

Diversity and Inclusion Management Master's program

training program

For students who start in the fall semester of 2025/2026

Diversity and Inclusion Management Master's programme

Valid: for students starting in semester 2025/2026/1

General information:

Supervisor: Adél Pásztor, Associate Professor

Training location: in Budapest

Working hours: full-time

Training language: english

Whether you are enrolled in dual training: no

Specialisations:

No specialisations

Training and output requirements

1. Title of the Master's programme:

a) in English: **diversity and inclusion management**

b) in Hungarian: **diverzitásmenedzsment**

2. The level of qualification attainable in the Master's programme, and the title of the certification:

– in Hungarian: **okleveles diverzitásmenedzser**

– in English: **diversity and inclusion manager**

3. Classification of the master's degree:

3.1 Classification by field of training: economic sciences

3.2 Classification of the level of education:

– Master's degree (magister, master of science abbreviated as MSc)

– ISCED 2011: 7

– according to the European Framework: 7

– according to the Hungarian Qualifications Framework: 7

3.3 International Standard Classification of Education field of education code: 0413

3.4 degree orientation: balanced (40-60 percent)

4. Training duration, in semesters: 2 semesters

5. The number of credits to be completed for the Master's degree: 60 credits

6. Master's degree training objectives and professional competences:

6.1 The aim of the training:

Diversity and Inclusion Management is an interdisciplinary program designed to train informed, effective, and adaptive leaders capable of creating diverse, inclusive, and discrimination-free work environments while exerting a positive social impact. The program focuses on developing leadership competencies and acquiring in-depth knowledge in the field of diversity, equity, and social justice. It prepares students to recognize the lack of inclusivity and/or erroneous practices in organizational and societal contexts, empowering them to plan and implement transformative interventions while considering the potential long-term consequences within a societal context. The program aims to equip graduates with the skills to develop strategic guidelines supporting diversity and inclusion, shape organizational processes and human resource management systems, and apply inclusive practices aligned with their personal leadership style. Graduates engage in critical self-reflection, proactively fostering transparent and open communication with various stakeholders, and they are prepared to continue their training at the PhD level.

6.2 The acquired professional competences:

6.2.1 Graduates of the course will have

a) knowledge:

- Commands an in-depth knowledge of key concepts, theories and debates related to diversity, inequality and social justice.
- Demonstrates systematic understanding of the historical, social, and cultural contexts influencing diversity and inclusion across key domains (e.g. class, race, ethnicity, gender, age, disability) and their intersections.
- Understands how issues of privilege, power, discrimination, equality, equity, and bias affect individuals across diverse contexts (i.e. organisational, educational, societal)
- Familiar with social and demographic changes, both globally and locally, including an understanding of the specialties of the Central and Eastern European region.
- Has a detailed understanding of the different theoretical approaches to diversity and inclusion in organization studies and understands their effects on implementation in everyday management.
- Adept at selecting and interpreting relevant research findings, case studies, and best practices that illustrate successful approaches to advancing diversity and inclusion goals within organizations.
- Recognizes the role of leadership in promoting diversity and fostering an inclusive organizational culture.
- Understands the organisational-level management of diversity and sees the interconnections between diversity, inclusion and HRM/HRD as management functions.

b) skills:

- Conducts an in-depth examination and illustrates how identity shapes professional culture, workplace dynamics, and individual life experiences, drawing from a theoretical understanding of diversity.
- Recognizes and examines the impact of social inequality on individuals and groups, and their intersections with race/ethnicity, gender, social class, (dis)ability, age and other identities throughout the life course.
- Identifies how power, privilege, and inequality are or have been generated, reinforced, legitimated and contested at individual, institutional, and systemic levels.
- Leverages their understanding of social and demographic changes to effectively address global and local diversity-related challenges at the organizational level, including those specific to the Central and Eastern European region.
- Translates diverse organizational theoretical approaches to diversity and inclusion into practice within their day-to-day management tasks.
- Strategically designs, implements, and critically evaluates diversity and inclusion practices and policies to align with the organizational and regional context.
- Depending on their role within a team, project, or organization, they foster an inclusive environment and facilitate dialogue among diverse stakeholders, while adeptly addressing challenges, issues, and problems related to diversity in a highly professional, effective, and respectful manner.
- Identifies operational problems and devises and implements strategic, cultural, and structural development interventions to advance diversity and inclusion objectives

c) attitude:

