



Subject card

Subject name and code	Business Diplomacy, PG_00072178						
Field of study	Management, Management						
Date of commencement of studies	February 2026		Academic year of realisation of subject			2026/2027	
Education level	second-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	1		Language of instruction			Polish	
Semester of study	2		ECTS credits			3.0	
Learning profile	general academic profile		Assessment form			assessment	
Conducting unit	Department of Philosophy and Science Methodology -> Faculty of Management and Economics -> Faculties of Gdańsk University of Technology						
Name and surname of lecturer (lecturers)	Subject supervisor		dr inż. Izabela Borucińska				
	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						
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		4.0		26.0	75
Subject objectives	to prepare students to solve management problems in an international context, in particular with regard to shaping corporate relations with stakeholders in the noncommercial environment, taking geopolitical risk into account, on the basis of knowledge of business diplomacy as a tool for creating favourable conditions for conducting business activity in a complex and dynamically changing international environment, as well as the analysis of management problems and the proposal of diplomatic solutions, and also to shape attitudes related to the critical assessment of ones own knowledge and responsible decisionmaking in the activities of corporations in a multicultural environment.						
Learning outcomes	Course outcome		Subject outcome		Method of verification		
	[K7_W01] "demonstrates in-depth knowledge and understanding of contemporary management problems, and selects methods for resolving them while taking into account the complex interrelationships among the phenomena being analyzed.		knows and understands the mechanisms of how corporations operate in the non commercial international environment, as well as the role of business diplomacy as a tool for shaping relations with stakeholders and managing geopolitical risk.		[SW1] Assessment of factual knowledge		
	[K7_K01] is ready to critically evaluate his/her knowledge in management and seek expert opinions when facing difficulties in solving a problem independently.		is prepared to critically assess their own knowledge in the field of business diplomacy and to make responsible decisions in a complex and multicultural international environment, including making use of expert opinions when addressing management problems.		[SK5] Assessment of ability to solve problems that arise in practice		
	[K7_U02] presents logical and well-founded arguments regarding obtained results through the analysis and synthesis of information in various business contexts, critically evaluating their interpretation.		is able to analyze management problems in an international context, synthesize information from various sources, and formulate logical and well grounded arguments leading to the proposal of diplomatic solutions in the area of relations between corporations and non commercial stakeholders.		[SU1] Assessment of task fulfilment		

