

**Order No 5/2025/2026
issued by Dean of Faculty of
Wroclaw Business University
on 20 November 2025**

*on updating the set of diploma exam issues for individual fields of study in the academic year
2025/2026*

§ 1

Pursuant to § 9 of Order No. 41/2025 of the Rector of the University of Technology and Arts in Applied Sciences in Warsaw on the Regulations for Awarding Diplomas at the University of Technology and Arts in Applied Sciences in Warsaw, and in connection with Dean's Order No. 3/2025/2026 on the rules for conducting diploma examinations at the first level of studies for which the study programme does not provide for a diploma thesis, in the academic year 2025/2026, I am updating the sets of questions for the diploma examination. first cycle of studies for which the study programme does not provide for a diploma thesis, in the academic year 2025/2026, I am updating the sets of diploma examination topics applicable from the academic year 2025/2026 for individual fields of study offered by the Faculty of Wrocław Business Academy – Appendix No. 1.

§ 2

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

Dean of the faculty of WAB



PhD. Eng. Halina Węgrzyn, ATA Prof.

To information:

- 1) Vice-Rector for General Affairs
- 2) Vice-Dean
- 3) Vice-Dean for Student Affairs
- 4) Managers of fields of study
- 5) Course Keepers
- 6) Didactics Office
- 7) Dean's Office
- 8) Chairman of the Student Self-Government

A set of issues for the diploma exam

Second degree studies

Field of studies: Management

1. Schools, currents, and approaches in organization and management theory – the evolution of concepts.
2. The importance of state economic policy for the operation of enterprises and organizations.
3. Contemporary management concepts: key characteristics, selected methods and tools, and areas of application.
4. Management versus leadership – differences and characteristics of an effective manager and leader.
5. The knowledge-based economy: the role of human capital and its development.
6. Employee motivation – effective techniques and their impact on engagement and performance.
7. Corporate Social Responsibility (CSR) and sustainable development of enterprises – best practices.
8. The importance of business ethics in shaping norms and values of modern organizations.
9. The importance of organizational environment analysis and methods of conducting it.
10. Stages of marketing planning: elements of a marketing plan and procedures for formulating, implementing, and evaluating marketing programs.
11. Strategic management: the process of strategy formulation and implementation in an organization.
12. Vision, mission, and strategic objectives – principles of their formulation and their importance for the enterprise.
13. Analysis of organizational resources and capabilities – success factors in a dynamic environment.
14. Industry analysis – application of Porter's Five Forces model in assessing industry attractiveness.
15. Process management in an organization – process classification and measurement.
16. Identification and classification of business processes in an enterprise and their importance in management.
17. Process management model based on the PDCA cycle – implementation and continuous improvement.
18. Lean management and process automation as optimization tools in organizations.
19. Functions and principles of accounting in a market economy.
20. Balance sheet presentation of enterprise assets – principles of asset financing.
21. Corporate financial statements: types, interpretation, and significance in management.
22. Ratio analysis: key financial ratios, their advantages, and limitations.
23. Stages of project management – success criteria and the most common causes of failure.
24. Product in marketing – product life cycle, segmentation, brand building, and positioning.
25. Market situation analysis and marketing action planning – tools and techniques.
26. Management of marketing tools in a modern organization.
27. Branding in an international context: building and measuring brand equity in global markets.
28. Key elements of effective management of international teams – cultural and communication challenges.
29. The importance of economic analysis in managerial decision-making.
30. Analysis of financial performance and enterprise value – tools and methods.
31. Commercial law companies: types, characteristics, and their importance in the economy.
32. Commercial contracts – key elements and their impact on business relationships.
33. Negotiation styles and techniques in business – strategies for reaching agreements.
34. The role of artificial intelligence, digitalization, and automation in management.
35. Research methods in quantitative and qualitative studies – their application in managerial decision-making.

A set of issues for the diploma exam
Second degree studies

Field of studies: Tourism and recreation

1. Tourism as a factor in interdisciplinary scientific research.
2. The contemporary profile of international tourism worldwide.
3. Changes in contemporary tourism caused by the COVID-19 pandemic.
4. Comparison of conditions for tourism development in the tourist macro-regions of a selected continent.
5. Tourist macro-regions of the world according to UNWTO and their significance for tourism flows.
6. Culturally conditioned spatial and social behavior of humans.
7. Types and possibilities of using secondary data sources in tourism flow research.
8. Basic stages of the research process; qualitative and quantitative approaches in tourism flow studies.
9. Principles of constructing questionnaires used in quantitative research and basic types of questions.
10. Basic spatial units in tourism.
11. Digital promotional tools in tourism services.
12. Trends in European tourism.
13. Corporate Social Responsibility (CSR) in tourism and hospitality.
14. Planning instruments in tourism and recreation at different levels of management.
15. Tourism development plans and strategies at the national, regional, and local levels.
16. Innovation in tourism: types of innovations in tourism and examples.
17. The 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 interactions.
19. The importance of forecasting in tourism – examples of methods and practical applications.
20. Marketing management in the tourism services market.
21. Hospitality service management as a process.
22. Elements of the hospitality service model.
23. Management functions in a hotel enterprise.
24. Quality management in hospitality.
25. The significance of the concept of corporate strategy.
26. The essence of strategic analysis of a tourism enterprise.
27. Analysis of the environment of a tourism enterprise and its impact on management.
28. Factors contributing to the emergence of international hotel systems.
29. The importance of quality management in hospitality.
30. Types of hotel chains according to management methods.
31. Characteristics of the world's largest hotel systems.
32. Spatial, economic, and social transformations under the influence of tourism.
33. Types of tourism space.
34. Revenue management in hospitality.
35. Application of benchmarking in hospitality management.
36. Types of food and beverage services in a hotel.
37. Food and beverage cost management in hotel gastronomy operations.
38. Types and functions of ancillary services in hotel operations.
39. The importance of innovation in hospitality.
40. Creating the image of a hotel property.

