

|                                               |                                                |                                     |
|-----------------------------------------------|------------------------------------------------|-------------------------------------|
| Course: <b>AIR TRANSPORT MANAGEMENT</b>       |                                                | Elective: yes<br>language: English. |
| Course code: WLOXXXSE-26Z1-ATM                |                                                |                                     |
| Faculty of Security, Logistics and Management |                                                |                                     |
| Level of study: MA                            | Area of study: Management, Logistics, Security | Specializations: all                |

| semester    | Form of education, number of hours / requirements (X - exam, + - credit, # - project) |          |           |              |          |          |
|-------------|---------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/     | total hours                                                                           | lectures | exercises | laboratories | projects | seminars |
| summer      | 40                                                                                    | 16/ X    | 14/+      | ... / ...    | 10/ #    | .../ ... |
| ECTS points |                                                                                       |          |           | 6            |          |          |

**Author of the syllabus: Slawomir AUGUSTYN, Assoc. Prof. PhD, Eng**

**Instructor: Slawomir AUGUSTYN, Assoc. Prof. PhD, Eng**

### MAIN GOALS OF EDUCATION:

#### To familiarize students:

- how to define air transport, air transport processes, and air transport management.
- how to identify factors determining air transport management, as well as new models/forms of air transport.
- how to plan, set up, as well as control an air transport activity.
- how to operate an air transport process.
- how to cooperate in an air transport project - cluster.

### RELATION TO THE OTHER COURSES:

- none

### PREREQUISITES:

- none

### TOPICS:

- Air transport – definition and classification, air transport process, models of air transport creation, trends in air transport activity.
- Air transport enterprise – concept and conditions of operation. Building an air transport strategy.
- Management focused on employee development – as the basis for air transport processes and shaping creativity. Intellectual capital in air transport processes.
- Financing of project activities and risk management in air transport processes.
- Commercialization and technology transfer in an air transport enterprise. Marketing and innovation.
- Air transport support systems on a national and regional scale.
- Social and economic effects of air transport.

### READINGS:

- Triant Flouris & Dennis Lock, Aviation Project Management, ASHGATE Publishing Limited, USA 2009.
- Stanley E. Portny, Project Management for Dummies, 2nd Edition, Wiley Publishing, Inc. 2007.
- The Guide to Lean Enablers for Managing Engineering Programs, Joint MIT-PMI-INCOSE Community of Practice on lean in Program Management, Version 1.0, Cambridge, May 2012.
- Wells Alexander T., Airport Planning & Management, The Mc Graw-Hill Companies, 2003.
- Horonjeff Robert, Planning and Design of Airports, Fifth Edition, The Mc Graw-Hill Companies, 2009
- Neufvill Richard, Odoni Amedeo, Airport System: Planning, Design and Management, The Mc Graw-Hill Companies, 2003.
- Ashford Norman, Air Operations. The Mc Graw-Hill Companies, 1996.

#### FINAL GRADE BASED ON:

- Competency test – exam.
- Evaluation of group exercise.

|                                               |                                                |                      |  |
|-----------------------------------------------|------------------------------------------------|----------------------|--|
| Course: <b>BASIC OF LOGISTICS</b>             |                                                | elective: yes        |  |
| Course code: WLOXXXSE-26Z1-BL                 |                                                | language: English.   |  |
| Faculty of Security, Logistics and Management |                                                |                      |  |
| Level of study: MA/BA                         | Area of study: Management, Logistics, Security | Specializations: all |  |

| semester          | Form of education, number of hours / requirements (X - exam, + - pass, # - project) |          |           |              |          |          |
|-------------------|-------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/<br>summer | Total hours                                                                         | lectures | exercises | laboratories | projects | seminars |
|                   | 24                                                                                  | 10/ +    | 8/+       | ... / ...    | / ...    | 6/+      |
| ECTS points       |                                                                                     |          |           | 4            |          |          |

**Author of the syllabus: prof. Szymon MITKOW**

**Instructor: prof. Szymon MITKOW**

#### MAIN GOALS OF THE COURSE:

##### To familiarize students:

- how to define logistics and supply chain.
- how to identify factors determining logistics and supply chain management, as well as processes of logistics.
- how to define logistics phases.
- how to operate an logistics process.
- how new technologies influence on logistics processes.

#### RELATION TO OTHER COURSES:

- none

### PREREQUISITES:

- none

### TOPICS:

- The essence, development and importance of logistics and supply chain.
- Warehouse and inventory management.
- Transport in Logistics.
- Phased of Logistics: Supply, Production and Distribution Logistics.
- New technologies in Logistics.

### READINGS

- Bozarth Cecil B. ,Handfield Robert B. (2019), Introduction to Operations and Supply Chain Management, Pearson.
- Christopher M. (2005), Logistics & Supply Chain Management, FT Prentice Hall.
- Szymonik A., (2022), Supply Chain Security: How to Support Safety and Reduce Risk In Your Supply Chain Process, Taylor & Francis Ltd.

### FINAL GRADE BASED ON:

- Evaluation of group exercise and seminar.

|                                                                         |                                                   |                      |  |
|-------------------------------------------------------------------------|---------------------------------------------------|----------------------|--|
| Course name: <b>BASIC OF MILITARY LOGISTICS<br/>INFORMATION SYSTEMS</b> |                                                   | elective: yes        |  |
| Course code: WLOXXXSE-26Z1-BMLIS                                        |                                                   | language: English.   |  |
| Faculty of Security, Logistics and Management                           |                                                   |                      |  |
| Level of study: MA/BA                                                   | Area of study: Management,<br>Logistics, Security | Specializations: all |  |

| semester          | Form of education, number of hours / requirements (X - exam, + - pass, # - project) |          |           |              |           |           |
|-------------------|-------------------------------------------------------------------------------------|----------|-----------|--------------|-----------|-----------|
| winter/<br>summer | Hours                                                                               | lectures | exercises | laboratories | projects  | seminars  |
|                   | 40                                                                                  | 6/ +     | ... / ... | 34/ X        | ... / ... | ... / ... |
| ECTS points       |                                                                                     |          |           | 5            |           |           |

**Author of the syllabus: MSc Eng. Gabriel LESIAK**

**Instructor: MSc Eng. Gabriel LESIAK**

### MAIN GOALS OF THE COURSE:

#### To familiarize students:

- how do military information systems support logistics.
- how to use military logistic information systems.
- how to manage resources in military logistics information systems.
- how to use IT systems to calculate military supplies.

- how to simulate military units in IT systems.

#### RELATION TO OTHER COURSES:

- none

#### PREREQUISITES:

- none

#### TOPICS:

- Military logistics information systems.
- Logistics databases management.
- Movement and transportation planning.
- Sustainment planning.
- Logistic reporting.

#### READINGS

- Pecina M., Husák J. (2018), Application of the New NATO Logistics System, Land Forces Academy Review 23(2):121-127, DOI: 10.2478/raft-2018-0014.
- Todorović B. et al. (2025), Command and control information systems for military applications, Vojnotehnicki glasnik 73(4):1510-1530, DOI: 10.5937/vojtehg73-59336.
- Logistics Committee (2012), NATO Logistics Handbook, Brussels.

#### FINAL GRADE BASED ON:

- Evaluation of group exercise and exam.

|                                               |                                                |                      |  |
|-----------------------------------------------|------------------------------------------------|----------------------|--|
| Course: <b>BUSINESS ANALYTICS</b>             |                                                | elective: yes        |  |
| Course code: WLOXXXSE-26Z1-BA                 |                                                | language: English.   |  |
| Faculty of Security, Logistics and Management |                                                |                      |  |
| Level of study: MA                            | Area of study: Management, Logistics, Security | Specializations: all |  |

| semester    | Form of education, number of hours / requirements (X exam, + - pass, # project) |          |           |              |          |           |
|-------------|---------------------------------------------------------------------------------|----------|-----------|--------------|----------|-----------|
| summer      | Total hours                                                                     | lectures | exercises | laboratories | projects | seminars  |
|             | 36                                                                              | 12 / +   | 20 / +    | ... / +      | 4 / +    | ... / ... |
| ECTS points |                                                                                 |          |           | 5            |          |           |

**Author of the syllabus: Jacek WOŹNIAK, PhD**

**Instructor: Jacek WOŹNIAK, PhD**

#### MAIN GOALS OF COURSE:

##### To familiarize students:

- how to define the business analytics.

- how to identify and manage relationships between enterprise and customers.
- how to create a marketing campaign in the framework of business analytics.
- how to define integration strategy of an enterprise and units in its environment.
- how to apply methods, techniques and tools of business analytics, as well as knowledge management.

#### **RELATION TO OTHER COURSES:**

- none

#### **PREREQUISITES:**

- none

#### **TOPICS:**

- Defining and scope of business analytics.
- Competencies and tasks of a business analyst.
- The role of the customer in business analytics (MVP, UX, and UIX) (application usability design and analysis, MVP design, "must have" features, free features definition, "personas" creation, customer journey map specification, stakeholder analysis, prototyping application screens).
- Description of user requirements (UML), as well as description of business processes (BPMN) (specification of the main business processes, specification of use cases – graphically and in descriptive form).
- Enterprise architecture & IT service management.
- Databases (SQL) and knowledge analytics in business analytics (database design – the basis for fulfilling the "must have" function, designing business indicators – "managerial cockpit", indicating KPIS, DEFINING AREAS OF KEY KNOWLEDGE FOR THE DESIGNER, GRAPHICAL DESIGN OF KPIS).

#### **READINGS:**

- Abdey J. (2023). Business Analytics. Sage Publications. Thousand Oaks, California.
- The TOGAF® Standard, 10th Edition. (2022). The Open Group. San Francisco. California.
- ITIL® 4 Foundation – IT Service Management Certification. (2019). Axelos Ltd. London.
- A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide), V.3. (2015). International Institute of Business Analysis, Toronto, Canada.
- Provost F., Fawcett T. (2013). Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking. O'Reilly Media. Sebastopol, California.

#### **FINAL GRADE BASED ON:**

- Competency test.
- Evaluation of group exercise.

|                                                   |                    |
|---------------------------------------------------|--------------------|
| Course: <b>CIVIL PROTECTION AND CIVIL DEFENSE</b> | elective: yes      |
| Course code: <b>WLOXXXSE-26Z1-CPCD</b>            | language: English. |
| Faculty of Security, Logistics and Management     |                    |

|                    |                                                   |                      |
|--------------------|---------------------------------------------------|----------------------|
| Level of study: BA | Area of study: Management,<br>Logistics, Security | Specializations: all |
|--------------------|---------------------------------------------------|----------------------|

| semester          | Form of education, number of hours / requirements (X - exam, + - pass, # - project) |          |           |              |          |          |
|-------------------|-------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/<br>summer | Total hours                                                                         | lectures | exercises | laboratories | projects | seminars |
|                   | 30                                                                                  | 16/+     | 14/+      | ... / ...    | .../...  | .../ ... |
| ECTS points       |                                                                                     |          |           | 4            |          |          |

**Author of the syllabus: Justyna STOCHAJ, Assoc. Prof. PhD**

**Instructor: Justyna STOCHAJ, Assoc. Prof. PhD**

### MAIN GOALS OF THE COURSE:

#### To familiarize students:

- how to define protection of the population and civil defense
- how to characterize the origins and history of civil defense development in Poland and around the world
- how to characterize the structure, tasks and legal regulations in the field of population protection and civil defense

### RELATION TO OTHER COURSES:

- none

### PREREQUISITES:

- none

### TOPICS

- Introduction to the issues of population protection and civil defense
- Characteristics of contemporary threats
- Conditions of population protection in Poland
- Formal and legal conditions of population protection in Poland
- Institutions carrying out tasks for population protection
- Tasks of the population protection and civil defense system
- Recognizing threats, warning, alarming and notifying about threats
- Population protection in selected countries of the world
- Citizen in the population protection system

### READINGS:

- Widmalm S. Parker Ch. Persson T. (2019) Civil Protection Cooperation in the European Union: How Trust and Administrative Culture Matter for Crisis Management. Persona.
- Edwards F. Steinhäusler F. (2007) NATO and Terrorism: On Scene - New Challenges for First Responders and Civil Protection.
- Siver Ch. (2018) Military Interventions, War Crimes, and Protecting Civilians. Springer International Publishing.

- McKeogh C. (2002) Innocent Civilians: The Morality of Killing in War. London: Palgrave Macmillan UK

#### FINAL GRADE BASED ON:

- Competency test – exam.
- Evaluation of group exercise.

|                                                     |                                                   |                                     |
|-----------------------------------------------------|---------------------------------------------------|-------------------------------------|
| Course: <b>CRISIS MANAGEMENT IN NATO AND THE EU</b> |                                                   | Elective: yes<br>language: English. |
| Course code: WLOXXXSE-26Z1-CMNE                     |                                                   |                                     |
| Faculty of Security, Logistics and Management       |                                                   |                                     |
| Level of studies: MA                                | Area of study: Management,<br>Logistics, Security | Specializations: all                |

| semester    | Form of education, number of hours / requirements (X -exam, + - pass, # - project) |          |           |              |          |          |
|-------------|------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| summer      | Total hours                                                                        | lectures | exercises | laboratories | projects | seminars |
|             | 30                                                                                 | 12/ X    | 18/+      | .../...      | .../...  | .../...  |
| ECTS points |                                                                                    |          |           | 5            |          |          |

**Author of the syllabus: Andrzej JACUCH, PhD**

**Instructor: Andrzej JACUCH, PhD**

#### MAIN GOALS OF THE COURSE:

To familiarize students with:

- EU and NATO's crisis response structures
- crisis response system and crisis management process, including risk assessment

#### RELATION TO OTHER COURSES:

- none

#### PREREQUISITES:

Global, regional and state security and defence / field: transatlantic security, crisis response/management, disaster response. Introduction to International and Regional Organizations, EU, NATO, OSCE, International Relations' theory.

