

Subject card

Subject name and code	Developing the Potential of an Effective Employee (Selection, Sdaptation, Assessment, Training), PG_00156087						
Field of study	Management						
Date of commencement of studies	October 2024		Academic year of realisation of subject		2025/2026		
Education level	Bachelor's 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	2		Language of instruction		Polish		
Semester of study	4		ECTS credits		7.0		
Learning profile	academic		Assessment form		exam		
Conducting unit	Zakład Zarządzania Zasobami Ludzkimi -> Department of Organisation and Management -> Faculty of Management -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr hab. Tomasz Kawka				
	Teachers		dr Marek Kalinowski				
			dr Beata Wierzbicka				
			dr Joanna Litwin				
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	30.0	15.0	0.0	0.0	75
	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	75		14.0		86.0	175
Subject objectives	The aim of the subject is to familiarize students with current knowledge in the field of recruitment, retention and development of employees in the organization, to present solutions used in organizations in the field of: planning employment needs, employee selection, professional adaptation, assessment and development of managerial competences and critical evaluation of solutions used by organizations in this area. Thanks to the workshop approach in this subject, the aim is to practically and in-depth shaping of knowledge and skills necessary for effective use of methods and tools of human resources management in the contemporary environment of organizations based on globalization, networking, virtualization and turbulence.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[ZARZL3_K04] The student is aware of the need to resolve dilemmas related to the profession. He correctly identifies them.	Is aware of the problems faced by organizations and employees with the proper and ethical implementation of HRM goals through the use of appropriate HR tools	[SK1] oral statement/conversation/discussion
	[ZARZL3_W07] The student has knowledge of the evolution of views on the role of business in society and the place of man in organizations, his role in social, economic and administrative activities.	Has knowledge of the evolution and development of HR tools in achieving business and social goals. Can properly apply appropriate HR tools in the field of selection, development and motivation.	[SW4] test/exam - oral or written
	[ZARZL3_U03] The student is able to take into account their ethical, social and ecological consequences in the decision-making process.	Is able to take into account ethical, social and ecological implications in the decision-making process of designing and implementing selected HR tools.	[SU2] presentation/project/paper/report
	[ZARZL3_W02] The student knows the relationships between the disciplines of the social sciences that are crucial to understanding the nature of economic processes.	Knows the relationships between the mechanisms of the functionality of various HR tools, which are crucial for understanding the essence of management effectiveness	[SW4] test/exam - oral or written
	[ZARZL3_K05] The student is ready to correctly evaluate phenomena and clearly justify his position through rational, logical and entrepreneurial use of knowledge - basing his assertions and decisions on the analysis of received information.	Is ready to make a proper assessment of positive and negative phenomena related to the methodology and tools of the HR process in a modern organization	[SK1] oral statement/conversation/discussion
	[ZARZL3_W12] The student knows and understands the functions of management and the role of managers in their implementation.	Knows and understands the detailed instruments of human resources management, including the role of management staff in their implementation.	[SW2] presentation/project/paper/report
	[ZARZL3_U04] The student is able to use the acquired knowledge of management science and quality in professional practice.	Is able to apply the acquired knowledge of management and quality sciences in professional practice using appropriate tools for recruiting, developing and motivating staff	[SU8] observation of student's independent or team work

Subject contents	A. Recruitment The essence and functions of recruitment, recruitment alternatives. Sources, types and methods of recruitment - internal and external market. Requirements for job candidates - defining requirements for job candidates, selection criteria, the problem of discrimination in employment The essence of selection, selection procedures. Selection methods, criteria for selecting selection methods document analysis, interviews, testing, Assessment Center, B. Employee assessment The essence and characteristics of assessment - current assessments and periodic assessments Assessment objectives and criteria advantages and limitations of use Assessment methods - relative and absolute, conditions of use Assessment interview stages, principles of preparation and conduct Assessment and assessed entities selection and preparation Assessment procedure, principles and errors made during assessment C. Shaping managerial competences The concept and structure of professional competences, Managerial roles in effective action, Conditions of manager's work Management competence training D. Employee adaptation - the essence and objectives of adaptation, Types, participating entities and stages of organized adaptation Principles of modern onboarding Forms of integrating new employees E. The essence of employee development, employee development planning, Identification of employee training needs, Creating an employee training program and plan, implementing employee training, assessing the course and results employee training, Career management in the individual dimension, career management in the organizational dimension, The essence of employee remuneration, forms of remuneration, components of employment benefits, F. Tariff remuneration system, Introduction to designing an employee remuneration system, Selection of forms of remuneration, selection of components of remuneration and non-wage benefits, Designing a basic remuneration system, Creating an employee bonus system		
Prerequisites and co-requisites			
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	Individual and group presentation	100.0%	25.0%
	Knowledge test	51.0%	75.0%
Recommended reading	Basic literature	1. Armstrong M., Zarządzanie zasobami ludzkimi, Wolters Kluwert, 2018 2. Pocztowski A., <i>Zarządzanie zasobami ludzkimi. Koncepcje, metody, wyzwania</i> , PWE, Warszawa 2018. 3. Juchnowicz M. (red.), <i>Zarządzanie kapitałem ludzkim</i> , , PWE, Warszawa 2014. 4. Listwan T. (red.), <i>Zarządzanie kadrami</i> , C.H Beck, Warszawa 2011 5. M. Sidor-Rządkowska, <i>Kompetencyjne systemy ocen pracowników</i> , Wolters Kluwer, Kraków 2006.	
	Supplementary literature	1. Król H., Ludwiczyski A. (red.), <i>Zarządzanie zasobami ludzkimi</i> , PWN, Warszawa 2011. 2. Dale M., <i>Skuteczna rekrutacja i selekcja pracowników</i> , Oficyna Wolters Kluwer, Warszawa 2006. 3. Czubasiewicz H., <i>Okresowe ocenianie pracowników. Konfiguracja i projektowanie systemu</i> , Wyd. UG, Gdańsk 2005.	
	eResources addresses		
Example issues/ example questions/ tasks being completed	• The essence and functions of recruitment, recruitment alternatives. • The essence and characteristics of assessment - current assessments and periodic assessments • Managerial roles in effective action, • Forms of integrating new employees • What is the creation of an employee training program and plan • Principles of creating an employee bonus system		
Work placement	Not applicable		

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