

## **MASTER'S DEGREE EXAMINATION**

### **Study major: Managerial (inf. 23/24)**

1. The impact of the information revolution on the functioning of enterprises.
2. IT value sources and their impact on the 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. Symptoms of strategic thinking - selected examples.
7. Strategic management process - stages, challenges and examples.
8. The core of strategic planning, and provide examples.
9. Strategic analysis - aim, scope, methods, and examples.
10. Diversification strategy - characteristics, types, advantages, and disadvantages, and show examples.
11. Vertical integration strategy - features, types, weaknesses, strengths and show examples.
12. Enterprise development methods - path of endogenous and exogenous development-theory and examples.
13. The essence of implementation of an enterprise strategy. Provide examples.
14. Primary forms of business activity.
15. Hiring employees vs. legal risks of the employment contract termination.
16. Taxation of business activity vs. the choice of business activity form.
17. Manager's responsibility for private-law liabilities.
18. Manager's responsibility for public-law liabilities.
19. Primary rules of conducting business activity.
20. Creation of the strategy of enforcing receivables from debtors.
21. The impact of logistics on the competitive position of the company.
22. The system approach in supply chain logistics and management.
23. The impact of logistics on the profitability and value of the company.
24. Logistic outsourcing - benefits, and threats for the enterprise.
25. Supply chain management vs. traditional business management.
26. Best practices in supply chain logistics and management.
27. The impact of ground-breaking technologies on logistics management and supply chain management in the 21st century.
28. Primary types of risk in the management of international supply chains and methods of managing this risk.
29. External and internal sources of organizational changes.
30. Classification of organizational changes and recommendations for the leader in selected cases along with their justification.
31. Stages of an organization's development and typical leadership challenges depending on the maturity of the organization.

32. Types of resistance to change. Methods of coping with resistance to change and examples of their practical use by a leader.
33. Primary competencies of the leader. Justify your choice and discuss the optimum process of their development.
34. Key competencies of a team member (followership). Justify your choice and discuss the optimum process of their development.
35. Description of good management according to Peter Drucker's approach.
36. The impact of the fourth industrial revolution on business development.
37. The essence and barriers to the development of entrepreneurship in Poland.
38. Key drivers of the development of entrepreneurship in Poland.
39. The role of creativity in business development.
40. The specificity of corporate social responsibility vs. entrepreneurship.
41. The role of ethical audits in organizations.
42. Ethical challenges in the functioning of public administration.
43. The impact of globalization on the ethical functioning of enterprises.
44. Main factors affecting the performance of the team's work.
45. Typical behaviours of the selected team members.
46. Task forces - features and purposes.
47. Team processes and team performance - characteristics and purposes of team formation.
48. The essence and components of the employee motivation system.
49. Managers' activities to increase match between employees and their jobs, teams and organization.
50. Leadership styles.
51. Key components of the financial statement and their role from the perspective of evaluation of the enterprise's financial standing.
52. Conditions for recognizing assets in the financial statements and their basic classification.
53. Information content of the balance sheet, give examples of assets and liabilities and discuss their placement in the balance sheet.
54. Information content of the generic layout and the profit and loss account, give examples of costs for both layouts.
55. Construction of the cash flow statement and the importance of presenting three different sources of cash flows, give examples of flows for each source.
56. The concept of costs-size of production-profit and its importance in enterprise management, give examples of using this concept to make decisions.
57. Conditions of profit maximization for different market structures/models. The role of the marginal analysis.
58. Functions of budgeting and key components of the master budget of the enterprise.
59. New conditions and possibilities of marketing types of conditions, characteristics, possibilities, their advantages and disadvantages.
60. The customer as the capital of the enterprise - theory and examples.
61. Market segmentation - characteristics, segmentation variables, examples.
62. Strategies of customer value increase - characteristics, types, advantages and disadvantages, examples.

