



**UNIwersYTET  
WSB MERITO  
GDAŃSK**

WSB Merito University in Gdańsk Faculty of  
Business

**Study programme for  
the Second Cycle  
Management  
programme**

Studies: full-time/part-time

Profile: practical

## I. GENERAL CHARACTERISTICS OF THE FIELD OF STUDY

Name of the field of study	Management	
Level of studies	Second-cycle studies	
Profile of studies	Practical	
Form of studies	full-time/part-time	
Duration of studies (in semesters)	4 semesters	
Total number of ECTS credits for a given form of study	100 ECTS	
Total number of hours specified in the programme of study	Full-time studies 2506 hours	Part-time studies 2506 hours
Professional title awarded to graduates	Master	
Duration of professional practice	480 hours	
Language of instruction	English	
Educational cycle beginning in	2025/2026	

## II. LEARNING OUTCOMES

Outcome symbol	Description of learning outcomes	Universal characteristic code
<b>Knowledge</b> <b>The graduate knows and understands</b>		
K_W01	in depth the content of contemporary economic doctrines and management theories using economic terminology	P7S_WG
K_W02	in depth contemporary concepts of work organisation, knows the methodology of designing organisational structures and implementation of their models	P7S_WG
K_W03	(in the light of contemporary theoretical approaches) the economic and managerial effects of cultural differences at the organisational level	P7S_WK
K_W04	in-depth understanding of the concept and significance of intellectual property (industrial property, copyright and related rights), and understands the need to manage them	P7S_WG
K_W05	in-depth knowledge of contemporary concepts of economic systems and organisation management, as well as tools for cooperation and competition between them	P7S_WG

<b>K_W06</b>	in-depth understanding of the essence of the concept of sustainable economic development in the context of fundamental dilemmas of modern civilisation.	<b>P7S_WG</b>
<b>K_W07</b>	in-depth understanding of the importance of corporate social responsibility and indicates its manifestations in practice	<b>P7S_WG/WK</b>
<b>K_W08</b>	in-depth knowledge of accounting principles, including management accounting and financial analysis in the context of the creation and development of various forms of entrepreneurship	<b>P7S_WG</b>
<b>K_W09</b>	leadership styles and their determinants	<b>P7S_WK</b>
<b>K_W10</b>	in-depth knowledge of scientific research methodology and the principles of analytical instruments in the field of economic sciences	<b>P7S_WG</b>
<b>K_W11</b>	in-depth application of selected quantitative and econometric methods supporting decision-making processes decision-making processes	<b>P7S_WG/WK</b>
<b>K_W12</b>	in-depth knowledge of analysis methods in specific areas of business activity (e.g. market analysis, financial analysis, product quality analysis, etc.)	<b>P7S_WG</b>
<b>K_W13</b>	in-depth advanced analysis methods in specific areas of the organisation's activity	<b>P7S_WG</b>
<b>K_W14</b>	in-depth knowledge of legal regulations (including EU directives and regulations) governing the operation of economic entities and the flow of goods, services and people in the European market	<b>P7S_WG</b>
<b>K_W15</b>	in-depth knowledge of the essence and significance of organisational restructuring processes constituting fundamental dilemmas of modern civilisation	<b>P7S_WG/WK</b>
<b>K_W16</b>	methods of strategic analysis of an organisation and its environment	<b>P7S_WK</b>
<b>K_W17</b>	in-depth knowledge of negotiation strategies and their use in the creation and development of forms of entrepreneurship	<b>P7S_WG/WK</b>
<b>Skills</b> <b>The graduate is able to</b>		
<b>K_U01</b>	undertake and run business activities of enterprises, as well as activities of non-profit organisations	<b>P7S_UW</b>
<b>K_U02</b>	observe, analyse and interpret phenomena and processes within an organisation	<b>P7S_UW</b>
<b>K_U03</b>	identify, formulate (structure) and solve problems allowing for the analysis of complex processes and events on an organisational scale	<b>P7S_UW</b>
<b>K_U04</b>	select methods and tools for describing and analysing problems and areas of activity of the organisation and its environment	<b>P7S_UW</b>
<b>K_U05</b>	model and predict the course of selected processes in the organisation	<b>P7S_UW</b>
<b>K_U06</b>	forecast, define and apply criteria and levels of measures for evaluating the functioning of an organisation	<b>P7S_UW</b>
<b>K_U07</b>	participate in strategic decision-making processes and evaluate proposed solutions using advanced methods, tools and information and communication technologies	<b>P7S_UW</b>
<b>K_U08</b>	integrate knowledge from various fields in order to create innovative solutions	<b>P7S_UW</b>
<b>K_U09</b>	make a comprehensive diagnosis of the situation and analyse and critically evaluation of possible strategy options	<b>P7S_UW</b>