Subject contents	<p>Course content – lecture</p> <ol style="list-style-type: none"> 1. Corporations as QuasiSovereign Actors in International Relations 2. Business Diplomacy: Managing Relationships in a Multipolar World 3. Business Diplomacy versus Other Forms of Corporate External Action 4. Between Protocol and Practice: Cultural Differences in Business Diplomacy 5. Geopolitical Risk and the Selection of International Expansion Strategies 6. Corporations as Instruments of State Foreign Policy 7. The Multiple Dimensions of Corporate Lobbying 8. Regulatory Diplomacy in the International System 9. Business Diplomacy in Weak Institutional Environments 10. Building Social Acceptance as a Determinant of Corporate Operations in Foreign Jurisdictions 11. How Corporations Build Alliances with NonBusiness Partners 12. Business Diplomacy under Conditions of Economic Warfare 13. Business Diplomacy in the Context of Armed Conflict 14. International Investment Arbitration 15. Corporate (Non)Banking Diplomacy 														
	<p>Course content – exercises</p> <ol style="list-style-type: none"> 1. The NonCommercial Environment of the Corporation and International Expansion Strategy 2. The NonCommercial Corporate Environment: Analysis and Assessment 3. Corporate Intelligence: Effective Collection of Strategic Information 4. Types of NonCommercial Risk and Methods of Risk Assessment 5. Building Relationships in a World of Cultural Differences: Media Training in a Cross-Cultural Environment 6. PublicPrivate Partnerships in the International Context (G3P) 7. Lobbying Practices: How Corporations Influence DecisionMakers 8. Technological and Digital Diplomacy: The Role of Big Tech in Negotiations on Data Sovereignty and AI Standards 9. Institutional Void Audits and Market Entry Strategies 10. How Corporations Obtain a Social License to Operate 11. Ethical Standards as Diplomatic Instruments (ESG and CSDDD) 12. BusinesstoGovernment (B2G) Negotiations 13. Mergers and Acquisitions Diplomacy: Investment Screening 14. Diplomatic Market Exit: Diplomatic Preparation for Production Relocation 15. A Reflexive Perspective on Corporate Business Diplomacy in the (Post)Globalization Era 														
Prerequisites and co-requisites															
Assessment methods and criteria	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Subject passing criteria</th> <th style="width: 33%;">Passing threshold</th> <th style="width: 33%;">Percentage of the final grade</th> </tr> </thead> <tbody> <tr> <td>Group problem solving tasks</td> <td>60.0%</td> <td>35.0%</td> </tr> <tr> <td>Group simulations</td> <td>60.0%</td> <td>35.0%</td> </tr> <tr> <td>Test with problem based questions</td> <td>60.0%</td> <td>30.0%</td> </tr> </tbody> </table>			Subject passing criteria	Passing threshold	Percentage of the final grade	Group problem solving tasks	60.0%	35.0%	Group simulations	60.0%	35.0%	Test with problem based questions	60.0%	30.0%
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Recommended reading	Basic literature	<p>Bielska, A.; Smółka, P. (2021). Wywiad biznesowy. Praktyczne wprowadzenie, Wydawnictwo Nieoczywiste</p> <p>Bolewski, W. (2018). Corporate diplomacy as global management. <i>International Journal of Diplomacy and Economy</i>, Vol. 4, No 2, p. 107-138.</p> <p>Ruël, H. (2017). <i>International Business Diplomacy</i>. Emerald Publishing Limited.</p> <p>Salvi, R.M.(2022). Corporate diplomacy and sustainable internationalisation: a conceptual and empirical exploration. <i>International Journal Diplomacy and Economy</i>, Vol. 8, No. 1, p. 41-64.</p> <p>Sikoń, B. (2023). Międzynarodowy arbitraż jako sposób rozstrzygnięcia sporów inwestycyjnych. <i>Kwartalnik Prawa Międzynarodowego</i>, No II (II), s. 193-211.</p> <p>Stańczyk, J. (2022). Zarządzanie złożonymi zagrożeniami geopolitycznymi we współczesnym świecie. <i>Przegląd Nauk o Obronności</i>. Nr 13, s. 1-27</p> <p>Sterken, S.& Pohl, D. (2023). The Architecture of Global Governance: Paths of Approach. <i>Architectural Theory Review</i>, VOL. 27, NO. 1, p. 118</p> <p>Surmacz, B. (2015). <i>Ewolucja współczesnej dyplomacji. Aktorzy - struktury funkcje</i>. Wydawnictwo Uniwersytetu Marii Curie-Skłodowskiej</p>
	Supplementary literature	<p>Bolewski, W. (2022). Corporate diplomacy: compass for public/private management in turbulent times. In S. P. Sebastiao & S. de Carvalho Spinola (Eds.), <i>Diplomacy, Organisations and Citizens</i>, p. 3953.</p> <p>DesJardine, M. R, Shi, W.&James Westphal, J. (2024). Shareholder Politics: The Influence of Investors Political Affiliations on Corporate Social Responsibility. <i>Journal of Management</i>, Volume 50, Issue 5, p. 1569-1598.</p> <p>Ewertowski, T. (2025). Bezpieczeństwo w warunkach multikryzysu: trendy i zmiany w wybranych globalnych i krajowych ocenach ryzyka w latach 2020-2025. <i>De Securitate Et Defensione. O Bezpieczeństwie I Obronności</i>, 11(2), 7-20.</p> <p>Fahad M. Alammam, F.A & Pauleen, D.J. (2022). Business diplomacy in practice: A strategic response to global business challenges <i>Journal of General Management</i> 48(1), p.14-31</p> <p>Saner, R., Yiu, L., & Søndergaard, M. (2000). <i>Business Diplomacy Management: A Core Competency for Global Companies</i>. <i>Academy of Management Executive</i>, Vol. 14, No. 1, pp. 8092</p> <p>Surmacz, B. (2013). <i>Tendencje ewolucji współczesnej dyplomacji [w:] Poziomy analizy stosunków międzynarodowych</i>, red. E. Haliżak, M. Pietras, Warszawa, s. 233-253</p>
	eResources addresses	

Example issues/ example questions/ tasks being completed	Identify and discuss the differences between business diplomacy and other forms of shaping the external environment used by corporations. Explain, using examples, the possible ways in which business diplomacy can be used to mitigate geopolitical risk. Explain, using examples, the significance of regulatory diplomacy. Explain, using examples, the role of investment arbitration.
Practical activities within the subject	Not applicable

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