

Subject card

Subject name and code	Change and Innovation Management, PG_00177899						
Field of study	Management						
Date of commencement of studies	October 2025		Academic year of realisation of subject		2025/2026		
Education level	Master's studies		Subject group		Obligatory subject group in the field of study Optional subject group Subject group related to scientific research in the field of study		
Mode of study	full-time studies		Mode of delivery		at the university		
Year of study	1		Language of instruction		Polish		
Semester of study	2		ECTS credits		6.0		
Learning profile	academic		Assessment form		exam		
Conducting unit	Department of Organisation and Management -> Faculty of Management -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr Emilia Dobrowolska				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	30.0	0.0	0.0	0.0	60
	E-learning hours included: 0.0						
Learning activity and number of study hours	Learning activity	Participation in didactic classes included in study plan		Participation in consultation hours		Self-study	SUM
	Number of study hours	60		4.0		86.0	150
Subject objectives	The aim of the subject is to familiarize students with the process of implementing changes in companies and to present the importance of companies innovativeness in the face of permanent and discontinuous changes in the business environment.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[ZARZMU2_W08] The student possesses a deep understanding of management processes, including their objectives, specificity, complexity, and how they relate to other organizational processes, alongside the challenges and dilemmas presented by a dynamically changing environment.	The student, thanks to a holistic view on a change management process, understands to a deeper degree the necessity of formulating the objectives of innovative activities for enterprises operating in a dynamically changing business environment.	[SW4] test/exam - oral or written
	[ZARZMU2_W02] The student has an in-depth knowledge and understanding of various organizations, including their complexities, functional areas, internal processes, and their interactions with the environment.	The student evaluates the complex determinants of implementing changes and designing innovative solutions. Moreover, the student understands to a deeper extent the role of innovation strategies in the development of enterprises in a competitive market.	[SW4] test/exam - oral or written
	[ZARZMU2_K03] The student is ready to think and act entrepreneurially and responsibly, initiate, coordinate, and participate in projects that benefit the social environment and the public interest, and inspire others in this area.	The student adopts an entrepreneurial attitude and communicatively argues his/her opinions on managing innovation and solving related dilemmas, which inspires group members to engage in a teamwork.	[SK2] presentation/project/paper/report
	[ZARZMU2_U02] The student can identify complex issues related to the organization's operations, the processes within it, and its relationships with a changing environment, proposing appropriate and innovative solutions.	The student identifies and interprets complex socio-economic problems and phenomena, current developments in economic policy and economics that affect enterprises innovativeness.	[SU2] presentation/project/paper/report
Subject contents	• Dealing with organisational complexity - managing in the context of change. • Essence, causes and types of organisational change. • Employees attitudes to changes, sources of resistance to organisational change, actions to prevent and minimise employees resistance to changes. • Organisational changes design. • Organization development: the life cycle of an organization, costs and benefits of organisational changes. • Essence and types of innovation: the meaning of innovation definition, the innovation process, objectives of innovative activities, types of innovation, sources of innovation, innovation as a source of firms competitiveness. • Internal and external determinants of firms innovativeness. • Evolution of innovation process models: linear models, non-linear models, sixth generation innovation model - towards open innovation concept, closed versus open innovation model by H. Chesbrough. • Innovation strategies: the essence of innovation strategy, strategic thinking and the choice of innovation strategy, contemporary concepts of innovation strategy (blue ocean strategy, open innovation strategy, innovation niche strategy), monitoring innovation strategy in the firm. • The importance of innovation in network organisations: reasons for innovation activities in networks, sources of innovation and measures of innovation activities in networks, innovation activities in different types of networks.		
Prerequisites and co-requisites	Bachelor's study graduation		
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	Exam - test	51.0%	50.0%
	Project presentation	51.0%	50.0%

Recommended reading	Basic literature	• B. Bojewska (2015). Innowacyjność organizacji sieciowych w gospodarce opartej na wiedzy, Oficyna Wydawnicza SGH, Warszawa. • M. Brzeziński (2001). Zarządzanie innowacjami technicznymi i organizacyjnymi, Difin, Warszawa. • Z. Kłos (2017). Innowacyjność i innowacje, Wydawnictwo Politechniki Poznańskiej, Poznań. • A. Pomykański (2001). Zarządzanie innowacjami, Wydawnictwo Naukowe PWN, Warszawa-Łódź. • P. Puczyński (2018). Zarządzanie zmianą, czyli jak przeżyć nieustającą przeprowadzkę. Wydawnictwo Helion. • M. Roszkowska - Menkes (2015). Otwarte innowacje: w poszukiwaniu równowagi, Oficyna Wydawnicza SGH, Warszawa. • G. Roth, M. Kurtyka (2019). Zarządzanie zmianą. Od strategii do działania. Wydawnictwo CeDeWu, Warszawa. • A. Sopińska, W. Mierzejwska (2017). Otwarte innowacje produktowe realizowane przez przedsiębiorstwa działające w Polsce. Podejście zasobowe, Oficyna Wydawnicza SGH, Warszawa. • A. Sosnowska, S. Łobejko, A. Kłopotek (2001). Zarządzanie firmą innowacyjną, Difin, Warszawa. • K. Szatkowski (2016), Zarządzanie innowacjami i transferem technologii, Wydawnictwo Naukowe PWN, Warszawa. • J. Wiśniewski, K. Janasz (2015). Innowacje i procesy transferu technologii w strategicznym zarządzaniu innowacjami, Difin, Warszawa. • R. Żuber (2016). Zarządzanie innowacjami w przedsiębiorstwie. wybrane aspekty, Difin, Warszawa.
	Supplementary literature	• E. Dobrowolska (2018). Identyfikacja i kierunki zmian kultury organizacyjnej innowacyjnych przedsiębiorstw - analiza wybranych przypadków, Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu nr 538, s. 125-140. • B. Kozyra (2017). Praktyczne zarządzanie zmianą w firmie. Wydawnictwo MT Biznes, Warszawa. • J. Rybicki, E. Dobrowolska (2018). Hybrydyzacja modeli biznesowych w procesie tworzenia innowacji technologicznych, Przegląd Organizacji nr 7, s. 3-9.
	eResources addresses	
Example issues/ example questions/ tasks being completed	• What kind of sources of resistance to organizational change you may distinguish? • How the evolution of innovation process models is conducted? • What types of innovation may be distinguished? • Characterize contemporary innovation strategies.	
Work placement	Not applicable	

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