K_U10	use norms and standards in management processes the organisation	P7S_UW
K_U11	apply national and European law relating to economic activity in order to take and justify specific actions and decisions	P7S_UW
K_U12	develop and implement a concept for change management in the organisation, including identifying sources of resistance to change and develop strategies for dealing with them	P7S_UW
K_U13	explain and characterise issues in the field of financial analysis for the purpose of making business decisions	P7S_UW
K_U14	design and implement human capital management systems in an organisation, including incentive systems	P7S_UO/UU
K_U15	manage projects in a national or international organisation international organisation	P7S_UO
K_U16	select and manage the organisation's resources at a strategic level	P7S_UO
K_U17	present acquired knowledge and skills in speech and writing using, among others, information tools, including advanced information and communication technologies	P7S_UK
K_U18	use interpersonal communication - mono- and multicultural environment multicultural environment	P7S_UK
K_U19	conduct negotiations and mediations with effective use of interpersonal communication in mono- and multicultural environments multicultural environments	P7S_UK
K_U20	use a foreign language also in the field of economics at level B2+ of the Common European Framework of Reference for Languages	P7S_UK
K_U21	work in a team and manage its work	P7S_UO
K_U22	independently acquire and improve knowledge and skills professional	P7S_UU
<b>Social competences The graduate is ready to</b>		
K_K01	participate in social initiatives	P7S_KO
K_K02	acting in an entrepreneurial manner	P7S_KO
K_K03	demonstrating ethical behaviour and social sensitivity within designated organisational and social roles	P7S_KR
K_K04	taking responsibility for assigned tasks	P7S_KR
K_K05	making independent decisions in crisis situations (e.g. social conflict) and seeking expert advice in case of difficulties in solving problems independently problems.	P7S_KK

**III. CLASSES OR GROUPS OF CLASSES, REGARDLESS OF THE FORM OF DELIVERY, TOGETHER WITH THE ASSIGNED LEARNING OUTCOMES AND CURRICULUM CONTENT ENSURING THE ACHIEVEMENT OF THE OUTCOMES**

CLASSES OR GROUPS OF CLASSES	REFERENCE TO DIRECT LEARNING OUTCOMES THE	CURRICULUM CONTENT
<b>MODULES OF CLASSES (subjects related to the field of study)</b>		
<b>Health and safety</b>	Not applicable	Health and safety principles. Dangers and hazards to health and life at work.
<b>Communication and team management</b>	K_W02 K_W17 K_W03 K_U18 K_U19 K_K03 K_K04	<p>Interpersonal communication: essence, types, models of effective communication, levels of communication in the workplace.</p> <p>Team building and management, team roles, maturity of group members. The elements that make up a good relationship in a team.</p> <p>Effective communication as a team management tool - communication techniques tailored to team members. Age, cultural and generational diversity and its importance in communication processes.</p> <p>Creative problem solving and conflict management. Causes of conflicts in teams and strategies for resolving them</p> <p>Challenges and strategies for communication in teams. Acceptance of diversity in the work environment.</p>
<b>Methodology and Research Design</b>	K_W10 K_U02 K_U04 K_U08 K_K04	<p>Introduction to the issues of preparing and writing a master's thesis</p> <ul style="list-style-type: none"> <li>• Identification of the research problem</li> <li>• Selection and determination of the thesis topic</li> <li>• Formulation of the research hypothesis and the purpose of the research</li> <li>• Structure of the thesis</li> <li>• Examples of topics and work plans</li> <li>• Substantive and formal requirements for the master's thesis</li> <li>• Selection and use of research methods</li> <li>• Survey research and its significance <ul style="list-style-type: none"> <li>• Selection and use of sources, their availability and timeliness</li> <li>• Correct analysis, synthesis and inference</li> <li>• Editorial requirements for writing a text - style, technique of writing the thesis, footnotes, tables, charts, diagrams, drawings, lists and appendices</li> </ul> </li> <li>• PLAGIARISM programme</li> </ul> <p>Structure of the work and the structure of its elements</p> <ul style="list-style-type: none"> <li>• Elements of the Introduction – examples</li> <li>• Forms of conclusion</li> </ul> <p>Bibliography/ List of Sources</p>

