STUDY PROGRAM

BASIC INFORMATION

Study Program	**Global Human Resource Management**
Level of Studies	Second degree
Study Profile	General academic
Language of Instruction	English
Form of Study	Stationary
No of Semesters	3
Degree Level	MA
Concentration *(if applicable)*	---

ASSIGNMENT OF THE PROGRAM TO FIELDS AND DISCIPLINES

Discipline	**Social Sciences**		
Scientific Discipline(s): if the field of study is related to two or more disciplines, it is also required to specify the percentage share of the number of ECTS points for each discipline in the total number of ECTS points necessary to complete the studies - indicating the main discipline	Discipline	ECTS	% ECTS
	Management and Quality	77	100

PROGRAM CHARACTERISTICS

concepts and learning objectives / relationship with the University mission and strategy / socio-economic needs

Second-degree studies in the field of Global Human Resource Management are conducted entirely in English, which meets the expectations of modern employers and students. They are a response to the ongoing processes of internationalization of the activities of enterprises. The study program assumes that the classes will be conducted in an interactive form, through seminars, enabling both the transfer of knowledge, the development of skills, as well as an in-depth discussion of processes and phenomena occurring in the economic reality. Such an approach will directly contribute to the achievement of the assumed learning outcomes related to knowledge, skills and social competences.

Second-degree studies in the field of Global Human Resource Management corresponds to the mission of the University by supporting the development of students' competences required by employers and fully meeting the expectations of the labour market. The theoretical and practical issues included in the program directly refer to changes in the economy which encompass globalization, digitization and changing the work model.

Graduates of the faculty will acquire and develop competences allowing them to take up employment in international organizations, as well as public institutions supporting the activities of enterprises on international markets. In addition, taking into account the specificity of the Krakow labour market, these studies respond to the expectations of employers. In Krakow the demand for specialists in the field of human resource management is continuously

rising and graduates may find employment in departments supporting the implementation of the personnel function both in branches of global companies operating in Poland and in relation to HRM processes carried out in these companies on a global scale.

NUMBER OF CLASSROOM HOURS

Total no of classroom hours	600

NUMBER OF ECTS POINTS:

necessary for graduation	92
which a student must earn during classes with the direct participation of faculty members or other persons conducting classes	46
which a student must earn during internships *(if applicable)*	6
which a student must earn during foreign language classes	5
which a student may earn through distance learning activities	69

INTERNSHIPS *(if applicable):*

Number of hours	The internship lasts 4 weeks and is planned for the third semester. By completing the internship, the student obtains 6 ECTS points
Objective	The aim of the internship is to familiarise students with the practical aspects of human resource management in companies operating on international or global markets. The internships will enable the development of skills related to the implementation of HRM processes and work in an international environment.
Rules and a mode of accomplishing	The rules of internship at the GHRM field are regulated by the Order of the Rector of the Cracow University of Economics No. R.0211.16.2022 of March 23, 2022 on the detailed organization of student internships. Forms of accomplishing internships: The apprenticeship may be carried out in an institution selected by the student, in Poland or abroad, the profile of which enables the student to achieve the objectives of the course. The place of student internships should be in line with the Global HRM education profile. Internships should take place in particular in: international corporations whose activities are directly related to the field of study. Internships will be carried out under the supervision of mentors from individual companies in small student groups.
Rules and a mode of completion	It is possible to accept professional work as an internship if it corresponds with the scope of Global HRM studies. Completing the internship: After completing the internship, the student prepares a report on its course, which they present for approval to the

	organizer and the internship supervisor on the part of the University. After reviewing the application, the CUE supervisor decides whether to complete the student internship.

LEARNING OUTCOMES

The level of the Polish Qualifications Framework	7th level	
Symbol of a learning outcome for the study program	**Description of the learning outcomes**	**Reference to the characteristics of learning outcomes (universal first degree and second degree characteristics)**
P_W (Knowledge) Graduate knows and understands:		
GHRM_W01	extensively socio-economical theories, concepts and interdependencies among them, which are /act as an advanced knowledge referring to HRM in global context.	**P7S_WG**
GHRM_W02	contemporary HRM trends and change patterns resulting from challenges stemming from economic, socio-cultural, technological, legal and ecological context.	**P7S_WG**
GHRM_W03	in-depth roles and competences of everyone involved in structural solutions of HR function typical for global HRM	**P7S_WG**
GHRM_W04	conditions under which managerial decisions on global HRM are undertaken, in particular those referring to knowledge transfer and authors' right protection.	**P7S_WK**
GHRM_W05	specificity of HRM processes design and execution with regard to factors determining their running in the international context	**P7S_WK**
GHRM_W06	economical, technological, legal, cultural, ecological and ethical aspects defining global context of HRM.	**P7S_WK**
GHRM_W07	at a deepened level the concepts, scientific theories and research methodology used in the field of humanities	**P7S_WG**
P_U (Skills) Graduate can:		
GHRM_U01	use knowledge to identify and solve complex issues referring to global HRM in a creative way and to implement innovative solutions in the this field.	**P7S_UW**
GHRM _U02	define and explain, phenomena and processes accordingly to the HRM in the international context.	**P7S_UW**
GHRM_U03	choose and apply adequate methods and practices when executing tasks and solving HRM related problems, including the use of ICT technology.	**P7S_UW**
GHRM_U04	creatively adapt best HRM practices to particular situations or to develop new solutions adjusted to emerging/encountered challenges in global HRM, and to disseminate these solutions internationally.	**P7S_UK**
GHRM_U05	run research in the field of global HRM, which includes: goal setting, hypotheses or research questions	**P7S_UK**

