

executive mba

2022



WYŻSZA SZKOŁA BANKOWA
w Poznaniu



SWISS BUSINESS SCHOOL

GET YOUR STUFF TOGETHER

What was your career path?

Mine has not been anything like a straight line. Nor has it been easy. I have a 16-years track record in the biotechnological and pharmaceutical sectors. For most of the time, I lived abroad and worked in a multicultural environment. I joined a mentoring program (mentor4Research) that was geared to commercializing research findings. I learned how to benefit more from research outcomes, how to build up my professional network, and how to spur my need to grow as an entrepreneur. Soon after that I had an opportunity to apply my research and my know-how commercially. Several projects and further discoveries followed that got to the stage of clinical design.

When your career breakthrough happened?

In 2016, my long-awaited daughter was born. This changed lots of things. On my return to work, I got promoted. I had a lot more responsibilities related to finance and business administration. I was appointed to the Board of Directors. Since we are in the high-tech sector and derive around 95% of our revenues from exports, international business relations are a matter of course. I am engaged in day-to-day running of the company, in developing its vision, mission, and strategy. An important part of my job is working with people. And it is not just about fostering customer relations, it is also people management – building a well-balanced team of employees. It is an extremely challenging task, and I hope this EMBA program will help me accomplish that.

Was there a moment in your life when someone or something pushed you to make a special effort?

It happened during my doctoral studies. Suddenly I felt sort of exhausted. I had spent many months working in a lab. It mostly involved experimenting, and I was living away from my family at the time, in an alien country where it was dark and cold outside my window. As a result, my body was frail and, at some point, I experienced facial paralysis that lasted more than half a year. It was a tough time for me. Fortunately, my mentor was immediately there to help me out. He would not tell me how sorry he was for me, instead he raised the standard. He said: “You can stop and rest for a while, but you need to know when to get your stuff together and strike back with even greater strength”. Those words made me think. I remember the first days after my return to work. The support my colleagues gave me, and the new assignments I got, had a very positive effect on how I felt and how productive I was. The paralysis started to slowly recede and I was becoming just as energetic as before. My research progressed, suddenly I was publishing paper after paper and, to my surprise, my work hit the cover of a reputable journal. There came a torrent of invitations to speak at conferences and offers of lucrative jobs. It was then that I understood how unpredictable life can be, that it must be lived to the full, and that you should cherish every day of it. Failures? They should be seen as challenges that are only there to make us work even harder.

Małgorzata Pokrzywa

Business Development Manager, Airoptic sp. z o. o.
Executive MBA student at WSB University in Poznań



WYŻSZA SZKOŁA BANKOWA W POZNANIU

Jesteśmy uczelnią z ponad 25-letnim doświadczeniem w kształceniu na kierunkach biznesowych. Ponadto już od ponad 20 lat z sukcesem wprowadzamy do świata biznesu uczestników programu EMBA. Naszą misją jest bycie partnerem w rozwoju kariery zawodowej wszystkich studentów i absolwentów.



Od 2021 roku posiadamy prestiżową akredytację IACBE przyznaną programowi EMBA w WSB w Poznaniu. Jest ona przede

wszystkim potwierdzeniem wysokiej jakości kształcenia na tym kierunku.



Jesteśmy też jedną z niewielu uczelni w Polsce z akredytacją ACCA. To jedna z najbardziej prestiżowych międzynarodowych kwalifikacji zawodowych z zakresu finansów i rachunkowości, doceniana przez pracodawców na całym świecie.

Lider rankingów

Nr 1 w Wielkopolsce według rankingu „Perspektywy” 2021

Kolejny rok z rzędu jesteśmy **numerem 1** wśród uczelni niepublicznych w Wielkopolsce. W rankingu wysokie noty uzyskaliśmy m.in. za to, jak radzą sobie nasi absolwenci na rynku pracy.

Program EMBA Poznań na WSB uzyskał maksymalną ocenę w kategorii zajęcia w językach obcych w rankingu „Perspektyw” 2021. Jest jednym z 13 programów, które otrzymały taką ocenę.

Nasz program zajął wysokie 4. miejsce wśród wszystkich programów EMBA w Polsce pod względem cech merytorycznych programu.

Według raportu Ministerstwa Nauki i Szkolnictwa Wyższego 2021 jesteśmy pierwszą uczelnią w skali kraju pod względem popularności wśród osób, które decydują się na studia I stopnia i jednolite magisterskie w formie niestacjonarnej na uczelniach niepublicznych.

WSB UNIVERSITY IN POZNAŃ

WSB University boasts over 25 years of experience in the delivery of tertiary business education. Moreover, we have been successfully introducing participants of the EMBA program to the world of business for over 20 years. Our mission is to be a professional partner in career development to all of our students and alumni.

Since 2021, we can proudly boast the prestigious IACBE accreditation awarded to the EMBA program at our university. This confirms the high quality of education provided within the program.

At the same time, we are one of the few ACCA-accredited universities in Poland. Holders of the ACCA professional qualification make up the elite in the finance and accounting business and are sought by employers worldwide.

Ranked in top positions

No. 1 in Wielkopolska region by “Perspektywy” 2021 ranking

For a few consecutive years, we have ranked as **number 1** among private institutions of higher learning in the region of Wielkopolska. We are top rated for e.g. alumni careers.

The EMBA Poznań program at WSB University received the maximum score in the foreign language classes category in the “Perspektywy” 2021 ranking. It is one of 13 programs that received such a score.

Our program was ranked high 4th among all EMBA programs in Poland in terms of program content features.

1st in Poland in 2021 government report. We are students’ no. 1 choice countrywide for first-cycle and long-cycle parttime degree programs delivered by privately-run higher education institutions.



SBS SWISS BUSINESS SCHOOL, ZURYCH

SBS Swiss Business School to uczelnia, która szczególnie nacisk kładzie na przygotowanie studentów do rozwijania kariery w globalnej gospodarce. Oferuje studia na takich kierunkach, jak zarządzanie międzynarodowe, finanse czy marketing.

SBS Swiss Business School uczy najnowocześniejszej teorii, zanurza studentów w międzynarodowych doświadczeniach, łącząc je z najlepszymi praktykami w biznesie. Uczestnicy programów uczą się praktyki zarządzania, zyskują nowe perspektywy, które mogą zmienić ich życie i zapewnić sukces ich organizacji.

SBS SWISS BUSINESS SCHOOL, ZURICH

SBS Swiss Business School is a management institution dedicated to preparing students for the careers of the global economy. It offers programs specialized in International Management, Finance, Marketing and other fields.