		Preparation for the defence of the master's thesis Technique of answering questions Presentation of selected topics of the final thesis and its structure as well as parts of the text
<b>Business Law</b>	K_W14 K_U11 K_U17 K_U18 K_K02	Basic Concepts of Jurisprudence Making and applying the law Elements of Constitutional Law Elements of civil law Elements of criminal law Elements of administrative law Elements of commercial law Elements of labour law
<b>Psychology</b>	K_W16 K_W09 K_W07 K_W04 K_W02 K_W01 K_U21 K_U10	Fundamentals of Management Psychology: Psychological aspects of managerial activity - personality and competence profile of the manager 3/4 Leadership styles - behaviourist and situational theories - psychological determinants of effectiveness Leadership - new dimensions of leadership and the functioning of employees Organisational Processes: Formal and Informal Groups Group processes – tasks and characteristics of teams Teamwork – characteristics of effective teams Dysfunctional syndromes Psychology of work – attitudes towards work, determinants of motivation to work
<b>Sustainable development and social responsibility of business</b>	K_W04 K_W07 K_W06 K_U01 K_U03 K_U07 K_K03 K_K04	A strategic approach to social governance The concept and principles of CSR, ESG Sustainability Models Stakeholder Theory - Mapping Norms and standards supporting the ESG strategy Supply Chain Management Global Challenges Impacting Organisations  Non-financial reporting Risk management - compliance Environmental Challenges - Carbon Footprint Best practices - analysis of the effectiveness of companies' operations
<b>Strategic Management</b>	K_W13 K_W16 K_W08 K_W12 K_W13 K_U06	Essence and elements of the strategy Strategic analysis of the organisation's environment Analysis of the organisation's potential Methods of integrated analysis and types of strategies

	K_U02 K_U04 K_U06 K_K01 K_K04	Balanced ScoreCard as a tool for strategy implementation and monitoring
<b>Quantitative Methods in Business Management</b>	K_W12 K_U02 K_U05 K_U04 K_K02 K_K04	Simple Interest, Compound Interest, Effective Rate, Variable Interest Rate Time Value of Money, Discounting, Equivalent Capitals Annuity Account, Annuity Initial Value, Annuity End Value, Upfront Annuity , Deferred Annuity, Savings and Pension Funds Loans, principle of equivalence of the amount of debt and instalments, decomposition of instalments, principal and interest part of instalments, current debt, loan repayment amortisation table
<b>Business English</b>	K_W01 K_U20 K_K02	Interview. Education. SWOT analysis. Job interview. Educational background. SWOT. Work-related professional vocabulary. Employment. Collocations. Job vocabulary. Employment. Collocations. The aim of the course is to acquire knowledge and skills in the following areas: Specialist vocabulary and business conversations.  Interview. Education. SWOT analysis. Job interview. Educational background. SWOT. Work-related professional vocabulary. Employment. Collocations. Job vocabulary. Employment. Collocations. Business environment. Forms of ownership. Law in business. Business industry. Company ownership. Company law
<b>Management concepts</b>	K_W01 K_W02 K_W05 K_W09 K_U02 K_U04	The aim of the course is to acquire knowledge and skills in the following areas: Trends of changes in contemporary management and their sources. A modern approach to organisational structures. Management concepts focused on quality, processes and results.  Trends of changes in contemporary management and their sources A modern approach to organisational structures Outsourcing and cooperation between organisations Quality-oriented management concepts Process- and result-oriented management concepts

