



**Co-funded by  
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**Annex 4 List of intended learning outcomes, including:**

- a) **Matrix of alignment with Framework for Qualifications in the European Higher Education Area (FQ-EHEA)**
- b) **Matrix of alignment with applicable national qualifications framework**



**List of intended learning  
outcomes  
intercultural leadership in the  
digital era (CLIDE)**

### Learning outcomes

Field of study:	Intercultural Leadership
Level of study:	<b>second-cycle studies</b>
Level of the Polish Qualification Framework:	Level 7
Profile:	Academically oriented
Professional degree awarded to the graduate:	Master (joint diploma with University of Granada and Simon Kuznets National Kharkiv University of Economics)
Allocation of the field of study within academic or artistic discipline(s), to which learning outcomes for a given field of study refer:	Discipline: - Management and Quality Studies (100%)
	Major discipline: Management and Quality Studies
(1) Symbol	(2) Upon completion the graduate achieves the learning outcomes specified below:
<b>KNOWLEDGE (the graduate knows and understands)</b>	
K_W01	an in-depth level of selected facts, terminology and main development trends, in management and quality studies, including leadership, both in the global and intercultural context
K_W02	an in-depth level of human behaviours in organisations at the individual, group and institutional level, including the intercultural context
K_W03	an in-depth level of selected methods and tools for obtaining and interpreting data for the development purposes of the organisation
K_W04	an in-depth level of selected dependencies that ensure building relationships, cooperation and ensure sustainability with the network of institutional entities
K_W05	the main trends and impact of digital transformation on organisations and the economy
K_W06	legal, cultural and financial conditions related to running a business, in particular of an international nature, in dispersed and intercultural teams
K_W07	an in-depth level of selected systems of legal and ethical norms and rules, from the point of view relevant to management studies
<b>SKILLS (the graduate is able to)</b>	
K_U01	use one's knowledge to independently solve problems arising in professional work and related to functioning in the multicultural environment and in different legal and political systems, and to use a critical approach to their own and other opinions
K_U02	develop and apply appropriate research methods and use analytical tools to formulate recommendations in organisations and when designing complex processes
K_U03	creatively use digital technologies to solve organisational problems and support them in the process of digital transformation
K_U04	prepare detailed speeches and oral presentations in English at the B2+ level of the Common European Framework of Reference for Languages, preparing interdisciplinary presentations, to lead a debate, and to communicate with internal and external stakeholders
K_U05	manage the work of a team, including a multicultural and dispersed team, and is also able to assume various team roles; is aware of responsibility for one's own work and takes responsibility for results to co-workers
K_U06	independently plan the path of professional development, including developing their knowledge and skills to pursue the set goal
<b>SOCIAL COMPETENCIES (the graduate is ready to)</b>	
K_K01	think critically, and to confront the theory and practice of managing organisations and teams, including selecting sources necessary to manage the organisation
K_K02	conduct research and/or participate in projects relating to society's expectations and to initiate activities in the public interest
K_K03	think and act in an enterprising manner, involving intercultural and international teams
K_K04	behave in professional life in a professional, ethical manner, respecting the diversity of views and cultures

**Supporting table - learning outcomes coherence table**

<b>Faculty offering the field of study:</b>	<b>Faculty of Economic Sciences and Management</b>
<b>Field of study:</b>	<b>Intercultural leadership</b>
<b>Level of study/Level of the Polish Qualification Framework:</b>	<b>second-cycle studies, level 7</b>
<b>Profile</b>	<b>academically oriented</b>
<b>Professional degree awarded to the graduate:</b>	<b>master</b>

<b>The European Qualifications Framework description</b>	<b>The Polish Qualifications Framework description component code - detailed characteristics P7S</b>	<b>Symbol</b>	<b>Directional learning outcomes (symbol and description)</b>	<b>Name of the subject from the study program</b>
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**KNOWLEDGE (the graduate knows and understands)**