SBS Swiss Business School teach state-of-the-art theory, immerse students in international experiences, and connect them to best practice in business. Participants in their programs learn much more than management theory and practice; they acquire new ways of thinking that can profoundly change their lives and the success of their organization.



Akredytacje

SBS Swiss Business School wypełnia swoją misję poprzez doskonale programy nauczania, badania i usługi. Jej programy edukacyjne otrzymały podwójną akredytację od profesjonalnych organów akredytacyjnych, takich jak:

- **Brytyjska Rada Akredytacyjna** – przyznaje szanowaną i wymagającą akredytację opartą na kontroli, której celem jest podniesienie standardów i jakości niezależnych instytucji zajmujących się kształceniem i szkoleniem,
- **ACBSP** – jest wiodącym specjalistycznym stowarzyszeniem akredytacyjnym dla edukacji biznesowej, wspierającym, doceniającym i nagradzającym wysoką jakość nauczania,
- **IACBE** – jest wyspecjalizowaną jednostką akredytującą programy studiów biznesowych i tych związanych z biznesem na poziomie studiów licencjackich i magisterskich w szkołach wyższych i na uniwersytetach,
- **CHEA** – służy szkolnictwu wyższemu, studentom i społeczeństwu poprzez promowanie za pomocą akredytacji wysokiej jakości akademickiej.

Accreditations

SBS Swiss Business School fulfills its mission to promote student success and well-being through excellent educational programs, research, and service delivery. Its educational programs are internationally double-accredited by the following professional accreditation bodies:

- **British Accreditation Council** provide respected and rigorous inspection-based accreditation to enhance the standards and quality of independent further and higher education and training providers,
- **ACBSP** is a leading specialized accreditation association for business education supporting, celebrating, and rewarding teaching excellence,
- **IACBE** is a Specialized Accrediting Body for Business & Business-Related Degree Programs at the Baccalaureate and Graduate Degree Levels in Colleges and Universities,
- **CHEA** serves higher education, students and the public through advocacy and leadership in assuring academic quality through accreditation.

THREE PILLARS OF THE PROGRAM

International Flavor:

- 100% of program content **delivered in English**,
- A professional curriculum prepared by WSB University and Swiss Business School based on the years of experience,
- **International faculty** from Canada, Finland, Germany, Ireland, Poland, Switzerland, the United Kingdom and the United States,
- **Aalto Executive Summit** sessions held in Helsinki or Singapore,
- **Specialization:** management and international business,
- **MBA study tour**, with a tailor-made and curriculum-aligned itinerary, organized every year for the benefit of MBA Program participants.

Practical Focus:

- **Interactive instruction methods:** workshops, authentic business case studies, panel discussions, simulations,
- Knowledge and experience sharing among participants with **diverse professional backgrounds** and from a variety of industries,
- **Modular** curriculum structure,
- 24/7 contact with the University and permanent access to educational content from any location owing to **Extranet and e-learning platform**,
- **Conveniently scheduled meetings** – once in a month on average,
- **Service staff available** during each weekend session,
- Tuition fee payable in **flexible installments**,
- **Extra course materials published** on Moodle (in pdf. version).

Professional class:

- Courses taught by an international faculty made up of **premium teaching talent** with ample hands-on experience,
- **Dual degree** – a diploma issued by WSB University in Poznań and endorsed by SBS Swiss Business School,
- Opportunity to upgrade your **Business English** skills,
- Comprehensive and relevant learning including **specialized know-how**,
- **Friendly and supportive staff**, including a cohort manager available throughout the duration of the Program,
- University's membership in WSB Group, whose strength is underpinned by **over 25 years of presence in the higher education market** and over 20 years of experience in the delivery of MBA programs.

O PROGRAMIE

ABOUT THE PROGRAM

Program Executive Master of Business Administration to studia stworzone we współpracy ze szwajcarską uczelnią SBS Swiss Business School. Wszystkie zajęcia prowadzone są w języku angielskim przez międzynarodową kadre dydaktyczną. Dzięki temu nasi uczestnicy rozbudowują swój warsztat menedżera pod okiem specjalistów z różnych stron świata, mogą przyglądać się globalnym trendom w biznesie i szukać inspiracji w gronie ekspertów.

Studia w międzynarodowej odświeżeniu

Na nasze studia zapraszamy osoby, które chcą rozwijać się menedżersko, zyskać międzynarodowe spojrzenie na biznes i spotkać wykładowców praktyków prezentujących różne sposoby rozwiązywania problemów zarządczych. Program Executive MBA kładzie nacisk na dzielenie się know-how zdobytym w różnych branżach i na różnych stanowiskach oraz czerpanie z doświadczenia międzynarodowej kadry dydaktycznej.

The Executive Master of Business Administration curriculum was developed in partnership with SBS Swiss Business School from Switzerland. All classes in the program are taught entirely in English by an international faculty. The revised curriculum enables students to substantially enhance their managerial skills under the guidance of expert teachers and trainers from the world over, explore global business trends, and find inspirations among those with hands-on experience.

International study experience

The program is geared to meeting the needs of those who seek to grow professionally as managers and executives. The curriculum ensures that students develop a truly global business perspective, learning from top academics and practitioners with diverse approaches to solving managerial problems. Emphasis is placed on sharing know-how across industries and management levels, and on exposure to international experience through faculty members' backgrounds.



We understand that as a leader in a complex world, you want to engage your employees, delight your customers, restore and sustain the environment, and lead with integrity. It will not take two generations. We can and will re-invent the world in this generation! Now is the best time for you to prepare, re-tool, and aggressively launch forward. The Executive MBA conducted in cooperation with our partner Wyższa Szkoła Bankowa w Poznaniu, offers an innovative curriculum centered around Leadership, Sustainability and Strategy. The SBS – WSB EMBA will equip you for tomorrow's business opportunities while keeping you grounded in today's business reality.

Bert Wolfs, Ph.D.

Academic Dean
SBS Swiss Business School



FAILURES ARE THE BEST TEACHERS

What are your drivers? What stimulates you for action?

There are two areas, or drivers, where my motivation comes from. I like working with people, and they are what inspires me the most. The individuals who lead my teams are my own hires whom I selected and, to a large extent, taught to do their jobs right. It is to my great satisfaction that I see them progress, I am happy to watch them grow not just in terms of performance but also in other work-related areas including, in the first place, team management. My other driver is linked to the former. I love seeing my decisions and actions produce good results. Whenever I make changes and then observe performance improvements, however minimal, I get this feeling that the time spent on designing and implementing the changes was a good investment. That makes me even more eager to go on and take up further initiatives.

