



Subject card

Subject name and code	GLOBAL MANAGERIAL SKILLS AND CAREER DEVELOPMENT, PG_00071729						
Field of study	Management						
Date of commencement of studies	October 2026	Academic year of realisation of subject			2028/2029		
Education level	first-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	3	Language of instruction			English		
Semester of study	6	ECTS credits			3.0		
Learning profile	general academic profile	Assessment form			assessment		
Conducting unit	Department of Human Capital -> Faculty of Management and Economics -> Faculties of Gdańsk University of Technology						
Name and surname of lecturer (lecturers)	Subject supervisor	dr Barbara Geniusz-Stepnowska					
	Teachers						
Lesson types	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						
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		27.0	75
Subject objectives	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_W01] has an advanced understanding of management issues and selects appropriate methods for their resolution, considering the complex relationships between the analyzed phenomena.		knows and understands how managerial careers develop in an international environment, what factors influence success or failure, and how managerial roles and expectations evolve across different organizational and cultural contexts.		[SW1] Assessment of factual knowledge		
	[K6_U06] acquires specialized knowledge in the field of management, demonstrating the ability to effectively plan individual work and pursue lifelong learning.		is able to plan their professional development consciously, using various sources of knowledge and experience, and to develop competencies needed for working in an international environment, including through lifelong learning.		[SU2] Assessment of ability to analyse information [SU4] Assessment of ability to use methods and tools		
	[K6_K03] is prepared to critically assess the knowledge they possess, which is necessary for solving cognitive and practical problems, and to supplement any gaps with opinions from external experts.		is ready to critically assess their own competencies and career path and to develop them further by drawing on others' experience and expert opinions, especially in an international context.		[SK1] Assessment of group work skills [SK5] Assessment of ability to solve problems that arise in practice		

Subject contents

Course content – lecture

I. Introduction: Contemporary Business Challenges (3h)

- Geopolitical changes and their impact on organizations
- Polycrisis as the context for organizational functioning
- Organizations as adaptive systems
- HR megatrends

II. Managerial Competencies and Business Development (3h)

- Competencies as a response to organizational development
- Adaptation to change and emerging roles
- Impact of AI and automation

III. Competency Diagnosis and Application in Career Development (3h)

- Diagnostic tools (talents, working styles, market fit)
- Interpretation of self-diagnosis results
- Translating results into project roles and career decisions

IV. Design Thinking for Organizational Challenges (4h)

- Introduction to Design Thinking methodology and stages
- Key organizational challenges: retention, talent, competencies, wellbeing, diversity
- Role of users and stakeholders

V. Integration and Career Development (2h)

- Integration of educational and project experiences
- Career planning in conditions of uncertainty
- Lifelong learning

Course content – exercises

I. Multicultural Teamwork and Labor Market Analysis (2h)

- Working in multicultural teams
- Ethical dilemmas
- Labor market reports

II. Self-Diagnosis and Career Path Design (6h)

- Career anchors and leadership styles
- Career path mapping
- Competency and gap analysis
- Resource analysis
- Personal positioning

III. Consulting Project: Solving Organizational Challenges and Solution Development (10h)

- Applying Design Thinking
- Problem definition
- Solution development and testing
- Ideation and prototyping
- Student Playbook development
- Team collaboration
- Business recommendations
- Independent project work
- IV. Labor Market, Organizations and Field Visits (9h)
- Company visits
- Career paths
- Organizations as systems
- Recruitment and selection
- Talent management
- Personal branding

V. Project Presentation and Final Delivery (3h)

- Final session: Whats next
- Organizational recommendations
- Final report
- Personal profile presentation, and career roadmap

Prerequisites and co-requisites

Assessment methods and criteria

Subject passing criteria	Passing threshold	Percentage of the final grade
Individual assignment – assessment of skills through a career development project and presentation of results	60.0%	20.0%
Class activity and teamwork – assessment of knowledge through case study analysis and creative problem-solving	60.0%	30.0%
Group project (mini consulting project) – assessment of social competences through teamwork observation, decision-making, and individual reflection	60.0%	50.0%

Recommended reading	Basic literature	<ol style="list-style-type: none"> 1. Drucker, P. F., Goleman, D., & George, B. (2011). HBR's 10 Must Reads on Leadership. Harvard Business Press 2. Hampden-Turner, C., Trompenaars, F., & Hampden-Turner, C. (2020). Riding the waves of culture: Understanding diversity in global business. Hachette UK 3. Vinkenburg, C. J., & Weber, T. (2012). Managerial career patterns: A review of the empirical evidence. <i>Journal of Vocational Behavior</i>, 80(3), 592-607 4. Schein, E. (2013). <i>Career Anchors</i>. Hall, D. (2002). <i>Careers In and Out of Organizations</i> 5. Hofstede, G. (2010). <i>Cultures and Organizations: Software of the Mind</i>. ManpowerGroup (2025). <i>Gen-Z White Paper</i>. World Economic Forum (2025). <i>Tomorrows workforce changed yesterday now what for businesses that want to be future-ready?</i> 6. Deloitte Global (2025). <i>Gen Z and Millennial Survey</i>. Company reports and recommended materials (to be provided by partner organizations)
	Supplementary literature	<ol style="list-style-type: none"> 1. 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. <i>Human Resource Management</i>, 60(5), 737-752 2. Bonache, J., Brewster, C., & Froese, F. J. (Ed.). (2020). <i>Global mobility and the management of expatriates</i>. Cambridge University Press 3. 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. <i>International Journal of Human Resource Management</i>, 12(3), 357-372 4. Ward, C., Bochner, S., & Furnham, A. (2020). <i>The psychology of culture shock</i>. Routledge
	eResources addresses	
Example issues/ example questions/ tasks being completed	<p>Discussion topics and questions:</p> <ul style="list-style-type: none"> • 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? <p>Individual task:</p> <ul style="list-style-type: none"> • Development of a CV and a short personal branding pitch (2-minute self-presentation). <p>Group tasks:</p> <ul style="list-style-type: none"> • Analysis of a real company challenge (e.g., retention, reskilling, wellbeing, diversity) and problem definition using Design Thinking. • Development and presentation of a <i>Student Playbook / Toolkit</i> with innovative yet practical recommendations for the company. 	
Practical activities within the subject	Field exercises	

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