GDAŃSK UNIVERSITY OF TECHNOLOGY

Subject card

Subject name and code	GLOBAL MANAGERIAL SKILLS AND CAREER DEVELOPMENT, PG_00061346		
Field of study	Management		
Date of commencement of studies	October 2023	Academic year of realisation of subject	2025/2026
Education level	first-cycle studies	Subject group	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	English
Semester of study	5	ECTS credits	4.0
Learning profile	general academic profile	Assessment form	assessment
Conducting unit	Katedra Kapitału Ludzkiego -> Faculty of Management and Economics -> Wydziały Politechniki Gdańskiej		

Name and surname of lecturer (lecturers)	Subject supervisor	dr Barbara Geniusz-Stepnowska
	Teachers	dr Barbara Geniusz-Stepnowska

Lesson types and methods of instruction	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	15.0	30.0	0.0	0.0	0.0	45
	E-learning hours included: 0.0						
	eNauczanie source address: https://enauczanie.pg.edu.pl/moodle/course/view.php?id=46404						
	Moodle ID: 46404 GLOBAL MANAGERIAL SKILLS AND CAREER DEVELOPMENT, PG_00061346 https://enauczanie.pg.edu.pl/moodle/course/view.php?id=46404						

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	45	8.0	47.0	100

Subject objectives	**Course aim:** The course aims to prepare students for entering professional activity in the business environment and for consciously planning and developing their career paths. The course introduces fundamental managerial and business skills and demonstrates their practical application in international organizations. Particular emphasis is placed on developing personal branding and the ability to collaborate effectively in culturally diverse teams. Students acquire knowledge of HR processes that shape employee development in global companies and learn how to address real organizational challenges including retention, talent development, diversity and wellbeing using modern management methods such as Design Thinking.

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[K6_W04] demonstrates creative and entrepreneurial activity in identifying and solving innovative ideas	works in a creative and entrepreneurial way solving global business problems	[SW1] Assessment of factual knowledge
	[K6_U06] acquires new knowledge by planning their own development and achieving set goals, including planning lifelong learning strategies	expands managerial competences with new requirements, planning career development in global business	[SU3] Assessment of ability to use knowledge gained from the subject

Subject contents	Introduction Burning Ground: Contemporary Business Challenges (3h)
	• Geopolitical shifts and their impact on organizational functioning. • Climate change and the energy transition as drivers shaping new business models and managerial roles. • Organizations as living systems adapting to a changing environment. • HR megatrends and the future of work in the context of global challenges. • Challenges of multigenerational organizations • Building career resilience in the age of artificial intelligence. Block 1. Global Managerial Skills and Working in Multicultural Teams (5 h) • Key competences for young generation (Gen Z) managers: adaptability, digital mindset, cultural agility. • Career paths in the era of artificial intelligence and automation: opportunities and risks. • Fundamentals of working in multicultural teams. • Ethical dilemmas in global teamwork (bias, inclusion, fairness). • Short case studies on developing and retaining young talent. Block 2. Self-Awareness and Career Paths (10h) • Self-assessment: career anchors and leadership styles. • Mapping possible career paths: corporate, startup, NGO, freelance. • Reflection exercise: *My Career Roadmap*. • Professional recruitment processes: CV preparation, interview expectations, and employers perspective. • Personal branding how to build and communicate ones professional identity. • Well-being at work and stress management as elements of sustainable career planning. Block 3. Mini-Consulting Project (Kick-off Session) (7h) • Company challenge presentation: retention, reskilling, wellbeing, diversity. • Solving organizational problems using the Design Thinking methodology (*empathize* and *define* stages). • Discussion and Q&A with experts representatives of partner organizations. Block 4. Design Thinking Lab and Project Development (20h) • Idea generation and ideation sessions in groups. • Prototyping of solutions. • Feedback sessions from peers and the instructor. • Preparation of the final deliverable: *Student Playbook / Toolkit* a set of recommendations and prototypes developed by students for the partner company. This document is student-created: it is not a professional HR strategy, but a collection of fresh ideas and proposals based on the perspective of Generation Z. • Developing teamwork, project management, and argumentation skills in the context of real organizational challenges. Block 5. Project Presentations and Wrap-up (5h) • Team presentations of projects and recommendations (*Student Playbook / Toolkit*) to company representatives. • Feedback from business practitioners and discussion of the most valuable student ideas. • Discussion of ethical dilemmas and lessons learned from the project work. • Final session: *Whats next for me?* building a personal career development and lifelong learning plan. Teaching methods (How I teach) • Interactive lectures (focused on essentials, linked with practice) • Self-assessment & reflection (career anchors, personal branding, CV preparation) • Mini consulting projects using Design Thinking based on real case studies from companies (Amazon, Dynatrace, Leo Pharma, ManpowerGroup) • Role-play & teamwork in multicultural groups • Case study analysis with ethical dilemmas and diversity aspects • Group project workshops (Student Playbook / Toolkit)
Prerequisites and co-requisites	

Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	Group project	50.0%	50.0%
	Active participation and teamwork	50.0%	30.0%
	Individual assignment	50.0%	20.0%

Recommended reading	Basic literature	Drucker, P. F., Goleman, D., & George, B. (2011). HBR's 10 Must Reads on Leadership. Harvard Business Press Hampden-Turner, C., Trompenaars, F., & Hampden-Turner, C. (2020). Riding the waves of culture: Understanding diversity in global business. Hachette UK Vinkenburg, C. J., & Weber, T. (2012). Managerial career patterns: A review of the empirical evidence. Journal of Vocational Behavior, 80(3), 592-607 • Schein, E. (2013). *Career Anchors* • Hall, D. (2002). *Careers In and Out of Organizations* • Hofstede, G. (2010). *Cultures and Organizations: Software of the Mind* • ManpowerGroup (2025). *Gen-Z White Paper* • World Economic Forum (2025). *Tomorrows workforce changed yesterday now what for businesses that want to be future-ready?* • Deloitte Global (2025). *Gen Z and Millennial Survey* • Company reports and recommended materials (to be provided by partner organizations)
	Supplementary literature	Bader, A. K., Bader, B., Froese, F. J., & Sekiguchi, T. (2021). One way or another? An international comparison of expatriate performance management in multinational companies. Human Resource Management, 60(5), 737-752 Bonache, J., Brewster, C., & Froese, F. J. (Ed.). (2020). Global mobility and the management of expatriates. Cambridge University Press Caligiuri, P., Phillips, J., Lazarova, M., Tarique, I., & Burgi, P. (2001). The theory of met expectations applied to expatriate adjustment: The role of crosscultural training. International Journal of Human Resource Management, 12(3), 357-372 Ward, C., Bochner, S., & Furnham, A. (2020). The psychology of culture shock. Routledge
	eResources addresses	

Example issues/ example questions/ tasks being completed	**Discussion topics and questions:** • How do geopolitical and climate changes influence organisations, managerial roles, and career paths in the third decade of the 21st century? • What skills are most important for young managers (Generation Z) today, and how can they be developed? • What are the main challenges of working in multicultural and multigenerational teams, and how can they be addressed? • What are the key risk factors for managerial career failure, and what strategies can prevent them? **Individual task:** • Development of a CV and a short personal branding pitch (2-minute self-presentation). **Group tasks:** • Analysis of a real company challenge (e.g., retention, reskilling, wellbeing, diversity) and problem definition using Design Thinking. • Development and presentation of a *Student Playbook / Toolkit* with innovative yet practical recommendations for the company.

Work placement	Field exercises

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