What accomplishments, achievements or outcomes are you particularly proud of?

Apart from my professional career, which gives me a lot of satisfaction in its own right, I am really pleased with the fact that, after many years of jogging and short-distance running, I faced the challenge of a half-marathon. I had been preparing for it for half a year, without missing out on a single training run on my schedule. I came to finish line with a pretty good result, as for a rookie. It was the last half-marathon race held before the pandemic struck.

Are there any tips or golden rules that you are led by?

To my mind, the most important thing in business is to stay true to yourself. It is so obvious that every business works for profit and that it has to meet its targets. However, from my point of view as an executive responsible for a pretty large area, it matters just as much that your actions and your decisions do not ignore the people out there on the other side. Hence, the motto that I try to follow in the workplace is a quote from management philosophy: "Be hard on the problem, soft on the people." I believe that the greatest strength comes from a high-performing, well-orchestrated team of people who are open to changes and quick to act. Therefore, I am most concerned about the atmosphere in my team and I place emphasis on team-building, immediately facing and resolving any problems we encounter on our way rather than putting things off to a later time.

What is the most important lesson you have learned in your career?

The biggest and most important thing I have learned on my professional path relates to the first project I managed and that failed to meet one of its critical goals. It was a painful lesson. What it let me understand is, in the first place, that you should not think too big of yourself. Sure, success is what we all want and aim for, but failure can teach you a most valuable lesson.

Magdalena Laufer

Operations Manager, Hunter Douglas,
Executive MBA student at WSB University in Poznań



ORGANIZACJA STUDIÓW

PROGRAM STRUCTURE

Zjazdy

Studia Executive MBA trwają dwa lata. Zjazdy odbywają się średnio raz w miesiącu i trwają w piątki od 15.00 do 21.00, w soboty i niedziele w godzinach 8.30-15.00.

Program studiów:

- 19 modułów obowiązkowych + jeden moduł z 2 do wyboru (Cross - cultural Management lub Service Business and Design) według osobistych ukierunkowanych potrzeb uczestnika,
- ponad 480 godzin bezpośredniej pracy z wykładowcami,
- około 1000 godzin pracy w zespole i udziału w różnego rodzaju projektach.

Język wykładowy

Wszystkie zajęcia prowadzimy w 100% w języku angielskim.

Metody nauczania

Jako formy prowadzenia zajęć wykorzystujemy m.in.: wykłady, analizy przypadków, prezentacje indywidualne i grupowe, warsztaty i ćwiczenia, gry symulacyjne i komputerowe, testy osobowości, dyskusje i konsultacje indywidualne.

Meetings

The Executive MBA takes 2 years to complete. Meetings are held once in a month on average, from 3 to 9 p.m. on Fridays, from 8.30 a.m. to 3 p.m. on Saturdays and Sundays.

Course schedule:

- 19 compulsory modules + one module to choose from two (Cross-cultural Management or Service Business and Design) according to the personal needs of the participant,
- over 480 hours of direct work with lecturers,
- approximately 1000 hours of teamwork and participation in various projects.

Language

All classes are taught 100% in English.

Teaching methods

The methods of instruction include: lectures, case studies, individual and group project assignments, workshops and exercises, simulation and computer games, personality tests, discussions, individual coaching sessions.



My classes are about project management in the most practical way possible. The workshops teach not only how to do it, but also show why you should use selected methods, techniques and tools when managing projects. The training covers both basic and advanced topics related to scheduling, resource management, communication, modelling and supervision. This gives participants the competences to manage projects more effectively, deliver them on time, and increase their quality.

Tomasz Wrzesiewski

Executive MBA Program Instructor at WSB University in Poznań, CEO of Art Strategy Group



Materiały dydaktyczne

Przed zajęciami uczestnicy otrzymują pakiet materiałów dydaktycznych w formie PDF. Dzięki temu mogą zapoznać się z tematyką modułu oraz przygotować pracę wstępną. Jest to również czas na pracę własną, wyznaczenie celu i opracowanie indywidualnego procesu uczenia się.

Forma zajęć

W czasie zajęć uczestnicy:

- mają bezpośredni kontakt z wykładawcą ekspertem,
- intensywnie współpracują z innymi uczestnikami i biorą udział w zadaniach grupowych,
- rozwiązują realne problemy pojawiające się w każdym biznesie.

Obecność na zajęciach jest obowiązkowa. Każdy moduł kończy się pisemną pracą zaliczeniową o charakterze praktycznym. Kryteria zaliczenia określają poszczególni wykładawcy na początku zajęć z danego modułu. Pod uwagę mogą oni brać m.in. aktywność na zajęciach, prezentacje samodzielne i grupowe, raporty dotyczące pracy grupowej, pisemne analizy studiów przypadku, testy do samodzielnego rozwiązania, prace pisemne uczestników.

Praca zaliczeniowa

Jako formę zaliczenia studiów uczestnicy tworzą projekt biznesowy własnych firm z analizą i próbą rozwiązania ich realnych lub potencjalnych problemów.

Program

Program obejmuje zagadnienia z czterech głównych obszarów:

- zarządzanie przedsiębiorstwem,
- zagadnienia finansowe,
- zarządzanie międzynarodowe,
- marketing i komunikacja.

Course materials

Prior to class, participants receive a pack of teaching materials in PDF format. This allows them to familiarise themselves with the topics of the module and prepare their preliminary assignment. This is also the time to work on one's own, set a goal and develop an individual learning process.

What you do in class

In class, the students:

- interact directly with an expert instructor,
- work closely with other students and perform group assignments,
- provide solutions to real problems that arise in any business.

Class attendance is obligatory. Each module is concluded with a final written assignment to be prepared in line with the requirements and guidelines given by the instructor at the beginning of the course. The evaluation criteria may include student's in-class involvement, individual projects or contribution to groupwork, task reports, written case studies, tests and quizzes, and written assignments.

Assessment

As a form of course credit, participants create a business project of their own with an analysis and attempt to solve their real or potential problems.

Curriculum

The program is divided into four thematic areas:

- Company Management,
- Financial Expertise,
- International Business and Management Issues,
- Communication and Marketing Skills.



I am most motivated by the desire for personal and professional development. I chose to study EMBA because, in my opinion, it is the most sensible course of study for a manager. EMBA is more than just a textbook theory, it is an opportunity to broaden your knowledge through the practical experience of lecturers and participants in various industries.

