

## Subject card

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| Subject name and code                       | Human Capital Management, PG_00171392                                                                                                                                                                                                                               |                                                          |                                         |                                     |                                                |            |     |
| Field of study                              | Economics                                                                                                                                                                                                                                                           |                                                          |                                         |                                     |                                                |            |     |
| Date of commencement of studies             | October 2025                                                                                                                                                                                                                                                        |                                                          | Academic year of realisation of subject |                                     | 2025/2026                                      |            |     |
| Education level                             | Master's studies                                                                                                                                                                                                                                                    |                                                          | Subject group                           |                                     | Obligatory subject group 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                           | 1                                                                                                                                                                                                                                                                   |                                                          | ECTS credits                            |                                     | 2.0                                            |            |     |
| Learning profile                            | academic                                                                                                                                                                                                                                                            |                                                          | Assessment form                         |                                     |                                                |            |     |
| Conducting unit                             | Department of Sustainable Market Processes -> Faculty of Economics -> Rector                                                                                                                                                                                        |                                                          |                                         |                                     |                                                |            |     |
| Name and surname of lecturer (lecturers)    | Subject supervisor                                                                                                                                                                                                                                                  |                                                          | dr hab. Piotr Zientara                  |                                     |                                                |            |     |
|                                             | Teachers                                                                                                                                                                                                                                                            |                                                          | dr hab. Piotr Zientara                  |                                     |                                                |            |     |
| Lesson types                                | Lesson type                                                                                                                                                                                                                                                         | Lecture                                                  | Tutorial                                | Laboratory                          | Project                                        | Seminar    | SUM |
|                                             | Number of study hours                                                                                                                                                                                                                                               | 15.0                                                     | 0.0                                     | 0.0                                 | 0.0                                            | 0.0        | 15  |
|                                             | 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                                                                                                                                                                                                                                               | 15                                                       |                                         | 10.0                                |                                                | 25.0       | 50  |
| Subject objectives                          | Familiarizing students with the essence and role of human capital in contemporary economic entities.Presenting the significance of human capital in socio-economic development.Illustrating the specifics of human capital management in international enterprises. |                                                          |                                         |                                     |                                                |            |     |

| Learning outcomes | Course outcome                                                                                                                                                                                                                                                        | Subject outcome                                                                                                                                                                                                                  | Method of verification                                                                |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|                   | [EKONMU2_W10] knows the terms and principles of protection of industrial property and copyright, and understands the necessity of management of intellectual property resources                                                                                       | knows and understands the basic concepts and principles in the field of industrial property protection and copyright law, as well as the necessity of managing intellectual property resources                                   | [SW1] oral statement/<br>conversation/discussion                                      |
|                   | [EKONMU2_U07] can independently propose solutions to complex economic or social problems, select methods of analysis and conduct conclusive procedures in this respect                                                                                                | has the ability to independently propose solutions to specific economic problems and conduct procedures for making decisions in this regard.                                                                                     | [SU1] oral statement/conversation/<br>discussion<br>[SU4] test/exam - oral or written |
|                   | [EKONMU2_U06] can practically apply various forms and range of acquired knowledge in economics, finance and management, supplementing it with an independent critical analysis of its efficiency and usefulness                                                       | possesses the ability to apply various forms and scopes of acquired economic knowledge in practice, complementing it with critical analysis of effectiveness and usefulness                                                      | [SU1] oral statement/conversation/<br>discussion<br>[SU4] test/exam - oral or written |
|                   | [EKONMU2_W04] knows different types of economic and social ties and regularities governing them; has an in-depth knowledge of economic and financial ties between enterprises                                                                                         | has knowledge about various types of ties and socio-economic relations created by the discipline of economics, as well as the regularities governing them, including within the chosen specialization in the field of economics. | [SW4] test/exam - oral or written<br>[SW1] oral statement/<br>conversation/discussion |
|                   | [EKONMU2_W11] knows the detailed principles of establishing and developing forms of individual entrepreneurship, using the knowledge of economics, finance and management sciences                                                                                    | knows detailed principles of creating and developing forms of individual entrepreneurship, particularly in the area of human resource management                                                                                 | [SW4] test/exam - oral or written<br>[SW1] oral statement/<br>conversation/discussion |
|                   | [EKONMU2_U08] can independently analyse economic and social phenomena and processes, and can perform a theoretically deepened assessment of such phenomena, using appropriately selected research method                                                              | is capable of independently analyzing economic and social phenomena and processes, particularly in the field of human capital management.                                                                                        | [SU1] oral statement/conversation/<br>discussion                                      |
|                   | [EKONMU2_W05] has an extended knowledge of the human being as a manufacturer and consumer and extended knowledge of the human being as a creator of culture and social structures                                                                                     | has advanced knowledge about employee issues in the workplace                                                                                                                                                                    | [SW4] test/exam - oral or written                                                     |
|                   | [EKONMU2_U14] can appropriately identify priorities and plan and organise tasks related to their implementation, as well as monitor and assess progress                                                                                                               | can appropriately define tasks in the process of managing human capital                                                                                                                                                          | [SU4] test/exam - oral or written                                                     |
|                   | [EKONMU2_U13] can manage teamwork as well as interact and work in a team (including in an international environment) assuming a leading role in it                                                                                                                    | can lead a team's work and collaborate effectively within a team.                                                                                                                                                                | [SU4] test/exam - oral or written                                                     |
|                   | [EKONMU2_K04] is ready to think and act in an entrepreneurial manner; adapts to new situations and conditions; undertakes challenges of creative thinking; acquires resilience to failures; can assess risks and threats and find ways of counteracting their effects | is ready to think and act in an entrepreneurial manner, adapts to new situations and conditions, and takes on the challenges of creative thinking.                                                                               | [SK1] oral statement/conversation/<br>discussion                                      |

