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Annex 6 Structure of the curriculum / study plan



**Structure of the
curriculum / study plan
intercultural leadership in the
digital era (CLIDE)**

The first semester, hosted by the University of Granada (Spain), provides a shared academic foundation worth 30 ECTS. It introduces students to management in the digital era and leadership of distributed teams through courses on leadership principles, managerial ethics and sustainability, communication skills, strategic management for multinational companies, and creativity and innovation for leadership. This semester ensures a coherent baseline for all participants before specialisation.

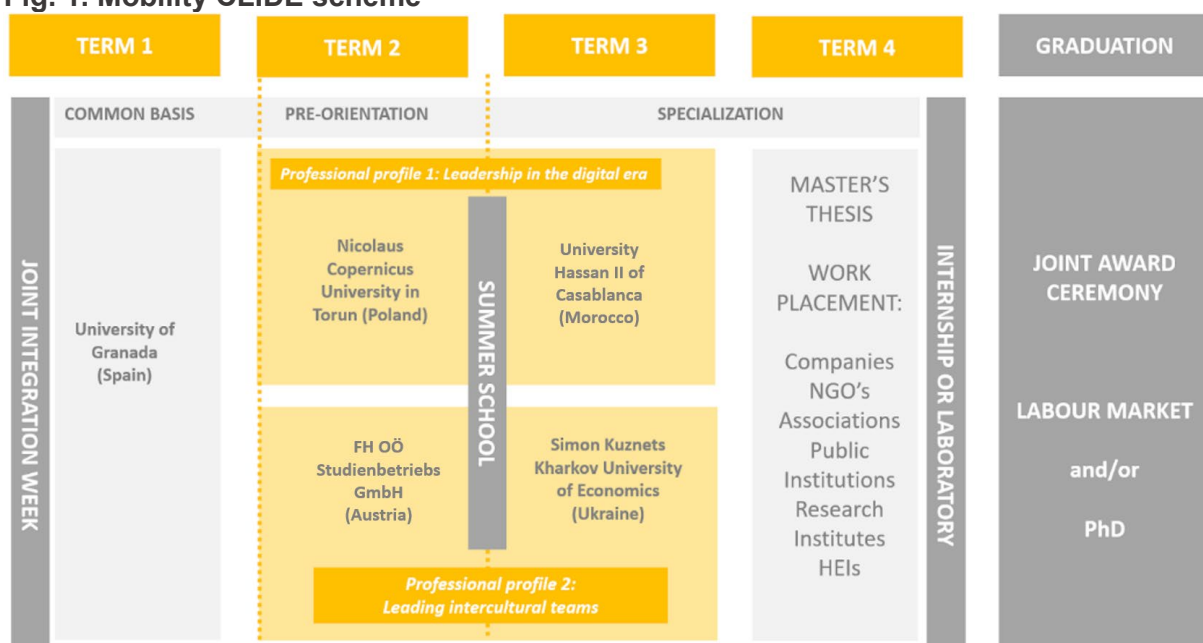
The second semester functions as a pre-orientation phase and is delivered at either Nicolaus Copernicus University in Toruń (Poland) or the University of Applied Sciences Upper Austria (Austria), depending on the chosen professional profile. Students select between two tracks: (1) Leadership in the Digital Era or (2) Leading Intercultural Teams. The Polish track focuses on digital literacy, personal branding, and organisational digitalisation, complemented by guest lectures from industry partners such as EXEA Data Center. The Austrian track develops competences in distributed team communication, inclusive leadership, and international human resource management. All students undertake joint online courses and a Master Thesis Preparation module to unify academic standards.

Between the second and third semesters, students attend a mandatory summer school, presenting thesis concepts and participating in entrepreneurship workshops. This event strengthens employability and fosters dialogue with industry through the advisory board.

The third semester is fully devoted to specialisation and takes place at University Hassan II of Casablanca (Morocco) for the digital leadership track or at Simon Kuznets Kharkiv National University of Economics (Ukraine) for the intercultural leadership track. In Morocco, students focus on digital entrepreneurship and project management tools, while practitioner-led sessions connect theory with market practice. In Ukraine, courses address leading across borders, multicultural team building, and conflict resolution, supported by applied case studies and analytical tools for leaders. In the current context, Ukrainian classes will be delivered on-site at NCU by KhNUE faculty.