63. Customer satisfaction - description, models of its construction, methods of measurement.
64. Customer loyalty - description, models of its construction, methods of measurement, examples.
65. Customer value measurement - characteristics, measurement methods, examples.
66. Online strategies for the development of value composition for the customer - characteristics, types, advantages and disadvantages, examples.
67. The essence of innovations and their role in modern organizations.
68. Description of primary types of innovation.
69. Innovation management in a modern organization.
70. The role of intangible assets (intellectual capital) in organizations management.
71. Components of the intellectual capital of the organization.
72. The role of intellectual property protection in innovation management.
73. Key features of human capital.
74. Fundamentals and principles of effective team communication.
75. Employee engagement - ways to shape.
76. Errors in the decision-making process and ways to reduce them.
77. Key career management tools.
78. Methods of evaluating the efficiency of the training and development process.
79. The role of talent management and the determinants of its effectiveness.
80. Key sources of organizational conflict and resolution methods.
81. Decision-making under risk with the use of a decision tree
82. What motivates (monopolistic) enterprises to differentiate prices? How can they use price discrimination? Who benefits from it, and who loses?
83. Short-term and long-term production decisions of the enterprise in the context of engagement of production factors.
84. Causes of a company's drive for a monopolistic position.
85. Market efficiency vs. possible reasons for the deadweight loss.
86. Price and income elasticity of demand and making decisions on products and prices.
87. What are the consequences of the law of diminishing returns for enterprises and the production factors used by them?
88. What are the consequences of increasing and decreasing economies of scale for enterprises and markets on which they operate?
89. What are the methods of creation of the monopolistic position by enterprises?
90. Auction and tender mechanisms - optimal strategies.
91. Making decisions in conditions of risk aversion, risk neutrality, and risk-seeking.
92. The problem of allocation of property rights - externalities, public goods, the tragedy of the commons - consequences for the functioning of enterprises and markets.
93. Information asymmetry problems: the principal-agent problem, moral hazard, and negative selection - consequences for the functioning of enterprises and markets.
94. Product differentiation as the strategy of competitors. Consequences of monopolistic competition.
95. In what sense (and for whom) the market of perfect competition is "perfect"?
96. The introduction of indirect tax and consequences for sellers and consumers.
97. The game theory's essence and possibilities of use in management.

98. Market failure and management decisions.
99. The use of net present value (NPV) and the internal rate of return (IRR) in making management decisions.
100. Determining the value of information in risk conditions.

**Literature:**

1. Dobiegała-Korona B., Doligalski T. (red.), Zarządzanie wartością klienta w przedsiębiorstwach w Polsce, Oficyna Wydawnicza SGH, Warszawa 2011;
2. Gospodarek J., Prawo gospodarcze dla ekonomistów i nie tylko, Oficyna Wydawnicza SGH, Warszawa 2019;
3. Juchnowicz M. (red.) Zarządzanie kapitałem ludzkim. Procesy - narzędzia - aplikacje, Polskie Wydawnictwo Ekonomiczne, Warszawa 2014;
4. Knosala R., Boratyńska-Sala A., Jurczyk-Bunkowska M., Moczala A., Zarządzanie innowacjami, Polskie Wydawnictwo Ekonomiczne, Warszawa 2014;
5. Nowicka K., Technologie cyfrowe jako determinanta transformacji łańcuchów dostaw, Oficyna Wydawnicza SGH, Warszawa 2019;
6. Romanowska M., Planowanie strategiczne w przedsiębiorstwie, wyd. 3., Polskie Wydawnictwo Ekonomiczne, Warszawa 2017;
7. Rostkowski T., Witkowski M., Przywództwo w zarządzaniu zmianami, Wydawnictwo Core Business Institute, Warszawa 2018;
8. Rutkowski K. (red.), Zarządzanie łańcuchem dostaw w XXI wieku. W poszukiwaniu nowych źródeł przewagi konkurencyjnej, Oficyna Wydawnicza SGH, Warszawa 2016;
9. Samuelson W.F., Marks S.G., Ekonomia menedżerska, Polskie Wydawnictwo Ekonomiczne, Warszawa 2009;
10. Świdarska, G. K. (red.), Controlling kosztów i rachunkowość zarządcza. Wydanie drugie zmienione i rozszerzone, MAC / Difin, Warszawa 2017;
11. Fryczyńska, M. (red.). (2024). Menedżeryzm. Koncepcja, kształcenie, wdrożenia. Oficyna Wydawnicza Szkoły Głównej Handlowej w Warszawie, s. 330. ISBN: 978-83-8030-690-5 [https://doi.org/10.33119/978-83-8030-690-5\\_2024](https://doi.org/10.33119/978-83-8030-690-5_2024)