

MASTER'S DEGREE EXAMINATION

Study major: Managerial

1. The impact of information revolution on the functioning of enterprises.
2. IT value sources and their impact on enterprise.
3. Standards and best practices of IT Governance.
4. Comparison of traditional IT management and IT management focusing on IT service provision.
5. Business and IT project portfolio management processes.
6. Signs of strategic thinking and management on the selected example.
7. Strategic management process – stages and challenges.
8. The core of strategic planning.
9. Strategic analysis – aim, scope and methods.
10. Diversification strategy – characteristics, types, advantages and disadvantages.
11. Vertical integration strategy – features, types, weaknesses and strengths.
12. Enterprise development methods – path of internal and external development – theory and examples.
13. The essence of implementation of an enterprise strategy.
14. Primary forms of business activity.
15. Hiring employees vs. legal risks of employment contract termination.
16. Taxation of business activity vs. choice of the form of business activity.
17. Manager's responsibility for private-law liabilities.
18. Primary rules of business activity.
19. Creation of the strategy of enforcing receivables from debtors.
20. The impact of logistics on the competitive position of the company.
21. The system approach in supply chain logistics and management.
22. The impact of logistics on the profitability and value of the company.
23. Logistic outsourcing – benefits and threats for the enterprise.
24. Supply chain management vs. traditional business management.
25. Best practices in supply chain logistics and management.
26. The impact of ground-breaking technologies on logistics management and supply chain management in the 21st century.
27. Primary types of risk in management of international supply chains and methods of managing this risk.
28. External and internal sources of organisational changes.
29. Classification of organisational changes and recommendations for the leader in selected cases along with their justification.
30. Stages of organisation development and usual challenges of leadership depending on the maturity of the organisation.
31. Types of resistance to change. Methods of coping with resistance to change and examples of their practical use by the leader.
32. Manager's responsibility for public-law liabilities.
33. Basic competences of the leader. Justify your choice and discuss the optimum process of their development.
34. Key competences of a team member (followership). Justify your choice and discuss the optimum process of their development.
35. The essence and barriers of the development of entrepreneurship in Poland.

36. Key drivers of the development of entrepreneurship in Poland.
37. Description of good management according to Peter Drucker's approach.
38. The impact of the fourth industrial revolution on business development.
39. The role of creativity in business development.
40. The role of ethical audits in organisations.
41. Ethical challenges in the functioning of representatives of public administration.
42. The impact of globalisation on the ethical functioning of enterprises.
43. Main factors affecting the efficiency of the team's work.
44. Common behaviours in selected team roles.
45. Task forces – features and purposes.
46. Group processes occurring during the team's work.
47. The essence and components of the employee motivation system.
48. Manager's activities increasing the adjustment of employees to work, team and organisation.
49. Team management styles.
50. Key components of the financial statement and their role from the perspective of evaluation of the enterprise's financial standing.
51. Conditions of the recognition of assets in the financial statement and their primary classification.
52. The information content of cost accounting by function and by type in the profit and loss account.
53. Key career management tools.
54. The structure of the cash flow statement and the importance of the presentation of three different cash flow sources in the enterprise.
55. The cost-volume-profit (CVP) analysis and its importance in enterprise management.
56. Functions of budgeting and key components of the master budget of the enterprise.
57. New conditions and possibilities of marketing.
58. The customer as the capital of the enterprise.
59. Market segmentation – the essence of the conception.
60. Strategies of customer value increase.
61. Customer satisfaction – description, models of its construction, methods of measurement.
62. Customer loyalty – description, models of its construction, methods of measurement.
63. Customer value measurement.
64. Online strategies of development of value composition for the customer
65. The essence of innovations and their role in modern organisations.
66. Description of primary types of innovation.
67. Innovation management in a modern organisation.
68. The role of intangible assets (intellectual capital) in enterprise management.
69. The specificity of corporate business responsibility vs. entrepreneurship.
70. Components of intellectual capital of the organisation.
71. The role of intellectual property protection in innovation management.
72. Key features of human capital.
73. The assumptions and rules of effective team communication.
74. Key errors of the decision-making process and methods of their limitation.
75. Methods of evaluating the efficiency of the training and development process.

