



**Co-funded by
the European Union**



**Curriculum
and Learning Outcomes
Intercultural Leadership**

Curriculum

Title of subject	Form of passing (E-exam, Z-credit (grade))	Hours		Total	1st year						2nd year						Semester IV	
					Semester I			Semester II			Semester III							
		Lectures	Exercises	ECTS	L	E	ECTS	L	E	ECTS	L	E	ECTS	L	E	ECTS		
General subjects																		
Contemporary Management and Digital Business	E	18,75	18,75	5,0	18,75	18,75	5,0										UGR	
Basics of Leadership	E	18,75	18,75	5,0	18,75	18,75	5,0										UGR	
Managerial ethics and sustainability	Z	20	17,5	5,0	20	17,5	5,0										UGR	
Communication skills	Z	18	18	5,0	18	18	5,0										UGR	
Strategic management for multinational companies in digital era	E	18,75	18,75	5,0	18,75	18,75	5,0										UGR	
Creativity and Innovation for Leadership	E	18,75	18,75	5,0	18,75	18,75	5,0										UGR	
Spanish Culture and Language in Business	Z	0	36	0,0	0	36	0,0										UGR	
Master's Diploma Seminar	E	0	60	18,0												60	18,0	
Occupational Safety, Health and Ergonomics	Z	0	0	0,0													NCU	
Internship	Z			12,0										300 hours			NCU	
Professional Track 1: Leading intercultural teams																		
		88	192	60,0														
Cross-Cultural Management	Z	18	18	6,0				18	18	6,0							FHOO	
Applied Psychology to Leadership	Z	8	8	3,0				8	8	3,0							FHOO	
International Human Resource Management	Z	18	18	6,0				18	18	6,0							FHOO	
Master Thesis Preparation	Z	0	16	3,0				0	16	3,0							FHOO	
Distributed Intercultural Teams Communication	Z	18	18	6,0				18	18	6,0							FHOO	
Inclusive Leadership	E	18	18	6,0				18	18	6,0							FHOO	
Austrian Culture and German Language in Business	Z	0	18	0,0				18	0,0								FHOO	
Multicultural Team Building	Z	16	24	4,0							16	24	4,0				KhNUE	
Project Management	Z	16	24	5,0							16	24	5,0				KhNUE	
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		

Learning outcomes:

(1) Symbol	(2) Upon completion the graduate achieves the learning outcomes specified below:
KNOWLEDGE (the graduate knows and understands)	
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
SKILLS (the graduate is able of)	
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
SOCIAL COMPETENCIES (the graduate is ready to)	
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

Marks equivalence function of the universities

ECTS	Mention	% of each grade with the total passing grades awarded	NCU	UGR	FHOO	UH2C	KhNUE
A	Excellent	8	5	10	1	18-20	90-100
B	Very good	10	4,5	9.0-9.9	1	16-17.9	82-89
C	Good	24	4	7.0-8.9	2	14-15.9	74-81
D	Satisfactory	28	3,5	6.1-6.9	3	12-13.9	64-73
E	Sufficient	27	3	5.0-6.9	4	10-11.9	60-63
FX	Fail	2	2	0-4.9	5	0-9	35-59
F		1	2	0-4.9	5	0-0	1-34