DESCRIPTION OF THE SUBJECT

FIELD OF STUDY	Management
SPECIALISATION	Business management
MODE OF STUDY	Full-time / Part-time
SEMESTER	3

Name of the subject	Management of change in a company	
Hourly dimension of particular forms of classes	Full-time studies – 40 Part-time studies -24	
• lectures	Full-time studies – 10 Part-time studies – 8	
• other forms	Full-time studies – 30 Part-time studies - 16	

Learning objectives:	The aim of the course is to familiarise students with the issues of managing change in enterprises. During the course the student will learn about the course and complexity of the change process in enterprises, as well as the causes and consequences of these changes. Student will learn to apply intervention techniques in order to gain commitment of organization participants in the process of change. He or she will acquire the ability to identify the attitudes of change stakeholders and related social processes.

Learning outcomes for the subject	

Number	Learning outcomes, a student who has successfully completed the course will be able to:	Reference of learning outcomes for the programme	The reference to the learning outcomes for the area
K_W01	The student has knowledge of the main organisational roles and functions in the change management process and knows the key factors of change management.	K_W01 K_W02 K_W05 K_W06 K_W11	P7S_WG P7S_WG P7S_WG P7S_WG P7S_WG
K_W02	has knowledge of selected models of organisational change, the role of leadership, negotiations in the processes of change in enterprise structures	K_W01 K_W02 K_W06 K_W09 K_W16	P7S_WG P7S_WG P7S_WG P7S_WG P7S_WK
K_U03	the student is able to recognise the need for change in an organisation and has the ability to develop a change management plan	K_U03 K_U04 K_U05 K_U07 K_U09	P7S_UW P7S_UW P7S_UW P7S_UO P7S_UW
K_U04	The student has the ability to apply selected elements of expertise to effect change through human resources.	K_U03 K_U05 K_U08	P7S_UW P7S_UW P7S_UW

		K_U03	P7S_UW
K_U05	The student has the ability to identify and solve typical organisational problems in the process of change.	K_U03	P7S_UW
		K_U05	P7S_UW
		K_U07	P7S_UO
K_K06	The student is prepared to organise and lead the work of teams (project, task, etc.) and organisations within and outside the work environment.	K_K03	P7S_KO
		K_K07	P7S_KR
		K_K08	P7S_KO
K_K07	the student is aware of the importance of being able to adapt and act in new conditions and situations, e.g. related to cultural diversity of the group	K_K05	P7S_KR
		K_K09	P7S_KO

Content number	Educational/ curricular content	Reference to learning outcomes for the subject
	Lectures	
T_01	The role of change in organisations; theoretical approaches to organisational change	K_W01 K_W02
T_02	Definitions of change in an organisation	K_W01 K_W02
T_03	The essence of change and sources of change in enterprises	K_W01 K_W02
T_04	Basic forms of change (transformation, reorganisation, restructuring)	K_W01 K_W02
T_05	Reactions of people in a change situation	K_W01 K_W02 K_U05 K_K07
T_06	Planning for change	K_W01 K_W02 K_U04
T_07	Stages of the change process in organisations (preparation, implementation and evaluation phases)	K_W01 K_W02 K_U04
T_08	Selected theoretical concepts of change implementation	K_W01 K_W02 K_K07

	Exercises	
T_09	Evaluation of the change process	K_U03 K_U04
T_10	Change planning techniques	K_U03 K_U04 K_K06
T_11	Strategies for implementing change	K_U03 K_U04
T_12	Analysis of organisational change	K_U03 K_U04
T_13	Methods and techniques to support the change process (Reengineering, Just in Time, Outsourcing, Total Quality Management - TQM)	K_W01 K_U03 K_U04 K_U05
T_14	Social aspects of change.	K_U04 K_U05 K_K06 K_K07
T_15	Sources of difficulties in implementing change	K_U04 K_U05
T_16	The phenomenon of resistance to change	K_U04

		K_U05
		K_K07
T_17	The importance of managers and leaders in the change process	K_U04 K_U05 K_K07
T_18	The profile of an effective change leader	K_U04 K_U05 K_K06
T_19	Problem solving in the change process	K_U04 K_U05 K_K06 K_K07
T_20	Using modern management techniques in the change implementation process	K_U04 K_U05 K_K07

Methods and forms of teaching	Educational and curricular content
Lecture with Multimedia presentation of selected issues	T_08
Conversation lecture	T_05, T_07
Problem-based lecture	
Informative lecture	T_01 – 04, T_06
Discussion	T_09, T_14 – 16, T_20
Work with text	
Case study method	T_12, T_19
Problem-based learning	
Didactic/simulation game	
Exercise method	
Workshop method	
Project method	
Multimedia presentation	T_13
Audio and/or video demonstration	
Activating methods (e.g. brainstorming, SWOT analysis technique, decision tree technique, snowball method, constructing mind maps)	
Working in groups	T_10, T_11, T_17, T_18
Other (which ones?) - …	
…	

Evaluation criteria in relation to particular learning outcomes				
Learning outcome	For the assessment 2	For the assessment 3	For the assessment 4	For the assessment 5
K_W01	The student has no knowledge of the main organisational roles and functions in change management processes and does not know the key	the student has knowledge of the main organisational roles and functions in change management and knows the key factors of change management at a basic level	the student has knowledge of the main organisational roles and functions in change management and knows the key factors of change	The student has knowledge of the main organisational roles and functions in the change management process and knows the key factors of change management.