Łukasz Wardak

Brand Managers Department Director, Impact S.A.
Executive MBA student at WSB University in Poznań



COMPANY MANAGEMENT

STRATEGIC MANAGEMENT

This course focuses on the issues of strategic management, building on and integrating the various components of the EMBA program to develop an understanding of the strategy process. The course adopts a general management outlook rather than that of a domain expert. In its essence, strategy is centered on aligning a company's distinctive strengths in such a way as to gain advantage over competitors. The strategist makes choices designed to create a tight fit among the internal business functions and the external environment. Strategic management tends to be broad, ambiguous, and subjective. Although some "strategic" models and techniques will be presented, it should be realized that the nature of strategy problems makes them difficult to capture, defying attempts at categorization, structuring and modeling, instead requiring creative approaches and insights. Accordingly, the course combines lectures with extensive reliance on the case study method to facilitate active and cooperative learning. The concepts and tools conveyed in this course will be subsequently applied to the Business Strategy Project.

STRATEGIC ANALYSIS

In a turbulent environment, it is not at all an easy task to strategically delineate the course of a company's growth. A lot depends, in the first place, on whether its current strategic position is accurately defined, whether the target position reflecting the company's aspirations is appropriately outlined and, last but not least, whether the opportunities and threats that may be encountered along the path are correctly identified. These are the questions that strategic analysis is preoccupied with, being the first stage of the strategic management process. The module primarily aims to acquaint students with selected methods of strategic analysis and the prerequisites for their effective application. This initial step, focused on the assessment of a company's business environment, is where many organizations stray into cliché and routine. Hence, a significant part of the course is based on teamwork and is delivered in the form of workshops. Discussions held and experiences shared by representatives of diverse industries will ensure that the class stays on an objective track and that the students derive valuable insights and inspirations to take back into their professional fields.

STRATEGIC HUMAN RESOURCES MANAGEMENT

The Strategic Human Resources Management course exposes participants to the intersection between competitive strategy and international human resources management. People are now commonly seen one of the most, if not the most, important resources supporting the competitive strength of firms. Admittedly, the greatest challenges to effective people management are found in large multinational corporations operating across very different geographical, cultural and institutional environments. On completion of the course, the participants will understand the linkages between corporate strategy and human resources management (HRM), and the role of HRM in managing a global workforce. Further, the students will learn about how firms can apply HRM concepts and practices – such as performance management, talent management, or expatriation – to deploy their human capital globally, as well as how these can facilitate value creation through social architecture and change management.

PROJECT MANAGEMENT

This 26-hour course blends project management theory with the study of business cases based on actual projects run domestically and worldwide (Serbia, Germany, the United States). The module focuses on the skills of project planning and execution while at the same time highlighting effective utilization of organizational resources, including information resources. Having been introduced to the rudiments of project planning and scheduling, the students subsequently learn how to manage projects following classical approaches, Agile methodologies, and the critical chain method, as well as how to handle project risk. Their learning is immediately applied in performing teamwork assignments that involve the design of their own projects using a number of standard project management tools and drafting common project-related documents. As a result, on completion of the course the students will be able to schedule and execute projects of all types and at any level of complexity.

BUSINESS STRATEGY PROJECT

In this module, teams of participants work with a client company to develop analyses and practical recommendations related to a selected area of a company's operations. Student teams utilize their newly acquired knowledge and skills to design novel solutions that are applicable in corporate settings. Project teams work under the supervision of a business project coach, who is both a faculty member and a business consultant with rich experience gained in an international environment. The project verifies that the students are able to incorporate their learning in a logical reasoning process and at the same time utilize it in addressing practical problems, developing viable solutions at both the strategic and operational management level. Further, the project is expected to foster their ability to effectively use analytical techniques in formulating management problems, presenting arguments, testing the validity of approaches and methods applied, and choosing the best problem solution.

DATA ANALYSIS FOR DECISION MAKING

Decision making in complex and volatile environments is today among the abilities that are seen as critical to business management. And perhaps no less important outside of business governance. This is because real world problems are becoming more and more difficult to tackle as the interconnectedness of relevant variables continues to increase. This module, in the first place, discusses modeling methods, such as decision trees or complex and systemic approaches, that can be applied to everyday situations. The course then investigates a number of approaches to visualizing complex decision problems, determining probabilities and financial results for different outcomes, as well as interpreting and ranking the outcomes. Further, specific recommendations for decision makers are formulated and offered at each step.

FINANCIAL EXPERTISE

CORPORATE FINANCE

The module seeks to develop knowledge and skills that are key to corporate finance management. On completion of the course the students will be able to make better decisions concerning the management of organizational operations, investments, and finances. The course is delivered through case studies and makes an extensive use of Microsoft Excel. The students learn to manage working capital, make financial plans, appraise the value of an enterprise, assess returns on corporate investments, estimate the cost of capital, or determine the viability of financial leverage.

MANAGEMENT ACCOUNTING AND CONTROL

The module offers students an insight into the latest concepts in management accounting and their applications in real business contexts. The students will learn to apply costing techniques across a variety of cost accounting systems, such as in particular job-order cost accounting, cost-plus pricing, total absorption costing, and activity-based costing. They will be able to interpret and use information generated by management accounting systems in operational decision making, particularly in areas involving high-cost items, e.g. in making "make or buy" decisions, pricing decisions, or product portfolio decisions. Further, they will be trained how to align corporate planning with the exercise of management control in different business domains, how to examine business results, and how to investigate deviations from plan.

ECONOMICS FOR EXECUTIVES

Success in business depends on how well managers handle a company's resources in a volatile external environment. The module highlights one aspect of the external environment: the performance of the economy in which the company operates. A country's economic performance is strongly conditional on policies that its government pursues and by the developments in global markets. Developments and uncertainties in the global economy drive fluctuations in key economic variables, such as growth rate, unemployment rate, inflation rate, interest rates, and exchange rates. The module equips students with an understanding of these variables and their impact on government policies, at the same time building an awareness of the international links that influence an economy's performance. Following a brief introduction to economic instruments, the learning is applied to the interpretation of contemporary global developments. Once grasped, the knowledge is likely to improve each individual's capacity to participate in national economic policy-making and support citizen involvement.