	development, appropriate methods application and research findings dissemination.	
GHRM_U06	use foreign language at B2+ level and apply specific terminology – related to Global HRM	**P7S_UK**
GHRM_U07	manage international teams, cooperate with others, motivate and inspire team members to act collaboratively	**P7S_UO**
GHRM_U08	initiate, plan and execute activities referring to life-long-learning, and to develop self and others openness.	**P7S_UU**
GHRM_U09	correctly use possessed knowledge to formulate and solve unusual problems in the field of humanities	**P7S_UK**
P_K (Social competences) Graduate is ready to:		
GHRM_K01	critically evaluate own knowledge, gained experience and other issues referring to global HRM.	**P7S_KK**
GHRM_K02	recognize the need of applying professional knowledge when analysing and solving cognitive or practical issues referring to global HRM	**P7S_KK**
GHRM_K03	to execute tasks and social obligations responsibly; to inspire and organize activities aimed at providing sustainability and inclusion in the workplace and socio-cultural environment.	**P7S_KO**
GHRM_K04	think and operate in entrepreneurial and innovative manner with regard to international work environment.	**P7S_KO**
GHRM_K05	actively support organisations in their activities, to develop the legacy of the profession, to act in-line with professional ethics	**P7S_KR**
GHRM_K06	undertake and execute job roles in a way that provides the understanding and openness to diversity and supports expectations and needs of organisations and societies in changing local and global context.	**P7S_KR**
GHRM_K07	initiate actions in the public interest in issues related to the field of humanities	**P7S_KO**

Explanation of symbols:

- GHRM - (before underscore) – study program learning outcomes
- 01, 02 and more (after underscore) – indication of the next learning outcome
- P7S – learning outcomes according to the Polish Qualifications Framework in relation to the following detailed characteristics (knowledge - skills - social attitudes):
- WG –depth; WK – context
- UW – usage; UK – communicating; UO – organizing; UU – learning
- KK – critical approach; KR – professional role; KO – responsibility

Załącznik nr 2 do Uchwały Senatu nr T.0022.73.2023
z dnia 25 września 2023 roku

DESCRIPTION OF THE PROCESS LEADING TO ACHIEVING LEARNING OUTCOME

STUDY PLAN[1]

Year:	I
Semester:	I
Total number of classroom hours:	240
Total ECTS:	30

Lp.	Course (title)	Class Form	No of teaching hours.	Form of completion	ECTS	ECTS/discipline(s)		Compulsory class (O) / Elective class (W)
						Management and quality studies	Other disciplines	
1	HRM in international context	K	45	Z	6	6		O
2	Business models and organisation design	K	45	Z	6	6		O
3	Employer branding and talent acquisition	K	45	Z	6	6		O
4	Training, development and careers	K	45	Z	6	6		O
5	Foreign language	J	30	Z	2	2		O
6	Elective Lecture 1 • Money in Digital Era • Asian Economic Relations Essentials of start-ups and venture capital	K	30	Z	4	1	Economics and finance: 3	W
	SEMESTER TOTAL		**240**		**30**	**27**	**3**	

Year:	I
Semester:	II
Total number of classroom hours:	210
Total ECTS:	31

Lp.	Course (title)	Class Form	No of teaching hrs.	Form of completion	ECTS	ECTS/discipline(s)		Compulsory class (O) / Elective class (W)
						Management and quality studies	Other disciplines	
1	Performance and reward management	K	45	Z	6	6		O
2	Leadership and teams management in global context	K	30	Z	4	4		O
3	Foreign language	J	30	E	3	3		O
4	Strategic HRM	K	45	Z	6	6		O
5	Elective Lecture 2 • Globalization and perspectives of World Challenges	K	30	Z	4	1	Economics and Finance:1	W

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[1] In the case of assigning a major to more than one discipline, the subjects indicated in the study plan as compulsory classes must ensure the achievement of at least half of the learning outcomes in the main discipline (at least 51% of the ECTS points necessary to complete the major).