	factors of change management.		management at an intermediate level	
K_W02	the student has no knowledge of selected models of organisational change, the role of leadership, negotiations in the processes of change in company structures	the student has basic knowledge about selected models of organizational change, the role of leadership, negotiations in the processes of change in the structures of the company	the student has knowledge of selected models of organisational change, the role of leadership, negotiations in the processes of change in enterprise structures at an intermediate level	the student has knowledge of selected models of organisational change, the role of leadership, negotiations in the processes of change in enterprise structures at an intermediate level
K_U03	the student is not able to recognise the need for change in the organisation and does not have the ability to develop a change management plan	the student is able to recognise the need for change in the organisation and has the ability to develop a change management plan at a basic level	the student is able to recognise the need for change in an organisation and has the ability to develop a change management plan at an intermediate level	the student is able to recognise the need for change in an organisation and has the ability to develop a change management plan
K_U04	The student does not have the ability to apply selected elements of expertise to the implementation of change through human resources.	the student has the ability to apply selected elements of expertise to effect change through human resources at a basic level	the student has the ability to apply selected elements of expertise to effect change through human resources at an intermediate level	The student has the ability to apply selected elements of expertise to effect change through human resources.
K_U05	the student does not have the ability to identify and solve typical organisational problems in the process of change	the student is able to identify and solve typical organisational problems in the process of change at a basic level	the student is able to identify and solve typical organisational problems in the process of change at an intermediate level	the student has the ability to identify and solve typical organisational problems in the process of change
K_K06	the student is not prepared to organise and manage the work of teams (project, task, etc.) and organisations within and outside the working environment	the student is prepared to organise and lead the work of teams (project, task, etc.) and organisations within and outside the working environment at a basic level	the student is prepared to organise and lead the work of teams (project, task, etc.) and organisations within and outside the work environment at an intermediate level	the student is prepared to organise and lead the work of teams (project, task, etc.) and organisations within and outside the working environment
K_K07	the student is not aware of the importance of the ability to adapt and act in new conditions and situations, e.g. related to cultural diversity of the group	the student is aware of the importance of being able to adapt and act in new conditions and situations, e.g. related to cultural diversity of the group at a basic level	the student is aware of the importance of being able to adapt and act in new conditions and situations, e.g. related to cultural diversity of the group at intermediate level	the student is aware of the importance of being able to adapt and act in new conditions and situations, e.g. related to cultural diversity of the group

Verification of learning outcomes	EK symbols for the module/subject						
	W01	W02	U03	U04	U05	K06	K07
Written test							
Oral exam	X	X	X	X	X	X	X
Written credit							
Oral credit							
Written colloquium							
Oral colloquium	X	X	X	X	X	X	X
Test							

Project							
Esej							
Report							
Multimedia presentation	X	X	X	X	X	X	X
Other (which ones?) -							
Work during exercises	X	X	X	X	X	X	X

Hourly teaching load and student workload	Full-time studies	Part-time studies
1. Lectures (joint participation of academics and students)	10	8
2. Other forms (joint participation of academic staff and students)	30	16
3. Consultation with the teacher	20	20
Total 1+2+3	**60**	**44**
4. Internships (carried out by students on their own)	—	—
5. Student's own work (including homework and project work, preparation for a credit/exam)	90	106
Total 4+5	**90**	**106**
SUMMARY 1+2+3+4+5	**150**	**150**
Total ECTS credits according to the study plan	**6**	

Reference literature	Clarke, L. (1997). Management zmianą, Wydawnictwo Gebethner i Spółka, Warszawa. Ekiert-Grabowska D., Oldroyd D. (1996). Kierowanie zmianą, Wydawnictwo MEN, Warszawa. Grouard B., Meston F.: Kierowanie zmianami w przedsiębiorstwie, Poltext 1997 Carr D.K., Hard K.J., Trahant W.J. (1998): Management procesem zmian, PWN, Warszawa Zarębska A., Zmiany organizacyjne w przedsiębiorstwie. Teoria i praktyka, Difin, W-wa 2002. Czerska M. (1996): Organizacja przedsiębiorstw. Metodologia zmian organizacyjnych, Wydawnictwo Uniwersytetu Gdańskiego Michalak J., Społeczne uwarunkowania procesu zmian [w:] Metody organizacji i zarządzania. Kształtowanie relacji organizacyjnych, (red.) W. Błaszczyk, PWN, Warszawa 2005. Dorczak R. (2007). Psychologiczne aspekty wprowadzania zmian w PUP, Wydawnictwo UJ, Kraków.
Complementary literature	Mikołajczyk Z., Management procesem zmian w organizacjach, GWSH, Katowice 2003. Hampden-Turner, C. Trompenaars, A. , Management personelem w organizacjach zróżnicowanych kulturowo, Wyd. Oficyna Ekonomiczna, Kraków 2005 Kotter J.P. (1995): Leading Change: Why Transformation Efforts Fail, "Harvard Business Review", March - April Nahavandi A., Malekzadeh A. (1998): Organizational Behaviour. The Person-Organization Fit, Prentice Hall, London Schaffer R.H., Thomson H.A. (1992): Successful Change Programs Begin with Results, "Harvard Business Review", January - February

	Zimniewicz K., Współczesne koncepcje i metody zarządzania. PWE,