FINANCES FOR MANAGERS – FINANCIAL GAME

The PROGRESJA business simulation is an innovative and, above all, effective training tool. This form of training, through elements of competition and cooperation, motivates participants to develop new competencies. It is also a very flexible training formula which responds to various needs of participants and helps them develop skills such as financial management, strategic thinking, effective teamwork or making conclusions based on available data. Participation in the game is a great opportunity to take on a new role in the organization and look at the company as an entirety. This allows you to better understand the processes occurring in other departments and their impact on the business situation of the company. The game itself takes about 60% of the time, the remaining part is devoted to summaries and references to real business conditions in which the participants function.

INTERNATIONAL BUSINESS & MANAGEMENT ISSUES

GLOBAL MARKETING

In this module students are furnished with marketing tools and insights they need to become effective business builders. This means engaging with the creative aspects of marketing while maintaining the analytical rigor that executives and entrepreneurs require to be able to assess performance and support investment. For those who already work in the capacity of marketing decision makers, the course will revisit the core concepts from a contemporary perspective, enabling them to further refine their thinking and sharpen their impact. Those who are new to marketing or simply are not marketing professionals will be exposed to ideas and concepts that are sure to come in handy at some point in their leadership roles. The course will ensure that they have the knowledge prerequisites to make them effective in making marketing decisions and in planning their marketing expenditures. The module shows marketing as a major driver of sales growth, and hence of enterprise value. The students will come to appreciate the fact that marketing, although it does encompass selling and advertising, too, is primarily concerned with the broader task of delivering on promises to customers by providing them with just the kind of products and services that best match their needs and expectations. Finally, the course demonstrates that the contribution of marketing efforts is measurable and should be measured at all times; it explores both standard and non-standard measurement tools.

OPERATIONS MANAGEMENT

Operations management concerns primarily the delivery of goods and services to the customer. On the one hand, it seeks to offer value to customers by providing them with superior products and services that are delivered in a timely fashion and that meet their diverse needs and requirements. On the other hand, it has to perform as cost-efficiently as possible. If these two functions are successfully performed in conjunction – i.e. customer value is provided in an efficient manner – operations can support long-term business goals. Operations management originates in the physical manufacturing environment, but is just as relevant in any other context: e.g. service delivery, public services, healthcare, knowledge/expert work, etc., where adherence to operations management principles can also bring multiple benefits. As a pre-course assignment, prior to the start of the module, the students analyze the operations of their own organizations. The actual course begins by looking at strategy issues and at how operations contribute to the “big picture”. Then it explores operations from three perspectives: that of operations network structures, focusing on positioning in the value chain (“make or buy” decisions, location decisions, roles within an operations network); that of operations management (with two aspects: processes and flows, the former focusing on Sales and Operations Planning, and the latter focusing on flows of materials and services, the value stream, flow efficiency, and the theory of constraints); and that of operations improvement (with Lean Thinking as a framework).

INTERNATIONAL BUSINESS

The module provides an overview of key issues, opportunities and challenges in international business. We shall assess globalisation and the consequent changes in firms’ operating environment, and analyze the needs to adjust firms’ strategies due to these changes. The module covers key concepts and principles of conducting business in the international dimension, including issues in various functions, such as marketing. Attention is paid to two topical themes: the potential changes in regional economic blocks and the management of international strategic partnerships. Purpose of the module is to a) present the most important forces affecting international business today, b) evaluate various international strategies, and c) present the ways to organize, coordinate and control international activities.

Main contents: global business environment, internationalization and globalization of firms and industries, competitiveness, cultures, economic integration, international marketing and HRM.

CAPSTONE MODULE – BUSINESS SIMULATION

The course sets out to present a number of state-of-the-art analytical methods, techniques and tools supporting business decision making. The innovative delivery mode based on a computerized market simulation will account for speedy transfer of knowledge into skills as well as for immediate implementation of learning in real business settings. The curriculum is plotted across four areas: strategic management, marketing management, sales management, and finance. The module is designed to emphasize the interrelationships between processes taking place in an enterprise. Its comprehensive, integrative approach to business management allows for a summation of learning in the MBA program and validates the actual benefits derived by the students.

COMMUNICATION & MARKETING SKILLS

MANAGEMENT COMMUNICATION

The module is focused on key communication strategies and skills that can be employed in managerial communications in a global workplace. While providing an introduction into the underlying theories of communication strategy, it proposes decision-making frameworks and analytical tools that can be applied to effectively plan, design and convey management messages. The module is highly interactive and task-oriented. The pre-course readings and assignments, case studies, and individual and team presentations will allow the students to practice the key concepts and theories outlined in the course. Peer and trainer feedback will give each student a clear picture of their personal communication behaviors, and an indication of what they can do to enhance their individual communication skills and habits.

ORGANIZATIONAL BEHAVIOR

“The soft stuff is the hard stuff”, said Jack Welch, the former CEO of GE. “Soft stuff” stands for human skills, as opposed to “hard stuff” that is associated with quantifiable organizational functions, such as operations, manufacturing, finance, etc. The Organizational Behavior course is focused on coping with the “soft stuff”. More specifically, OB concerns the ability to influence four types of human actions critical to the success of any enterprise: productivity, absenteeism, turnover (employee attrition), and organizational citizenship behaviors (OCBs). Influencing these begins with self-awareness – an understanding of our own values, biases, behavioral tendencies, and attitudes.

LEADERSHIP AND CHANGE MANAGEMENT

Leadership is at the same time personal and collective effort. More specifically, leadership is about utilizing personal capabilities to influence, mobilize, motivate, and inspire others in collective settings such as teams and organizations. The goal of this course is to help the students grasp the basic theory of leadership as well as to identify and further develop their own leadership capabilities and skills. One of the key leadership abilities covered in this module is understanding and managing change. The course features a number of opportunities to learn and identify key leadership skills and potentials through self-assessment and through training exercises, its principal deliverable being a personal “Leadership Profile.” The Profile is intended not only as a piece of meaningful project work, but it is also supposed to provide a thorough and in-depth underpinning document that will guide long-term individual efforts at developing a personal leadership style.

MANAGING FOR CREATIVITY

The module aims to provide students with an increased understanding of creativity and innovation management as an inclusive strategic process, and to develop the leadership skills that will aid them in them carrying the process on from generation and conceptualization (the fuzzy front-end) to successful commercialization (optimization and implementation). The course covers the methods that effective organizations adopt in striving to streamline routines as well as to tackle disruptions to routine – by institutionalizing the ongoing conceptualization of new problems and opportunities, and by implementing new ideas and solutions into products, technologies, and procedures.