The fourth semester, coordinated by NCU, combines the master thesis with a compulsory internship, culminating in the defence of the thesis. Students complete 30 ECTS in this semester, bringing the total to 120 ECTS for the programme. Internships are supervised jointly by academic and professional mentors, ensuring integration of research and practice. Successful completion of all components leads to the award of the joint degree.

Fig. 1. Mobility CLIDE scheme



3. Curriculum

Title of subject	Form of passing (E-exam, Z-credit (grade))	Hours		Total	1st year						2nd year						
		Semester I			Semester II			Semester III						Semester IV			
		Lecture s	Exercis es	ECTS	L	E	ECTS	L	E	ECTS	L	E	ECT S		L	E	ECTS
General subjects																	UGR
Contemporary Management and Digital Business	E	18,75	18,75	5,0	18,75	18,75	5,0										
Basics of Leadership	E	11	26,5	5,0	11	26,5	5,0										
Managerial ethics and sustainability	Z	20	17,5	5,0	20	17,5	5,0										
Communication skills	Z	18	18	5,0	18	18	5,0										
Strategic management for multinational companies in digital era	E	18,75	18,75	5,0	18,75	18,75	5,0										
Creativity and Innovation for Leadership	E	18,75	18,75	5,0	18,75	18,75	5,0										
Spanish Culture and Language in Business	Z	9	9	0,0	9	9	0,0										
Master's Diploma Seminar	E	0	60	18,0										60	18,0		
Occupational Safety, Health and Ergonomics	Z	0	8	0,0		8											
Internship	Z			12,0							300 hours					12,0	
Professional Track 1: Leading intercultural teams																	FHOO
		88	192	60,0													
Cross-Cultural Management	Z	18	18	6,0				18	18	6,0							
Applied Psychology to Leadership	Z	8	8	3,0				8	8	3,0							
International Human Resource Management	Z	18	18	6,0				18	18	6,0							
Master Thesis Preparation	Z	0	16	3,0				0	16	3,0							
Distributed Intercultural Teams Communication	Z	18	18	6,0				18	18	6,0							
Inclusive Leadership	E	18	18	6,0				18	18	6,0							
Austrian Culture and German Language in Business	Z	0	18	0,0					18	0,0							
Multicultural Team Building	Z	16	24	4,0							16	24	4,0				
Project Management	Z	16	24	5,0							16	24	5,0				

Leading Across Borders and Cultures	E	20	20	5,0							20	20	5,0				KhNUE
Analytical Tools for Leaders	E	20	40	5,0							20	40	5,0				KhNUE
Image and Personal Branding for Leaders	E	16	24	5,0							16	24	5,0				KhNUE
Leadership and Intercultural Environment in Case Studies	Z	0	30	3,0							0	30	3,0				KhNUE
Ukrainian Culture and Language in Business	Z	0	30	3,0							0	30	3,0				KhNUE
Professional Track 2: Leadership in the Digital Era																	
		195	336	60,0													
Digital Business Models	E	15	15	5,0				15	15	5,0							NCU
Digital Team Building	Z	0	30	5,0				0	30	5,0							NCU
Digital Literacy Development for Leaders	Z	0	45	4,0				0	45	4,0							NCU
International Human Resource Management	Z	0	30	4,0				0	30	4,0							NCU
Digital Image and Personal Branding for Leaders	Z	0	45	5,0				0	45	5,0							NCU
Master Thesis Preparation	Z	0	15	3,0					15	3,0							NCU
Polish Culture and Language in Business	Z	0	30	4,0					30	4,0							NCU
Digital Entrepreneurship	E	30	16	5,0							30	16	5,0				UH2C
Digital Tools for Project Management	E	30	16	5,0							30	16	5,0				UH2C
Applied Psychology to Leadership	E	30	16	5,0							30	16	5,0				UH2C
Digital Analytical Tools for Leaders	E	30	16	4,0							30	16	4,0				UH2C
Collaborative and Time Management Digital Tools	E	30	16	3,0							30	16	3,0				UH2C
Artificial Intelligence for Leaders	E	30	16	5,0							30	16	5,0				UH2C
Business Culture in MENA and Arabic Language	Z	0	30	3,0								30	3,0				UH2C
Total Professional Track 1: Leading intercultural teams		281	512,5	120,0	113,0	146,5	30,0	15,0	210,0	30,0	180,0	126,0	30,0	0,0	60,0	30,0	
Total Professional Track 2: Leadership in the Digital Era		308	542,5	120,0	113,0	146,5	30,0	15,0	210,0	30,0	180,0	126,0	30,0	0,0	60,0	30,0	