#### TOPICS:

- Basic concepts and classification of crisis management
- EU Common Security and Defence Policy and PESCO
- NATO Crisis Response System
- NATO Crisis Management Process, objectives, phases
- Generic crisis model
- Indications and warnings – threats and vulnerabilities analysis
- Risk Assessment and its acceptability
- Crisis management tools and procedures

- Conflict prevention
- Determination of response options
- Crisis response measures
- Planning and execution process
- Case study

#### READINGS:

- Common Security and Defence Policy, PESCO, EU Website
- NATO's assessment of a crisis and development of response strategies, [https://www.nato.int/cps/en/natohq/official\\_texts\\_75565.htm](https://www.nato.int/cps/en/natohq/official_texts_75565.htm)
- NATO Handbook, NATO Information Office. Brussels
- Secretary General's Annual Reports, NATO Website
- AJP-3 -Allied Joint Doctrine for the Conduct of Operations
- AJP-3.4.9 Allied Joint Doctrine for Civil-Military Cooperation
- AAP-06 NATO Glossary of Terms and Definitions
- Analysis Support Guide for Risk-Based Strategic Planning, AC/323(SAS-093)TP/774

#### FINAL GRADE BASED ON:

- Exam
- Essay
- Presentation and advocacy of the case study
- Exercise evaluation

|                                               |                                                |                      |  |
|-----------------------------------------------|------------------------------------------------|----------------------|--|
| Course: <b>CROSS CULTURAL MANAGEMENT</b>      |                                                | elective: yes        |  |
| Course code: WLOXXXSE-26Z1-CCM                |                                                | language: English.   |  |
| Faculty of Security, Logistics and Management |                                                |                      |  |
| Level of study: BA                            | Area of study: Management, Logistics, Security | Specializations: all |  |

| semester          | Form of education, number of hours / requirements (X -exam, + - pass, # - project) |          |           |              |          |          |
|-------------------|------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/<br>summer | total hours                                                                        | lectures | exercises | laboratories | projects | seminars |
|                   | 30                                                                                 | 16/ X    | 14/+      | ... / ...    | / ...    | .../ ... |
| ECTS points       |                                                                                    |          |           | 4            |          |          |

**Author of the syllabus: Celina SOLEK-BOROWSKA, Ph.d**

**Instructor: Celina SOLEK-BOROWSKA, Ph.d**

**Description of the course:** This course is designed to provide learning on key cross-cultural issues and to enhance intercultural effectiveness of global business leaders. The course takes into account cultural peculiarities and various methods of management on “cultural joints” in the process of expanding international collaboration. Particularly, a comprehensive model will be introduced that incorporates aspects of knowing, doing, and being for global leadership development. Intercultural competences such as awareness, knowledge, and skills will be developed in the course through cases discussion, lecture, simulation exercise, and knowledge sharing.

#### **MAIN GOALS OF THE COURSE:**

The course aims to:

- develop general cultural competences which can facilitate one to cultivate adequate mentality in entering intercultural encounter,
- develop cultural intelligence
- understand cultural differences, and develop proper behaviors according to the cultural context
- develop specific cultural knowledge in specific regions such as Asia and Africa

#### **RELATIONS TO OTHER COURSES:**

- Management
- Organisational Behaviour

#### **PREREQUISITES:**

- Management module completed

#### **TOPICS:**

- Introduction to cross cultural management
- Hofstede dimensions. European clusters
- Business culture in the East, Africa
- Intercultural communication
- Intercultural leadership
- Working effectively in cross cultural teams
- Solving conflicts in international settings
- Small business management in cross cultural environments

#### **READINGS:**

- Understanding cross-cultural management /Marie-Joëlle Browaeys and Roger Price. Harlow : Financial Times/Prentice Hall, 2016
- International management :managing across borders and cultures : text and cases /Helen Deresky. Boston, Pearson, 2014.
- Cross-cultural management: essential concepts /David C. Thomas, Mark F. Peterson. Thousand Oaks, Calif., SAGE, 2015.

#### **FINAL GRADE BASED ON:**

- Competency test - exam.
- Evaluation of project work and individual assignment

|                                                                                                                                                    |                                                |                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|----------------------------------------|
| Course: <b>CYBERSECURITY MANAGEMENT</b><br>Course code: WLOXXXSE-26Z1-CM<br>Faculty of Security, Logistics and Management<br>Institute of Security |                                                | Elective: yes<br><br>Language: English |
| Level of study: BA/MA                                                                                                                              | Area of study: Management, Logistics, Security | Specializations: all                   |

| Semester    | Form of education, number of hours / requirements (X exam, + pass, # project) |          |           |              |          |          |
|-------------|-------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| Summer      | total hours                                                                   | lectures | exercises | laboratories | projects | seminars |
|             | 20                                                                            | 10/ +    | 10/ +     | 0            | 0        | 0        |
| ECTS points |                                                                               |          |           | 4            |          |          |

**Author of the syllabus: Joanna ANTCZAK, Ph.D., Anna OWCZARCZYK, Ph.D.**  
**Instructor: Joanna ANTCZAK Ph.D., Anna OWCZARCZYK, Ph.D.**

#### MAIN GOALS OF THE COURSE:

##### To provide students with the knowledge of:

- The fundamental principles and concepts of cybersecurity management in organizations.
- The key determinants and challenges of managing an organization operating in cyberspace.
- Planning, allocation, and evaluation of expenditures related to cybersecurity

**RELATIONS TO OTHER COURSES:** none

**PREREQUISITES:** none

#### TOPICS:

- Management of a business entity,
- Determinants of management concepts used in developing a cybersecurity management model in an organization,
- Dimensions of information security and cybersecurity,
- Foundations of the cybersecurity system,
- Areas of cybersecurity management,
- Selected methods of cyberattacks,
- Legal foundations of cybersecurity in Poland and the EU,
- Costs of cybersecurity in an enterprise.

#### READINGS:

- Antczak Joanna, Zarządzanie przedsiębiorstwem w cyberprzestrzeni, Akademia Sztuki Wojennej, Warszawa 2021.
- Antczak Joanna, Zarządzanie cyberbezpieczeństwem w przedsiębiorstwie doświadczenia wybranych państw Unii Europejskiej, Difin, Warszawa 2024.
- A. Evans, Enterprise Cybersecurity in Digital Business, Routledge, 2022
- Colby A. Clark, Cybersecurity incident management masters guide: Volume 1 - Preparation, Threat Response, & Post-Incident Activity, Independently published, 2020

#### FINAL GRADE BASED ON:

- Presentations and discussions in exercises
- Creation of the model of cybersecurity management

|                                               |                                                   |                                     |
|-----------------------------------------------|---------------------------------------------------|-------------------------------------|
| Course: <b>ECONOMICS</b>                      |                                                   | elective: yes<br>language: English. |
| Course code: WLOXXXSE-26Z1-E                  |                                                   |                                     |
| Faculty of Security, Logistics and Management |                                                   |                                     |
| Level of study: BA                            | Area of study: Management,<br>Logistics, Security | Specializations: all                |

| semester          | Form of education, number of hours / requirements (X -exam, + - pass, # - project) |          |           |              |          |          |
|-------------------|------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/<br>summer | total hours                                                                        | lectures | exercises | laboratories | projects | seminars |
|                   | 30                                                                                 | 16/X     | 14/+      | ... / ...    | / ...    | .../ ... |
| ECTS points       |                                                                                    |          |           | 5            |          |          |

**Author of the syllabus: Anna OWCZARCZYK, Ph.d**

**Instructor: Anna OWCZARCZYK, Ph.d**

### MAIN GOALS OF THE COURSE:

The course enables undergraduate students to become familiar with economic theory and the conditions under which modern market economies operate. The program covers fundamental issues in microeconomics and macroeconomics. Active participation in the classes will allow students to broaden and deepen the topics discussed in the lectures, as well as to analyze economic phenomena and processes in an environment characterized by high variability and emerging challenges. The student possesses knowledge of the essence and nature of the economic process and its theoretical aspects, knows and understands economic categories. The student is able to apply knowledge of microeconomics and macroeconomics in shaping national security, managing an organization, and making personal economic decisions.

### RELATIONS TO OTHER COURSES:

- none

### PREREQUISITES:

- none

### TOPICS:

- Introduction to economics
- Contemporary economic systems. The essence of the market and its types.
- Market and market economy. The market mechanism: demand, supply, market equilibrium price.
- The consumer and the producer in the economy.
- National product accounting. Categories of national product (GDP, GNP, NNP, NI). Methods of calculating national product. Alternative measures of national product.
- Economic growth and economic development. The cyclical nature of the economy.
- Economic policy: fiscal policy, monetary policy.
- Inflation.

- The labor market.

#### READINGS:

- David Begg, Gianluigi Vernasca, Rudiger Dornbusch, Stanley Fischer, Economics, 2020, McGraw-Hill Education
- David Shapiro, Daniel MacDonald, Steven A. Greenlaw, Principles of Microeconomics, 2025, [Free Principles of Microeconomics 3e Book for Download - OpenStax](#)
- David Shapiro, Daniel MacDonald, Steven A. Greenlaw, Principles of Macroeconomics, 2025, [Free Principles of Macroeconomics 3e Book for Download - OpenStax](#)
- Economy 1.0 CORE Project, 20 [Contents – The Economy 1.0](#)
- Economics, [Free Principles of Economics 3e Book for Download - OpenStax](#)

#### FINAL GRADE BASED ON:

- Competency test
- Evaluation of project work and individual assignment

|                                               |                                                |                      |
|-----------------------------------------------|------------------------------------------------|----------------------|
| Course: <b>EUROPEAN SECURITY INSTITUTIONS</b> |                                                | Elective: yes        |
| Course code: WLOXXXSE-26Z1-ESI                |                                                |                      |
| Faculty of Security, Logistics and Management |                                                | Language: English    |
| Level of study: BA/MA                         | Area of study: Management, Logistics, Security | Specializations: all |

| Semester        | Form of education, number of hours / requirements (X exam, + pass, # project) |               |                      |              |          |          |
|-----------------|-------------------------------------------------------------------------------|---------------|----------------------|--------------|----------|----------|
|                 | total hours                                                                   | lectures      | exercises            | laboratories | projects | seminars |
| Winter / Summer | 20                                                                            | 14 / + (test) | 6 / + (presentation) | 0            | 0        | 0        |
| ECTS points     |                                                                               |               |                      | 4            |          |          |

**Author of the syllabus: Grzegorz KOSTRZEWA-ZORBAS, Ph.D.**

**Instructor: Grzegorz KOSTRZEWA-ZORBAS, Ph.D.**

#### MAIN GOALS OF THE COURSE: To provide students with the knowledge of:

- International security conditions in Europe and its subregions, and the North Atlantic, African and Asian dimensions of European security.
- All major international institutions and mechanism designed or attempting to maintain Europe's security.
- In particular: the UN Organization and System, the Organization for Security and Co-operation in Europe, and the region-wide Council of Europe.
- Also, the European Union and NATO which have different main tasks but make additional diplomatic, economic and military contributions to international security in Europe and beyond.
- Also, subregional organizations and arrangements in Europe and vicinity.
- Finally, a comparison of Europe to other major regions of the world in terms of international security and its institutions.

#### RELATIONS TO OTHER COURSES:

- Fundamentals of EU
- Fundamentals of NATO
- Introduction to International Relations

**PREREQUISITES:** none

**TOPICS:**

1. Overview of international security in Europe and its subregions, including Central and Eastern Europe.
2. Overview of North Atlantic, African and Asian dimensions of European security.
3. United Nations Organization and the UN System in Europe, including the Organization for Security and Co-operation in Europe (OSCE).
4. Principles of international peacekeeping, peace enforcement, arms control and confidence building measures.
5. Council of Europe and the European Court of Human Rights.
6. European security roles of the European Union (EU) and the North Atlantic Treaty Organization (NATO).
7. Subregional organizations and arrangements in Central Europe, Eastern Europe, and the Scandinavian, Baltic, Balkan, Black Sea and Mediterranean areas.
8. Comparison with other major regions of the world: North and South America, Africa, the Middle East and Asia.

**READINGS:**

**REQUIRED**

- Council of Europe <https://www.coe.int> [selected items].
- European External Action Service [of the European Union] <https://www.eeas.europa.eu> [read selected items].
- Philip Terrence Hopmann. The Organization for Security and Cooperation in Europe at 50: Conflict Management During and After the Cold War. Cham, Switzerland: Springer Nature Switzerland, 2025.
- North Atlantic Treaty Organization <https://www.nato.int> [selected items].
- Organization for Security and Cooperation in Europe <https://www.osce.org> [selected items].
- The Oxford Handbook on the United Nations. Edited by Thomas G. Weiss and Sam Daws. 2nd edition. Oxford, UK: Oxford University Press, 2018 [selected chapters].

**RECOMMENDED**

- The Council of Europe: Its Law and Policies. Edited by Stefanie Schmahl and Marten Breuer. Oxford, UK; Oxford University Press, 2017.
- Stephan Keukeleire and Tom Delreux. The Foreign Policy of the European Union. 3rd Edition. London, UK; New York, NY, USA: Bloomsbury Academic, 2022.
- [North Atlantic Treaty Organization.] The Secretary General's Annual Report 2024. Brussels, Belgium: NATO, 2025.
- Regional Organizations and Peacemaking: Challengers to the UN? Edited by Peter Wallensteen and Anders Björner. New York, NY, USA: Routledge, 2015.

**FINAL GRADE BASED ON:**

- Presentation and discussions in exercises
- Written single-choice test of knowledge

|                                                  |                                                |                      |
|--------------------------------------------------|------------------------------------------------|----------------------|
| Course: <b>FOREIGN AND DEFENSE POLICY OF USA</b> |                                                | Elective: yes        |
| Course code: WLOXXXSE-26Z1-FDPU                  |                                                | Language: English    |
| Faculty of Security, Logistics and Management    |                                                | Specializations: all |
| Level of study: BA/MA                            | Area of study: Management, Logistics, Security |                      |

| Semester        | Form of education, number of hours / requirements (X exam, + pass, # project) |                  |                          |              |          |          |
|-----------------|-------------------------------------------------------------------------------|------------------|--------------------------|--------------|----------|----------|
|                 | total hours                                                                   | lectures         | exercises                | laboratories | projects | seminars |
| Winter / Summer | 30                                                                            | 20 / +<br>(test) | 10 / +<br>(presentation) | 0            | 0        | 0        |

|             |   |
|-------------|---|
| ECTS points | 5 |
|-------------|---|

**Author of the syllabus:** Grzegorz KOSTRZEWA-ZORBAS, Ph.D.

**Instructor:** Grzegorz KOSTRZEWA-ZORBAS, Ph.D.

**MAIN GOALS OF THE COURSE:** To provide students with the knowledge of:

- Systemic features of the foreign and defense policy of the United States of America.
- In particular, the evolving definition of US national interest; diplomacy, soft (cultural) power, economic power and military force in US foreign policy; deterrence, overwhelming force, forward presence, technological superiority and other principles of US military strategy; the role of NATO and the broader network of US politico-military alliances in the world.
- Also, relations with the EU and all Europe, Russia, China, Islamic countries, the global South, Israel and other countries and regions.
- Finally, the internal dimension: the US foreign and defense policy making institutions and process, including the influence of religion, ideology, ethnicity and domestic politics.

