department:		Katedra Nauk Społecznych		
Lecturer:	Name:	Phone:	e-mail:	
Main:	Dr Beata Krawczyk-Bryłka	58 348 60 05	bkrawczy@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	
	C/L	Zapoznanie studentów z czynnikami warunkującymi skuteczność procesu negocjacji, trening kompetencji negocjacyjnych

Course form	W	
	C/L	Ćwiczenia, odgrywanie ról, analizowanie przypadków, dyskusja, praca w grupach, elementy prezentacji,

Knowledge verification	W	
	C/L	Zaliczenie na podstawie pisemnego kolokwium

After-course ability list:	W	
	C/L	Znajomość zasad prowadzenia negocjacji w różnych obszarach zawodowych, zdobycie praktyki w przygotowaniu i podejmowaniu negocjacji.

COURSE CONTENT DESCRIPTION

Lecture	
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Excercises, laboratories, projects	Introduction – negotiations process. Communication in negotiations. Non-verbal communications. Negotiation context. Preparation. BATNA. Negotiations power. The biggest mistakes. Negotiation styles. Persuasion techniques. Conflict analysis. Alternative Dispute Resolutions. Negotiation evaluation. Effective negotiator. Intercultural negotiations.
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LITERATURE

C.M.Hanycz, T.C.Farrow, F.H.Zemans, The theory and practice of representative negotiation, EMPL, Canada 2008
R.Fisher, W.Ury, B.Patton: Getting to yes: negotiating agreement without giving in, HU, 1991



TRENDS IN ENTREPRENEURSHIP	W	C	L	P/S	ECTS
	2				1

W-lecture, C-exercise, L-laboratory, P/S-project, ECTS – credits points

Informacje o przedmiocie

Field of studies	Specialization	Type of studies	semester	Prerequisites
ZARZĄDZANIE	SBEM	Master	3	Micro and Macroeconomics

Leading department:		Economics Department		
Lecturer:	Name:	Phone:	e-mail:	
Main:	dr Magdalena Popowska	608 084 847	Magdalena.Popowska@zie.pg.gda.pl	
Other lecturers:				

Learnin objectives:	W	Creation of pro-entrepreneurial behaviors and attitudes among students
	C/L	

Course form	W	Powerpoint presentations
	C/L	

Knowledge verification	W	Students' presentations (30% of seminar time) and written essays
	C/L	

After-course ability list:	W	The ability to identify entrepreneurs characteristics, to understand the entrepreneurs motivations, attitude and processing.
	C/L	

COURSE CONTENT DESCRIPTION

Lecture	Leadership. Entrepreneurship in the social sector. International entrepreneurship. Female entrepreneurship. Minority enterprises. Immigrant entrepreneurs. Part-time entrepreneurs, copreneurs, corporate castoffs and dropouts. Home-based businesses. Family businesses. E-entrepreneurship. Creativity workshop.
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LITERATURE

D. Storey, Understanding small business;
D. Stokes & N. Wilson, Small Business Management & Entrepreneurship, 5th Edition, 2006
D.F. Kuratko, Introduction to Entrepreneurship, 2008