

Subject card

Subject name and code	Change Management, PG_00155925						
Field of study	Management of Healthcare Institutions						
Date of commencement of studies	October 2026		Academic year of realisation of subject			2028/2029	
Education level	Bachelor's studies		Subject group			Obligatory subject group in the field of study	
Mode of study	full-time studies		Mode of delivery			at the university	
Year of study	3		Language of instruction			Polish	
Semester of study	6		ECTS credits			1.0	
Learning profile	practical		Assessment form			credit	
Conducting unit	Zakład Strategii i Zarządzania Przedsiębiorstwem -> Department of Organisation and Management -> Faculty of Management -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr hab. Piotr Wróbel				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	0.0	15.0	0.0	0.0	0.0	15
	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	15		0.0		10.0	25
Subject objectives	Acquiring knowledge about preparing and implementing changes in organizations. Developing the ability to diagnose an organizations situation and select desired changes (both formal and cultural). Acquiring the skills to design organizational changes with consideration of the change context.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[ZISZL3_W06] The student knows to an advanced degree the relationships that occur between organizations (including forms of interaction with health care units) and between the organization and the human being, in particular medical personnel and the patient.	Knows, at an advanced level, internal relations in organizations that are necessary to take into account when planning and implementing organizational changes	[SW4] test/exam - oral or written
	[ZISZL3_U01] The student is able to correctly interpret socio-economic phenomena, current events in the field of economic policy, economics, in particular in the field of health care both in the social and economic dimensions, as well as to independently formulate their own opinions in this regard and to propose appropriate solutions in the case of changes occurring in these areas.	Student is able to diagnose the external and internal conditions of healthcare institutions and propose appropriate organizational changes.	[SU1] oral statement/conversation/discussion
	[ZISZL3_U03] The student takes into account in the decision-making process its legal, ethical, social, environmental and economic consequences, while taking into account the specificity of the functioning of medical entities and taking into account the welfare of the patient.	When designing organizational changes, takes into account their legal, ethical, social, ecological and economic effects, while taking into account the specificity of functioning of medical entities and taking into account the well-being of the patient	[SU1] oral statement/conversation/discussion
	[ZISZL3_K02] The student applies an analytical approach to problem solving, is able to independently search for solutions, as well as use expert opinions.	Student has an analytical approach to designing organizational changes, is able to independently search for solutions, and also use expert opinions.	[SK4] test/exam - oral or written
	[ZISZL3_K01] The student is able to critically analyse the received content with particular emphasis on social and economic sciences.	Student can conduct an in-depth and comprehensive diagnosis of the situation of healthcare entities.	[SK1] oral statement/conversation/discussion
	[ZISZL3_W10] The student knows the types of organizational structures, the process of their evolution historically and the determinants of their design.	Student knows the types of organizational structures and knows how structures can be modified	[SW4] test/exam - oral or written
	[ZISZL3_W09] The student has knowledge of health care units, determinants shaping the effectiveness of their activities, taking into account regional and international aspects.	Student understands the specifics of the functioning of healthcare units, particularly the key success factors for different types of entities in the sector	[SW4] test/exam - oral or written
Subject contents	<ol style="list-style-type: none"> Categories of changes in organizations and their specifics Employees' attitudes toward changes Methodology of change management (designing and implementation) Reasons for failure in implementing changes Change management over a long-term horizon Greiner's model of company development Formalization and organizational culture different areas of change implementation 		
Prerequisites and co-requisites	Completion of the courses: Fundamentals of Management, Organizational Psychology		
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	Test	51.0%	100.0%
Recommended reading	Basic literature	<ol style="list-style-type: none"> Harvard Business, Zarządzanie zmianą i okresem przejściowym, Wydawnictwo MT Biznes, 2008 A.K. Koźmiński, Zarządzanie w warunkach niepewności. Podręcznik dla zaawansowanych, PWN, Warszawa 2008 	
	Supplementary literature	<ol style="list-style-type: none"> M. Czerska, A.A. Szpitter (red.), Koncepcje zarządzania. Podręcznik akademicki, Wydawnictwo C.H. Beck, Warszawa 2010 L. Zbiegień-Maciąg, Kultura w organizacji. Identyfikacja kultur znanych firm, Wydawnictwo Naukowe PWN, 2008 	
	eResources addresses		

Example issues/ example questions/ tasks being completed	Sources of resistance to change and ways to counteract them. How to use the unfreezing and freezing phases in the implementation of organizational changes. The scope of changes necessary to implement when moving through the subsequent phases of Greiner's cycle.
Work placement	Not applicable

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