- Committed to equity, fairness, and social justice.
- Exhibits an open-minded approach, demonstrating empathy and cultural sensitivity by respecting diverse perspectives and experiences.
- Critically reflects on personal biases, positionality, and privilege.
- Is critical of academic, practical, legal or political attempts to limit diversity.
- Ready to question both established scientific explanations and dominant assumptions about phenomena.
- Committed to continuously monitoring and tracking scientific findings and best practices demonstrating the advancement of diversity and inclusion within organizations.

d) autonomy and responsibility:

- Assumes a leadership role in promoting diversity and inclusion within one's organization or community.
- Proposes integrating diversity and inclusion considerations into strategic decision-making processes.
- Promotes a strategic and socially responsible approach to diversity that extends beyond the business case.
- Advocating for diversity and inclusion, they effectively coordinate partnership with HR, CSR and communication departments.
- Based on their role within the team or organization, they independently initiate or support, under guidance, flagship diversity and inclusion projects that yield widespread social impact with the potential to serve as industry benchmarks.

7. The professional characteristics of the master's degree program, the areas of specialization leading to the qualification, and their credit ratio, on which the program is based:

7.1. Social science and sociology knowledge field: 18-36 credits

7.2. Management foundations and human resource management knowledge field: 12-30 credits

7.3. Number of credits allocated for the preparation of the thesis or diploma work: 9 credits

7.4. Minimum credit value assigned to elective courses: minimum 3 credits

8. Requirements for professional practice and practical training: -

9. Special distinguishing features of the program: -

10. Level of foreign language proficiency to be achieved in the case of studies conducted in a foreign language: -

10. Degree thesis/ Dissertation

The aim of the dissertation is to certify the student's knowledge and expertise in a chosen topic, scientific data collection, systematization, analysis and processing related to the chosen topic, discussion of the chosen phenomenon or problem, hypothesis creation, problem solving, analysis of alternative hypotheses, analysis and in refuting the counter-arguments, in a coherent, consistent, language-oriented written explanation of his thoughts, views, positions, statements.

11. Type of Degree thesis

- a) research thesis
- b) portfolio-type dissertation.

12. Requirements for the issue of a final certificate

The University will issue a final certificate to the student who has obtained

- the study and examination regulation prescribed in the curriculum, and
- the required credits.

13. Conditions for admission to the final examination

Joint conditions for admission to the final exam:

- a) obtaining a final certificate,
- b) submission of the dissertation by the deadline,
- c) evaluation of the dissertation with a different grade than the deadline,
- d) registration for the final exam by the deadline,

- e) the student has no overdue payment debt to the University for the given training,
- f) accounted for with assets owned by the University (borrowed books, sports equipment, etc.).

A student who has not fulfilled any of the provisions of the points a)-f) cannot be admitted to the final examination.

14. Parts of the final exam

The final exam consists of defending the oral thesis.

15. Determining the result of the final exam

The arithmetic mean of the following two grades, rounded to two decimal places:

- a) the grade given to the thesis by the reviewer (s) - determined with a five-point qualification - in case of several reviewers the average of the marks of the reviews is rounded to two decimal places, and
- b) the grade obtained for the defense of the dissertation, for the answers to the questions related to the dissertation - established with a five-level qualification.

16. Components of diploma qualification, method of calculation

The result of the diploma is the arithmetic mean of the following two digits, rounded to two decimal places:

- a) the credit-weighted average of the marks of the compulsory and compulsory elective subjects (if the student has taken more than the compulsory elective subjects, then all the subjects taken) in the amount of credits prescribed in the curriculum, and
- b) the result (grade) of the final examination.

17. Conditions for issuing a diploma

A prerequisite for the award of a diploma certifying the completion of higher education studies is the successful completion of the final examination.

MNDIME25ABP - Diversity & Inclusion Management master programme in Budapest, in English, full time training Curriculum for 2025/26/1 fall semester for beginning students