Knowledge and understanding	P7S_WG	K_W01	an in-depth level of selected facts, terminology and main development trends, in management and quality studies, including leadership, both in the global and intercultural context	Basics of Leadership, Creativity and Innovation for Leadership, Master's Diploma Seminar, Inclusive leadership, Leading across borders and cultures, Leadership and Intercultural environment in case studies, Digital Business Models, Digital literacy development for leaders, Digital tools for project management, Applied Psychology to Leadership, Digital analytical tools for leaders, Collaborative and time management digital tools,
Knowledge and understanding	P7S_WG	K_W02	an in-depth level of human behaviours in organisations at the individual, group and institutional level, including the intercultural context	Contemporary Management and Digital Business, Basics of Leadership, Managerial ethics and sustainability, Communication skills, Strategic management for multinational companies in digital era, Applied Psychology to Leadership, Inclusive leadership, Multicultural team building, Image and Personal Branding for Leaders, Leadership and Intercultural environment in case studies, Digital team building, International Human Resource Management, Applied Psychology to Leadership, Collaborative and time management digital tools,

Knowledge and understanding	P7S_WG	K_W03	an in-depth level of selected methods and tools for obtaining and interpreting data for the development purposes of the organisation	Creativity and Innovation for Leadership, Master's Diploma Seminar, Cross-cultural management, Master thesis preparation, Distributed intercultural teams communication, Project management, Analytical tools for leaders, Master thesis preparation, Digital Entrepreneurship, Digital tools for project management, Digital analytical tools for leaders, Artificial intelligence for leaders,
Knowledge and understanding	P7S_WG	K_W04	an in-depth level of selected dependencies that ensure building relationships, cooperation and ensure sustainability with the network of institutional entities	Managerial ethics and sustainability, Cross-cultural management, Distributed intercultural teams communication, Leading across borders and cultures, International Human Resource Management, Digital Image and Personal Branding for Leaders
Knowledge and understanding	P7S_WK	K_W05	the main trends and impact of digital transformation on organisations and the economy	Contemporary Management and Digital Business, Creativity and Innovation for Leadership, Master's Diploma Seminar, Cross-cultural management, Project management, Leading across borders and cultures, Digital Business Models, Digital literacy development for leaders, Digital Entrepreneurship, Digital tools for project management, Digital analytical tools for leaders, Collaborative and time management digital tools, Artificial intelligence for leaders,
Knowledge and understanding	P7S_WK	K_W06	legal, cultural and financial conditions related to running a business, in particular of an international nature, in dispersed and intercultural teams	Basics of Leadership, Strategic management for multinational companies in digital era, Master's Diploma Seminar, Applied Psychology to Leadership, Distributed intercultural teams communication, Leading across borders and cultures, Leadership and Intercultural environment in case studies, International Human Resource Management,
Knowledge and understanding + Making judgements	P7S_WK	K_W07	an in-depth level of selected systems of legal and ethical norms and rules, from the point of view relevant to management studies	Managerial ethics and sustainability, Creativity and Innovation for Leadership, Master Thesis Preparation, Master's Diploma Seminar Inclusive leadership, Multicultural team building, Digital Image and Personal Branding for Leaders, Digital Entrepreneurship, Applied Psychology to Leadership,