**RELATIONS TO OTHER COURSES:**

- Fundamentals of NATO
- Introduction to International Relations

**PREREQUISITES:** none

**TOPICS:**

1. Overview of the United States of America as a civilization.
2. Concept of American exceptionalism and the idealistic and commercial origins of US foreign policy.
3. Internationalism versus isolationism and multilateralism versus unilateralism in US foreign and defense policy from the Monroe Doctrine to the status of the only global superpower.
4. Diplomacy, soft power (cultural influence), economic power and military force as instruments of US foreign policy.
5. Global network of US politico-military alliances, including NATO.
6. Principles of US military strategy, including nuclear strategy, and land, sea, air, outer space and cyber forces.
7. US foreign policy and defense policy institutions, including the President, Congress, Departments of State and Defense, the Intelligence Community and economic authorities.
8. Influence of ethnicity, religion, ideology and domestic politics, including interest and pressure groups, and the media.
9. US cultural, political, economic and military relations with the European Union.
10. US cultural, political, economic and military relations with Russia, China, India, the Middle East and the Global South.

**READINGS:**

**REQUIRED**

- American Defense Policy. Edited by Miriam Krieger, Lynne Chandler Garcia, John Riley and Will Atkins. 9th Edition. Baltimore, MD, USA: Johns Hopkins University Press, 2021 [selected chapters].
- Steven W. Hook, John Spanier and Andrea K. Grove. American Foreign Policy since World War II. 22nd Edition. Thousand Oaks, CA, USA: CQ Press, 2025.

**RECOMMENDED**

- The Domestic Sources of American Foreign Policy: Insights and Evidence. Edited by James M. McCormick. 7th Edition. Lanham, MD, USA: Rowman and Littlefield, 2018.
- Joseph S. Nye. Soft Power: The Means to Success in World Politics. New York, NY, USA: Public Affairs, 2004.
- Jeffrey T. Richelson. The U.S. Intelligence Community. 7th Edition. Boulder, CO, USA: Westview Press, 2016 [selected chapters].

**FINAL GRADE BASED ON:**

- Presentation and discussions in exercises
- Written single-choice test of knowledge

|                                               |                                                |                      |
|-----------------------------------------------|------------------------------------------------|----------------------|
| Course: <b>FUNDAMENTALS OF EU</b>             |                                                | Elective: yes        |
| Course code: WLOXXXSE-26Z1-FEU                |                                                | Language: English    |
| Faculty of Security, Logistics and Management |                                                | Specializations: all |
| Level of study: BA/MA                         | Area of study: Management, Logistics, Security |                      |

| Semester        | Form of education, number of hours / requirements (X exam, + pass, # project) |                  |                         |              |          |          |
|-----------------|-------------------------------------------------------------------------------|------------------|-------------------------|--------------|----------|----------|
|                 | total hours                                                                   | lectures         | exercises               | laboratories | projects | seminars |
| Winter / Summer | 30                                                                            | 24 / +<br>(test) | 6 / +<br>(presentation) | 0            | 0        | 0        |
| ECTS points     |                                                                               |                  |                         | 5            |          |          |

**Author of the syllabus: Grzegorz KOSTRZEWA-ZORBAS, Ph.D.**

**Instructor: Grzegorz KOSTRZEWA-ZORBAS, Ph.D.**

**MAIN GOALS OF THE COURSE:** To provide students with:

- Comprehensive introduction to the European Union – the world's largest structure of wide and deep international integration – including its external relations and common foreign, security and defence policy, and prospective common defence.
- Overview of multiple dimensions of EU integration – civilizational, economic, financial, political, institutional and legal – and its legislative, executive and judicial authorities.
- Knowledge on the enlargement of the EU; its relations with non-member countries and regions of Europe and the world; and its cooperation with the Council of Europe, NATO and other international organizations.

**RELATIONS TO OTHER COURSES:**

- Introduction to International Relations.

**PREREQUISITES:** none

**TOPICS:**

1. Civilizational foundations of the European Union.
2. Legal foundations of the EU – including treaties – and civil and economic rights and freedoms of EU citizens.
3. EU competences, strategies, policies and finances.
4. Legislative, executive, judicial, regulatory and other authorities of the EU and the eurozone.
5. Common foreign, security and defence policy, new ways of defence integration and prospective common defence.
6. Culture, education, science and technology in the EU; the European Atomic Energy Community; the European Space Agency.
7. EU external economic and political relations, including relations with the United States of America, Russia, Ukraine, China, India and the Global South.
8. Cooperation of the EU and the Council of Europe, NATO, United Nations, African Union and other major regional and worldwide international organizations.
9. EU enlargement.
10. EU partnership and neighbourhood policies in and beyond Europe.

**READINGS:**

**REQUIRED**

- European Union, [european-union.europa.eu](http://european-union.europa.eu) [selected items].
- Stephan Keukeleire and Tom Delreux. The Foreign Policy of the European Union. 3rd Edition. London, UK; New York, NY, USA: Bloomsbury Academic, 2022.

- Jonathan Olsen and Michael A. Hansen. The European Union: Politics and Policies. 8th Edition. New York, NY, USA; Milton Park, Abingdon, Oxon, UK: Routledge, 2026.

#### RECOMMENDED

- Norman Davies. Europe: A History. Oxford, UK; New York, NY, USA: Oxford University Press, 1996.
- The Elgar Companion to the European Union. Edited by Samuel B. H. Faure and Christian Lequesne. Cheltenham, UK; Northampton, MA, USA: Edward Elgar Publishing, 2023 [selected chapters].
- European External Action Service [of the European Union], [www.eeas.europa.eu](http://www.eeas.europa.eu) [selected items].

#### FINAL GRADE BASED ON:

- Presentation and discussions in exercises
- Written single-choice test of knowledge

|                                                                        |                                                   |                      |
|------------------------------------------------------------------------|---------------------------------------------------|----------------------|
| Course: <b>FUNDAMENTALS OF INSURANCE</b>                               |                                                   | Elective: yes        |
| Course code: WLOXXXSE-26Z1-FI                                          |                                                   | Language: English    |
| Faculty of Security, Logistics and Management<br>Institute of Security |                                                   |                      |
| Level of study: BA/MA                                                  | Area of study: Management,<br>Logistics, Security | Specializations: all |

| Semester           | Form of education, number of hours / requirements (X exam, + pass, # project) |          |           |              |          |          |
|--------------------|-------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| Winter /<br>Summer | total hours                                                                   | lectures | exercises | laboratories | projects | seminars |
|                    | 30                                                                            | 14/ +    | 16 / +    | 0            | 0        | 0        |
| ECTS points        |                                                                               |          |           | 4            |          |          |

**Author of the syllabus: Anna OWCZARCZYK, Ph.D.**

**Instructor: Anna OWCZARCZYK, Ph.D.**

#### MAIN GOALS OF THE COURSE:

##### To provide students with the knowledge of:

- Developing awareness of the need for effective protection of life and property through understanding how insurance systems operate.
- Acquiring the ability to calculate insurance offers and premiums, taking into account types of insurance and levels of risk.
- Gaining knowledge about the functioning of commercial and social insurance in Poland, including legal foundations, premiums, insurance sums, and the structure of the social and health insurance system.

**RELATIONS TO OTHER COURSES:** none

**PREREQUISITES:** none

#### TOPICS:

- The essence and evolution of insurance, basic concepts.
- Classification of insurance by subject matter and insurance risk.
- Supervision of the insurance system.
- Risk and uncertainty in business insurance.
- Financial management of an insurance company.
- Social insurance within the social security system.
- The social insurance system and its contemporary characteristics.
- Retirement and disability insurance.
- Healthcare and the health insurance system.

## READINGS:

- Georges Dionne (edit.) , Handbook of Insurance, Springer, 2025
- M. Maggioni, G. Turchetti, Fundamentals of the Insurance Business, Springer, 2024
- S. J. Mildenhall, J. A. Major, Pricing insurance risk, theory and practice, John Wiley & Sons, 2022
- W. Ronka-Chmielowiec, Ubezpieczenia, C.H. Beck, Warszawa 2016 (PL)
- R. Thoyts, Insurance Theory and Practice, Routledge, 2010

## FINAL GRADE BASED ON:

- Presentation and discussions in exercises
- Written single-choice test of knowledge

|                                               |                                                |                      |
|-----------------------------------------------|------------------------------------------------|----------------------|
| Course: <b>FUNDAMENTALS OF NATO</b>           |                                                | Elective: yes        |
| Course code: WLOXXXSE-26Z1-FNA                |                                                | Language: English    |
| Faculty of Security, Logistics and Management |                                                | Specializations: all |
| Level of study: BA / MA                       | Area of study: Management, Logistics, Security |                      |

| Semester        | Form of education, number of hours / requirements (X exam, + pass, # project) |                  |                          |              |          |          |
|-----------------|-------------------------------------------------------------------------------|------------------|--------------------------|--------------|----------|----------|
|                 | total hours                                                                   | lectures         | exercises                | laboratories | projects | seminars |
| Winter / Summer | 30                                                                            | 20 / +<br>(test) | 10 / +<br>(presentation) | 0            | 0        | 0        |
| ECTS points     |                                                                               |                  |                          | 5            |          |          |

**Author of the syllabus: Grzegorz KOSTRZEWA-ZORBAS, Ph.D.**

**Instructor: Grzegorz KOSTRZEWA-ZORBAS, Ph.D.**

**MAIN GOALS OF THE COURSE:** To provide students with:

- Comprehensive introduction to the North Atlantic Treaty Organization – the largest permanent multinational politico-military alliance in the world.
- Overview of all dimensions of NATO: civilizational, political, diplomatic, legal, organizational, military – including nuclear, conventional and cyber strategies – and technological and economic.
- Knowledge on current activities and the continuing enlargement of NATO, and on its cooperation with other international organizations, the European Union and partners throughout Europe and the world.

## RELATIONS TO OTHER COURSES:

- Foreign and Defense Policy of USA
- Introduction to International Relations

**PREREQUISITES:** none

## TOPICS:

1. Foundations of NATO in common civilization and in universal international law.
2. Main tasks of NATO: collective deterrence and defence; crisis prevention and management; cooperative security.
3. Defence policy and military strategy of NATO, including nuclear and conventional deterrence.
4. Military operations and deployments of NATO.
5. NATO policy on the Russia-Ukraine war since 2014.
6. Non-military activities of NATO.
7. Organizational structures of NATO: civilian and military, including joint assets; NATO finances.
8. Enlargement of NATO.
9. NATO relations with non-member states in Europe and other regions of the world.

10. Cooperation of NATO with the European Union, United Nations, African Union and other international organizations.

#### READINGS:

##### REQUIRED

- [North Atlantic Treaty Organization.] The Secretary General's Annual Report 2024. Brussels, Belgium: NATO, 2025.
- North Atlantic Treaty Organization, [www.nato.int](http://www.nato.int) [selected items].
- Routledge Handbook of NATO. Edited by John Andreas Olsen. New York, NY, USA; Milton Park, Abingdon, Oxon, UK: Routledge, 2024.

##### RECOMMENDED

- American Defense Policy. Edited by Miriam Krieger, Lynne Chandler Garcia, John Riley and Will Atkins. 9th Edition. Baltimore, MD, USA: Johns Hopkins University Press, 2021 [selected chapters].
- Lawrence Freedman and Jeffrey Michaels. The Evolution of Nuclear Strategy. 4th Edition. London, UK: Palgrave Macmillan, 2019 [selected chapters].
- Stanley R. Sloan. Defense of the West: Transatlantic Security from Truman to Trump. 2nd Edition. Manchester, UK: Manchester University Press, 2020.
- Strategic Foresight Analysis 2023. Norfolk, VA, USA: NATO Allied Command Transformation, [2024].
- Strategy in the Contemporary World. Edited by John Baylis, James J. Wirtz, and Jeannie L. Johnson. 7th Edition. Oxford, UK: Oxford University Press, 2022 [selected chapters].

#### FINAL GRADE BASED ON:

- Presentation and discussions in exercises
- Written single-choice test of knowledge

|                                               |                                                |                      |  |
|-----------------------------------------------|------------------------------------------------|----------------------|--|
| Course: <b>GROUND HANDLING</b>                |                                                | elective: yes        |  |
| Course code: WLOXXXSE-26Z1-GH                 |                                                | language: English.   |  |
| Faculty of Security, Logistics and Management |                                                |                      |  |
| Level of study: MA                            | Area of study: Management, Logistics, Security | Specializations: all |  |

| semester          | Form of education, number of hours / requirements (X - exam, + - pass, # - project) |          |           |              |          |          |
|-------------------|-------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/<br>summer | total hours                                                                         | lectures | exercises | laboratories | projects | seminars |
|                   | 40                                                                                  | 10/ X    | 20/#      | ... / ...    | 10/#     | .../ ... |
| ECTS points       |                                                                                     |          |           | 6            |          |          |

**Author of the syllabus: Slawomir AUGUSTYN, Assoc. Prof. PhD, Eng**

**Instructor: Slawomir AUGUSTYN, Assoc. Prof. PhD, Eng**

#### MAIN GOALS OF THE COURSE:

##### To familiarize students:

- how to define Ground Handling and main characteristics describing Ground Handling.
- how to identify factors determining Ground Handling, as well as services of air transport.
- how to plan, set up, as well as control an Ground Handling activity.
- how to operate an ground handling process.

- how to cooperate in main regulations of Ground Handling in context of air transport policy.
- how to define priorities in package of the Ground Services.
- How to measure benefits from Ground Handling Market.

#### RELATION TO OTHER COURSES:

- none

#### PREREQUISITES:

- none

#### TOPICS:

- Basic terminology and typology of Ground Handling.
- Standard Ground Handling Agreement – IATA SGHA.
- Business plan of Ground Handling company.
- Success factor in Ground Handling like TQM.
- Know-how to build a Global Network in Ground Services for aviation safety.
- Case study of the Ground Services.
- Technological progress in the Ground Handling business.
- Controlling and reporting of Ground Handling activities.

#### READINGS:

- IATA AHM 810 Standard Ground Handling Agreement.
- Ashford Norman, Air Operations. The Mc Graw-Hill Companies, 1996.
- SH & E Ltd. Study on the quality and efficiency of ground handling services at EU airports as a result of the implementation of Council Directive 96/97 EG.
- Chapter 11 of FAA. Advisory Circular AC65-9A.
- Horonjeff Robert, Planning and Design of Airports, Fifth Edition, The Mc Graw-Hill Companies, 2009.
- Neufvill Richard, Odoni Amedeo, Airport System: Planning, Design and Management, The Mc Graw-Hill Companies, 2003.
- Wells Alexander T., Airport Planning & Management, The Mc Graw-Hill Companies, 2003.