BUSINESS NEGOTIATIONS

During numerous negotiation and mediation simulations, you will analyze, you will acquire skills in resolving conflicts at various logical levels, and thus you will achieve your business and personal goals more effectively. Negotiations and mediations are a key social competence that is necessary not only in international trade, but also in every professional role we take on. This knowledge brings measurable benefits, among others, when acquiring strategic partners for cooperation, buying/selling different kind of products, determining terms of the contract, mediating in labor or social conflicts, e.g. setting salaries. The module is addressed to experienced managers and specialists who want to improve the skills of negotiating with external customers (suppliers, recipients, institutions) and internal customers (subordinates, associates, subcontractors) of a given organization, and to people whose role is related to conflict resolution (employees of the HR department, expert witnesses, social workers, court officers). After the course you will have the knowledge how to analyze the negotiating situation in its key aspects, and you will be prepared for the efficient conduct of negotiations. What's more you will know how to use negotiation strategies and skillfully overcome resistance in negotiations. You will formulate persuasive messages and expose the manipulative behavior of the other party and effectively defend against them.

ELECTIVE COURSE

CROSS-CULTURAL MANAGEMENT

The impact of globalization and the rapidly changing business environment require managers and leaders to be effective and comfortable in developing and implementing ways to successfully perform in global markets and across national cultures. It also entails an ability to understand the impact of individual and cultural diversity on business models, strategies, as well as on customer preferences and employee performance. Successful leaders and managers will increasingly have to be capable of adapting their management and leadership styles to get the most of the people they lead and to capitalize on the opportunities that different cultures and global markets offer.

SERVICE BUSINESS & DESIGN

Designed to provide a set of effective tools for optimizing service operations, the module starts at the foundations with outlining the three-stage model of service consumption. To stress service quality as a key objective, the module dwells on concepts such as the Gap Model, Servqual, blueprinting, and the Critical Incident Technique. Further, the course covers essential Web-based tools for service quality measurement. Considering the general failure-proneness of service encounters, effective service recovery strategies are discussed next. Subsequently, the course brings up self-service technologies and artificial intelligence as major drivers of service innovation. Given the increasing prominence of technology for service delivery, the participants will also identify co-creation as an emerging trend in service innovation management. In line with the notion that services should provide customers with real problem solutions, the module then highlights customer value creation as a major strategic goal. In addition, customer centricity is introduced as an organizational precondition for the delivery of customer value. The module closes with a group ideation session on developing customer-centric service offerings.



In the Executive MBA programme we focus primarily on a global approach to business. Over 20 years of experience have resulted in a program focused on practice, market needs and the individual development of each manager. Our graduates unanimously admit that what distinguishes us is our competent, international faculty, dynamic and modern way of conveying knowledge, but most of all professionalism and credibility in every detail.

Anna Pilc

Executive MBA Program Manager



KADRA DYDAKTYCZNA

FACULTY

Wykładowcy naszego programu mają multidyscyplinarne przygotowanie zawodowe, międzynarodowe doświadczenie, praktyczne podejście i pasję nauczania. Są wśród nich profesorowie renomowanych uczelni amerykańskich i europejskich oraz wysokiej klasy specjaliści z bogatym dorobkiem naukowym i ścisłym związkiem z praktyką gospodarczą. Razem z naszymi uczestnikami tworzą oni atmosferę sprzyjającą rozwojowi i wymianie doświadczeń na najwyższym poziomie.

The Executive MBA faculty members are characterized by a multidisciplinary professional background, a wealth of international experience, a practical approach, and a genuine passion for teaching. The faculty includes professors of accomplished American and European universities alongside world-class professionals with broad research interests and ample exposure to business practice. This fine mix of industry and academia accounts for superior quality education and a favorable climate for development and experience sharing.

- **Michael J. Baker MA, EMBA**
Aalto University (Finland),
- **Min Basadur, Ph.D.**
McMaster University (Canada),
- **Marja Blomqvist**
Aalto University (Finland),
- **Prof. Dr. Frank Brand**
Berlin School of Economics and Law (Germany),
- **dr Grzegorz Dzwonnik**
WSB University in Poznań (Poland),
- **Tomas Falk, Ph.D.**
Aalto University (Finland),
- **Jan Faryaszewski**
GreenSpace Brands (Canada),
- **J. Michael Geringer, Ph.D.**
Ohio University (USA),
- **Arvind K. Jain, Ph.D.**
Concordia University (Canada),
- **dr Jarosław Kujawski**
WSB University in Gdańsk (Poland),
- **Damien McLoughlin, Ph.D.**
University College Dublin (Ireland),
- **dr Remigiusz Napiecek**
WSB University in Poznań (Poland),
- **Olin O. Oedekoven, Ph.D.**
Peregrine Global Services (USA),
- **Peter J. Stark**
Gustavus Adolphus College (USA),
- **Hertta Vuorenmaa, Ph.D.**
Aalto University (Finland),
- **Tomasz Wrzesiewski**
Art Strategy Group (Poland).

SISU – A MENTALITY THAT NEVER GIVES UP

What matters the most in business?

Besides people, great ideas and good timing, I believe that what matters in business is values. Personal values are important because they help us grow and develop. I can't imagine working for an organization that is not in line with my personal values. They help us shape the future we want to experience. Corporate values can foster teamwork, motivate employees, encourage innovation, and improve the cohesiveness of the workplace.

Are there any tips or golden rules that you are led by, or that someone you know is led by?

There is something unique in Finnish culture that guides me. It's called SISU. It can be described as a certain type of persistence that can push you through a stone. A mentality that never gives up.

How did you benefit from the EMBA program you completed in Poznań?

I remember the emotions that filled me when I was entering my very first EMBA class. I was excited, slightly scared, and so much out of my comfort zone. Soon, however, having seen the exquisite WSB University building in Poznań, having met my first teacher and my fellow students, I got extremely enthusiastic. Before I signed up, I had researched a number of EMBA programs thoroughly. What I liked the most about the WSB program was the diversity of teachers. Not only were they knowledgeable and had a wealth of hands-on experience but they also came from various backgrounds and countries. I really enjoyed the discussions and gained the global outlook that I was after when choosing the program. Overall, the EMBA program gave me a much more comprehensive understanding of business. It helped me look at my own domain-specific work experience through a different lens. I believe that having a broader perspective, one that goes far outside your day-to-day work, is more than an asset – it is a necessity. I feel more prepared to cope in the rapidly changing business environment and less stressed toward facing it. I cannot think of a business professional who would not benefit from being in the program.