76. The role of talent management in the organisation and key determinants of the efficiency of these programs.
77. Key sources of a conflict within the organisation and methods of its management.
78. What motivates (monopolistic) enterprises to differentiate prices? How can they use price discrimination? Who benefits from it, and who loses?
79. Short-term and long-term production decisions of the enterprise in the context of engagement of production factors.
80. Causes of a company's drive for a monopolistic position.
81. Market efficiency vs. possible reasons for deadweight loss.
82. Price and income flexibility of demand and making decisions on products and prices.
83. The commitment of employees and methods of its development.
84. What are the consequences of the law of diminishing revenues for enterprises and production factors used by them?
85. What are the consequences of increasing and decreasing economies of scale for enterprises and markets on which they operate?
86. What are the methods of creation of the monopolistic position by enterprises?
87. Auction and tender mechanisms – optimal strategies.
88. Making decisions in conditions of risk aversion, risk neutrality and risk seeking.
89. Making decision in risk conditions with the use of decision trees.
90. The problem of allocation of property rights – external results, public goods, the tragedy of the commons – consequences for the functioning of enterprises and markets.
91. Information asymmetry problems: the principal-agent problem, moral hazard and negative selection – consequences for the functioning of enterprises and markets.
92. Product differentiation as the strategy of competitors. Consequences of monopolistic competition.
93. In what sense (and for whom) the market of perfect competition is “perfect”?
94. Conditions of profit maximisation for different market structures/models. The role of the marginal analysis.
95. The introduction of indirect tax and consequences for sellers and consumers.
96. The game theory essence and possibilities of use in a management.
97. Market failure and management decisions.
98. The use of net present value (NPV) and the internal return rate (IRR) in making management decisions.
99. Determining the value of information in risk conditions.
100. Justifiability of the profit maximisation assumption – arguments for and against.

Literature:

1. Samuelson W. F., Marks S. G. (2021). *Managerial economics*. John Wiley & Sons.
2. Robbins S. P., Judge T. A., *Organizational Behavior*, 18th Edition, ©2019, Pearson
3. *Global Leadership Practice* (2014), B. Gehrke, M-T. Claes (ed.), Palgrave Macmillan.
4. Thomas D.C., Peterson M.F. (2018), *Cross-Cultural Management*, Sage.
5. Pindelski M. , Mrówka R, *Values Based Management* (2015) Oficyna Wydawnicza SGH, Warszawa.
6. van Weele A.J., *Purchasing and Supply Chain Management* (7th ed.), (2018) CENGAGE Learning.

International Handbook of Organizational Teamwork and Cooperative Working, (2003)
Editor(s): Michael A. West, Dean Tjosvold, Ken G. Smith, Wiley.

7. Dobiegała-Korona B., Doligalski T. (red.), *Zarządzanie wartością klienta w przedsiębiorstwach w Polsce*, Oficyna Wydawnicza SGH, Warszawa 2011;
8. Gospodarek J., *Prawo gospodarcze dla ekonomistów i nie tylko*, Oficyna Wydawnicza SGH, Warszawa 2019;
9. Juchnowicz M. (red.) *Zarządzanie kapitałem ludzkim. Procesy - narzędzia - aplikacje*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2014;
10. Knosala R., Boratyńska-Sala A., Jurczyk- Bunkowska M., Moczala A., *Zarządzanie innowacjami*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2014;
11. Nowicka K., *Technologie cyfrowe jako determinanta transformacji łańcuchów dostaw*, Oficyna Wydawnicza SGH, Warszawa 2019;
12. Romanowska M., *Planowanie strategiczne w przedsiębiorstwie*, wyd. 3., Polskie Wydawnictwo Ekonomiczne, Warszawa 2017;
13. Rostkowski T., Witkowski M., *Przywództwo w zarządzaniu zmianami*, Wydawnictwo Core Business Institute, Warszawa 2018;
14. Rutkowski K. (red.), *Zarządzanie łańcuchem dostaw w XXI wieku. W poszukiwaniu nowych źródeł przewagi konkurencyjnej*, Oficyna Wydawnicza SGH, Warszawa 2016;
15. Samuelson W.F., Marks S.G., *Ekonomia menedżerska*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2009;
16. Świdarska, G. K. (red.), *Controlling kosztów i rachunkowość zarządcza*. Wydanie drugie zmienione i rozszerzone, MAC / Difin, Warszawa 2017.