#### FINAL GRADE BASED ON:

- Competency test – exam.
- Evaluation of group exercise.

|                                                      |                                                |                      |  |
|------------------------------------------------------|------------------------------------------------|----------------------|--|
| Course: <b>HUMAN CAPITAL MANAGEMENT FOR MANAGERS</b> |                                                | Elective: yes        |  |
| Course code: WLOXXSE-26Z1-HCMM                       |                                                | language: English.   |  |
| Faculty of Security, Logistics and Management        |                                                |                      |  |
| Level of study: BA                                   | Area of study: Management, Logistics, Security | Specializations: all |  |

|          |                                                                                    |
|----------|------------------------------------------------------------------------------------|
| semester | Form of education, number of hours / requirements (X -exam, + - pass, # - project) |
|----------|------------------------------------------------------------------------------------|

| winter/<br>summer | total hours | lectures | exercises | laboratories | projects | seminars |
|-------------------|-------------|----------|-----------|--------------|----------|----------|
|                   | 36          | 20/ +    | 16/+      | ... / ...    | / ...    | .../ ... |
| ECTS points       |             |          |           | 5            |          |          |

**Author of the syllabus:** Wioletta WEREDA, Assoc. Prof. PhD

**Instructor:** Wioletta WEREDA, Assoc. Prof. PhD

### MAIN GOAL OF THE COURSE:

The aim of the module is to present basic information on the essence and definition of market analysis in the form of multimedia presentations (theoretical knowledge and practical examples - lectures). During the exercises, assessment of views presented during discussions and positions presented in the research of case studies as well as development of staging of problems raised in the field of market analysis. Competences such as awareness, knowledge, and skills will be developed in the course through cases discussion, lecture, simulation exercise, and knowledge sharing.

### The main objective of the course for students is to:

- familiarize them with the operation of organizations in the area of human resource management;
- gain knowledge in the field of human resource acquisition, maintenance, and development;
- understand of the theory and techniques used in this area.

### RELATION TO OTHER COURSES:

- Management

### PREREQUISITES:

- Management module completed.

### TOPICS:

#### 1. Introduction to HRM:

- the presentation of the basic definitions of HRM;
- the definition of basic concepts and theories: management, human resources, human capital.

#### 2. Principles of recruitment and attracting High Potential:

- people and processes in the organization;
- the characteristics of recruitment and attracting people;

#### 3. Human resource planning and selection:

- the characteristics of human resource planning;
- ways to select people to organization;

#### 4. Theories of motivation:

- description of different theories of motivation;
- instruments of motivation;
- the characteristics of employees' benefits and compensation;

#### 5. The importance of employees development:

- definitions of employees development;
- employee training;

- talent management;

#### 6. Evaluating work:

- analyzing of quantitative methods;
- definitions of qualitative methods;

#### READINGS:

- J. Bratton, J. Gold, Human Resource Management: Theory and Practice, Pallgrave Macmillan, New York 2007.
- R. L. Mathis, J. H. Jackson, Human Resource Management, Thomson South-Western, Mason, 2008.
- Harvard Business Review.

#### FINAL GRADE BASED ON:

- Competency test - passing with the grade.
- Evaluation of project work and individual assignment.

|                                               |                                                |                      |  |
|-----------------------------------------------|------------------------------------------------|----------------------|--|
| Course: <b>INNOVATION MANAGEMENT</b>          |                                                | elective: yes        |  |
| Course code: WLOXXXSE-26Z1-INM                |                                                | language: English.   |  |
| Faculty of Security, Logistics and Management |                                                |                      |  |
| Level of study: MA                            | Area of study: Management, Logistics, Security | Specializations: all |  |

| semester    | Form of education, number of hours / requirements (X - exam, + - pass, # - project) |          |           |              |          |          |
|-------------|-------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| summer      | total hours                                                                         | lectures | exercises | laboratories | projects | seminars |
|             | 36                                                                                  | 12/ +    | 20/+      | ... / ...    | 4 / +    | .../ ... |
| ECTS points |                                                                                     |          |           | 5            |          |          |

**Author of the syllabus: Jacek WOŹNIAK, PhD**

**Instructor: Jacek WOŹNIAK, PhD**

#### MAIN GOALS OF COURSE:

##### To familiarize students:

- how to define innovations, innovation processes, and innovation management.
- how to identify factors determining innovation management, as well as new models/forms of innovations.
- how to plan, set up, as well as control an innovation activity.
- how to operate an innovation process.
- how to cooperate in an innovation cluster.

#### RELATION TO OTHER COURSES:

- none

#### PREREQUISITES:

- none

#### TOPICS:

- Innovation – definition and classification, innovation process, models of innovation creation, trends in innovative activity.
- Innovative enterprise – concept and conditions of operation. Building an innovation strategy.
- Management focused on employee development – as the basis for innovation processes and shaping creativity. Intellectual capital in innovation processes.
- Financing of innovative activities and risk management in innovation processes.
- Commercialization and technology transfer in an innovative enterprise. Marketing and innovation.
- Innovation support systems on a national and regional scale.
- Social and economic effects of innovation.

#### READINGS:

- Gaikwad A. (2019). Innovation Management A Business Development Approach. KS OmniScriptum Publishing. London.
- Araujo M. (2014). Innovation Management in SME's. Lambert. OmniScriptum GmbH & Co. KG. Riga.
- Baporikar J.V. (2012). Managing Innovation. Process & Strategy. Lambert. OmniScriptum GmbH & Co. KG. Riga.
- Rampersad G. (2009). Innovation Management. Managing Technology and Networks. VDM Verlag.
- Darroch J. (2009). Innovation and Knowledge Management. How a Knowledge Management Orientation Drives Innovation. Lambert. OmniScriptum GmbH & Co. KG. Riga.
- Whittaker D.H. (2008). Managing Innovation. Cambridge University Press. Cambridge.

#### FINAL GRADE BASED ON:

- Competency test.
- Evaluation of group exercise.

|                                                        |                                                |                      |
|--------------------------------------------------------|------------------------------------------------|----------------------|
| Course: <b>INTRODUCTION TO INTERNATIONAL RELATIONS</b> |                                                | Elective: yes        |
| Course code: WLOXXXSE-26Z1-IIR                         |                                                | Language: English    |
| Faculty of Security, Logistics and Management          |                                                |                      |
| Level of study: BA/MA                                  | Area of study: Management, Logistics, Security | Specializations: all |

| Semester        | Form of education, number of hours / requirements (X exam, + pass, # project) |                  |                          |              |          |          |
|-----------------|-------------------------------------------------------------------------------|------------------|--------------------------|--------------|----------|----------|
|                 | total hours                                                                   | lectures         | exercises                | laboratories | projects | seminars |
| Winter / Summer | 30                                                                            | 20 / +<br>(test) | 10 / +<br>(presentation) | 0            | 0        | 0        |
| ECTS points     |                                                                               |                  |                          | 5            |          |          |

**Author of the syllabus: Grzegorz KOSTRZEWA-ZORBAS, Ph.D.**

**Instructor: Grzegorz KOSTRZEWA-ZORBAS, Ph.D.**

**MAIN GOALS OF THE COURSE:** To provide students with introductory knowledge of:

- All dimensions of international relations: political; diplomatic; institutional; legal; geographic; military and related; economic; social; demographic; anthropological; civilizational and cultural, including religion, ideology, information, science, technology and education; environmental (ecological).
- Theories of international relations; theories of war; fundamentals of military strategy; methods of international conflict resolution.
- Major present developments in the world, especially globalization, regionalization and new international disputes and conflicts – including regular, irregular, hybrid and asymmetric wars – of the 21st century.

#### **RELATIONS TO OTHER COURSES:**

- Fundamentals of EU
- Fundamentals of NATO

#### **PREREQUISITES:** none

#### **TOPICS:**

1. Basic phenomena and notions. Political, military, economic, social, cultural, ecological, legal and other dimensions of international relations.
2. Theories of international relations, especially realism, liberalism, cultural realism, constructivism.
3. International organizations and international regimes.
4. Uniqueness of the European Union in the world.
5. United Nations System.
6. Diplomacy.
7. Military force – including nuclear weapons – in international relations.
8. International conflict resolution methods.
9. Opportunities, challenges, crises and threats.
10. Globalization and regionalization.

#### **READINGS:**

##### **REQUIRED**

- Joseph Grieco, G. John Ikenberry, and Michael Mastanduno. Introduction to International Relations: Perspectives, Connections, and Enduring Questions. 4th Edition. London, UK; New York, USA: Bloomsbury Academic, 2026.

##### **RECOMMENDED**

- Greg Cashman. What Causes War?: An Introduction to Theories of International Conflict. 2nd Edition. Lanham, MD, USA: Rowman and Littlefield, 2014.
- Joseph S. Nye and David A. Welch. Understanding Global Conflict and Cooperation: An Introduction to Theory and History. 10th Edition. Boston, MA, USA: Pearson Education, 2016.
- Routledge Handbook of Public Diplomacy. Edited by Nancy Snow and Nicholas J. Cull. 2nd Edition. Abingdon, Oxon, UK; New York, NY, USA: Routledge, 2020 [selected chapters].
- The SAGE Handbook of Diplomacy. Edited by Costas M. Constantinou, Pauline Kerr, and Paul Sharp. London, UK: SAGE Publications, 2016 [selected chapters].
- Strategy in the Contemporary World. Edited by John Baylis, James J. Wirtz, and Jeannie L. Johnson. 7th Edition. Oxford, UK: Oxford University Press, 2022 [selected chapters].

#### **FINAL GRADE BASED ON:**

- Presentation and discussions in exercises
- Written single-choice test of knowledge

|                                               |                    |
|-----------------------------------------------|--------------------|
| Course: <b>INVENTORY MANAGEMENT</b>           | elective: Yes      |
| Course code: <b>WLOXXXSE-26Z1-IVM</b>         | language: English. |
| Faculty of Security, Logistics and Management |                    |

|                       |                                                   |                      |
|-----------------------|---------------------------------------------------|----------------------|
| Level of study: BA/MA | Area of study: Management,<br>Logistics, Security | Specializations: all |
|-----------------------|---------------------------------------------------|----------------------|

| semester          | Form of education, number of hours / requirements (X - exam, + - pass, # - project) |          |           |              |          |          |
|-------------------|-------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/<br>summer | total hours                                                                         | lectures | exercises | laboratories | projects | seminars |
|                   | 30                                                                                  | 8/X      | 12/+      | .../...      | 8/+      | 2/ +     |
| ECTS points       |                                                                                     |          |           | 6            |          |          |

**Author of the syllabus: Magdalena RYKAŁA, PhD**

**Instructor: Magdalena RYKAŁA, PhD**

### MAIN GOALS OF COURSE:

The main goals of course for the Course are centered on providing students with the comprehensive knowledge and practical skills necessary to effectively manage inventory within logistics systems. These goals, as supported by leading course outlines and professional resources, include:

- Understanding the Role and Structure of Inventory in Logistics
- Mastering Inventory Management under Different Demand Conditions
- Applying Classic and Modern Inventory Management Concepts
- Analyzing and Managing Inventory Costs
- Measuring and Improving Inventory Performance
- Utilizing Deterministic and Stochastic Inventory Models
- Managing Inventory Assortment and Special Situations
- Developing Practical, Data-Driven Decision Skills

### To familiarize students:

- How to classify the stock and inventory cost in logistic systems.
- How to manage inventory in logistic systems.
- How to apply methods, techniques and inventory management in business environment.

### RELATION TO OTHER COURSES:

- Basic logistics
- Distribution logistics
- Supply logistics
- Production logistics

### PREREQUISITES:

- Knowledge of forms and principles within and between organization in logistic. Knowledge of basic logistics processes. Knowledge of logistics costs.

### TOPICS:

- The role, essence and structure of stock in logistics system.
- Basics of inventory management in the conditions of dependent and independent demand.
- The classic concept of inventory management.

- The concept of decoupling point.
- Concept and cross-section of inventory costs.
- Factors of shaping inventory costs.
- Indicators of inventory rotation cycle.
- The deterministic model of inventory management – Economic Order Quantity.
- ABC and XYZ analysis.
- Stochastic models of inventory management: system based on reorder level (model of replenishment based on reorder level), system based on reorder cycle (model of replenishment based on periodical review).
- Other method of inventory management: Management of inventory assortment group: Coverage analysis, Economic order value.
- One period stock, Safety stock of multi-localization places.

#### READINGS:

- Bose, D. C. (2006). Inventory management. PHI Learning Pvt. Ltd..
- Wild, T. (2017). Best practice in inventory management. Routledge.
- Trubchenko, T. G., Kiseleva, E. S., Loshchilova, M. A., Dreval, A. N., Ryzhakina, T. G., & Shaftelskaya, N. V. (2020). Application of ABC and XYZ analysis to inventory optimization at a commercial enterprise. In SHS Web of Conferences (Vol. 80, p. 01007). EDP Sciences.
- Vidal, G. H. (2023). Deterministic and stochastic inventory models in production systems: a review of the literature. Process Integration and Optimization for Sustainability, 7(1), 29-50.
- Ramesh, P., Maheswari, V., & Balaji, V. (2025). Estimation of Economic Order Quantity for the Deterministic Inventory Model with Constant Demand. Metallurgical and Materials Engineering, 31(4), 183-189.
- Szymaszal, J., Kuczyńska-Chałada, M., & Król, J. (2015). Management of assortment inventory groups in selected foundry. Archives of Foundry Engineering, 15(3), 67-70.
- Yadavalli, V. S., Sivakumar, B., & Arivarignan, G. (2007). Stochastic inventory management at a service facility with a set of reorder levels. ORiON, 23(2), 137-149.