**SKILLS (the graduate is able to)**

Applying knowledge and understanding + Making judgements	P7S_UW	K_U01	use one's knowledge to independently solve problems arising in professional work and related to functioning in the multicultural environment and in different legal and political systems, and to use a critical approach to their own and other opinions	Basics of Leadership, Managerial ethics and sustainability, Communication skills, Strategic management for multinational companies in digital era, Master's Diploma Seminar, Internship, Applied Psychology to Leadership, Inclusive leadership, Project management, Leading across borders and cultures, Leadership and Intercultural environment in case studies, Digital team building, International Human Resource Management, Applied Psychology to Leadership,
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Applying knowledge and understanding + Making judgements	P7S_UW	K_U02	develop and apply appropriate research methods and use analytical tools to formulate recommendations in organisations and when designing complex processes	Creativity and Innovation for Leadership, Master's Diploma Seminar, Internship, Cross-cultural management, Master thesis preparation, Project management, Master thesis preparation, Digital tools for project management, Digital analytical tools for leaders, Collaborative and time management digital tools, Artificial intelligence for leaders,
Applying knowledge and understanding	P7S_UW	K_U03	creatively use digital technologies to solve organisational problems and support them in the process of digital transformation	Contemporary Management and Digital Business, Master's Diploma Seminar, Applied Psychology to Leadership, Project management, Leading across borders and cultures, Digital Business Models, Digital Entrepreneurship, Artificial intelligence for leaders,
Communication skills	P7S_UK	K_U04	prepare detailed speeches and oral presentations in English at the B2+ level of the Common European Framework of Reference for Languages, preparing interdisciplinary presentations, to lead a debate, and to communicate with internal and external stakeholders	Communication skills, Spanish Culture and Language in Business, Cross-cultural management, Distributed intercultural teams communication, Austrian Culture and German Language in Business, Image and Personal Branding for Leaders, Ukrainian Culture and Language in Business, Polish Culture and Language in Business, Digital Entrepreneurship, Business Culture in MENA and Arabic Language,
Making judgements	P7S_UO	K_U05	independently plan the path of professional development, including developing their knowledge and skills to pursue the set goal	Contemporary Management and Digital Business, Basics of Leadership, Managerial ethics and sustainability, Strategic management for multinational companies in digital era, Creativity and Innovation for Leadership, Spanish Culture and Language in Business, Distributed intercultural teams communication, Austrian Culture and German Language in Business, Multicultural team building, Image and Personal Branding for Leaders, Ukrainian Culture and Language in Business, Digital team building, Digital Image and Personal Branding for Leaders, Polish Culture and Language in Business, Applied Psychology to Leadership, Collaborative and time management digital tools, Business Culture in MENA and Arabic Language,
Learning skills	P7S_UU	K_U06	determining the path of professional development on their own, including developing their knowledge and skills to pursue the assumed objectives	Contemporary Management and Digital Business, Basics of Leadership, Managerial ethics and sustainability, Strategic management for multinational companies in digital era, Internship, Inclusive leadership, Image and Personal Branding for Leaders, Leadership and Intercultural environment in case studies, Digital team building, Digital literacy development for leaders, Digital Image and Personal Branding for Leaders,

**SOCIAL COMPETENCIES (the graduate is ready to)**

<p align="center">Making judgements + Applying knowledge and understanding</p>	<p align="center">P7S_KK</p>	<p align="center">K_K01</p>	<p>think critically, and to confront the theory and practice of managing organisations and teams, including selecting sources necessary to manage the organisation</p>	<p>Contemporary Management and Digital Business, Basics of Leadership, Managerial ethics and sustainability, Strategic management for multinational companies in digital era, Creativity and Innovation for Leadership, Master's Diploma Seminar, Internship, Applied Psychology to Leadership, Distributed intercultural teams communication, Project management, Leading across borders and cultures, Analytical tools for leaders, Analytical tools for leaders, Leadership and Intercultural environment in case studies, Digital Business Models, Digital Entrepreneurship, Collaborative and time management digital tools,</p>
<p align="center">Making judgements + Communication skills</p>	<p align="center">P7S_KO</p>	<p align="center">K_K02</p>	<p>conduct research and/or participate in projects relating to society's expectations and to initiate activities in the public interest</p>	<p>Managerial ethics and sustainability, Master's Diploma Seminar, Master thesis preparation, Inclusive leadership, Project management, Leading across borders and cultures, Analytical tools for leaders, Master thesis preparation, Digital Entrepreneurship, Collaborative and time management digital tools,</p>
<p align="center">Making judgements + Communication skills</p>	<p align="center">P7S_KO</p>	<p align="center">K_K03</p>	<p>think and act in an enterprising manner, involving intercultural and international teams</p>	<p>Basics of Leadership, Communication skills, Creativity and Innovation for Leadership, Cross-cultural management, Distributed intercultural teams communication, Multicultural team building, Leading across borders and cultures, Analytical tools for leaders, Leadership and Intercultural environment in case studies, Digital team building, Digital literacy development for leaders, International Human Resource Management, Digital Entrepreneurship,</p>
<p align="center">Making judgements + Communication skills</p>	<p align="center">P7S_KR</p>	<p align="center">K_K04</p>	<p>behave in professional life in a professional, ethical manner, respecting the diversity of views and cultures</p>	<p>Basics of Leadership, Managerial ethics and sustainability, Communication skills, Spanish Culture and Language in Business, Internship, Applied Psychology to Leadership, Inclusive leadership, Austrian Culture and German Language in Business, Image and Personal Branding for Leaders, Ukrainian Culture and Language in Business, Digital Image and Personal Branding for Leaders, Polish Culture and Language in Business, Digital Entrepreneurship, Applied Psychology to Leadership, Collaborative and time management digital tools, Business Culture in MENA and Arabic Language,</p>