

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 (<i>if applicable</i>)	---

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	72	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
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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 (<i>if applicable</i>)	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	<p>It is possible to accept professional work as an internship if it corresponds with the scope of Global HRM studies.</p> <p>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.</p>
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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
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 development, appropriate methods application and research findings dissemination.	P7S_UK
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
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

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

DESCRIPTION OF THE PROCESS LEADING TO ACHIEVING LEARNING OUTCOME

STUDY PLAN¹

Year: Semester: Total number of classroom hours: Total ECTS:					I I 240 30				
Lp	Course (title)	Class Form	No of teaching hrs.	Form of completion	ECTS	ECTS/discipline(s)			Compulsory class (O) / Elective class (W)
						M&Q	E&F	Other	
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	3		W
SEMESTER TOTAL			240		30	25	3	2	

Year: Semester: Total number of classroom hours: Total ECTS:					I II 210 31				
Lp.	Course (title)	Class Form	No of teaching hrs.	Form of completion	ECTS	ECTS/discipline(s)			Compulsory class (O) / Elective class (W)
						M&Q	E&F	Other	
1	Performance and reward management	K	45	Z	6	6			O

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).

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 • Politics and economy of outer space International Arbitration	K	30	Z	4	1	1	2	W
6	Diploma Seminar	S	30	Z	8	8			W
	SEMESTER TOTAL		210		31	25	1	5	

				Year: Semester:		II III			
				Total number of classroom hours:		150			
				Total ECTS:		31			
L p.	Course (title)	Class Form	No of teachin g hrs.	Form of comple tion	ECT S	ECTS/discipline(s)			Compuls ory class (O) / Elective class (W)
						M&Q	E&F	Oth er	
1	HRM digitalisation and remote work	K	30	Z	4	4			O
2	Global economics and international labour market	W	30	E	4	3	1		O
3	Elective lecture 3 • Contemporary Cultural Challenges • Diversity and inclusion in the workplace	K	30	Z	5			5	W
4	Elective lecture 4 • Big Data • Data Science • Text mining and social media analysis	K	30	Z	4	1	1	2	W
5	Diploma Seminar	S	30	Z	8	8			W
6	Internship			Z	6	6			W
	SEMESTER TOTAL		240		31	22	2	7	

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

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
	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
	Course content		
4	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		
	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:		
3	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
	Course content		
4	Talent management as an antecedence of employer branding (EB) Challenges of talents' acquisition Strategic importance of employer branding		

	<p>The fundamentals of EB theory</p> <p>Various approaches to EB strategy creation</p> <p>Methods and tools of EB</p> <p>The EB strategy performance appraisal</p>
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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	
4	Course content		
	<p>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.</p> <p>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.</p> <p>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.</p> <p>Soft skills and intercultural communication according to the CJ syllabus.</p>		

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	<p>The evolution of performance appraisal within organizations. From performance appraisal toward performance management</p> <p>The essence and aims of the performance management</p> <p>The configurational model of performance management</p> <p>PM actors and their roles</p> <p>Feedback, feedforward and continuous feedback</p> <p>The concept of total reward</p> <p>Interactive character of PM and rewarding</p>		

1	Course title		
	Training, Development and Careers		
2	Language of Instruction		
	English		
	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:		
3	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	P7S_KR

		supports expectations and needs of organisations and societies in changing local and global context	
4	Course content		
	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 leadership		
	Gender and leadership		
Culture and leadership			

	Ethics in leadership and team management Leadership and teams in the digital age
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1	Course title	
	HRM digitalisation and remote work	
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
	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
	Course content	
4	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	
	Accomplished Learning Outcomes (program and course – description of outcomes)	
3	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:		
	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
4	Course content		
	<p>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</p>		

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		
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_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
4	Course content		
	Discussion on contemporary issues of HRM Preparation of the MA thesis concept Preparing the scope of key theories and 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
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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
3	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	
4	Course content		
	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
	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

	Course content
4	<p>Culture and the challenges for the management of Multinational Enterprises</p> <p>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)</p> <p>Social perceptions: the understanding and awareness of the impact of national culture, social conditioning, personal biases and subconscious assumptions, self-reference criteria, group norms;</p> <p>The impact of the above on cross-cultural leadership, communication and negotiations The Global-local dilemma</p> <p>Managing ethical and social responsibility challenges in multinational enterprises</p>

1	Course title						
	Diversity and inclusion in the workplace						
2	Language of Instruction						
	English						
	Accomplished Learning Outcomes (program and course – description of outcomes)						
	P_W (Knowledge) Graduate knows and understands:						
	<table border="1"> <tr> <td>GHRM_W02</td> <td>contemporary HRM trends and change patterns resulting from challenges stemming from economic, socio-cultural, technological, legal and ecological context.</td> <td>P7S_WG</td> </tr> <tr> <td>GHRM_W06</td> <td>economical, technological, legal, cultural, ecological and ethical aspects defining global context of HRM.</td> <td>P7S_WK</td> </tr> </table>	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_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					
	P_U (Skills) Graduate can:						
3	<table border="1"> <tr> <td>GHRM_U02</td> <td>define and explain, phenomena and processes accordingly to the HRM in the international context.</td> <td>P7S_UW</td> </tr> <tr> <td>GHRM_U04</td> <td>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.</td> <td>P7S_UK</td> </tr> </table>	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_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					
	P_K (Social competences) Graduate is ready to:						
	<table border="1"> <tr> <td>GHRM_K01</td> <td>critically evaluate own knowledge, gained experience and other issues referring to global HRM.</td> <td>P7S_KK</td> </tr> <tr> <td>GHRM_K03</td> <td>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</td> <td>P7S_KO</td> </tr> </table>	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_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					
	Course content						
4	<p>Defining diversity and measuring it</p> <p>Equity, diversity and inclusion</p> <p>Sex and gender in organizations</p> <p>Race and ethnicity in organizations</p> <p>Age and ageism in organizations</p> <p>People with disabilities in organizations</p> <p>Creating a LGBTQ+ inclusive work environment</p>						

	Embedding diversity and inclusion into HRM practices
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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 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		
	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	<p>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)</p> <p>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)</p> <p>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</p> <p>Introduction to time series analysis and forecasting; working with add-ins in Excel and libraries in programming;</p> <p>Elements of Python and R for data analysis and visualization (Python and R - basics of data manipulation, Pandas, Webscrapping)</p> <p>Python and R for reporting (Markdown and automatic reports in Python)</p> <p>Elements of SQL (SQL fundamentals, Boolean logic and algebra basics, extra clauses, set operations, subqueries, tables, manipulating records in a database, Join and Cascade)</p> <p>Data visualization with Plotly, R and Python</p> <p>Tableau and Power BI for visualization and dashboards</p>			