

**Order No. 5/2023/2024
of 2nd November 2022**

of the Vice Rector for Education of the Wrocław Business Academy of Applied Sciences
on updating the set of diploma exam issues for individual fields of study in the academic year 2023/2024

§ 1

Pursuant to § 22 point 8 of the Statute of the Wrocław Business Academy of Applied Sciences and § 53 of the Regulations of Studies at the Wrocław Business Academy of Applied Sciences, in connection with the Ordinance of the Vice-Rector for Education No. 3/2023/2024 of the Vice-Rector for Education of the Wrocław Business Academy of Applied Sciences on the principles of master thesis and academic examination 2023/2024, I update the set of subjects of the diploma examination valid for the academic year 2023/2024 for the various degrees of study performed at the Wrocław Business Academy of Applied Sciences – Attachment 1.

§ 2

The Order comes into force on the day of its signature.

Vice-Rector for Education

PhD Halina Węgrzyn, prof. WAB

To information:

- 1) Rector
- 2) Vice-Rector for Science and International Relations
- 3) Vice-Rector for Development and External Relations
- 4) Plenipotentiary for Students for the Vice-Rector for Education
- 5) Manager of the field of study
- 6) Supervisors
- 7) Didactics office
- 8) President of the Student Self-Government

A set of issues for the diploma exam
Second degree studies
Field of studies: Management

1. Schools, trends and approaches in organization and management science.
2. The importance of the economic policy of the state.
3. Contemporary management concepts, examples of methods and concepts, characteristics.
4. Management and leadership, i.e. manager versus leader.
5. The concept of a knowledge-based economy and the importance of human capital for its development.
6. Effective methods of motivating and assessing employees.
7. Corporate social responsibility and sustainable business development.
8. The importance of business ethics in shaping contemporary norms and values.
9. The importance of analyzing the organization's environment and the method of conducting it.
10. The importance of strategic management in the modern world.
11. Vision, mission and their importance for the enterprise. Rules for formulating strategic goals.
12. Analysis of enterprise resources and skills. Key factors for the successes of modern organization.
13. Sector analysis, Porter's five forces model, attractiveness and strategic groups in the sector.
14. The principles, procedure and role of assessing the strategic position of the enterprise.
15. Process approach in business management. Generic classification of processes. Methods for measuring and evaluating the process.
16. Process management model according to the PDCA cycle.
17. Accounting functions and principles in a market economy.
18. Balance sheet recognition of the company's assets and sources of financing.
19. Company financial statements – types and meanings.
20. Product in marketing – life cycle, segmentation, positioning, brand building.
21. Organization situation analysis and marketing planning.
22. Management of marketing tools in the organization.
23. The importance of economic analysis for making economic decisions.
24. Indicator analysis – types of economic indicators and scope of use, pros and cons of this analysis.
25. Financial measures of the company's operations.
26. Objectives and scope of analysis of the company's operating costs.
27. Analysis of the company's financial result, profitability and value.
28. Commercial law companies and their types.
29. The importance and types of contracts in business transactions. Components of the trade agreement.
30. Business negotiation styles and techniques.

A set of issues for the diploma exam
MBA Studies - International
Kierunek: Zarządzanie

1. Generic business strategy options according to Michael Porter.
2. Negotiation styles in business. The stages of the negotiation process.
3. Leadership styles and their characteristics.
4. Corporate Social Responsibility - objectives, tools, and examples of business practice.
5. Sustainable Development Goals 2030 - idea and challenges for business in the globalized world.
6. Investment Decisions: the most important financial decision criteria for investment projects.
7. Corporate Valuation: the basic idea and the most important features of the Discounted Cash Flow (DCF) method.
8. The principles of social cost-benefit analysis and the steps involved in it.
9. Opportunity cost – its calculation, examples, and impact on individual investors.
10. The stages of project management and criteria for its success.
11. Stakeholders' analysis in project management and its importance.
12. Cultural dimensions in business life: Hofstede's indices.
13. The value and applications of quantitative techniques in the managerial domain.
14. Types of descriptive statistics and examples of its applications. Descriptive statistics vs inferential statistics.
15. Appropriateness of the strategy concerning the activities/resources to be transferred from the home country to host countries.
16. Financial principles helping companies choose capital structure.
17. The residual theory of dividends. Determinants of dividend policy and their implications to financial management.
18. Supply chain management – its meaning and integral parts. Top performing companies in supply chain management.
19. Supply chain strategies to effectively manage high uncertainty in customer demand for products and in the supply of raw materials for production.
20. The main benefits of using a coaching leadership style. The model of 4 levels of leadership (Principle-Centered Leadership).
21. The four stages of traditional PR process and their characteristics.
22. The rules of crisis management and the steps of the crisis communications process.
23. The contents of a marketing plan and the procedures connected with marketing program formulation, implementation, and evaluation.
24. Marketing strategies appropriate at each stage of the product life cycle. Effective marketing communications tools applied at different stages.
25. Different types of organizational change. The role of change management in the change process. Stakeholder management.
26. The major models of the process of organizational change management and their phases.
27. Predictive analytics for business forecasting and planning.
28. The differences between financial accounting and managerial accounting/controlling.
29. The phenomenon of the management of teal organizations. The major advantages of this style of management.
30. The legal forms of running business in Poland and in the European Union.