						Political science and public administration: 2	
6	Diploma Seminar	S	30	Z	8	8		W
	SEMESTER TOTAL		**210**		**31**	**28**	**3**	

					Year:	II
					Semester:	III
				Total number of classroom hours:		150
				Total ECTS:		31

Lp.	Course (title)	Class Form	No of teaching hrs.	Form of completion	ECTS	ECTS/discipline(s)		Compulsory class (O) / Elective class (W)
						Management and quality studies	Other disciplines	
1	HRM digitalisation and remote work	K	30	Z	4	4		O
2	Global economics and international labour market	W	30	E	4	3	Economics and finance: 1	O
3	Elective lecture 3 • Contemporary Cultural Challenges • Diversity and inclusion in the workplace	K	30	Z	5		Culture and religion studies: 5	W
4	Elective lecture 4 • Big Data • Data Science • Text mining and social media analysis	K	30	Z	4	1	Computer and information science: 2 Mathematics:1	W
5	Diploma Seminar	S	30	Z	8	8		W
6	Internship			Z	6	6		W
	SEMESTER TOTAL		**240**		**31**	**22**	**9**	

METHOD OF VERIFICATION AND EVALUATION OF LEARNING OUTCOMES

Verification and assessment of the assumed learning outcomes achievement will be carried out in accordance with the information contained in the course cards. Each subject in the study program ends with a various forms of checking the effects of knowledge, skills and social competences development.

The methods of verification include: knowledge tests, final assignments, essays, case studies, activity during classes as well as discussion and group work.

GRADUATION REQUIREMENTS

Graduation Requirements (thesis / final exam / other)	MA thesis, final exam

LEARNING OUTCOMES AND COURSE CONTENT ASSIGNED FOR THE CLASSES
(drawn up for courses indicated in the study plan)

1	**Course title**		
	Global economics and international labour market		
2	**Language of Instruction**		
	English		
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**		
	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W06	economical, technological, legal, cultural, ecological and ethical aspects defining global context of HRM.	**P7S_WK**
	P_U (Skills) Graduate can:		
	GHRM _U02	define and explain, phenomena and processes accordingly to the HRM in the international context.	**P7S_UW**
	P_K (Social competences) Graduate is ready to:		
	GHRM_K01	critically evaluate own knowledge, gained experience and other issues referring to global HRM.	**P7S_KK**
4	**Course content**		
	Global economics in discourse		
	Main actors in the global economy		
	The four pillars of global economy i.e. global production, international trade, the system of payments and labour markets		
	Beyond equilibrium: labour market in microeconomic and macroeconomic perspectives		
	The transformation of the labour market in the global economy		
	The challenge of exploitation		
	Migrants and the labour market		
	The birds of passage are also women		
	The consequences of global economy and scenarios for the future		

1	**Course title**		
	HRM in international context		
2	**Language of Instruction**		
	English		
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**		
	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W04	conditions under which managerial decisions on global HRM are undertaken, in particular those referring to knowledge transfer and authors' right protection.	**P7S_WK**

GHRM_W05	specificity of HRM processes design and execution with regard to factors determining their running in the international context	**P7S_WK**
P_U (Skills) Graduate can:		
GHRM _U02	define and explain, phenomena and processes accordingly to the HRM in the international context.	**P7S_UW**
P_K (Social competences) Graduate is ready to:		
GHRM_K01	critically evaluate own knowledge, gained experience and other issues referring to global HRM.	**P7S_KK**
GHRM_K05	actively support organisations in their activities, to develop the legacy of the profession, to act in-line with professional ethics	**P7S_KR**

4	**Course content**
	Evolution of international human resource management and its contemporary challenges
	The role of cultural and institutional contexts in managing people across borders
	Organising HRM in the international context
	International mobility and global careers
	Global staffing – policies and practices, outcomes and determinants
	Training and development in the international context
	Global performance management and compensation
	International aspects of managing diversity

1	**Course title**		
	Business models and organisation design		
2	**Language of Instruction**		
	English		
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**		
	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W05	specificity of HRM processes design and execution with regard to factors determining their running in the international context	**P7S_WK**
	P_U (Skills) Graduate can:		
	GHRM_U01	use knowledge to identify and solve complex issues referring to global HRM in a creative way and to implement innovative solutions in the this field.	**P7S_UW**
	P_K (Social competences) Graduate is ready to:		
	GHRM_K02	recognize the need of applying professional knowledge when analysing and solving cognitive or practical issues referring to global HRM	**P7S_KK**
	GHRM_K04	think and operate in entrepreneurial and innovative manner with regard to international work environment	**P7S_KO**
4	**Course content**		
	Classification and components of business models		

Evolution of business models Business models of international organisations Basic and supportive functions within the organisation Typical and hybrid organisational structures Structures of international organisations The process of building organisational structure Organisation growth and structure development Work breakdown structure Linking tasks and activities into work packages Setting functional and hierarchical relationships Defining jobs and roles for employees Defining competences and introducing competency models in GHRM	

