

Subject card

Subject name and code	Change management in international business, PG_00199218						
Field of study	International Economic Relations						
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 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	3		Language of instruction			Polish	
Semester of study	6		ECTS credits			2.0	
Learning profile	academic		Assessment form			credit	
Conducting unit	Division of International Trade -> Department of International Business -> Faculty of Economics -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr Monika Grottel				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	0.0	15.0	0.0	15.0	0.0	30
	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	30		0.0		20.0	50
Subject objectives	The aim of the course is to provide students with knowledge, skills, and competencies in managing organizational change in international enterprises, including understanding change processes, adapting to dynamic environments (VUCA/BANI), and effectively implementing strategies to improve organizational performance.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[MSG3_U04] uses the acquired theoretical knowledge in economics to analyse and evaluate the operation of economic entities on the international market, with particular emphasis on the European Union market	The student is able to apply knowledge of economics to planning and implementing changes in the operation of an enterprise. The student prepares a group project on planning organizational change, taking into account the analysis of conditions, the change process, and the potential benefits and risks related to its implementation. The student consults the project assumptions and its progress with the course instructor during consultations and project sessions. Project sessions are included in the timetable published on the University of Gdańsk website.	[SU2] presentation/project/paper/report
	[MSG3_K04] is ready to think and act in an entrepreneurial manner; adapts to new situations and conditions, undertakes challenges of creative thinking; is resilient to failures; can identify threats and assess the risk of their occurrence	The student thinks and acts in an entrepreneurial manner, understands the need to adapt to changes in the market environment, makes decisions regarding organizational change, and assesses the risks associated with its implementation. The student prepares a group project on planning organizational change, taking into account the analysis of conditions, the change process, and the potential benefits and risks related to its implementation. The student consults the project assumptions and its progress with the course instructor during consultations and project sessions. Project sessions are included in the timetable published on the University of Gdańsk website.	[SK2] presentation/project/paper/report
	[MSG3_U02] can assess economic and social phenomena occurring in an open economy, interpret necessary statistical data and economic indicators, as well as forecast economic phenomena and processes, using standard methods and tools applied in economic sciences	The student, using the knowledge acquired, is able to analyze economic processes and phenomena occurring in the international enterprise's environment.	[SU1] oral statement/conversation/discussion
	[MSG3_W12] has a knowledge of the nature, functioning and sources of changes occurring in the structures of economic entities and organisations (in particular those which operate on the international market); understands the causes, course, scale and consequences of these changes	The student understands the causes and the course of changes occurring in enterprises operating in international markets	[SW1] oral statement/conversation/discussion
	[MSG3_W09] has a knowledge about a human being as an individual making economic decisions, acting within social structures and organisational units (in particular enterprises) or conducting individual economic activity	The student knows and understands the conditions of changes implemented in contemporary enterprises operating in international markets.	[SW1] oral statement/conversation/discussion
	[MSG3_W08] has a knowledge and understanding of the various dilemmas of contemporary civilisation, including the strategy of sustainable development and corporate social responsibility	The student knows and understands the fundamental dilemmas of contemporary civilization and global trends, and adapts organizational changes accordingly.	[SW1] oral statement/conversation/discussion

Subject contents	1. Introduction to Change Management: concept and significance of organizational change, types of changes: strategic, operational, cultural, factors driving the need for change in international enterprises. 2. VUCA and BANI Worlds Context for Change in International Organizations: definition and significance of the VUCA world (Volatility, Uncertainty, Complexity, Ambiguity), definition and significance of the BANI world (Brittle, Anxious, Nonlinear, Incomprehensible), challenges for change management in dynamic and unstable environments. 3. Change Management Models and Theories: classical and contemporary change models (e.g., Lewin, Kotter, ADKAR), planned vs. emergent approaches, adapting models to the international context and VUCA/BANI environments. 4. The Change Management Process in International Enterprises: identifying the need for change, planning and implementing change, monitoring progress and evaluating outcomes. 5. Organizational Culture and Change in an International Context: role of organizational culture in change adaptation, impact of cultural differences on change processes, building a culture open to change. 6. Communication and Employee Engagement in Change Processes: communication strategies during change, motivating and engaging employees, managing resistance to change. 7. Change Management, Strategy, and Organizational Performance: aligning change with organizational strategy, assessing the impact of change on efficiency and competitiveness, examples of change initiatives in international enterprises. 8. Tools and Techniques Supporting Change Management: risk analysis and scenario planning, benchmarking and international best practices, technologies supporting change processes. Any doubts during the implementation of the thematic project, the completion of problem-solving tasks, or interpretative issues related to change management in international business will be clarified and addressed during project sessions.		
Prerequisites and co-requisites	no requirements		
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	in-class activities	51.0%	40.0%
	group project	51.0%	60.0%
Recommended reading	Basic literature	1. P. Antonowicz, E. Malinowska, J. Siciński, U. Zaremba, <i>Zarządzanie zmianą w warunkach permanentnej zmiany - podejście prospektywne</i> (w:) P. Antonowicz, E. Malinowska, J. Siciński, U. Zaremba, <i>Przedsiębiorstwo w obliczu zmian społecznych, gospodarczych i technologicznych</i>, Wyższa Szkoła Informatyki i Zarządzania z siedzibą w Rzeszowie, Oficyna Wydawnicza ASPRA, 2021, s 724. 2. M. Kurtyka, G. Roth, <i>Zarządzanie zmianą. Od strategii do działania</i>, Wydawnictwo CeDeWu, Warszawa 2024.	
	Supplementary literature	1. A. Dziadkiewicz, P. Juchniewicz, <i>Koncepcja zarządzania zmianą w organizacji</i>, Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu, 2013, s. 1523. https://www.dbc.wroc.pl/Content/23794/download/. 2. P. Antonowicz, E. Malinowska, J. Siciński, U. Zaremba, <i>Przedsiębiorstwo w obliczu zmian społecznych, gospodarczych i technologicznych</i>, Wyższa Szkoła Informatyki i Zarządzania z siedzibą w Rzeszowie, Oficyna Wydawnicza ASPRA; 2021, s 176. 3. R. R. Koilakonda, M. Franklin, Global Trends in Change Management: Insights and Key Takeaways for 2025, International Journal of Trend in Scientific Research and Development (IJTSRD), Volume 9 Issue 2, Mar-Apr 2025, available Online: www.ijtsrd.com e-ISSN: 2456 6470. 4. S. Priva, G. R. Varghese, S. K. Sharma, V. Vaidya, Change Management in Organizations: Strategies for Successful Implementation and Resistance Mitigation, Cuestiones de Fisioterapia 54(3), February 2025.	
	eResources addresses		
Example issues/ example questions/ tasks being completed			
Work placement	Not applicable		

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