A set of issues for the diploma exam

MBA Studies - Executive

Field of studies: Management

1. Generic business strategy options according to Michael Porter.
2. Dimensions of the Hofstede culture (or other researchers). Main characteristics of Polish national culture based on cultural dimension.
3. Components of the financial statements.
4. The main organizational management styles and their characteristics.
5. Types of organizational structures. Modern organizational structures.
6. Benefits of using the coaching style of leadership.
7. Stages of marketing planning in an organization. Elements of the marketing plan and procedures related to the formulation, implementation and evaluation of the marketing program.
8. Competence and qualifications. Create competency models in the enterprise.
9. The components of the business model (Business Model Canvas) Alexa Osterwalder and their characteristics.
10. Key issues in the methodology of Design Thinking - Design Thinking affecting the creation of innovative solutions.
11. Types of innovation in terms of their nature and the originality of the change
12. Identification and classification of processes in an enterprise.
13. Business negotiation styles. The stages of the negotiation process.
14. Corporate social responsibility - objectives, tools and examples of business practice.
15. Sustainable Development Goals 2030 - idea and challenges for business in the globalized world.
16. Organizational culture and its impact on organization.
17. The components of the HR function and the interdependencies between them.
18. Objectives and methods of risk management in the organization. Stages of the risk management process.
19. Different types of organizational changes. Managing stakeholders in the process of change.
20. Main models of organizational change management process and their phases.
21. The budgeting process and its impact on the financial situation of the company. Budgeting methods.
22. Methods and techniques for quantitative and qualitative research.
23. Leadership styles and their characteristics.
24. Strategies for placing a product on the international market.
25. The main elements of effective management of international teams.
26. Types of flows in production logistics. Distribution strategies and their characteristics.
27. Project management stages and success criteria.
28. Phases of the PR process - objectives, tasks and delivery tools.
29. The management phenomenon of Turquoise organizations. Key benefits of this management style.
30. The legal forms of running business in Poland and in the European Union.

A set of issues for the diploma exam

Second degree studies

Field of studies: Tourism and leisure

1. Tourism as a factor of interdisciplinary scientific research
2. Contemporary image of international tourism in the world
3. Changes in contemporary tourism caused by the Covid-19 pandemic
4. Comparison of conditions for tourism development in the tourist macro-regions of the selected continent
5. Tourist macro-regions of the world according to UNWTO and their importance for tourism
6. Cultural spatial and social behavior of man
7. Types and possibilities of using secondary data sources in tourism research
8. Basic stages of the research process; qualitative and quantitative approach in tourism research
9. Rules for constructing questionnaires used in quantitative research and basic types of questions
10. Basic spatial units in tourism
11. Digital promotion tools in tourist services.
12. Trends in European tourism.
13. Corporate Social Responsibility (CSR) in tourism and hotel industry
14. Planning instruments in tourism and recreation at various levels of management.
15. Tourism development plans and strategies on a national, regional and local scale.
16. Innovation in tourism. Types of innovations in tourism and their examples
17. Impact of tourism on the natural and social environment, sustainable tourism and instruments for its implementation.
18. Intercultural contact. Social roles of travelers and tourists and the consequences of intercultural contacts.
19. The importance of forecasting in tourism. Examples of methods and practical application.
20. Marketing management on the tourist services market
21. Service hospitality management as a process
22. Elements of the service hospitality model
23. Management functions in a hotel enterprise
24. Quality management in the hotel industry
25. The importance of the concept of an enterprise strategy
26. The essence of the strategic analysis of the tourist enterprise
27. Analysis of the tourist company's environment and its impact on management
28. Factors of the emergence of international hotel systems
29. The importance of quality management in the hotel industry
30. Types of hotel chains due to management methods
31. Characteristics of the world's largest hotel systems
32. Spatial, economic and social changes under the influence of tourism
33. Types of tourist space
34. Revenue management in the hotel industry
35. How to use benchmarking in hotel management
36. Types of catering services in the hotel
37. Food & beverage cost in hotel gastronomy
38. Types and functions of additional services in the operation of a hotel facility
39. The importance of innovation in the hotel industry
40. Creating the image of a hotel facility