1	**Course title**		
	Employer branding and talent acquisition		
2	**Language of Instruction**		
	English		
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**		
	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W05	specificity of HRM processes design and execution with regard to factors determining their running in the international context	**P7S_WK**
	P_U (Skills) Graduate can:		
	GHRM_U04	creatively adapt best HRM practices to particular situations or to develop new solutions adjusted to emerging/encountered challenges in global HRM, and to disseminate these solutions internationally.	**P7S_UK**
	P_K (Social competences) Graduate is ready to:		
	GHRM_K02	recognize the need of applying professional knowledge when analysing and solving cognitive or practical issues referring to global HRM	**P7S_KK**
4	**Course content**		
	Talent management as an antecedence of employer branding (EB) Challenges of talents' acquisition Strategic importance of employer branding The fundamentals of EB theory Various approaches to EB strategy creation Methods and tools of EB The EB strategy performance appraisal		

1	**Course title**
	Foreign language
2	**Language of Instruction**
	English
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**

	P_W (Knowledge) Graduate knows and understands:		
GHRM_W04	conditions under which managerial decisions on global HRM are undertaken, in particular those referring to knowledge transfer and authors' right protection	**P7S_WK**
GHRM_W06	economical, technological, legal, cultural, ecological and ethical aspects defining global context of HRM	**P7S_WK**
	P_U (Skills) Graduate can:		
GHRM_U03	choose and apply adequate methods and practices when executing tasks and solving HRM related problems, including the use of ICT technology.	**P7S_UW**
GHRM_U06	use foreign language at B2+ level and apply specific terminology – related to Global HRM	**P7S_UK**
	P_K (Social competences) Graduate is ready to:		
GHRM_K06	undertake and execute job roles in a way that provides the understanding and openness to diversity and supports expectations and needs of organisations and societies in changing local and global context.	**P7S_KR**

	Course content
4	Basic issues of economics and business (recruitment, management, marketing, sales, ICT, company organization and finance, corporate culture, business ethics) in accordance with the syllabus available on the CJ website and taking into account the language level according to the CEFR scale. Elements of the language system knowledge, appropriate for the language level (grammar, syntax, phraseology, phonetics) according to the CJ syllabus and taking into account the language level according to the CEFR scale. Commercial / business correspondence taking into account the specificity of the field of study according to the CJ syllabus and the language level according to the CEFR scale. Soft skills and intercultural communication according to the CJ syllabus.

1	**Course title**		
	Performance and reward management		
2	**Language of Instruction**		
	English		
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**		
	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W05	specificity of HRM processes design and execution with regard to factors determining their running in the international context	**P7S_WK**
	P_U (Skills) Graduate can:		
	GHRM_U04	creatively adapt best HRM practices to particular situations or to develop new solutions adjusted to emerging/encountered challenges in global HRM, and to disseminate these solutions internationally.	**P7S_UK**

	GHRM_U08	initiate, plan and execute activities referring to life-long-learning, and to develop self and others openness.	**P7S_UU**	
	P_K (Social competences) Graduate is ready to:			
	GHRM_K02	recognize the need of applying professional knowledge when analysing and solving cognitive or practical issues referring to global HRM	**P7S_KK**	
	Course content			
4	The evolution of performance appraisal within organizations. From performance appraisal toward performance management The essence and aims of the performance management The configurational model of performance management PM actors and their roles Feedback, feedforward and continuous feedback The concept of total reward Interactive character of PM and rewarding			

1	**Course title**			
	Training, Development and Careers			
2	**Language of Instruction**			
	English			
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**			
	P_W (Knowledge) Graduate knows and understands:			
	GHRM_W05	specificity of HRM processes design and execution with regard to factors determining their running in the international context	**P7S_WK**	
	P_U (Skills) Graduate can:			
	GHRM_U07	manage international teams, cooperate with others, motivate and inspire team members to act collaboratively	**P7S_UO**	
	GHRM_U08	initiate, plan and execute activities referring to life-long-learning, and to develop self and others openness.	**P7S_UU**	
	P_K (Social competences) Graduate is ready to:			
	GHRM_K06	undertake and execute job roles in a way that provides the understanding and openness to diversity and supports expectations and needs of organisations and societies in changing local and global context	**P7S_KR**	
	Course content			
4	Employees' development as a form of human capital investments The process of employees development Identifying training needs Designing employees' development plans Group forms of competences development Individual forms of employee development The evaluation of employees' development process Aligning developmental process across countries			

	The concept of careers within organisations Types of employee careers Building succession plans in global organisations

1	**Course title**
	Leadership and teams management in global context
2	**Language of Instruction**
	English
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**

