

**Order No. 5/2024/2025
of 28th November 2024
of the Vice Rector for Education of the Wrocław Business Academy of Applied Sciences**

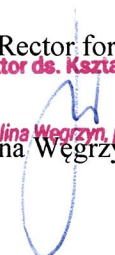
on updating the set of diploma exam issues for individual fields of study in the academic year 2024/2025

§ 1

Pursuant to § 22(4) point (8) of the Statute of the Wrocław Academy of Business of Applied Sciences and § 53 of the Rules of Procedure for studies and Order No 3/2024/2025 of the Vice-Rector for Education of the Wrocław Academy of Business of Applied Sciences on the principles of master thesis and academic examination 2024/2025, I update the set of subjects of the diploma examination valid for the academic year 2024/2025 for the various degrees of study performed at the Wrocław Academy of Business in applied Sciences – Attachment 1.

§ 2

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

Vice-Rector for Education
Prorektor ds. Kształcenia

dr inż. Halina Węgrzyn, prof. WAB
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. Trends, schools, and approaches in the science of organization and management – evolution of concepts.
2. The importance of state economic policy for the activities of enterprises and organizations.
3. Contemporary management concepts: characteristics, selected methods and tools, applications.
4. Management vs. Leadership – differences and traits of an effective manager and leader.
5. Knowledge-based economy: The role of human capital and its development.
6. Motivating employees – effective techniques and their impact on engagement and efficiency.
7. Corporate Social Responsibility (CSR) and sustainable development of enterprises – examples of best practices.
8. The importance of business ethics in shaping the norms and values of modern organizations.
9. The importance of organizational environment analysis and methods of conducting the analysis.
10. Strategic management: The process of formulating and implementing strategy in an organization.
11. Vision, mission, and strategic goals – principles of their formulation and their importance for organization.
12. Resources and competences analysis of enterprises – success factors in a dynamic environment.
13. Industry analysis – applying Porter's Five Forces Model to assess sector attractiveness.
14. Process management in organizations – classification of processes and their measurement.
15. The PDCA Cycle Process Management Model – implementation and improvement.
16. Lean Management and Process Automation as optimization tools in organizations.
17. Functions and principles of accounting in a market economy.
18. The balance sheet approach to enterprise assets – principles of asset financing.
19. Financial statements of enterprises: types, interpretation, and significance in management.
20. Ratio analysis: key financial indicators, their advantages, and limitations.
21. The product in marketing – lifecycle, segmentation, brand building, and positioning.
22. Market situation analysis and marketing action planning – tools and techniques.
23. Managing marketing tools in a modern organization.
24. Branding in the international context: building and measuring brand equity in global markets.
25. The importance of economic analysis in managerial decision-making.
26. Financial performance and enterprise value analysis – tools and methods.
27. Commercial law companies: types, features, and role in the economy.
28. Commercial contracts – key elements and their impact on business relationships.
29. Styles and techniques of negotiation in business – strategies for achieving agreements.
30. The role of artificial intelligence, digitization, and automation in management.




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

1. Generic business strategy options according to Michael Porter and their practical applications in competitive industries.
2. Negotiation styles in business: their characteristics and the stages of the negotiation process.
3. Leadership styles and their characteristics: adapting leadership approaches to different organizational contexts.
4. Corporate Social Responsibility (CSR): objectives, tools, and examples of effective business practices.
5. The importance of ESG (Environmental, Social, Governance) in business strategies: key objectives, challenges, and tools for implementing sustainability.
6. Investment decisions: critical financial decision criteria for evaluating investment projects.
7. Corporate valuation: the concept and main features of the Discounted Cash Flow (DCF) method and its applications.
8. The principles of social cost-benefit analysis and its relevance in evaluating public and private sector projects.
9. Opportunity cost: calculation methods, examples, and its impact on decision-making for organizations and individual investors.
10. The stages of project management and criteria for project success in contemporary organizations.
11. Stakeholder analysis in project management: its role and importance for achieving project objectives.
12. Cultural dimensions in business life: Hofstede's indices and their implications for cross-cultural management.
13. The value and applications of quantitative techniques in managerial decision-making and problem-solving.
14. Strategic decisions regarding the transfer of activities and resources from home countries to host countries: evaluating appropriateness and challenges.
15. Financial principles supporting companies in choosing optimal capital structures in a global context.
16. The residual theory of dividends: determinants of dividend policy and its implications for financial management.
17. Supply chain management: definition, integral components, and examples of top-performing supply chain strategies.
18. Strategies for managing uncertainty in supply chains: addressing demand volatility and raw material shortages.
19. The benefits of using a coaching leadership style in developing teams and organizations.
20. The four stages of the traditional PR process and their relevance to modern public relations strategies.
21. The rules of crisis management and the key steps in an effective crisis communication process.
22. The components of a marketing plan and the procedures for formulating, implementing, and evaluating marketing programs.
23. Marketing strategies for each stage of the product life cycle: tools for effective communication and customer engagement.
24. Types of organizational change and the role of change management: managing stakeholders effectively during transitions.



