GDAŃSK UNIVERSITY OF TECHNOLOGY

Subject card

Subject name and code	STRATEGIC PROJECT AND CHANGE MANAGEMENT, PG_00071067		
Field of study	Economic Analytics		
Date of commencement of studies	October 2026	Academic year of realisation of subject	2026/2027
Education level	second-cycle studies	Subject group	Obligatory subject group in the field of study 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	English
Semester of study	1	ECTS credits	4.0
Learning profile	general academic profile	Assessment form	assessment
Conducting unit	Department of Informatics In Management -> Faculty of Management and Economics -> Faculties of Gdańsk University of Technology		
Name and surname of lecturer (lecturers)	Subject supervisor	dr inż. Krzysztof Redlarski	
	Teachers		

Lesson types						
Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
Number of study hours	15.0	0.0	30.0	0.0	0.0	45
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	45	3.0	52.0	100

Subject objectives	preparing students for strategic management of projects, programmes and organisational changes based on knowledge of strategic management, communication and stakeholder analysis, and shaping attitudes related to responsible leadership, cooperation and ethics in the context of projects supporting the achievement of the organisation's strategic goals.

Learning outcomes

Course outcome	Subject outcome	Method of verification
[K7_W05] has in-depth knowledge of integrating economic, legal, and ethical aspects in analyses and their application in entrepreneurial activities.	knows and understands the relationships between the strategic goals of the organisation and the role of projects, programmes and project portfolios in the context of change management, risk management, and the legal, ethical and social conditions of business activity	[SW1] Assessment of factual knowledge
[K7_U05] collaborates with others in team projects, effectively fulfilling both leadership and team member roles to achieve established goals.	is able to collaborate in a project team, plan communication and stakeholder management activities, using strategic approaches and tools for the effective implementation of organisational changes	[SU1] Assessment of task fulfilment [SU3] Assessment of ability to use knowledge gained from the subject [SU5] Assessment of ability to present the results of task
[K7_K02] acts entrepreneurially, making competent and ethical decisions that consider the public interest as well as economic, social, and environmental values.	is ready to make strategic decisions ethically and responsibly, in particular by reflecting on the impact of projects on the environment and working with the team to resolve conflicts and implement changes	[SK1] Assessment of group work skills [SK5] Assessment of ability to solve problems that arise in practice

Subject contents	Course content – lecture 1. Introduction to strategic project management (the role of projects in implementing organisational strategy, projects and strategic processes, projects as a tool for change) 2. Project portfolio and programme management 3. Innovative digital projects 4. Digital transformation strategies 5. Management of project stakeholders and strategic changes 6. Organisational change management 7. Communication of changes and projects, counteracting resistance to change, 8. Strategic risk management (factors of success and failure in the implementation of strategic changes, tools for risk analysis and mitigation) 9. The role of the change leader and project team members (project leader competencies, leadership styles and their impact on the team, building commitment to change) 10. The importance of organisational culture in the implementation of strategic changes 11. Measuring the effectiveness of strategic projects (KPIs and project success metrics, strategy implementation assessment indicators, the role and scope of progress reporting)
	Course content – laboratory 1. Analysis of links between strategies and implemented projects 2. Building a portfolio of projects supporting company strategies (hierarchy: project, programme, portfolio, strategy, selection of strategic projects, project prioritisation) 3. Identification and planning of digital innovations 4. Assessment of digital transformation readiness and plan 5. Identification and analysis of project stakeholders and strategic changes. 6. Preparation of a change plan 7. Preparation of a strategic change communication plan 8. Analysis of risks and opportunities in strategic change management 9. Preparation of a project team 10. Analysis of organisational culture and its impact on the implementation of changes 11. Preparation of a plan for control and monitoring of change implementation
Prerequisites and co-requisites	

Assessment methods and criteria

Subject passing criteria	Passing threshold	Percentage of the final grade
Written final colloquium	60.0%	40.0%
Team project	60.0%	40.0%
Individual and team work	0.0%	20.0%

Recommended reading

Basic literature	1. PMI Project Management Institute "A Guide to the Project Management Body of Knowledge (PMBOK® Guide)", Latest Edition 2. Harold Kerzner, Project Management: A Systems Approach to Planning, Scheduling, and Controlling", Latest Edition., 2025 3. John Kotter Leading Change. Harvard Business Review Press,, 1999. 4. Venkataraman, Ray R., and Jeffrey K. Pinto. *Cost and value management in projects*. John Wiley & Sons, 2023. 5. Timothy J. Kloppenborg and Laurence J. Laning, Strategic Leadership of Portfolio and Project Management: Bridging the Gaps Between Setting and Executing Strategy, 2012
Supplementary literature	1. Martinsuo, Miia, and Tuomas Ahola. "Multi-project management in inter-organizational contexts." *International Journal of Project Management* 40.7 (2022): 813-826. 2. Geraldi, Joana, Satu Teerikangas, and Gustavo Birollo. "Project, program and portfolio management as modes of organizing: Theorising at the intersection between mergers and acquisitions and project studies." *International Journal of Project Management* 40.4 (2022): 439-453.
eResources addresses	

Example issues/ example questions/ tasks being completed	1. Explain how projects can support the implementation of organizational strategy. Provide examples.Describe the differences between portfolio management and single project management. What are the key benefits of managing a project portfolio? 2. Present Kotters change management model. What are the most common mistakes made during its implementation? 3. How does stakeholder analysis influence the success of strategic projects? Discuss stakeholder analysis tools. 4. Compare the following change management models: Kotter, Lewin, and ADKAR. When is it appropriate to use each of them? 5. What are the key characteristics of a leader effectively managing a strategic project and organizational change? Justify your answer with examples. 6. Discuss methods for measuring the success of strategic projects. How do they differ from standard project KPIs 7. What are the main risk factors in strategic projects? How can these risks be effectively managed?
Practical activites within the subject	Not applicable