#### FINAL GRADE BASED ON:

- Competency test.
- Evaluation of individual exercise.
- Individual project.

|                                               |                                                |                      |  |
|-----------------------------------------------|------------------------------------------------|----------------------|--|
| Course: <b>LEAN MANAGEMENT IN LOGISTICS</b>   |                                                | elective: yes        |  |
| Course code: WLOXXXSE-26Z1-LML                |                                                |                      |  |
| Faculty of Security, Logistics and Management |                                                | language: English.   |  |
| Level of study: BA                            | Area of study: Management, Logistics, Security | Specializations: all |  |

| semester          | Form of education, number of hours / requirements (X -exam, + - credit, # - project) |          |           |              |          |          |
|-------------------|--------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/<br>summer | total hours                                                                          | lectures | exercises | laboratories | projects | seminars |
|                   | 30                                                                                   | 12/ X    | 8/+       | -/ ...       | 6/ #     | 4/ +     |
| ECTS points       |                                                                                      |          |           | 4            |          |          |

**Author of the syllabus: Malgorzata GRZELAK, PhD**

**Leading lectures: Malgorzata GRZELAK, PhD**

## MAIN GOALS OF COURSE:

### To familiarize students:

- acquiring knowledge about modern management concepts in the field of process optimization,
- acquiring advanced knowledge of the principles of the Lean Management concept,
- acquiring knowledge and skills in using Lean, Kaizen and Problem Solving tools,
- acquiring skills in diagnosing and streamlining processes, is able to: identify waste (muda) and added value in the process, identify areas for improvement, map processes and solve existing problems.

## RELATION TO THE OTHER COURSES:

- Basic of logistics, Logistics processes designing

## PREREQUISITES:

- Knowledge on the structures and organization of logistics in enterprise. Knowledge of the basic functions of logistics management systems.

## TOPICS:

- Lean Management Strategy: Creating a lean management culture, 7 Lean principles, The role of change leaders and employee awareness in the transformation process, The concept of added value, Identification of 10 types of waste.
- Process audit - diagnosis of the current state, Elements of process audit, Defining the scope of transformation - identification and selection of problem areas, Process metrics - KPI, Basics of descriptive statistics and data visualization in the process description, Data collection techniques: snapshot observations, Genba Walk, Process mapping: Flow chart, SIPOC, BPMN, VSM, Analysis of cycle, transition and takt times.
- Problem Solving and Future State Design: Problem Solving and the PDCA Cycle – Process Approach, Kaizen Method, Evolution of Problem Solving: Toyota Practical Problem Solving, QRQC, A3 Report, 8D Method, DMAIC, Root Cause Analysis Methods – RCA: Ishikawa Diagram, 5Why, RCMA, Methods supporting problem solving and finding solutions: 7 Problem Definition Questions, SMART Goals, Brainstorming, Pareto Analysis, A3 Report – Elements and Stages of Preparing an A3 Report, Designing and Mapping the Future State.
- Implementation of changes – methods of process optimization and improvement: Just in Time Production “just in time”, 5S, Kanban System, Heijunka – production leveling, TPM – Maintenance of movement and increase of reliability of machines and tools, SMED – Reduction of machine changeover time, VSM – Value Stream Mapping.
- 

## READINGS:

- Liker, J. K. (2004). The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer McGraw-Hill Education.
- Womack, J. P., & Jones, D. T. (2015). Lean solutions: how companies and customers can create value and wealth together. Simon and Schuster.
- Womack, J. P., & Jones, D. T. (1997). Lean thinking—banish waste and create wealth in your corporation. Journal of the operational research society, 48(11), 1148-1148.

#### FINAL GRADE BASED ON:

- Competency test.
- Project evaluation.

|                                               |                                                |                      |  |
|-----------------------------------------------|------------------------------------------------|----------------------|--|
| Course: <b>LOGISTICS COSTS</b>                |                                                | elective: yes        |  |
| Course code: WLOXXXSE-26Z1-LC                 |                                                | language: English    |  |
| Faculty of Security, Logistics and Management |                                                |                      |  |
| Level of study: BA/MA                         | Area of study: Management, Logistics, Security | Specializations: all |  |

| semester    | Form of education, number of hours / requirements (X - exam, + - pass, # - project) |          |           |              |          |          |
|-------------|-------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/     | total hours                                                                         | lectures | exercises | laboratories | projects | seminars |
| summer      | 22                                                                                  | 8/ X     | 10/+      | ... / ...    | / ...    | 4/ #     |
| ECTS points |                                                                                     |          |           | 5            |          |          |

**Author of the syllabus: Paulina ZAMELEK, PhD**

**Instructor: Paulina ZAMELEK, PhD**

#### MAIN GOALS OF COURSE:

##### To familiarize students:

- how to define logistics costs and identify their role in the enterprise's financial performance
- how to classify and structure logistics costs according to type, phase, and cost centers
- how to apply Activity-Based Costing (ABC) and Time-Driven ABC in logistics and distribution environments
- how to interpret logistics cost data in a managerial and policy-making context, including macroeconomic logistics cost comparisons

#### RELATION TO OTHER COURSES:

- none

#### PREREQUISITES:

- none

#### TOPICS:

- Introduction to logistics costs – nature, definitions and performance impact
- Identification and structure of logistics costs (transport, warehousing, manipulation, ordering)
- Cost centers and phase-based classification: procurement, warehousing, distribution
- Activity-Based Costing (ABC) and Time-Driven ABC in logistics applications
- Financial and managerial approaches to logistics cost measurement
- Logistics cost accounting – tools, models and performance indicators
- Sectoral and macroeconomic analysis of logistics costs, with trade policy and logistics aspects

#### READINGS:

- Robert S. Kaplan, Steven R. Anderson (2007), Activity Based Costing.  
A simpler and more powerful path to higher profits, Harvard Business School Publishing Corporation.
- Sobocińska I., (2009), Activity Based Costing, C. H. BECK, Warsaw.
- Sobocińska I. (2006), Cost Accounting, Management Accounting, C. H. BECK, Warsaw 2006,
- Twaróg J. (2003), Businesses logistics costs, Logistics library, Poznan.
- McCann, Ph., (2013), The economics of Industrial Location. A logistics-Costs Approach, Springer.

#### FINAL GRADE BASED ON:

- Competency test – exam.
- Evaluation of group exercise.

|                                                         |    |                                                   |                      |
|---------------------------------------------------------|----|---------------------------------------------------|----------------------|
| Course: <b>LOGISTICS IN INTERNATIONAL ORGANISATIONS</b> |    | elective: yes                                     |                      |
| Course code: WLOXXXSE-26Z1-LIO                          |    | language: English.                                |                      |
| Faculty of Security, Logistics and Management           |    |                                                   |                      |
| Studies                                                 | MA | Area of study: Management,<br>Logistics, Security | Specializations: all |

| semester    | Form of education, number of hours / form of pass (X -exam, + - pass, # - project) |          |           |              |          |          |
|-------------|------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| summer      | total                                                                              | lectures | exercises | laboratories | projects | seminars |
|             | 30                                                                                 | 10/ X    | 20/+      | .../...      | .../...  | .../...  |
| ECTS points |                                                                                    |          |           | 5            |          |          |

**Author of the syllabus: Andrzej JACUCH, PhD**

**Instructor: Andrzej JACUCH, PhD**

#### Main GOALS OF THE COURSE:

##### To familiarize students:

- With EU, NATO and UN's logistics
- With multinational logistics challenges

#### TOPICS:

- NATO overarching policies and structures

- Fundamentals of NATO Logistics
- NATO Logistics principles, policies and doctrines
- Multinational Collective Logistics
- Transportation, petroleum and medical support
- Civil support
- EU logistics
- UN Global Field Support Strategy
- Logistical Support to United Nations Peacekeeping Operations
- Logistics Challenges

**RELATION TO OTHER COURSES:**

- none

**PREREQUISITES:**

- Military logistics.
- International Organisations.

**READINGS:**

- NATO Logistics Handbook
- NATO AJP-4, Allied Joint Doctrine for Logistics, [https://litpolukrbrig.wp.mil.pl/u/5\\_NATO\\_AJP-4\\_B\\_Allied\\_Joint\\_Doctrine\\_for\\_Logistics\\_20\\_December\\_2018.pdf](https://litpolukrbrig.wp.mil.pl/u/5_NATO_AJP-4_B_Allied_Joint_Doctrine_for_Logistics_20_December_2018.pdf)
- Logistical Support to United Nations Peacekeeping Operations, [https://cdn.peaceopstraining.org/course\\_promos/logistics\\_1/logistics\\_1\\_english.pdf](https://cdn.peaceopstraining.org/course_promos/logistics_1/logistics_1_english.pdf)
- Global field support strategy, [https://peacekeeping.un.org/sites/default/files/gfss\\_fact\\_sheet.pdf](https://peacekeeping.un.org/sites/default/files/gfss_fact_sheet.pdf)
- European Civil Protection and Humanitarian Aid Operations, Logistics, [https://ec.europa.eu/echo/files/policies/sectoral/humanitarian\\_logistics\\_thematic\\_policy\\_document\\_en.pdf](https://ec.europa.eu/echo/files/policies/sectoral/humanitarian_logistics_thematic_policy_document_en.pdf)
- EU Common Security and Defence Policy, PESCO, at EU Website
- EU Concept for Logistic Support for EU-led Military Operations and Missions, <https://data.consilium.europa.eu/doc/document/ST-12628-2018-INIT/en/pdf>
- Deploying and sustaining EU military operations, <https://www.defenceiq.com/air-land-and-sea-defence-services/articles/deploying-and-sustaining-eu-military-operations>
- AAP-06 NATO Glossary of Terms and Definitions

**FINAL GRADE BASED ON:**

- Exam
- Essay
- Presentation and advocacy of the case study
- Exercise evaluation.

|                                                                                                                               |                                                |                                     |
|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-------------------------------------|
| Course: <b>LOGISTIC PROCESSES PLANNING</b><br>Course code: WLOXXXSE-26Z1-LPP<br>Faculty of Security, Logistics and Management |                                                | elective: Yes<br>language: English. |
| Level of study: BA                                                                                                            | Area of study: Management, Logistics, Security | Specializations: all                |

| semester          | Form of education, number of hours / requirements (X -exam, + - credit, # - project) |          |           |              |          |          |
|-------------------|--------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/<br>summer | total hours                                                                          | lectures | exercises | laboratories | projects | seminars |
|                   | 24                                                                                   | 8/ X     | 8/+       | / ...        | 8 / #    | / ...    |
| ECTS points       |                                                                                      |          |           | 5            |          |          |

**Author of the syllabus: Katarzyna GŁODOWSKA, PhD Eng.**

**Instructor: Katarzyna GŁODOWSKA, PhD Eng**

### MAIN GOALS OF COURSE:

#### To familiarize students:

- Introduction to basic issues related to logistic processes
- Simulating the implementation of the process approach in the enterprise

### RELATION TO THE OTHER COURSES:

- Fundamentals of logistics,
- Engineering of logistic systems

### PREREQUISITES:

- Identification of fundamental logistic processes in supply logistics chain. Knowledge on the engineering of logistics systems and analysis of logistic processes in enterprise logistics.

### TOPICS:

- Process analysis – introduction to the course
- The main idea of the process, process classification.
- Process management in organization.
- Process models, methodology of management of logistic processes.
- Process mapping.
- Measurement standards and processes; the performance and efficiency of processes.
- Productivity and process efficiency, cost of quality processes. Statistical quality control and loss of quality Taguchi, continuous processes improvement.
- SCOR model. Designing by SIPOC model.
- Designing of process organization and logistics processes.
- Project management in the design of business processes.

### READINGS:

- Michelberger B., Mutschler B., Reichert M.: Process-oriented Information Logistics: Aligning Enterprise Information with Business Processes, 2012.
- Apelkrans A., Hakansson A.: Visual Knowledge Modelling of an Information Logistics Process - A Case Study. in: Proc., 2005
- Bodendorf F., Winkler S., Zimmermann R., Vögele, B.: Agent-Based Information Logistics in Planning Processes. in: Proc., 2007

#### FINAL GRADE BASED ON:

- Competency test.
- Evaluation of group exercise.
- Group project.

|                                                                                                                             |                                                   |                                     |
|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-------------------------------------|
| Course: <b>LOGISTICS SUPPORT IN ARMY</b><br>Course code: WLOXXXSE-26Z1-LSA<br>Faculty of Security, Logistics and Management |                                                   | Elective: yes<br>language: English. |
| Level of study: BA                                                                                                          | Area of study: Management,<br>Logistics, Security | Specializations: all                |

| semester          | Form of education, number of hours / requirements (X -exam, + - pass, # - project) |          |           |              |          |          |
|-------------------|------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/<br>summer | total hours                                                                        | lectures | exercises | laboratories | projects | seminars |
|                   | 40                                                                                 | 10/ X    | 20/+      | ... / ...    | 10/ #    | .../ ... |
| ECTS points       |                                                                                    |          |           | 6            |          |          |

**Author of the syllabus: Slawomir AUGUSTYN, Assoc. Prof. PhD, Eng**

**Instructor: Slawomir AUGUSTYN, Assoc. Prof. PhD, Eng**

#### MAIN GOALS OF COURSE:

##### To familiarize students:

- How to define the Logistics and supply chain in army.
- How to identify factors integrating of the logistics and their systems in supply chain in army.
- How to apply methods, techniques and tools of risk management in army.
- How to define strategy of supply chain management in army.
- How to identify methods and tools which could support of supply chain management in army.

#### RELATION TO OTHER COURSES:

- Logistics management in army.
- Logistics systems and enterprise logistics in army.

#### PREREQUISITES:

- none

## TOPICS:

- Supply chain in army and information Systems - theoretical basis.
- Establishing the operations army environment.
- Establishing supply chain linkages in army.
- Planning and controlling operations and supply chains in army.
- Managing inventory throughout the Supply Chain in army.
- Managing Production across the Supply Chain in army.
- Military Product Management and Military Product Service Development.

## READINGS:

- Bozarth C., Handfield R.B. (2013). Introduction to operations and supply chain management. Pearson International Edition. New Jersey.
- Langley J., Coyle J., Gibson B.J., Novack R.A., Bardi E.J. (2009). Managing supply chains, a logistics approach. South Western, Canada.
- Christopher M. (2005). Logistics and supply chain management: creating value-added networks. Pearson education.
- Rutkowski K. (2009). Best Practices in Logistics and Supply Chain Management. The case of Poland. Warsaw School of Economics. Warsaw.
- Boyer K. K., Verma R. (2010). Operations and Supply Chain Management for the 21st Century. South-Western, Cengage Learning
- Geunes J., Akçali E., Pardalos P. M., Romeijn H. E., & Shen Z. J. M. (Eds.). (2006). Applications of supply chain management and e-commerce research(Vol. 92). Springer Science & Business Media.
- Hugos M. H. (2011). Essentials of supply chain management (Vol. 62). John Wiley & Sons.
- Ross D. F. (2016). Introduction to supply chain management technologies. CRC Press.