<p><b>Labour market and social policy</b></p>	<p>K_W02 K_W06 K_U03 K_U11 K_U22 K_K03 K_K04</p>	<p>The aim of the course is to acquire knowledge and skills in the field of: Functioning of social policy in Poland. The immediate external environment and labour market mechanisms. Contemporary socio-economic realities. The subject and essence of social policy - origins and basic issues Theoretical approach to the elements of the labour market Contemporary labour market – problems and phenomena Labour market policy actors Labour market policy instruments Education Policy Health policy Poverty and social exclusion prevention policy</p>
<p><b>Dissertation</b></p>	<p>K_W05 K_W01 K_W10 K_W13 K_U03 K_U04 K_U22 K_U02 K_U17 K_U02 K_K02 K_K04 K_K03</p>	<p>Reading and analysing thesis writing standards and performance evaluation criteria Identifying, analysing, and evaluating potential job topics Formulation of the research problem Identification and evaluation of possible research tools Preparation of a preliminary work plan</p>
<p><b>Process Management</b></p>	<p>K_W05 K_U03 K_K02</p>	<p>The process and essence of process management on the example of the IT industry Identification and recording of the course of main processes and auxiliary processes. Visibility of process management processes Criteria for assessing the course of process management processes and process maturity of the company Selected methods and principles of process management process improvement on the example of the IT industry Presentation and analysis of process management processes on the example of the IT industry - case study</p>
<p><b>Leadership</b></p>	<p>K_W02 K_W09 K_U01 K_U07 K_U18 K_U21</p>	<p>The role of a leader in a turbulent environment Managerial cycle and delegation of responsibility The Developmental Importance of Feedback How to encourage development when supporting in crises</p>

	K_K04 K_K03 K_K02	
<b>Crisis management and organisational resistance</b>	K_W01 K_W02 K_W07 K_W10 K_W06 K_W12 K_U02 K_U03 K_U04 K_U06 K_U01 K_U18 K_K02 K_K03 K_K04	Crisis management – the essence of the concept, the perspective and the scale of occurrence Recognising a crisis situation. Sources and types of crises Crisis as a decision-making situation in a company. Phases of crisis management. Tackling the crisis strategically Crisis in the organisation and its role in the process of organisational development. Risk in crisis management. Contemporary concepts of crisis management (the concept of vulnerability, resilience, adaptation).
<b>Digital transformation of business</b>	K_W05 K_U03 K_K02	The process and essence of digital business transformation Identification and recording of the course of main processes and auxiliary processes. Exposure of digital business transformation processes Criteria for assessing the course of digital business transformation processes and process maturity of the company Selected methods and principles of improving digital business transformation processes Presentation and analysis of digital business transformation processes
<b>Statistical and econometric tools in management</b>	K_W11 K_W12 K_U17 K_U05 K_K04 K_K01	Random Variables - Concept and Distributions Descriptive analysis of the structure of mass phenomena. Statistical Inference in Structure Analysis Methods of analysis of the interdependence of mass phenomena. Construction of linear single-equation models Linear Multiequation Models Use of multi-equation models Laboratory - presentation of the discussed issues with the use of IT techniques.
<b>Meeting with an internship supervisor</b>	Not applicable	Explaining internship regulations.
<b>Internship</b>	K_W01 K_W02 K_W12 K_W07 K_U21 K_U18	Legal basis and subject matter of the institution's activities. Legal status, ownership structure, subject matter and scope of the institution's activities. Mission and strategy of the institution. The organisation of the business entity and the scope of its activities. Organisational structure,

	<p>K_U07 K_U03 K_U08 K_U16 K_U03 K_U16 K_U19 K_K02 K_K03 K_K01</p>	<p>decision-making powers and responsibilities of individual units. Organisational documentation of the institution. Statutes, regulations, instructions and rules for the circulation of documents. Perform assigned tasks on your own Participation in group projects. Analysing financial and accounting processes. Prioritisation of tasks and priorities. Recommendations for task execution sequence. Self-service for customers. Creating reports on completed tasks for the supervisor.</p>
<p><b>General electives</b></p>	<p>Not applicable</p>	<p>The subject presents the most important methods and techniques used by managers in the process of managing organisations. The presented issues concern methods and techniques: facilitating decision-making for managers in the planning stage, optimising activities in the organising stage, increasing employee involvement in the motivating stage and increasing the effectiveness of the controlling stage. During the course, the basic characteristics of individual methods and techniques, their main ideas, procedures and effects that can be obtained using a given method or technique are presented. In addition, the lecture presents methods and techniques that increase the creativity of employees, the so-called heuristic methods.</p>
<p><b>SPECIALISATION: INTERNATIONAL BUSINESS MANAGEMENT</b></p>		
<p><b>Foreign Investments</b></p>	<p>K_W01 K_W05 K_W01 K_W05 K_W08 K_U13 K_K04 K_U05 K_U06</p>	<p>Market Structure and Institutions. Market participants, trends toward automated trading, controls over trading. Determination of Spot Exchange - Exchange rates and macroeconomic news announcements, asset models of the spot exchange rate, the monetary model, Foreign Exchange Market - Theory of exchange market efficiency, interpreting efficient market studies, empirical evidence on spot market efficiency, technical trading models The Eurocurrency Market - Origins of the market, market dimensions and location, pricing Eurocurrency deposits and loans, risks of Eurocurrency deposits, interest rate risk in Eurocurrency loans The Eurobond Market - Origins of the market, market dimensions and currency composition, regulatory and institutional features, primary</p>