	P_W (Knowledge) Graduate knows and understands:		
GHRM_W05	specificity of HRM processes design and execution with regard to factors determining their running in the international context	**P7S_WK**
	P_U (Skills) Graduate can:		
GHRM_U07	manage international teams, cooperate with others, motivate and inspire team members to act collaboratively	**P7S_UO**
	P_K (Social competences) Graduate is ready to:		
GHRM_K03	to execute tasks and social obligations responsibly; to inspire and organize activities aimed at providing sustainability and inclusion in the workplace and socio-cultural environment.	**P7S_KO**
GHRM_K06	undertake and execute job roles in a way that provides the understanding and openness to diversity and supports expectations and needs of organisations and societies in changing local and global context.	**P7S_KR**

4	**Course content**
	Leadership as a success factor in the global context Power and interpersonal influence Overview of leadership theories Team development Key team roles Team ledearship Gender and leadership Culture and leadership Ethics in leadership and team management Leadership and teams in the digital age

1	**Course title**
	HRM digitalisation and remote work
2	**Language of Instruction**
	English
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**
	P_W (Knowledge) Graduate knows and understands:

		contemporary HRM trends and change patterns resulting from challenges stemming from economic, socio-cultural, technological, legal and ecological context.	**P7S_WG**
	GHRM_W02		
	P_U (Skills) Graduate can:		
	GHRM_U03	choose and apply adequate methods and practices when executing tasks and solving HRM related problems, including the use of ICT technology.	**P7S_UW**
	P_K (Social competences) Graduate is ready to:		
	GHRM_K02	recognize the need of applying professional knowledge when analysing and solving cognitive or practical issues referring to global HRM	**P7S_KK**
4	**Course content**		
	Evolution of information systems in HRM Human resource information systems applications – concepts and design Human resource information system needs analysis Human resource information systems implementation HRM processes in HR information systems applications Information security and privacy in information systems Remote work concepts and applications Digitalization and virtualization of organizations		

1	**Course title**		
	Strategic Human Resource Management		
2	**Language of Instruction**		
	English		
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**		
	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W01	extensively socio-economical theories, concepts and interdependencies among them, which are /act as an advanced knowledge referring to HRM in global context.	**P7S_WG**
	GHRM_W03	In-depth roles and competences of everyone involved in structural solutions of HR function typical for global HRM	**P7S_WG**
	P_U (Skills) Graduate can:		
	GHRM_U01	use knowledge to identify and solve complex issues referring to global HRM in a creative way and to implement innovative solutions in the this field.	**P7S_UW**
	GHRM_U04	creatively adapt best HRM practices to particular situations or to develop new solutions adjusted to emerging/encountered challenges in global HRM, and to disseminate these solutions internationally.	**P7S_UK**
	P_K (Social competences) Graduate is ready to:		

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	GHRM_K01	critically evaluate own knowledge, gained experience and other issues referring to global HRM	**P7S_KK**	
4	GHRM_K02	recognize the need of applying professional knowledge when analysing and solving cognitive or practical issues referring to global HRM	**P7S_KK**	
	Course content			
	The emergence of Strategic Human Resource Management (SHRM) The context of SHRM Three modes of theorizing in SHRM: universalistic, contingency, configurational The HR function architecture Strategic analysis, -choice and -implementation Roles of HRM actors in SHRM Aligning HRM strategy with overall business strategy Strategic issues in HRM functional areas Strategic HR issues on international markets The HR differentiation and SHRM			

1	**Course title**		
	Internship		
2	**Language of Instruction**		
	English		
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**		
	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W02	contemporary HRM trends and change patterns resulting from challenges stemming from economic, socio-cultural, technological, legal and ecological context.	**P7S_WG**
	GHRM_W03	In-depth roles and competences of everyone involved in structural solutions of HR function typical for global HRM	**P7S_WG**
	P_U (Skills) Graduate can:		
	GHRM_U01	use knowledge to identify and solve complex issues referring to global HRM in a creative way and to implement innovative solutions in the this field.	**P7S_UW**
	GHRM_U04	creatively adapt best HRM practices to particular situations or to develop new solutions adjusted to emerging/encountered challenges in global HRM, and to disseminate these solutions internationally.	**P7S_UK**
	P_K (Social competences) Graduate is ready to:		
	GHRM_K03	to execute tasks and social obligations responsibly; to inspire and organize activities aimed at providing sustainability and inclusion in the workplace and socio-cultural environment	**P7S_KO**
	GHRM_K05	actively support organisations in their activities, to develop the legacy of the profession, to act in-line with professional ethics.	**P7S_KR**
4	**Course content**		

	On-boarding in the workplace Fulfilment of the planned tasks and duties Acquiring knowledge concerning HRM processes in the organization Reflection on existing HRM system Preparing final report