Nina Farjaszewska

Partner/Marketing Director TGL Poland sp. z o.o.
Executive MBA graduate of WSB University in Poznań



WYJAZDY ZAGRANICZNE



OVERSEAS TOURS

EXECUTIVE SUMMIT – sympozjum zagraniczne

Executive Summit stanowi wyjątkową okazję do spotkania i wymiany doświadczeń między słuchaczami EMBA w WSB Poznaniu a absolwentami, i studentami wszystkich lokalizacji sieci Aalto University Executive Education, jednej z najlepszych europejskich uczelni, a zarazem naszego wieloletniego partnera w wymianie oraz wyjazdach zagranicznych. Podczas kilkudniowego pobytu w Helsinkach lub w Singapurze uczestnicy biorą udział w zajęciach i spotykają się z liderami biznesu, mając jednocześnie okazję poszerzyć sieć kontaktów. Co roku to wydarzenie gromadzi około 200 menedżerów z całego świata.

Każdy uczestnik naszego programu ma możliwość odpłatnego uczestniczenia w projekcie w wybranej lokalizacji oraz zaliczenia w sumie dwóch modułów.

MBA STUDY TOUR

Raz w roku dla uczestników programów MBA Wyższych Szkół Bankowych organizujemy fakultatywny wyjazd do siedziby partnera strategicznego Grupy WSB, Franklin University w USA, z autorskim programem, dostosowanym do profilu studiów. Plan pobytu obejmuje m.in. spotkania i warsztaty prowadzone na uczelni, a także wizyty w wybranych amerykańskich firmach. W ubiegłych latach uczestnicy odwiedzili również Waszyngton i Atlantę.

EXECUTIVE SUMMIT – overseas symposium

Executive Summit is a unique opportunity to meet and share business experience between Poznań EMBA students and graduates and students from all locations of the Aalto University Executive Education network. It is one of the best European universities and at the same time our longterm partner in exchange and overseas tours. During a week's stay in Helsinki or Singapore, the students attend classes, meet local business leaders, and make lots of new business contacts. Each year, the Summit hosts around two hundred managers from all over the world.

Every participant in our programme has the opportunity to take part in the project at a location of their choice for a fee and to complete a total of two modules.

MBA STUDY TOUR

A study tour, with a tailor-made and curriculum-aligned itinerary, is organized every year for the benefit of students in MBA programs across the WSB Group. The students are hosted by Franklin University, USA, the Group's strategic partner, attending lectures, meetings and workshops held on-campus while at the same time paying visits to assorted US companies. Last year, they were also shown around Washington, D.C., and Atlanta, Georgia.



To provide a challenging, integrative, team-based learning experience which applies concepts and tools from the MBA program to define, analyze and recommend an appropriate solution for a complex strategic challenge & help ensure the recommended solution is successfully implemented by the company's executives.

J. Michael Geringer, Ph.D.

Professor of International Strategy & Director, Center for International Business Education & Development, Ohio University, USA

Trial practical classes

If you are interested in studying Executive MBA in Poznań, we invite you to take part in one of the two meetings:

- Organizational Behavior, 10-12.02.2022,
- Managing for Creativity, 10.2022.

Participation in the classes is not obligatory. It enables you to become acquainted with the specifics of the studies, the way the classes are conducted and helps you to assess your own level of English.

During these few hours, an employee of the MBA Program Office will present the form of the classes in detail and will answer all possible questions.



Off-campus meeting – Wąsowo, October 2021

GRADUATION CEREMONY

We organise a graduation ceremony for our students. In the presence of the university authorities, lecturers and invited guests, graduates receive a prestigious diploma. There are also special awards for the best students – Masters of EMBA.



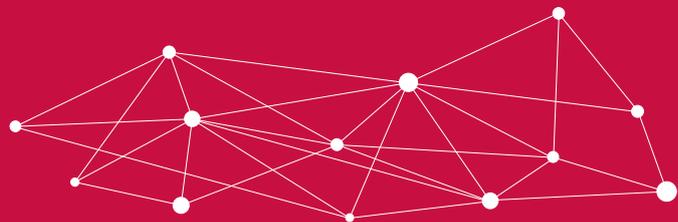
Graduation, December 2021

Additional training

Participants of the MBA program can take part in additional, free training courses. Thanks to them, they can supplement their knowledge in a given area and obtain a certificate. Last year, participants took part in the following training courses:

- Criminal liability of managers,
- Strategic motivation in organizations,
- Emotions in negotiations,
- Navigating Chaos: Leadership in Complexity.

NETWORKING



The opportunity for international networking among participants and graduates of Aalto Executive MBA courses is an invaluable asset of the study program. The EMBA program at WSB University in Poznań has been completed by executives from companies such as: Allegro, GlaxoSmithKline Pharmaceuticals, Henkel Poland, Hewlett Packard, Johnson & Johnson, Kraft Foods Poland, Nivea Poland, Philips Lighting Poland, PKO BP, Siemens, Unilever Poland, Volkswagen Motor Poland, Wrigley Poland or Żabka Poland.

ZASADY REKRUTACJI

Etap 1

Spełnienie kryteriów przyjęcia na studia Executive MBA w Poznaniu:

- ukończone studia wyższe II stopnia (dyplom magistra),
- minimum pięcioletnie doświadczenie zawodowe.

Etap 2

Zapisanie się na studia i dostarczenie dokumentów rekrutacyjnych.

Zachęcamy do założenia Konta Kandydata i zapisania się za jego pośrednictwem na studia. Konto zaprojektowaliśmy tak, by maksymalnie ułatwić proces rekrutacji. Dzięki temu można:

- przejść online proces zapisu na studia,
- dostarczyć dokumenty, podpisać umowę i dokonać płatności rekrutacyjnych z dowolnego miejsca na świecie za pośrednictwem internetu,
- sprawdzić status swoich rekrutacji oraz historię zapisów,
- w każdej chwili dokończyć przerwany proces uzupełniania formularza rekrutacyjnego.

Informacje, jak założyć Konto Kandydata, znajdują się na naszych stronach internetowych.

Dokumenty rekrutacyjne:

- zaświadczenie o doświadczeniu zawodowym lub wpis do ewidencji działalności gospodarczej,
- list motywacyjny w języku angielskim,
- pełne CV w języku angielskim,
- potwierdzoną przez WSB lub notarialnie kserokopia dyplomu ukończenia studiów magisterskich,
- potwierdzoną przez WSB lub notarialnie kserokopia dowodu osobistego,
- ewentualnie kserokopia dokumentu poświadczającego zdanie egzaminu językowego (TOEFL, FCE zdany po 2016 r., CAE, CPE, LCCI 3rd level, BEC Higher),
- potwierdzenie dokonania opłaty za postępowanie kwalifikacyjne i wpisowe na konto:
Raiffeisen Bank Polska SA
95 1750 1019 0000 0000 0161 1828
z dopiskiem: Executive MBA.