		market practices, the grey market, onshore-offshore arbitrage
<b>Global Dimensions of Business</b>	K_W03 K_W02 K_W16 K_U01 K_U02 K_U04 K_U15 K_K03 K_K04 K_K02	Globalisation National Differences in Political, Economic, and Legal Systems National Differences in Economic Development Differences in Culture Ethics, CSR and Sustainability International Trade: Theory International Trade: Politics Regional Economic Integration Foreign Direct Investment The Foreign Exchange Market The International Monetary System Business, War, and the Environment Strategy of International Business Organisation of International Business Entry Strategy and Strategic Alliances Global Production
<b>International Environment of Business</b>	K_W1 K_W1 K_W1 K_W16 K_W3 K_U04 K_U02 K_U21 K_U17 K_U02 K_K04 K_K03	Introduction to the International Environment of Business The Global Economic Environment The Political and Legal Environments The Cultural Environment of Business International Business Ethics and Social Responsibility
<b>International Marketing</b>	K_W01 K_W05 K_W05 K_W02 K_U02 K_U07 K_U07 K_K02 K_K04	Global Brands Marketing Mix - 4 P Social Media Marketing Strategy Promotion and Advertisements Brand Visual Identity
<b>Mergers &amp; Acquisitions</b>	K_W01 K_W05 K_W05 K_U02 K_U02 K_U09 K_K03 K_K04 K_K02	Mergers & Acquisitions - concept, types, motives, legal constraints, and process Assessing strategic directions on M&A activity Valuation and financing of M&A transactions. Evaluating effects of M&A transactions. Hostile takeovers and defensive measures. Preventive anti-takeover measures and their consequences
<b>Business and Financial Strategy</b>	K_W16 K_W01 K_W05	Components of company strategy and its drivers Factors impacting company strategy – PESTEL model

	K_U02 K_U09 K_U07 K_K02 K_K04	Critical role of innovations – innovative disruption Breakthrough digital technologies in selected market segments (e.g. finance, healthcare, fashion) Factors affecting global competitiveness Startups and business models Startup presentation – individual tasks
<b>Intercultural management</b>	K_W03 K_U04 K_U02 K_U19 K_U18 K_U03 K_U21 K_U17 K_K03 K_K04	Culture and Intercultural Management Intercultural Contacts Communication across Cultures, Managing Intercultural Interactions
<b>SPECIALISATION: IT PROJECT MANAGEMENT</b>		
<b>Information and Communication in IT Projects</b>	K_W09 K_W12 K_W12 K_W02 K_U02 K_U06 K_U02 K_U03 K_U05 K_K04	Team roles in project (Belbin test) IT system requirements specification Prioritising requirements Estimating requirements Flowchart Kanban board
<b>IT Projects Methodology</b>	K_W03 K_W13 K_W09 K_U01 K_U04 K_U08 K_U11 K_U08 K_K01 K_K01 K_K02 K_K03	Introduction to project management and methodologies Project initiation and planning Project execution and monitoring Risk management and quality assurance Change management and communication
<b>Leadership in Projects</b>	K_W07 K_W09 K_W16 K_W01 K_W05 K_W12 K_U05 K_U09 K_U11 K_U10	Role of a Project Manager with Leadership Skills Project Cost and Quality Management Risk Management Planning Project Implementation Project Evaluations