1	**Course title**
	Diploma Seminar

2	**Language of Instruction**
	English

	Accomplished Learning Outcomes (program and course – description of outcomes)		
3	**P_W (Knowledge) Graduate knows and understands:**		
	GHRM_W02	contemporary HRM trends and change patterns resulting from challenges stemming from economic, socio-cultural, technological, legal and ecological context.	**P7S_WG**
	GHRM_W03	In-depth roles and competences of everyone involved in structural solutions of HR function typical for global HRM	**P7S_WG**
	P_U (Skills) Graduate can:		
	GHRM _U02	define and explain, phenomena and processes accordingly to the HRM in the international context.	**P7S_UW**
	GHRM_U05	run research in the field of global HRM, which includes: goal setting, hypotheses or research questions development, appropriate methods application and research findings dissemination.	**P7S_UK**
	P_K (Social competences) Graduate is ready to:		
	GHRM_K02	recognize the need of applying professional knowledge when analysing and solving cognitive or practical issues referring to global HRM	**P7S_KK**
	GHRM_K05	actively support organisations in their activities, to develop the legacy of the profession, to act in-line with professional ethics.	**P7S_KR**

	Course content
4	Discussion on contemporary issues of HRM Preparation of the MA thesis concept Preparing the scope of key theories an concepts Presentation of the Ma thesis structure Writing theoretical chapters of MA thesis Preparing the concept of research Conducting research Gathered data analyses Preparing final version of MA thesis

ELECTIVES

1	**Course title**
	Asian Economic Relations

2	**Language of Instruction**		
	English		
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**		
	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W06	economical, technological, legal, cultural, ecological and ethical aspects defining global context of HRM.	**P7S_WK**
	P_U (Skills) Graduate can:		
	GHRM _U02	define and explain, phenomena and processes accordingly to the HRM in the international context	**P7S_UW**
	P_K (Social competences) Graduate is ready to:		
	GHRM_K06	undertake and execute job roles in a way that provides the understanding and openness to diversity and supports expectations and needs of organisations and societies in changing local and global context.	**P7S_KR**
4	**Course content**		
	"Asian values" debate Trans-regional economic integration in the Asia-Pacific Asian regional organizations (e.g. the Asian Infrastructure Investment Bank) Rivalry between China and the United States in the Indo-Pacific Major Asian powers: China, India, Japan, and South Korea		

1	**Course title**		
	Essentials of Startups and Venture Capitals		
2	**Language of Instruction**		
	English		
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**		
	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W06	economical, technological, legal, cultural, ecological and ethical aspects defining global context of HRM.	**P7S_WK**
	P_U (Skills) Graduate can:		
	GHRM _U02	define and explain, phenomena and processes accordingly to the HRM in the international context.	**P7S_UW**
	P_K (Social competences) Graduate is ready to:		
	GHRM_K04	think and operate in entrepreneurial and innovative manner with regard to international work environment.	**P7S_KO**
4	**Course content**		
	Venture financing – investment cycle Types of investors in venture financing Fundraising Valuation Venture capitalists Negotiating deals Scaling up and scaling down Cashing on success		

1	Course title		
	Money in Digital Era		
2	**Language of Instruction**		
	English		
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**		
	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W06	economical, technological, legal, cultural, ecological and ethical aspects defining global context of HRM.	**P7S_WK**
	P_U (Skills) Graduate can:		
	GHRM _U02	define and explain, phenomena and processes accordingly to the HRM in the international context.	**P7S_UW**
	P_K (Social competences) Graduate is ready to:		
	GHRM_K06	undertake and execute job roles in a way that provides the understanding and openness to diversity and supports expectations and needs of organisations and societies in changing local and global context.	**P7S_KR**
4	**Course content**		
	Span financial technology (fintech) Technologies relevant to digital currencies and payments Characteristics of various digital currencies Regulatory frameworks relating to digital currencies and payments/fintech Strategic business opportunities and risks in digital payments		

1	Course title		
	Globalization and Perspectives of World Changes		
2	**Language of Instruction**		
	English		
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**		
	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W06	economical, technological, legal, cultural, ecological and ethical aspects defining global context of HRM.	**P7S_WK**
	P_U (Skills) Graduate can:		
	GHRM _U02	define and explain, phenomena and processes accordingly to the HRM in the international context.	**P7S_UW**
	P_K (Social competences) Graduate is ready to:		
	GHRM_K02	recognize the need of applying professional knowledge when analysing and solving cognitive or practical issues referring to global HRM	**P7S_KK**
	GHRM_K06	undertake and execute job roles in a way that provides the understanding and openness to diversity and supports expectations and needs of organisations and societies in changing local and global context.	**P7S_KR**
4	**Course content**		

	Historical perspectives on globalization Politics of globalization Globalization and economic processes: trade, markets, capitalism Ideological processes: religion, science, '-isms', and beliefs Globalization and social dynamics Scenarios for the future