## FINAL GRADE BASED ON:

- Competency test.
- Evaluation of group exercise.

|                                               |    |                                                |                      |
|-----------------------------------------------|----|------------------------------------------------|----------------------|
| Course: <b>MANAGEMENT IN CENTRAL EUROPE</b>   |    | Elective: yes                                  |                      |
| Course code: WLOXXXSE-26Z1-MCE                |    | language: English.                             |                      |
| Faculty of Security, Logistics and Management |    |                                                |                      |
| Kind of study:                                | MA | Area of study: Management, Logistics, Security | Specializations: all |

| semester    | Form of education, number of hours / requirements (X -exam, + - pass, # - project) |          |           |              |          |          |
|-------------|------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/     | total                                                                              | lectures | exercises | laboratories | projects | seminars |
| summer      | 20                                                                                 | 16/+     | 4/+       | ... / ...    | .../...  | .../ ... |
| ECTS points |                                                                                    |          |           | 3            |          |          |

**Author of the syllabus: Włodzimierz MISZALSKI, PhD, DSc**

**Instructor: Włodzimierz MISZALSKI, PhD, DSc**

**MAIN GOALS OF COURSE:**

To provide theoretical and practical knowledge in the field of history, current conditions, paradigms and models of management in Central Europe.

**To familiarize students:**

- with the specifics of management issues in Central Europe,
- with the particular characteristics of enterprises and institutions operating in the region,
- with the most important development trends and perspectives of management in Central Europe.

**RELATION TO OTHER COURSES:**

- none

**PREREQUISITES:**

- none

**TOPICS:**

- The management environment in Central Europe (historical remarks, geopolitical, social and cultural environment, transition to market economy, privatisation)
- Present day management reality in Central Europe (consequences of transition processes, the old- and new- type enterprises co-existence, management in public administration, foreign influence),
- Central European managers (evolution of views on managers' qualification in Central Europe, changes within managers' community in Poland, present day status and situation of managers in Poland)
- Problems and future of management in Central Europe (enterprises' adaptation to the changes of Central European business environment, educational and personnel training problems)
- Improving cooperation management between student's home country and Poland in a selected area

**READINGS:**

- *Journal of Management and Business Administration. Central Europe*, 2019 Nr 1,2, 2018Nr1,2,3,4, 2017 Nr 1,2, 2016Nr1,2 ,Kozminski University, Warsaw, Poland  
ISSN: 2450-7814 | E-ISSN: 2450-8829 | ICV: 100.00 | MNiSW: 40
- Martin, Roderick, *Transforming Management in Central and Eastern Europe*, Oxford University Press, Oxford, United Kingdom, 1999 ISBN 10: 0198775695 / ISBN 13: 9780198775690

**FINAL GRADE BASED ON:**

Evaluation of exercises, evaluation of mid- and final presentations

|                                                                                                                  |                                                   |                                     |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-------------------------------------|
| Course: <b>MARKET ANALYSIS</b><br>Course code: WLOXXXSE-26Z1-MA<br>Faculty of Security, Logistics and Management |                                                   | Elective: yes<br>language: English. |
| Level of study: BA                                                                                               | Area of study: Management,<br>Logistics, Security | Specializations: all                |

| semester          | Form of education, number of hours / requirements (X -exam, + - pass, # - project) |          |           |              |          |          |
|-------------------|------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/<br>summer | total hours                                                                        | lectures | exercises | laboratories | projects | seminars |
|                   | 36                                                                                 | 18/ +    | 18/+      | ... / ...    | / ...    | .../ ... |
| ECTS points       |                                                                                    |          |           | 5            |          |          |

**Author of the syllabus: Wioletta WEREDA, Assoc. Prof. PhD**

**Instructor: Wioletta WEREDA, Assoc. Prof. PhD**

**MAIN GOAL OF THE COURSE/ description of the course:** This module is to present basic information on the essence and definition of market analysis in the form of multimedia presentations (theoretical knowledge and practical examples - lectures). During the exercises, assessment of views presented during discussions and positions presented in the research of case studies as well as development of staging of problems raised in the field of market analysis. Competences such as awareness, knowledge, and skills will be developed in the course through cases discussion, lecture, simulation exercise, and knowledge sharing.

**The course aims to develop:**

- the importance and the competence related to the environment of organizations and various sources of market information;
- the ability to assess the suitability of various methods for analyzing the market of an organization;
- the ability to work individually and in a team to perform various tasks within it;
- the importance of work in the field of market methods and their role in management, is able to initiate the work of small teams and take on different roles within them.

**RELATION TO OTHER COURSES:**

- Marketing

**PREREQUISITES:**

- Management module completed.

**TOPICS:**

1. Introduction to the market analysis:
  - the presentation of the basic definitions of market analysis;
  - analysis and discussion of the foundations of the market;
2. Secondary sources of market information:
  - the characteristics of all secondary market information sources;
  - ways to use the sources in the organization;
3. Primary sources of market information:

- the characteristics of all primary market information sources;
- ways to use the sources in the organization;
- 4. Selected methods of analysis of the market:
  - SWOT and PEST(EL) analyses;
  - the characteristics of other market analysis methods according to various authors;
- 5. Segmenting and targeting markets:
  - definitions of segmenting and targeting;
  - strategies for reaching target markets;
  - the mapping of the product on the market;
- 6. Consumer and competitor analysis:
  - analyzing of consumers on the market;
  - definitions of competitive advantages;
  - the creation of competitor maps and strategies;

#### READINGS:

- N. Bradley, Marketing research. Tools and techniques, Oxford University Press, Oxford 2010.
- D. A. Aaker, D. McLoughlin, Strategic Market Management: Global Perspectives, John Wiley & Sons 2010.
- G.J. Kress, T. Webb, and J. Snyder, Forecasting and Market Analysis Techniques: A Practical Approach, Westport, CT: Quorum Books, 1994.
- Harvard Business Review.
- Industry links, EUI - The Economist Intelligence Unit, EUROSTAT, CORDIS, Statistics at the OECD, ESOMAR.

#### FINAL GRADE BASED ON:

- Competency test - passing with the grade.
- Evaluation of project work and individual assignment.

|                                                 |    |                                                   |                      |
|-------------------------------------------------|----|---------------------------------------------------|----------------------|
| Course: <b>NATO – MISSIONS AND ORGANISATION</b> |    | elective: yes                                     |                      |
| Course code: WLOXXXSE-26Z1-NMO                  |    | language: English.                                |                      |
| Faculty of Security, Logistics and Management   |    |                                                   |                      |
| Studies                                         | MA | Area of study: Management,<br>Logistics, Security | Specializations: all |

| semester    | Form of education, number of hours / form of pass (X -exam, + - pass, # - project) |          |           |              |          |          |
|-------------|------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| summer      | total                                                                              | lectures | exercises | laboratories | projects | seminars |
|             | 30                                                                                 | 10/ X    | 20/+      | .../...      | .../...  | .../...  |
| ECTS points |                                                                                    |          |           | 5            |          |          |

**Author of the syllabus: Andrzej JACUCH, PhD**

**Instructor: Andrzej JACUCH, PhD**

**EFFECTS OF COURSE:**

Understanding NATO as a political and military organisation, history, priorities and structures and its role in XXI century.

**PRECEDING COURSES:**

- Fundamentals of security and defence theory,
- International organisations,
- Contemporary political systems

**TOPICS:**

- North Atlantic Treaty, analysis of articles 3, 5, 9
- NATO history
- Cold War period and missions
- Expeditionary operations
- Disaster response operations
- NATO adopts to current security threats, war in Ukraine
- NATO civil and military structure
- Role of NATO committees, consensus principle.

**READINGS:**

- NATO Handbook, NATO Information Office. Brussels
- Secretary General's Annual Reports, NATO Website
- A short history of NATO. [https://www.nato.int/cps/en/natohq/declassified\\_139339.htm](https://www.nato.int/cps/en/natohq/declassified_139339.htm)
- NATO 2022 Strategic Concept, NATO Website
- NATO Summit Declarations, NATO Website
- NATO-EU cooperation

**FINAL GRADE BASED ON:**

- Exam
- Presentations
- Exercise evaluation

|                                                                                             |    |                                                |                      |
|---------------------------------------------------------------------------------------------|----|------------------------------------------------|----------------------|
| Course: <b>NATO AND THE EU RESPONSE TO HYBRID THREATS, DISINFORMATION AND CYBERSECURITY</b> |    | Elective: yes                                  |                      |
| Course code: WLOXXXSE-26Z1-NERHT                                                            |    | language: English.                             |                      |
| Faculty of Security, Logistics and Management                                               |    |                                                |                      |
| Studies                                                                                     | MA | Area of study: Management, Logistics, Security | Specializations: all |

|          |                                                                                    |
|----------|------------------------------------------------------------------------------------|
| semester | Form of education, number of hours / form of pass (X -exam, + - pass, # - project) |
|----------|------------------------------------------------------------------------------------|

| summer      | total | lectures | exercises | laboratories | projects | seminars |
|-------------|-------|----------|-----------|--------------|----------|----------|
|             | 30    | 10/ X    | 20/+      | .../...      | .../...  | .../...  |
| ECTS points |       |          |           | 5            |          |          |

**Author of the syllabus: Andrzej JACUCH, PhD**

**Instructor: Andrzej JACUCH, PhD**

### MAIN GOAL OF COURSE:

Understanding the EU and NATO's response to hybrid threats, including information and cyber warfare.

### PRECEDING COURSES:

- History of wars,
- International Organisations,
- cybersecurity.

### TOPICS:

- Hybrid threats – definitions and history
- War in Ukraine
- Cyber threats
- Information warfare
- The EU response to hybrid threats
- NATO strategy and response to hybrid threats
- Civil arrangements and military capacity
- Case study – are we prepared?

### READINGS:

- C(2014)7489/F1 (2014), Commission implementing Decision laying down rules for the implementation of Decision No 1313/2013/EU and of the Council on a Union Civil Protection Mechanism and repealing Commission Decisions 2004/277/EC
- Directive on measures for a high common level of cybersecurity across the Union (NIS2 Directive)
- A Global Strategy for the European Union's Foreign and Security Policy
- Hagelstam, A., Narinen, K. (2018), Cooperating to counter hybrid threats, NATO Review Magazine
- Jacuch A. (2017), Civil preparedness - NATO civil experts' capability, Defence Science Review no 3, Warsaw. (ISSN 2450-6869)
- JOIN(2016)18 final (2016), Joint Framework on countering hybrid threats a European Union response
- Jacuch, A. (2020). Countering Hybrid Threats: Resilience in the EU and NATO's Strategies. The Copernicus Journal of Political Studies, (1), 5–26. <https://doi.org/10.12775/CJPS.2020.001>
- Jacuch A. (2021). Comparative analysis of cybersecurity strategies. European union strategy and policies. Polish and selected countries strategies, Online Journal Modelling the New Europe, no. 37, pp.102-120. DOI:10.24193/ojmne.2021.37.06

- Jacuch A. (2022), The Blurred Lines of Peace and War – An Analysis of Information Operations Used by the Russian Federation in CEE, The Journal of Slavic Military Studies, 35:2, 157-180, DOI: 10.1080/13518046.2022.2139071
- Jacuch A., National Resilience in NATO and EU Strategies and Policies: The Critical Role of Civil Preparedness and Enablement, 2025, ISBN: 978-83-7938-451-8

#### FINAL GRADE BASED ON:

- Exam
- Essay
- Presentation and advocacy of the case study
- Exercise evaluation.

|                                               |    |                                                |                      |
|-----------------------------------------------|----|------------------------------------------------|----------------------|
| Course: <b>NATO CRISIS RESPONSE SYSTEM</b>    |    | Elective: yes                                  |                      |
| Course code: WLOXXXSE-26Z1-NCRS               |    | language: English.                             |                      |
| Faculty of Security, Logistics and Management |    |                                                |                      |
| Studies                                       | BA | Area of study: Management, Logistics, Security | Specializations: all |

| semester    | Form of education, number of hours / form of pass (X -exam, + - pass, # - project) |          |           |              |          |          |
|-------------|------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| summer      | total                                                                              | lectures | exercises | laboratories | projects | seminars |
|             | 30                                                                                 | 10/ X    | 20/+      | .../...      | .../...  | .../...  |
| ECTS points |                                                                                    |          |           | 5            |          |          |

**Author of the syllabus: Andrzej JACUCH, PhD**

**Instructor: Andrzej JACUCH, PhD**

#### MAIN GOALS OF COURSE:

##### To familiarize student with:

- Introduction to crisis management,
- NATO's crisis management structures and processes.

#### PRECEDING COURSES:

- none

#### TOPICS:

- North Atlantic Treaty
- Introduction to alliance priorities
- Crisis Management as a main strategic priority
- NATO operations
- NATO Crisis management committees' roles
- Crisis Management organisation at NATO
- Introduction to crisis response processes and procedures at NATO

- Case study

#### READINGS:

- NATO Handbook, NATO Information Office. Brussels
- NATO Committees, NATO Website
- Consensus decision-making at NATO, [https://www.nato.int/cps/en/natolive/topics\\_49178.htm](https://www.nato.int/cps/en/natolive/topics_49178.htm)
- Crisis management, [https://www.nato.int/cps/en/natolive/topics\\_49192.htm](https://www.nato.int/cps/en/natolive/topics_49192.htm)
- Crisis management in NATO, Rühle, Michael,  
<https://www.tandfonline.com/doi/abs/10.1080/09662839308407141?journalCode=feus20>

#### FINAL GRADE BASED ON:

- Exam
- Presentations
- Exercise evaluation

|                                               |    |                                                   |                      |
|-----------------------------------------------|----|---------------------------------------------------|----------------------|
| Course: <b>NATO STRATEGIC CONCEPTS</b>        |    | Elective: yes                                     |                      |
| Course code: WLOXXXSE-26Z1-NSC                |    | language: English.                                |                      |
| Faculty of Security, Logistics and Management |    |                                                   |                      |
| Studies                                       | MA | Area of study: Management,<br>Logistics, Security | Specializations: all |

| semester    | Form of education, number of hours / form of pass (X -exam, + - pass, # - project) |          |           |              |          |          |
|-------------|------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| summer      | total                                                                              | lectures | exercises | laboratories | projects | seminars |
|             | 30                                                                                 | 10/ X    | 20/+      | .../...      | .../...  | .../...  |
| ECTS points |                                                                                    |          |           | 5            |          |          |

**Author of the syllabus: Andrzej JACUCH, PhD**

**Instructor: Andrzej JACUCH, PhD**

#### MAIN GOALS OF THE COURSE:

##### To familiarize students:

- with NATO's strategies
- how NATO adopts to changing security requirements
- with NATO today
- with new security challenges

#### PRECEDING COURSES:

Global, regional and state security and defence / specialty: transatlantic security, crisis response, disaster response, International and Regional Organizations, EU, NATO, OSCE, International Relations' theory.