Subject Code	Subject Name	Type	Number of hours per week		Credits	Evaluation	Fall or Spring Semester	2025/26 Academic year		Credit	Course leader	Institute	Requirement		Equivalent subject		PSO	
			Lecture	Seminar				Fall	Spring				Code	Name	Code	Name		
Core courses								27	12	39								
Social science and sociology knowledge field								21	0	21								
TARS155NAMB	Inequality & Diversity	C	1	1	3	ex	Fall	3			Adél Pásztor	Institute of Social and Political Sciences					yes	
TARS156NAMB	The Diversity Pipeline	C	2	2	6	pg	Fall	6			Adél Pásztor	Institute of Social and Political Sciences					yes	
TARS157NAMB	Gender and Work	C	2	2	6	pg	Fall	6			Beáta Nagy	Institute of Social and Political Sciences					yes	
TARS158NAMB	Migration & Cultural Diversity	C	2	2	6	pg	Fall	6			Noémi Krisztina Katona	Institute of Social and Political Sciences					yes	
Management foundations and human resource management knowledge field								6	12	18								
VEZ0099NAMB	Organisation Theory	C	1	1	3	ex	Fall	3			Anna Laura Hidegh	Institute of Strategy and Management					yes	
VEZ0100NAMB	Diversity Management	C	1	3	6	pg	Spring		6		Anna Laura Hidegh	Institute of Strategy and Management					yes	
VEZ0101NAMB	Leading Inclusive Teams & Organisations	C	0	4	6	pg	Spring		6		Andrea Toarniczky	Institute of Strategy and Management					yes	
VEZ0097NAMB	Skill seminar III.	C	0	2	3	pg	Fall	3			Péter Móricz	Institute of Strategy and Management					yes	
Compulsory Elective (6 credits)									6	6								
293NOPRV517M	Decision Making Skills	CE	2	2	6	ex	Spring		6		Richárd Szántó	Institute of Operations and Decision Sciences					yes	
OPDO073NAMB	Fundamentals of Supply Chain Management	CE	2	2	6	ex	Spring		6		Zsófia Jámber	Institute of Operations and Decision Sciences					yes	
VEZ0098NAMB	Project Management	CE	2	2	6	ex	Spring		6		Bálint Blaskovics	Institute of Strategy and Management					yes	
VALL043NAMB	Innovation Management	CE	2	2	6	ex	Spring		6		Nikolett Deutsch	Institute of Entrepreneurship and Innovation					no	
INIR061NAMB	Business Intelligence	CE	2	2	6	pg	Spring		6		Andrea Kő	Institute of Data Analytics and Information Systems					no	
SZAM086NAMB	Management Accounting in Practice	CE	0	4	6	pg	Spring		6		Kira Martin	Institute of Accounting and Law					yes	
Thesis								3	6	9								
TARS159NAMB	Thesis seminar	C	1	1	3	pg	Fall	3			Adél Pásztor	Institute of Social and Political Sciences					yes	
TARS160NAMB	Thesis writing	C	0	3	6	pg	Spring		6		Adél Pásztor	Institute of Social and Political Sciences					yes	
Elective courses* (6 credit)									6	6								
	Elective courses	E					Fall, Spring		6									
TS00001NMMB	Sports/Physical Education	E	0	2	2	pg	Fall				Csaba Vladár	Centre for Physical Educations and Sports						

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			Lecture	Seminar				Fall	Spring				Code	Name	Code	Name	
			IOK0001NABB	Hungarian Language SHI I.*				E/C	0				4	3	pg	Fall	
IOK0004NABB	Hungarian Language SHI II.*	E/C	0	4	3	ex	Spring		3	Judit Magyar	Centre of Foreign Language Education and Research						
Total credits								30	30	60							

Remarks

Type: C=compulsory courses, CE=core elective courses, E=elective (optional) courses

Methods of assessment: ex=exam (exam at the end of the semester, but other forms of assessment are possible during the semester), pg=grade based on the practical assignments given during the course of the semester, s=signature
 A subject that can be completed in a preferential study order (PSO) on the basis of Section 92 of the Study and Examination Regulation (SER)

*From master elective subjects, including physical education announced at the Corvinus University of Budapest, 6 credits in total. Hungarian Language is a compulsory subject for the students participating in the Stipendium Hungaricum scholarship program in the first two semesters.

Physical education

Students wishing to take part in sport can take one semester without paying a fee and the following semesters the students can only take physical education with the payment of a specified fee.

Foreign language

During their studies, students can learn a language in the form of paid subjects within the framework of elective subjects.

Curriculum

It is recommended to include the subjects in the schedule according to the sample curriculum. The student may deviate from this, taking into account:

1. the pre-study order,
2. semester of announcing subjects
3. Completion of an average of 30 credits per semester
4. In addition to the compulsory subjects, students may take elective subjects from the offer of elective subjects (see Neptun) as well as foreign languages.
5. A minimum of 2/3 of the required amount of credit must be completed at Corvinus University.

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The detailed rules related to the admission of the subjects and the completion of the subjects are included in the Study and Examination Regulations!

Please note that curriculum changes are possible!