1	**Course title**		
	International Arbitration		
2	**Language of Instruction**		
	English		
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**		
	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W06	economical, technological, legal, cultural, ecological and ethical aspects defining global context of HRM.	**P7S_WK**
	P_U (Skills) Graduate can:		
	GHRM _U02	define and explain, phenomena and processes accordingly to the HRM in the international context	**P7S_UW**
	P_K (Social competences) Graduate is ready to:		
	GHRM_K02	recognize the need of applying professional knowledge when analysing and solving cognitive or practical issues referring to global HRM	**P7S_KK**
	GHRM_K06	undertake and execute job roles in a way that provides the understanding and openness to diversity and supports expectations and needs of organisations and societies in changing local and global context	**P7S_KR**
4	**Course content**		
	Private vs. Public Dispute Resolution "Arbitration" Distinguished From Other Forms of Private Dispute Resolution Pros and Cons of Arbitration in Consumer and Employment Contracts Proper Scope of Arbitration in Light of Historical Context and Current Public Policy Procedural Reforms and Roles of Arbitration Institutions and their Rules Domestic vs. International dispute resolution, and importance of cultural and legal differences among disputing parties Institutional arrangements for international arbitration		

1	**Course title**		
	Politics and Economy of Outer Space		
2	**Language of Instruction**		
	English		
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**		
	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W06	economical, technological, legal, cultural, ecological and ethical aspects defining global context of HRM.	**P7S_WK**
	P_U (Skills) Graduate can:		

	GHRM _U02	define and explain, phenomena and processes accordingly to the HRM in the international context.	P7S_UW	
	P_K (Social competences) Graduate is ready to:			
	GHRM_K02	recognize the need of applying professional knowledge when analysing and solving cognitive or practical issues referring to global HRM.	P7S_KK	
	GHRM_K06	undertake and execute job roles in a way that provides the understanding and openness to diversity and supports expectations and needs of organisations and societies in changing local and global context	P7S_KR	

	Course content
4	Problems of definition and measurement Political perspectives of space Military role of space Space Technology Transfer, Spin-offs, Spin-in, Innovation Government vs Private financing Space technology development perspectives

1	**Course title**			
	Contemporary Cultural Challenges			
2	**Language of Instruction**			
	English			
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**			
	P_W (Knowledge) Graduate knows and understands:			
	GHRM_W06	economical, technological, legal, cultural, ecological and ethical aspects defining global context of HRM.	P7S_WK	
	GHRM_W07	at a deepened level the concepts, scientific theories and research methodology used in the field of humanities	P7S_WG	
	P_U (Skills) Graduate can:			
	GHRM _U02	define and explain, phenomena and processes accordingly to the HRM in the international context.	P7S_UW	
	GHRM_U09	correctly use possessed knowledge to formulate and solve unusual problems in the field of humanities	P7S_UK	
	P_K (Social competences) Graduate is ready to:			
	GHRM_K06	undertake and execute job roles in a way that provides the understanding and openness to diversity and supports expectations and needs of organisations and societies in changing local and global context.	P7S_KR	
	GHRM_K07	initiate actions in the public interest in issues related to the field of humanities	P7S_KO	

	Course content
4	Culture and the challenges for the management of Multinational Enterprises The nature and definition of national culture from different theoretical perspectives; National stereotypes and key dimensions of culture (two levels of culture,

	Hofstede's four dimensions of culture, Trompenaar's seven dimensions of culture, the GLOBE project's nine dimensions of culture)
	Social perceptions: the understanding and awareness of the impact of national culture, social conditioning, personal biases and subconscious assumptions, self-reference criteria, group norms;
	The impact of the above on cross-cultural leadership, communication and negotiations The Global-local dilemma
	Managing ethical and social responsibility challenges in multinational enterprises

1	**Course title**		
	Diversity and inclusion in the workplace		
2	**Language of Instruction**		
	English		
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**		
	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W02	contemporary HRM trends and change patterns resulting from challenges stemming from economic, socio-cultural, technological, legal and ecological context.	**P7S_WG**
	GHRM_W06	economical, technological, legal, cultural, ecological and ethical aspects defining global context of HRM.	**P7S_WK**
	GHRM_W07	at a deepened level the concepts, scientific theories and research methodology used in the field of humanities	**P7S_WG**
	P_U (Skills) Graduate can:		
	GHRM _U02	define and explain, phenomena and processes accordingly to the HRM in the international context.	**P7S_UW**
	GHRM_U04	creatively adapt best HRM practices to particular situations or to develop new solutions adjusted to emerging/encountered challenges in global HRM, and to disseminate these solutions internationally.	**P7S_UK**
	GHRM_U09	correctly use possessed knowledge to formulate and solve unusual problems in the field of humanities	**P7S_UK**
	P_K (Social competences) Graduate is ready to:		
	GHRM_K01	critically evaluate own knowledge, gained experience and other issues referring to global HRM.	**P7S_KK**
	GHRM_K03	to execute tasks and social obligations responsibly; to inspire and organize activities aimed at providing sustainability and inclusion in the workplace and socio-cultural environment	**P7S_KO**
	GHRM_K07	initiate actions in the public interest in issues related to the field of humanities	**P7S_KO**
4	**Course content**		
	Defining diversity and measuring it		
	Equity, diversity and inclusion		
	Sex and gender in organizations		
	Race and ethnicity in organizations		
	Age and ageism in organizations		