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| Subject contents                                               | The essence of human capital - definitions and terms, evolution of the role of human capital in the economy from "labour force" to "immaterial labour". Human capital and the need for its continuous development in a knowledge-based economy - evolution of the nature of work (full-time, part-time, flexible forms of employment, self-employment). The influence of organizational culture on personnel policy in organizations - the concept of corporate social responsibility in the context of human capital management - workplace diversity - evolution of diversity concepts, advantages and disadvantages of workforce diversity, combating workplace discrimination (regulations in EU countries and other countries). Human capital acquisition process - competency-based approach, sources of recruitment in domestic and international enterprises, employee selection methods, onboarding - performance assessment - employee evaluation methods (performance questionnaires, appraisal interviews, etc.). Human capital development in organizations - employee development plan, career paths, succession planning, managerial succession planning, training, job rotation, and temporary staffing. Employee compensation - functions of remuneration - layoffs, retirement transitions - selected human capital management issues in international enterprises. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               |
|                                                                | In order to deepen their understanding of the concepts discussed during lectures, students have the opportunity to attend consultations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               |
| Prerequisites and co-requisites                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               |
| Assessment methods and criteria                                | Subject passing criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Passing threshold                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Percentage of the final grade |
|                                                                | test                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 51.0%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100.0%                        |
| Recommended reading                                            | Basic literature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Gospodarowanie kapitałem ludzkim. Wyzwania organizacyjne i prawne, red. A. Rogozińska-Pawelczyk, Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2015 Zarządzanie zasobami ludzkimi. Tworzenie kapitału ludzkiego w organizacji, [red.] H. Król, A. Ludwiczynski, Wyd. Naukowe PWN, Warszawa 2010 M. Armstrong, S. Taylor, Zarządzanie zasobami ludzkimi, Wolters Kluwer, Warszawa 2016 D. Simpson, Istota i konsekwencje ekonomiczne wypalenia zawodowego [w:] International Business and Global Economy, Biznes międzynarodowy w gospodarce globalnej, ed. by the Institute of International Business, University of Gdansk, Gdańsk 2013, nr 32, s. 187-201 D. Simpson, Strategie zróżnicowania personelu w świetle polityki UE przeciwdziałania dyskryminacji w miejscu pracy, [w:] Wyzwania gospodarki globalnej, Prace i Materiały Instytutu Handlu Zagranicznego UG, tom 1, FRUG, Sopot 2010 D. Simpson, Trendy w międzynarodowej mobilności pracowników, Studia i Materiały. Miscellanea Oeconomicae. 2016, R. 20, nr 3, t. 3, s. 41-48, ISSN: 2081-2345 P. Zientara, Związki zawodowe w największych gospodarkach Europy a przemiany |                               |
|                                                                | Supplementary literature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | K. Bałandynowicz-Panfil, Starzenie się społeczeństw jako determinanta kształtowania współczesnych procesów migracyjnych, [w:] Wyzwania gospodarki globalnej, Prace i Materiały Instytutu Handlu Zagranicznego, tom 1, FRUG Sopot 2010 P. Kulawczuk, A. Poszewiecki (red.) Wpływ społecznej odpowiedzialności biznesu i etyki biznesu na zarządzanie przedsiębiorstwem, FRUG, Gdańsk 2007 A. Pocztowski, Z. Wiśniewski (red.) Zarządzanie zasobami ludzkimi w warunkach nowej gospodarki, Oficyna Ekonomiczna, Kraków 2004, L. Edvinsson, M.S. Malone, Kapitał intelektualny, Wyd. Naukowe PWN, Warszawa 2001 D. Simpson, Zróżnicowanie kulturowe personelu w przedsiębiorstwach międzynarodowych a zdolność do generowania wiedzy i innowacji, [w:] Problemy współczesnej gospodarki światowej, Prace i Materiały Instytutu Handlu Zagranicznego UG, FRUG, Sopot 2004 P. Zientara, Aktywizacja zawodowa osób po 55 roku życia w UE, "Wspólnoty Europejskie", nr 6, Instytut Badań Rynku, Konsumpcji i Koniunktur, Warszawa 2008                                                                                                       |                               |
|                                                                | eResources addresses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Adresy na platformie eNauczanie:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                               |
| Example issues/<br>example questions/<br>tasks being completed | Human Capital and the Need for Its Continuous Development<br><br>The Impact of Organizational Culture on Personnel Policy in Organizations<br><br>The Concept of Corporate Social Responsibility in the Context of Managing Human Capital                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               |
| Work placement                                                 | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               |

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