25. Major models of organizational change management: phases and applications in modern organizations.
26. Predictive analytics for business forecasting and strategic planning: tools and applications.
27. Key differences between financial accounting and managerial accounting/controlling in business decision-making.
28. The phenomenon of teal (turquoise) organizations: characteristics, advantages, and challenges of this management approach.
29. Legal forms of business operations in Poland and the European Union: comparative advantages and limitations.
30. The role of artificial intelligence in digital transformation: applications of AI in optimizing processes, automating operations, and enhancing customer experiences.

A set of issues for the diploma exam
MBA Studies - Executive
Field of studies: Management

1. Competitive advantage strategies according to Michael Porter and their application in business practice.
 2. Cultural dimensions according to Hofstede or other researchers and their impact on management in international organizations. Key characteristics of Polish national culture.
 3. Components of financial statements and their importance in assessing an enterprise's financial situation.
 4. Main management styles in organizations and their characteristics in the context of contemporary business challenges.
 5. Types of organizational structures, their advantages and disadvantages. Modern structures such as network or hybrid organizations.
 6. Benefits of a coaching leadership style in developing teams and organizations.
 7. Stages of marketing planning: elements of a marketing plan and procedures for formulating, implementing, and evaluating marketing programs.
 8. Components of the Business Model Canvas by Alex Osterwalder and their application in creating business strategies.
 9. Key issues of the Design Thinking methodology in the process of developing innovative solutions.
 10. Types of innovations based on their nature and originality of changes in organizations.
 11. Identification and classification of business processes in enterprises and their significance in management.
 12. Negotiation styles in business – their characteristics and stages of the negotiation process.
 13. Corporate social responsibility (CSR) – goals, tools, and examples of practical applications.
 14. The importance of ESG (Environmental, Social, Governance) in business strategies – goals, challenges, and tools for implementing sustainable development.
 15. Organizational culture and its impact on the effectiveness and innovativeness of an enterprise.
 16. Components of the HR function, their interdependencies, and their role in building competitive advantage.
 17. Objectives and methods of risk management in organizations – stages of the risk management process.
 18. Types of organizational changes and stakeholder management in transformation processes.
 19. Main models of organizational change management and their application in practice.
 20. The budgeting process – its importance and impact on an enterprise's financial situation. Modern budgeting methods.
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21. Research methods in quantitative and qualitative studies – applications in managerial decision-making.
22. Leadership styles and their impact on organizational effectiveness and team motivation.
23. Strategies for introducing products to international markets – challenges and best practices.
24. Key elements of effective management of international teams – cultural and communication challenges.
25. Types of flows in production logistics and distribution strategies and their importance in the supply chain.
26. Stages of project management – success criteria and the most common causes of failure.
27. Phases of the PR process – goals, tasks, and tools for implementing public relations strategies.
28. Management of teal organizations – main advantages, challenges, and practical examples.
29. Legal forms of conducting business in Poland and the European Union – their advantages and disadvantages.
30. The role of Artificial Intelligence and automation in the digital transformation of organizations: Applications of AI in process optimization, operations automation, and customer experience personalization.