	People with disabilities in organizations Creating a LGBTQ+ inclusive work environment Embedding diversity and inclusion into HRM practices

1	**Course title**
	Text mining and social media analysis
2	**Language of Instruction**
	English
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**

	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W01	extensively socio-economical theories, concepts and interdependencies among them, which are /act as an advanced knowledge referring to HRM in global context.	**P7S_WG**
	GHRM_W06	economical, technological, legal, cultural, ecological and ethical aspects defining global context of HRM	**P7S_WK**
	P_U (Skills) Graduate can:		
	GHRM_U03	choose and apply adequate methods and practices when executing tasks and solving HRM related problems, including the use of ICT technology.	**P7S_UW**
	P_K (Social competences) Graduate is ready to:		
	GHRM_K02	recognize the need of applying professional knowledge when analysing and solving cognitive or practical issues referring to global HRM	**P7S_KK**
	GHRM_K05	actively support organisations in their activities, to develop the legacy of the profession, to act in-line with professional ethics	**P7S_KR**

4	**Course content**
	Elements of R programming in the context of social media Downloading social media data (connecting to Twitter, Text scrapping) Text data cleaning and manipulation Word clouds Working with strings and regular expressions Network models and graphical analysis Sentiment analysis and visualization

1	**Course title**
	Data Science
2	**Language of Instruction**
	English
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**

	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W01	extensively socio-economical theories, concepts and interdependencies among them, which are /act as an	**P7S_WG**

		advanced knowledge referring to HRM in global context.	
	GHRM_W06	economical, technological, legal, cultural, ecological and ethical aspects defining global context of HRM	**P7S_WK**
	P_U (Skills) Graduate can:		
	GHRM_U03	choose and apply adequate methods and practices when executing tasks and solving HRM related problems, including the use of ICT technology.	**P7S_UW**
	P_K (Social competences) Graduate is ready to:		
	GHRM_K02	recognize the need of applying professional knowledge when analysing and solving cognitive or practical issues referring to global HRM	**P7S_KK**
	GHRM_K05	actively support organisations in their activities, to develop the legacy of the profession, to act in-line with professional ethics	**P7S_KR**

4	**Course content**
	Introduction to Numpy (Arrays, linear algebra, statistical functions) Data analysis with Pandas (time series analysis and forecasting) Data visualization and dashboards Elements of probability and statistical reasoning Supervised and unsupervised learning Statistical classification Machine learning Deep Learning Elements of Computer Vision

1	**Course title**		
	Big data		
2	**Language of Instruction**		
	English		
3	**Accomplished Learning Outcomes (program and course – description of outcomes)**		
	P_W (Knowledge) Graduate knows and understands:		
	GHRM_W01	extensively socio-economical theories, concepts and interdependencies among them, which are /act as an advanced knowledge referring to HRM in global context.	**P7S_WG**
	GHRM_W06	economical, technological, legal, cultural, ecological and ethical aspects defining global context of HRM	**P7S_WK**
	P_U (Skills) Graduate can:		
	GHRM_U03	choose and apply adequate methods and practices when executing tasks and solving HRM related problems, including the use of ICT technology.	**P7S_UW**
	P_K (Social competences) Graduate is ready to:		

	GHRM_K02	recognize the need of applying professional knowledge when analysing and solving cognitive or practical issues referring to global HRM	**P7S_KK**	
	GHRM_K05	actively support organisations in their activities, to develop the legacy of the profession, to act in-line with professional ethics	**P7S_KR**	

	Course content
4	Introduction to data analysis (Data loading and the basics of working with data in Excel; obtaining datasets and loading into MS Excel 365; introduction to data cleaning; data types; pivot tables)
	Data mining, working with data in Excel and elements of descriptive statistics (Graphs of one variable and descriptive statistics with elements of statistical inference, Data Story Telling; exploratory analysis)
	Organizing and combining data in Excel; pivot charts; methods of correlation and regression analysis for two-dimensional data; linear correlation coefficient R^2 and its significance
	Introduction to time series analysis and forecasting; working with add-ins in Excel and libraries in programming;
	Elements of Python and R for data analysis and visualization (Python and R - basics of data manipulation, Pandas, Webscrapping)
	Python and R for reporting (Markdown and automatic reports in Python)
	Elements of SQL (SQL fundamentals, Boolean logic and algebra basics, extra clauses, set operations, subqueries, tables, manipulating records in a database, Join and Cascade)
	Data visualization with Plotly, R and Python
	Tableau and Power BI for visualization and dashboards