Dokumenty można dostarczyć:

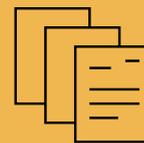
- przez internet za pośrednictwem Konta Kandydata,
- osobiście, pocztą lub kurierem do Biura Rekrutacji.

Etap 3

Dostarczenie kompletu dokumentów do Biura Programu MBA – pocztą lub osobiście – oraz umówienie się na rozmowę kwalifikacyjną i egzamin językowy.

Podstawą przyjęcia na studia są pozytywny wynik rozmowy kwalifikacyjnej oraz zdany egzamin językowy. Kandydat wybiera zgodnie z preferencjami pisemną lub ustną formę egzaminu.

ADMISSIONS



Step 1

Meet the admission requirements for the Executive MBA in Poznan:

- second-cycle degree (Master's),
- at least 5 years of prior work experience.

Step 2

Sign up for the program and file your application documents.

We recommend that you set up an Applicant Account and enroll via it. The Account will make your application experience more comfortable. Via the Account you will:

- sign up online,
- file your application documents, sign your contract, and make any payments related to your application – online from any location around the world,
- look up the status of your ongoing applications and view your application history,
- complete an interrupted application form at any time.

To find out how to set up your Applicant's Account, visit our websites.

Application documents:

- track record of work experience or a certificate of entry in the business register,
- résumé in English,
- covering letter in English,
- authenticated (by a WSB employee or a notary public) photocopy of your higher education diploma,
- photocopy of your identity card, attested by notary public or WSB employee,
- certificate of proficiency in English (TOEFL, FCE dated no earlier than 2016, CAE, CPE, LCCI level 3, BEC Higher), if applicable,
- proof of payment of the examination and registration fees to the University's account:
Raiffeisen Bank Polska SA
95 1750 1019 0000 0000 0161 1828
title/reference: Executive MBA.

Documents can be filed:

- online via your Applicant Account,
- in person, by mail or courier to the Admissions Office.

Step 3

File all the documents with the Program Office – by mail or in person – and schedule an interview and a language exam.

To be enrolled in the Program, a candidate must be successful at the interview and the language exam. Candidates are free to choose their preferred form of exam – oral or written.

Opłaty za studia Executive MBA w Poznaniu:

- opłata wpisowa – 500 zł,
- opłata za postępowanie kwalifikacyjne – 200 zł,
- czesne (zobacz niżej),
- opłata końcowa – 750 euro,
- opłata seminaryjna (w przypadku uczestnictwa w Executive Summit) – ustalana na bieżąco przez organizatora spotkania.

Dogodny system płatności

Liczba rat	Wysokość raty	Całkowite czesne
1 rata	42 000 zł	42 000 zł
2 raty roczne	22 500 zł	45 000 zł
4 raty semestralne	11 750 zł	47 000 zł
20 rat zjazdowych	2450 zł	49 000 zł

Uczelnia gwarantuje, że wysokość czesnego nie ulegnie zmianie podczas trwania programu.

Promocje i dodatkowe korzyści:

- Absolwenci WSB w Poznaniu, którzy zapiszą się na studia Executive MBA w Poznaniu w terminie od **29 marca do 30 września 2022 roku**, otrzymają **zniżkę 2500 zł w czesnym oraz będą zwolnieni z opłaty wpisowej**.
- Kandydaci, którzy zapiszą się na studia Executive MBA, otrzymają zniżkę na wybrane roczne studia podyplomowe w postaci bonu imiennego do wykorzystania w ciągu dwóch lat od zakończenia studiów. Wysokość zniżki w czesnym wynosi:
 - 100% dla osób zapisanych do 1 lipca 2022 r.,
 - 50% dla osób zapisanych do 15 września 2022 r.

Wszystkie osoby zainteresowane zapraszamy do bezpośredniego kontaktu z Biurem Programu Executive MBA w Poznaniu.

Biuro Programu

ul. Ratajczaka 5/7, Poznań
pokój 213

tel.: 61 655 33 57

e-mail: emba@wsb.poznan.pl

pn-pt: 8.00-16.00

Executive MBA IN POZNAN fees

- registration fee at PLN 500,
- examination fee at PLN 200,
- tuition fee (see below),
- graduation fee at EUR 750,
- seminar fee (applicable to participants of the Executive Summit) – determined by the organizer on a per-event basis.

Flexible payment system:

Number of payments	Amount payable	Aggregate tuition
single down payment	PLN 42 000	PLN 42 000
2 annual installments	PLN 22 500	PLN 45 000
4 semi-annual installments	PLN 11 750	PLN 47 000
20 per-meeting installments	PLN 2450	PLN 49 000

The University guarantees that the tuition fees shall remain fixed throughout the run of the Program.

Promotions and other benefits:

- WSB University in Poznań alumni who sign up for the Executive MBA program in Poznań between **March 29 and September 30, 2022** will be entitled to a **PLN 2 500 reduction from the tuition fee and exempt from the registration fee**.
- Applicants who sign up for the Executive MBA program in Poznań will receive a discount on a one-year postgraduate course of their choice in the form of a non-transferable voucher valid for 2 years from completion of the Program. The discount will be:
 - 100% – for enrollments till July 1, 2022,
 - 50% – for enrollments completed till September 15, 2022.

More information on rules and regulations is available from the Poznań Executive MBA Program Office.

Anna Pilc

kierownik programu Executive MBA/
Executive MBA Program Manager

Klaudia Idziak

sekretariat programu Executive MBA/
Executive MBA Program Office

**Wydawca:**

Wyższa Szkoła Bankowa w Poznaniu
ul. Powstańców Wielkopolskich 5
61-895 Poznań

Koncepcja:

Centrum Rozwoju Szkół Wyższych
TEB Akademia sp. z o.o.

Druk i oprawa:

VMG Print sp. z o.o.

Jesteśmy eko

Każdy z nas powinien zadbać o ochronę lasów i żyjących w nich zwierząt. Informator, który właśnie czytasz, powstał przy użyciu papieru oznaczonego certyfikatem FSC®. Oznacza to, że pochodzi on ze sprawdzonych, legalnych źródeł, a drewno nie zostało pozyskane na obszarach chronionych lub z pogwałceniem praw lokalnych społeczności.