	K_U02 K_K01 K_K03 K_K04	
<b>Planning in IT Projects</b>	K_W03 K_W13 K_U04 K_U16 K_U01 K_U12 K_U14 K_U23 K_K04 K_K03 K_K01	Introduction to IT project planning Defining project scope and objectives Creating project schedules and work breakdown structures Resource allocation and risk management Communication and stakeholder engagement Adapting plans and continuous improvement
<b>Agile Methodologies</b>	K_W01 K_W01 K_W09 K_U04 K_U04 K_U06 K_K04 K_K01 K_K02	An introduction to Agile (Agile values & principles); Differences between Traditional Project Management and Agile Implementing an Agile: Creating an Agile Environment; Servant Leadership  Scrum  Kanban  Recap and consultation. Test
<b>Controlling IT Projects</b>	K_W03 K_W13 K_W08 K_U02 K_U04 K_U08 K_U08 K_K01 K_K04 K_K03 K_K01	Introduction to Project Control in IT Monitoring Project Progress Change Management and Scope Control Risk Management and Issue Tracking Cost and Resource Management Quality Assurance and Communication
<b>Intercultural Management</b>	K_W03 K_U04 K_U02 K_U19 K_U18 K_U03 K_U21 K_U17 K_K03 K_K04	Culture and Intercultural Management Intercultural Contacts Communication across Cultures, Managing Intercultural Interactions
<b>SPECIALISATION: DIGITAL MARKETING</b>		
<b>Law on the Internet</b>	K_W01 K_W14 K_W04 K_U02	Personal Data Protection and Online Privacy Copyright in the Digital World Liability for Online Content Law and E-commerce

	K_U04 K_U11 K_K02 K_K03	Online Marketing Regulations Legal Aspects of Blockchain Technology Combating Illegal Content and Cybercrime
<b>Marketing automation and Community Management</b>	K_W05 K_W16 K_W02 K_W04 K_U05 K_U07 K_U08 K_U12 K_U02 K_U07 K_K03 K_K02 K_K04	Legal Aspects in E-marketing and Marketing Automation Lead Generation and Nurturing in Marketing and Sales Campaigns Communication Personalisation and Creation of Marketing and Sales Content Data Analysis and Reporting in Marketing Automation
<b>Cross-channel marketing and strategy management</b>	K_W03 K_W04 K_W02 K_W05 K_U02 K_U04 K_U05 K_U17 K_U16 K_K02 K_K03 K_K04	Communication in Modern Marketing and Consistency in Cross-channel Marketing Channel Integration and Message Personalisation in Cross-channel Marketing Campaign Management Using Cross-channel Marketing Analysis, Measurement of Results, and Optimisation of Marketing Strategy
<b>Digital Communication and Content Creation</b>	K_W02 K_W01 K_W04 K_U17 K_U04 K_U07 K_U05 K_U09 K_U02 K_U06 K_K02 K_K03 K_K04	Digital Communication and Content Marketing in a Company's Marketing and Sales Strategy Digital Communication and Content Marketing Tools for Brand Awareness Building Principles of Creating Marketing Content Based on Content Marketing Promotion and Distribution of Marketing Content Objectives and Analysis of Online Communication and Content Marketing Activities within the Company
<b>Basics of linguistics and journalism</b>	K_W03 K_W07 K_U18 K_U02	Language Workshops Group Collaboration – Workshop Knowledge of Technologies Used in Media and Public Relations

	K_K01 K_K02 K_K03	Journalistic Information Sources Media Content Analysis
<b>Content marketing</b>	K_W05 K_W01 K_W02 K_W04 K_W16 K_U17 K_U04 K_U07 K_U05 K_U09 K_U02 K_U06 K_K02 K_K03 K_K04	Content Marketing Tools for Brand Awareness Building Principles of Creating Marketing Content Based on Content Marketing Promotion and Distribution of Marketing Content Objectives and Analysis of Content Marketing Activities within the Company
<b>Creating websites and mobile applications</b>	K_W05 K_W15 K_W06 _W15 K_U03 K_U21 K_K02 K_K04	Fundamentals of IDE Tool Usage Basics of Website Creation Website Development Without Programming Knowledge Hosting Website Maintenance Basics of Version Control System Usage
<b>SPECIALISATION: MANAGEMENT 5.0.</b>		
<b>Human-centric leadership</b>	K_W02 K_W04 K_W05 K_W07 K_W08 K_U01 K_U02 K_U04 K_U07 K_U08 K_K02 K_K01 K_K04	Emotional intelligence, adaptive leadership, employee engagement, leading through change, and building trust in digital transformation
<b>Collaborative human-machine work environments</b>	K_W01 K_W01 K_W09 K_U04 K_U04 K_U06	Human-machine interfaces, ethical AI, cobot integration, augmented reality for workplace training, and cognitive augmentation