#### TOPICS:

- North Atlantic Treaty fundamentals and organization

- What shapes NATO Strategic Concept?
- Case study - Analysis of NATO's strategic concepts
- 2010 Strategic Concept
- 2022 Strategic Concept
- Overarching policies
- NATO Summits
- NATO response to current security challenges
- Future challenges

#### READINGS:

- NATO Handbook, NATO Information Office. Brussels
- Secretary General's Annual Reports, NATO Website.
- Strategic Concepts, NATO Website
- NATO Summits' Declarations, NATO Website
- AAP-06 NATO Glossary of Terms and Definitions

#### FINAL GRADE BASED ON:

- Exam
- Essay
- Presentation and advocacy of the case study
- Exercise evaluation.

|                                               |                                                   |                                     |
|-----------------------------------------------|---------------------------------------------------|-------------------------------------|
| Course: <b>ORGANISATIONAL BEHAVIOUR</b>       |                                                   | Elective: yes<br>language: English. |
| Course code: WLOXXXSE-26Z1-OB                 |                                                   |                                     |
| Faculty of Security, Logistics and Management |                                                   |                                     |
| Level of study: BA                            | Area of study: Management,<br>Logistics, Security | Specializations: all                |

| semester          | Form of education, number of hours / requirements (X -exam, + - pass, # - project) |          |           |              |          |          |
|-------------------|------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/<br>summer | total hours                                                                        | lectures | exercises | laboratories | projects | seminars |
|                   | 30                                                                                 | 16/ X    | 14/+      | ... / ...    |          | .../ ... |
| ECTS points       |                                                                                    |          |           | 5            |          |          |

**Author of the syllabus: Celina SOLEK-BOROWSKA, Ph.d**

**Instructor: Celina SOLEK-BOROWSKA, Ph.d**

#### COURSE DESCRIPTION:

This course is an introduction to the basic concepts and topics in organizational behavior (OB). The course focuses on OB at three levels: individual, groups and teams level, and finally – collective, taking into account the whole organisation. It will include: decision-making process, relationships, motivation, personality, power and politics.

### **MAIN GOAL OF THE COURSE:**

#### **To familiarize students:**

The course is designed to accomplish the following goals:

- increase your knowledge of OB concepts so that you can understand and analyze how organizations and the people within them work.
- develop your leadership, management, and collaboration skills by providing with opportunities to apply OB concepts to real-world problems.
- build a diverse and inclusive learning community
- develop skills that will help to become a successful and contributing member of an organization (manager or otherwise).

### **RELATION TO OTHER COURSES:**

- Basis of management

### **PREREQUISITES:**

- none

### **TOPICS:**

- Introduction to organizational behavior.
- Values. Attitudes. Emotions. Values in the workplace. Job satisfaction and organizational commitment.
- Motivation theories. Motivation – the engine inside us. Content theories of motivation. Process theories of motivation. Reinforcement theory.
- Communication – getting the world around us. Communication barriers. Verbal and non-verbal communication. Organizational communication.
- Group dynamics. Effective groups.
- Conflict in organizational life. Conflict management.
- Leadership. Are leaders born or learnt? Contemporary leadership.
- Organizational culture. Different approaches. Culture evaluation.

### **READINGS:**

- D. Buchanan, A. Huczynski, Organizational behavior, 7<sup>th</sup> edition, Great Britain, 2010.
- S. Robbins, T. Judge, Essentials of Organizational Behavior 14th Edition, Pearson/Prentice Hall, 2017,
- Ch. P. Neck, J. D. Houghton, E. L. Murray Organizational Behavior: A Skill-Building Approach 2nd Edition, SAGE Publication, 2019.

### **FINAL GRADE BASED ON:**

- Competency test - exam.

- Evaluation of group exercise.

|                                               |                                                   |                                     |
|-----------------------------------------------|---------------------------------------------------|-------------------------------------|
| Course: <b>PERSONAL MARKETING</b>             |                                                   | Elective: yes<br>language: English. |
| Course code: WLOXXXSE-26Z1-PM                 |                                                   |                                     |
| Faculty of Security, Logistics and Management |                                                   |                                     |
| Level of study: MA                            | Area of study: Management,<br>Logistics, Security | Specializations: all                |

| semester          | Form of education, number of hours / requirements (X -exam, + - pass, # - project) |          |           |              |          |          |
|-------------------|------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/<br>summer | total hours                                                                        | lectures | exercises | laboratories | projects | seminars |
|                   | 32                                                                                 | 18/ +    | 14+       | ... / ...    | / ...    | .../ ... |
| ECTS points       |                                                                                    |          |           | 4            |          |          |

**Author of the syllabus: Wioletta WEREDA, Assoc. Prof. PhD**

**Instructor: Wioletta WEREDA, Assoc. Prof. PhD**

**MAIN GOAL OF THE COURSE/ description of the module:** The aim of the module is to present the latest trends in the field of personnel marketing in organizations in the form of multimedia presentations (theoretical knowledge and practical examples - lectures). During the exercises, an assessment of the views presented during the discussion and the positions presented in case study analyses, as well as an analysis of the staging of problems raised in the field of internal marketing and personal branding programs. Competences such as awareness, knowledge, and skills will be developed in the course through cases discussion, lecture, simulation exercise, and knowledge sharing.

**The course aims to develop:**

- knowledge of developing marketing activities in the personnel area;
- knowledge of formulating tools for creating the image of the employer and employee;
- the importance of social consequences and responsibility for actions taken by employers and employees in the personnel sphere;
- the elements of the professional image of the employer and employee.

**RELATION TO OTHER COURSES:**

- Marketing

**PREREQUISITES:**

- Management module completed.

**TOPICS:**

1. Basic goals and definitions of personnel marketing:
  - presenting the goals of personnel marketing;
  - presentation of basic definitions in the field of personnel marketing;
2. Recipients of personnel marketing activities and their needs:
  - presentation of basic employee needs;
  - division of addressees
3. Development and training of an employee of modern organizations:
  - presenting theories in the field of employee development and training
  - examples in various enterprises;
4. Determining the professional ethics of communication in an organization:
  - defining the principles of communication ethics;
  - preparing the employee to build credibility in the team;
5. Selected aspects of creating an employer brand on the market and in social media:
  - principles of branding in social media
  - factors characterizing employer branding;
6. The concept of creating an employee's image on the labor market:
  - characteristics of the employee's image;
  - image creation methods;
7. The team and its role in achieving credibility in the organization:
  - team management;
  - building credibility in the team.
8. Self-presentation and creating your own image.

**READINGS:**

- D. McNally and K. D. Speak, Be Your Own Brand: Achieve More of What You Want by Being More of Who You Are (Second Edition, Updated and Expanded); ReadHowYouWant; 16th ed. edition (December 28, 2012).
- J. and D. Royston- Lee. Brand You: Turn Your Unique Talents Into a Winning Formula; Ft Pr; 2nd edition (January 1, 2012).
- Harvard Business Review.

**FINAL GRADE BASED ON:**

- Competency test - passing with the grade.
- Evaluation of project work and individual assignment.

|                                                                                                                                            |                                                |                                     |  |
|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-------------------------------------|--|
| Course: <b>PROJECT: “MANAGEMENT IN CENTRAL EUROPE”</b><br>Course code: WLOXXXSE-26Z1-PMCE<br>Faculty of Security, Logistics and Management |                                                | Elective: yes<br>language: English. |  |
| Level of study: MA                                                                                                                         | Area of study: Management, Logistics, Security | Specializations: all                |  |

| semester          | Form of education, number of hours / requirements (X - exam, + - pass, # - project) |          |           |              |          |          |
|-------------------|-------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/<br>summer | total hours                                                                         | lectures | exercises | laboratories | projects | seminars |
|                   | 26                                                                                  | 6/#      | 20/#      | ... / ...    | .../ ... | .../ ... |
| ECTS points       |                                                                                     |          |           | 4            |          |          |

**Author of the syllabus: Włodzimierz MISZALSKI, PhD, DSc**

**Instructor: Włodzimierz MISZALSKI, PhD, DSc**

#### MAIN GOALS OF COURSE:

The aim of the course is to develop by student a project of management future cooperation between student's home country and Poland in selected area (politics; economy :industry, agriculture, trade ; culture, education, science, tourism, sport, defence and security ).

#### To familiarize students:

with the specifics of management in Central Europe, the most important development trends and perspectives of management in Central Europe.

**Lecture:** Introduction to the Project, activating students with simultaneous presentation of examples of structures and solutions in the field of management. The basic required structure of the project is presented.

**Exercises:** prepared in the form of case studies and sequential presentations of particular chapters of the project developed by students

#### RELATION TO OTHER COURSES:

- none

#### PREREQUISITES:

- none

#### TOPICS:

- Lecture

Present day management reality in Central Europe. Required basic structure of the project : “Management future cooperation between student's home country and Poland in selected area”

- Exercises

Description of differences between student's home country and Poland in selected area. The so far cooperation of student's home country and Poland. Vision of future cooperation (how to improve the cooperation).

Companies, enterprises, institutions (international, governmental and nongovernmental) from both countries

participating in future cooperation. Coordination and management problems – necessity of creating bilateral coordinating bodies. Personality and professional profile of future managers of coordinating bodies in the selected area. Conclusions (Proposals of education programs for managers of future bilateral coordinating bodies).

#### READINGS:

- Journal of Management and Business Administration. Central Europe, 2019 Nr 1,2, 2018Nr1,2,3,4, 2017 Nr 1,2, 2016Nr1,2 ,Kozminski University, Warsaw, Poland
- ISSN: 2450-7814 | E-ISSN: 2450-8829 | ICV: 100.00 | MNiSW: 40
- Martin, Roderick Transforming Management in Central and Eastern Europe, Oxford University Press, Oxford, United Kingdom, 1999 ISBN 10: 0198775695 / ISBN 13: 9780198775690

#### FINAL GRADE BASED ON:

Evaluation of exercises

Evaluation of the project

|                                                  |                                                |                                     |
|--------------------------------------------------|------------------------------------------------|-------------------------------------|
| Course: <b>QUANTITATIVE METHODS IN LOGISTICS</b> |                                                | Elective: yes<br>language: English. |
| Course code: WLOXXXSE-26Z1-QML                   |                                                |                                     |
| Faculty of Security, Logistics and Management    |                                                |                                     |
| Level of study: BA/MA                            | Area of study: Management, Logistics, Security | Specializations: all                |

| semester          | Form of education, number of hours / requirements (X - exam, + - pass, # - project) |          |           |              |          |          |
|-------------------|-------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/<br>summer | total hours                                                                         | lectures | exercises | laboratories | projects | seminars |
|                   | 30                                                                                  | 6/X      | 8/+       | 8 / +        | 6/+      | 2/ +     |
| ECTS points       |                                                                                     |          |           | 6            |          |          |

**Author of the syllabus:** Col. prof. dr hab. Szymon MITKOW, Magdalena RYKAŁA, PhD

**Instructor:** Magdalena RYKAŁA, PhD

**MAIN GOALS OF COURSE:** The main goals are focused on equipping students with the ability to apply mathematical, statistical, and computational techniques to analyze and solve complex logistics and supply chain problems. The key objectives, as supported by multiple course syllabi and program descriptions, include:

- Understanding and Application of Quantitative Methods
- Problem Formulation and Solution
- Modeling and Analysis
- Application to Real-World Problems
- Strategic Perspective
- Technical and Computational Skills

- Decision Support

**To familiarize students:**

- How to make choices in field in logistics.
- How to apply methods of multi-criteria analysis in the process of choosing supplier.
- How to support process of choosing localization of logistics objects.

**RELATION TO OTHER COURSES:**

- Operation research and optimization theory.
- Logistics networks.

**PREREQUISITES:**

- Knowledge of linear programming, dynamic programming and multi-criteria optimization. Knowledge of localization method of nodal points in logistics networks. Knowledge of Excel Software and Solver Toolbox.

**TOPICS:**

- Making decisions in logistics: Decisions and decision-making process. The decision-making process in logistics. Quantitative methods in decision-making process in logistics. Forecasting in logistics. Practical use of Excel sheet in forecasting.
- Methods of multi-criteria analysis in the process of supplier choice: Characteristics of the methods of multi-criteria analysis. Usage of multi-criteria analysis method in the process of supplier choice: AHP (Analytic Hierarchy Process), taxonomic method, methods of benefits analysis, Bellinger method.
- Determining the location of logistics elements: The problem of the determining the choice of localization of logistics elements. Measurement of distance. The gravity method. Rectangular metric. Euclidean method.

**READINGS:**

- Mangan, J., Lalwani, C., & Gardner, B. (2004). Combining quantitative and qualitative methodologies in logistics research. *International journal of physical distribution & logistics management*, 34(7), 565-578.
- Hosseini, S., Ivanov, D., & Dolgui, A. (2019). Review of quantitative methods for supply chain resilience analysis. *Transportation research part E: logistics and transportation review*, 125, 285-307.
- Vlckova, V., Exnar, F., & Machac, O. (2012). Quantitative methods for support of managerial decision-making in logistics.
- Hart, M., Lukoszová, X., & Kubíková, J. (2013). Logistics management based on demand forecasting. *Research in logistics & production*, 3.
- Yildiz, A., & Yayla, A. Y. (2015). Multi-criteria decision-making methods for supplier selection: A literature review. *South African Journal of Industrial Engineering*, 26(2), 158-177.
- Krstev, A., & Krstev, D. (2024). Application of center of gravity method for locations of facilities. *Balkan Journal of Applied Mathematics and Informatics*, 7(2), 83-90.

**FINAL GRADE BASED ON:**

- Exam work in Excel.
- Evaluation of individual exercise.

|                                                                                                                                                               |    |                                                |                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----|------------------------------------------------|----------------------|
| Course: <b>RESILIENCE THROUGH CIVIL PREPAREDNESS IN NATO AND THE EU</b><br>Course code: WLOXXXSE-26Z1-RTCPNE<br>Faculty of Security, Logistics and Management |    | Elective: yes<br>language: English.            |                      |
| Studies                                                                                                                                                       | MA | Area of study: Management, Logistics, Security | Specializations: all |

| semester    | Form of education, number of hours / form of pass (X -exam, + - pass, # - project) |          |           |              |          |          |
|-------------|------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| summer      | total                                                                              | lectures | exercises | laboratories | projects | seminars |
|             | 30                                                                                 | 12/ X    | 18/+      | .../...      | .../...  | .../...  |
| ECTS points |                                                                                    |          |           | 6            |          |          |

**Author of the syllabus: Andrzej JACUCH, PhD**

**Instruaction: Andrzej JACUCH, PhD**

### MAIN GOALS OF THE COURSE:

These lectures and exercises are analysing the specific, growth, and importance resilience through civil preparedness in ensuring that government functions and essential services provided to population can continue during a crisis and war, and that the civilian sector would be ready to provide support to a military operation. They are investigating EU and NATO's roles in this regard. All participants of this programme should understand much better why resilience and civil preparedness are so important for national and European security.