	K_K04 K_K01 K_K02	
<b>Sustainable business strategies and ESG in Industry 5.0</b>	K_W04 K_W07 K_W06 K_U01	Sustainable production practices, circular economy, reducing environmental footprints, and creating value through social responsibility.
<b>Advanced data analytics and AI for decision making</b>	K_W03 K_W13 K_W08 K_U02 K_U04 K_U08 K_U08 K_K01 K_K04 K_K03 K_K01	Data ethics, predictive analytics, AI-driven decision support, hyper-personalisation, and real-time data visualisation.
<b>Digital skills development and workforce resilience</b>	K_W09 K_W12 K_W12 K_W02 K_U02 K_U06 K_U02 K_U03 K_U05 K_K04	Upskilling and reskilling, adaptive learning, digital fluency, personalised learning paths, and resilience-building.
<b>Designing smart, flexible and inclusive workspaces</b>	K_W07 K_W09 K_W16 K_W01 K_W05 K_W12 K_U05 K_U09 K_U11 K_U10 K_U02 K_K01 K_K03 K_K04	Flexible workspace design, remote work technologies, inclusivity in design, environmental comfort, and health monitoring.

#### IV. ASSIGNMENT OF FIELD OF STUDY TO SCIENTIFIC DISCIPLINES

No	Scientific disciplines	% OF ECTS POINTS
1	Management and quality sciences ( <b>leading discipline</b> )	100

#### V. BASIC ECTS INDICATORS SPECIFIED FOR THE STUDY PROGRAMME

Indicator name	Number of ECTS credits/Number of hours
Total number of ECTS points that a student must obtain as part of classes conducted with the direct participation of academic teachers or other persons conducting classes	FULL-TIME STUDIES 50
	PART-TIME STUDIES 50
Total number points ECTS assigned to classes developing practical skills	FULL-TIME STUDIES 78
	PART-TIME STUDIES 78
Total number of ECTS credits that a student must obtain in classes in the field of humanities or social sciences – in the case of fields of study assigned to disciplines in fields other than humanities or social sciences, respectively	5 ECTS
Total number of ECTS points assigned to elective courses	68
Total number of ECTS credits assigned to professional internships/practical classes	20
Physical education classes	FULL-TIME STUDIES <b>Not applicable</b>

## VI. SCOPE, RULES AND FORMS OF PROFESSIONAL INTERNSHIPS

Duration: 480 hours of professional internships.

The student must complete the designated number of hours (in total) by the end of the programme.

Students can organise their work placements individually or with the help of the Student Services Office.

Students going on work placements should complete a preliminary statement, on the basis of which a contract and referral (for the employer) are drawn up, as well as a certificate of completion, work placement programme, work placement time card and learning outcomes. After completing the internship, the student submits all documentation to the university, where it is reviewed by the internship supervisor.

## VII. METHODS OF VERIFYING AND ASSESSING THE LEARNING OUTCOMES ACHIEVED BY THE STUDENT THROUGHOUT THE ENTIRE EDUCATION CYCLE FOR A GIVEN FIELD OF STUDY

Verification method/Areas	Knowledge	Skills	Social Social
Test, written examination	X	X	
Written examination	X	X	
Oral examination	X	X	
Project	X	X	X
Department	X	X	
Presentation	X	X	
Essay	X	X	
Individual oral presentation	X	X	
Participation in discussion	X	X	
<b>Case study</b>	X	X	X
Report, field task report	X	X	X
Practical tasks	X	X	X
Independent task solving	X	X	X
Active participation in classes	X	X	
Observation of students by the academic teacher academic	X	X	X
Thesis			
Master's thesis	X	X	
Diploma examination	X	X	X

The forms and methods of conducting classes, as well as the assessment criteria and its components for individual classes, are specified in the course description.