### PREREQUISITES:

Global, regional and state security and defence / field: transatlantic security, crisis response/management, disaster response. Introduction to International and Regional Organizations, EU, NATO, OSCE, International Relations' theory.

### TOPICS:

- Past and Current Security Challenges
- EU's Civil Protection Mechanism, prevention and preparedness
- NATO's overarching policies and structures
- NATO's Crisis Response
- Resilience through Civil Defence, Civil Emergency Planning and Civil Preparedness
- Civil Emergency Planning Committee and Planning Groups
- NATO's Disaster Response capability
- NATO's expert groups
- Resilience in EU and NATO's Strategies in response to security threats, including cyber security and disinformation
- NATO – EU efforts to strengthen resilience

### READINGS:

- EU Civil Protection Mechanism, [http://ec.europa.eu/echo/what/civil-protection/mechanism\\_en](http://ec.europa.eu/echo/what/civil-protection/mechanism_en)

- NATO Handbook, NATO Information Office. Brussels
- Recent NATO Summit Declarations, NATO Website
- Secretary General's Annual Reports, NATO Website
- Jacuch A., 2024, Defending Europe: Strengthening Resilience through Civil Preparedness, Politeja 21(6(93), Uniwersytet Jagielloński, <https://doi.org/10.12797/Politeja.21.2024.93.11>
- Jacuch, A. (2020). Countering Hybrid Threats: Resilience in the EU and NATO's Strategies. The Copernicus Journal of Political Studies, (1), 5–26. <https://doi.org/10.12775/CJPS.2020.001>
- Jacuch A. (2021). Comparative analysis of cybersecurity strategies. European union strategy and policies. Polish and selected countries strategies, Online Journal Modelling the New Europe, no. 37, pp.102-120. DOI:10.24193/ojmne.2021.37.06
- Jacuch A. (2022), The Blurred Lines of Peace and War – An Analysis of Information Operations Used by the Russian Federation in CEE, The Journal of Slavic Military Studies, 35:2, 157-180, DOI: 10.1080/13518046.2022.2139071
- Jacuch A., National Resilience in NATO and EU Strategies and Policies: The Critical Role of Civil Preparedness and Enablement, 2025, ISBN: 978-83-7938-451-8

#### FINAL GRADE BASED ON:

- Exam
- Essay
- Presentation and advocacy of the case study
- Exercise evaluation

|                                               |                                                |                      |  |
|-----------------------------------------------|------------------------------------------------|----------------------|--|
| Course: <b>RISK MANAGEMENT</b>                |                                                | Elective: yes        |  |
| Course code: WLOXXXSE-26Z1-RM                 |                                                | language: English.   |  |
| Faculty of Security, Logistics and Management |                                                |                      |  |
| Level of study: BA                            | Area of study: Management, Logistics, Security | Specializations: all |  |

| semester    | Form of education, number of hours / requirements (X - exam, + - pass, # - project) |          |           |              |          |          |
|-------------|-------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| summer      | total hours                                                                         | lectures | exercises | laboratories | projects | seminars |
|             | 26                                                                                  | 10/ +    | 16/ +     | ... / ...    | .../ ... | .../ ... |
| ECTS points |                                                                                     |          |           | 4            |          |          |

**Author of the syllabus: Jacek WOŹNIAK, PhD**

**Instructor: Jacek WOŹNIAK, PhD**

#### MAIN GOALS OF COURSE:

##### To familiarize students:

- how to define risk management.
- how to identify risk factors within an enterprise and an environment.

- how to apply methods, techniques and tools of risk management in an enterprise.
- how to define and implement the Integrated Risk Management strategy.

#### RELATION TO THE OTHER COURSES:

- none

#### PREREQUISITES:

- none

#### TOPICS:

- New trends in risk management. Risk management methodology.
- Typology of diversified risk: economic risk, social risk, financial risk, market risk, production risk, legal risk, political risk.
- Principles of interdisciplinary risk management.
- Integrated Risk Management in the enterprise.
- The role of information and uncertainty in risk management. Sources of economic and financial information. Business Intelligence as a source of information.
- Identifying and analyzing risk in the enterprise. Practical exercises based on case study.
- Tools and methods of risk management.

#### READINGS:

- Bermúdez Ruíz G., Juárez Nájera M., García Lirios C. (2023). Risk Management: Intersubjective Agendas. KS OmniScriptum Publishing. London.
- Hillson D. (Ed.). (2023). The Risk Management Handbook: A Practical Guide to Managing the Multiple Dimensions of Risk. Kogan Page. London.
- Thompson C., Hopkin P. (2021). Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Enterprise Risk Management. Kogan Page. London.
- Hopkin P. (2013). Risk Management. Kogan Page. London.

#### FINAL GRADE BASED ON:

- Competency test.
- Evaluation of group exercise.

|                                                      |                                                |                      |  |
|------------------------------------------------------|------------------------------------------------|----------------------|--|
| Course: <b>SALES MANAGEMENT AND CUSTOMER SERVICE</b> |                                                | Elective: yes        |  |
| Course code: WLOXXXSE-26Z1-SMCS                      |                                                | language: English.   |  |
| Faculty of Security, Logistics and Management        |                                                |                      |  |
| Level of study: BA                                   | Area of study: Management, Logistics, Security | Specializations: all |  |

| semester          | Form of education, number of hours / requirements (X -exam, + - pass, # - project) |          |           |              |          |          |
|-------------------|------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/<br>summer | total hours                                                                        | lectures | exercises | laboratories | projects | seminars |
|                   | 36                                                                                 | 18/ +    | 18/+      | ... / ...    | / ...    | .../ ... |

|             |   |
|-------------|---|
| ECTS points | 5 |
|-------------|---|

**Author of the syllabus: Wioletta WEREDA, Assoc. Prof. PhD**

**Instructor: Wioletta WEREDA, Assoc. Prof. PhD**

**MAIN GOAL OF THE COURSE/ description of the course:** The aim of the module is to present the latest trends in sales management and customer service on the market in the form of multimedia presentations (theoretical knowledge and practical examples - lectures). During the exercises, an assessment of the views presented during the discussion and the positions presented in case study analyses, as well as an analysis of the staging of problems raised in the field of salesperson's work and customer service. Competences such as awareness, knowledge, and skills will be developed in the course through cases discussion, lecture, simulation exercise, and knowledge sharing.

**To familiarize students:**

The main objective of the course for students is to:

- familiarize them with knowledge of sales management, sales and customer service methods and techniques;
- gain knowledge in the field of formulating sales tools and effective communication with the customer;
- formulate elements of professional customer service and solve sales problems;
- conduct sales and commercial presentations and evaluate them.

**RELATION TO OTHER COURSES:**

- Management

**PREREQUISITES:**

- Management module completed.

**TOPICS:**

1. Introduction to sales organization and techniques - basic definitions:

- presentation of the sales management organization;
- presentation of basic definitions of sales techniques;

2. Sales in retail and wholesale:

- presentation of basic trade definitions;
- division of trade;
- comparison of retail and wholesale trade;

3. Sales management - origins and theories of creation:

- presenting the theory of sales management;
- examples of sales in various enterprises;

4. Professional commercial presentation:

- defining the features and principles of professional commercial presentation;
- preparing the seller for a sales presentation;

5. Effective and professional customer service:

- customer service rules;
- factors characterizing sales service;

6. Searching for customers on the market:

- characteristics of the modern customer;
- customer search methods;
- e-marketing;

7. Effective work of a sales representative and his assessment at work:

- defining the profile of a professional seller and sales representative;
- time management;

**READINGS:**

- D. Jobber, G. Lancaster (2009) Selling and Sales Management, Prentice Hall FT, Harlow, p. 569.
- W. Vieira (2007) The New Sales Manager. Challenges for the 21st century, Sage Publications Ltd., London.
- Tanner, Honeycutt & Erffmeyer (2009) Sales Management: Shaping Future Sales Leaders, Pearson.
- W. M. Thomas (2008) The Sales Manager's Success Manual, American Management Association, New York.
- Harvard Business Review, Harvard Management Update.

**FINAL GRADE BASED ON:**

- Competency test - passing with the grade.
- Evaluation of project work and individual assignment.

|                                               |                                                |                      |  |
|-----------------------------------------------|------------------------------------------------|----------------------|--|
| Course: <b>SUPPLY CHAIN MANAGEMENT</b>        |                                                | Elective: yes        |  |
| Course code: WLOXXXSE-26Z1-SCM                |                                                | language: English    |  |
| Faculty of Security, Logistics and Management |                                                |                      |  |
| Level of study: BA/MA                         | Area of study: Management, Logistics, Security | Specializations: all |  |

| semester    | Form of education, number of hours / requirements (X - exam, + - pass, # - project) |          |           |              |          |          |
|-------------|-------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/     | total hours                                                                         | lectures | exercises | laboratories | projects | seminars |
| summer      | 30                                                                                  | 18/ X    | 12/+      | ... / ...    | .../ ... | .../ ... |
| ECTS points |                                                                                     |          |           | 6            |          |          |

**Author of the syllabus: Paulina ZAMELEK, PhD**

**Instructor: Paulina ZAMELEK, PhD**

**MAIN GOALS OF COURSE:**

**To familiarize students:**

- how to define supply chain management and describe its modern paradigms and strategic relevance
- how to design supply chain networks and select appropriate strategies for various operational environments
- how to identify and integrate key supply chain processes, including procurement, production, and distribution
- how to plan and control supply chain operations, including capacity, inventory, and service performance
- how to select and evaluate production and process options in the context of global supply chains
- how to support product and service development through coordinated supply chain activities
- how to assess and apply digital tools and information systems in supply chain decision-making
- how to recognize and manage risks in global supply chains, with a focus on sustainability and resilience.

**RELATION TO OTHER COURSES:**

- none

**PREREQUISITES:**

- none

**TOPICS:**

- Supply chain - Foundations and Modern Paradigms
- Establishing the operations environment - Supply Chain Strategies and Network Design
- Establishing supply chain linkages - Processes and Integration in SCM
- Planning and controlling operations and supply chains
- Capacity and Inventory Management in Dynamic SCM
- Production and Process Choices in Global SCM
- Product and Service Development in SCM Context
- Supply Chain Technologies and Information Systems
- Sustainability and Risk Management in Global SCM

**READINGS:**

- Bozarth C., Handfield R.B., Introduction to operations and supply chain management, Pearson International Edition, New Jersey 2019.
- Christopher M., Logistics and supply chain management, Pearson Education, 2023.
- Krajewski L.J., Malhotra, M. K., Operations Management. Processes and Supply Chains, Pearson, 2022.
- Silver, Ed, David Pyke, and Douglas Thomas, Inventory and Production Management in Supply Chains, 4th Edition, CRC Press, 2017
- Loredó E.N., Raffensperger J.F., Moore N.Y., Measuring and Managing Army Supply Chain Risk. A Quantitative Approach by Item Number and Commercial Entity Code, RAND Corporation, Santa Monica 2015.

- Langley J., Coyle J., Gibson B.J., Novack R.A., Bardi E.J., Managing supply chains, a logistics approach, South Western, Canada 2009.
- Rutkowski K., Best Practices in Logistics and Supply Chain Management. The case of Poland, Warsaw School of Economics, Warsaw 2009.
- Ballou, Ronald, Business Logistics: Supply Chain Management, 3rd edition, Pearson Prentice Hall, 2003.

#### FINAL GRADE BASED ON:

- Competency test – exam.
- Evaluation of group exercise.

|                                               |                                                |                      |
|-----------------------------------------------|------------------------------------------------|----------------------|
| Course: <b>WAREHOUSE SYSTEMS</b>              |                                                | elective: yes        |
| Course code: WLOXXXSE-26Z1-WS                 |                                                | language: English.   |
| Faculty of Security, Logistics and Management |                                                |                      |
| Level of study: BA                            | Area of study: Management, Logistics, Security | Specializations: all |

| semester          | Form of education, number of hours / requirements (X -exam, + - credit, # - project) |          |           |              |          |          |
|-------------------|--------------------------------------------------------------------------------------|----------|-----------|--------------|----------|----------|
| winter/<br>summer | total hours                                                                          | lectures | exercises | laboratories | projects | seminars |
|                   | 42                                                                                   | 12/ X    | 8/+       | 12/ #        | 6/ #     | 4/ +     |
| ECTS points       |                                                                                      |          |           | 8            |          |          |

**Author of the syllabus: Malgorzata GRZELAK, PhD**

**Leading lectures: Malgorzata GRZELAK, PhD**

#### MAIN GOALS OF COURSE:

##### To familiarize students:

- How to design warehousing process.
- How to reduce warehousing costs using available methods.
- How to manage warehouse in enterprise.
- How to use WMS, label's printers, mobile terminals to control the flow of goods in the warehouse.

#### RELATION TO THE OTHER COURSES:

- Warehouse Management Systems, Inventory Management, Engineering of logistic systems

#### PREREQUISITES:

- Knowledge on the structures and organization of logistics in enterprise. Knowledge of the structure of inventory within logistic system. Knowledge of the basic functions of warehouse management systems.

#### TOPICS:

- Warehouse definition, classification and function within Supply Chain.
- Warehousing subprocess, receiving, storage, order- picking and shipping.

- Crossdocking – warehousing without inventory. Crossdocking planning.
- Warehousing costs.
- Technology in warehousing.
- Methods of inventory circulation.
- The creation of logistic labels.
- Receiving and dispatch of goods to / from the warehouse.
- Warehouse process management using mobile terminals.
- Organizing and monitoring of warehouse processes.
- The settlement of warehousing services.

**READINGS:**

- John J. Bartholdi, III, Steven T. Hackman., Warehouse and Distribution Science, Georgia Institute of Technology, Atlanta, GA, USA, 2016.
- Van den Berg J. P., Highly competitive warehouse management, Createspace, Scotts Valey, 2011.
- Frazelle E. World-Class Warehousing and Material Handling, 2016.
- Richards G., Warehouse management, Kogan Page, New Delhi, 2014.
- Mulcahy D. E., Warehouse, distribution & operations handbook, McGraw-Hill, New York, 1994.

**FINAL GRADE BASED ON:**

- Competency test.
- Project evaluation.