University of Gdańsk

Subject card

Subject name and code	Human Capital Management, PG_00200006		
Field of study	Economics		
Date of commencement of studies	October 2026	Academic year of realisation of subject	2026/2027
Education level	Master's 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	part-time studies	Mode of delivery	at the university
Year of study	1	Language of instruction	Polish
Semester of study	1	ECTS credits	4.0
Learning profile	academic	Assessment form	credit
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 Katarzyna Bałandynowicz-Panfil dr hab. Piotr Zientara	

Lesson types							
	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	8.0	10.0	0.0	10.0	0.0	28
	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	28	0.0	72.0	100

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_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/ discussion [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. The student is prepared to cooperate in team projects and consult the results of their work with the instructor during consultations and project workshops.	[SK1] oral statement/conversation/ discussion [SK2] presentation/project/paper/ report
[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	The student is able to lead a team and cooperate effectively while carrying out a project concerning human capital management.	[SU2] presentation/project/paper/ report [SU4] test/exam - oral or written
[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/ conversation/discussion [SW5] implementation of a problem task
[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. The student is able to apply knowledge and appropriate procedures while carrying out a team project concerning human capital management and consult its progress with the instructor.	[SU2] presentation/project/paper/ report [SU4] test/exam - oral or written [SU5] implementation of a problem task
[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.	[SU2] presentation/project/paper/ report [SU5] implementation of a problem task
[EKONMU2_W05] has a knowledge of the human being as a manufacturer and consumer and has a 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_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 [SW1] oral statement/ conversation/discussion
[EKONMU2_U14] can appropriately identify priorities and plan and organise tasks related to their implementation, as well as monitor and assess progress	The student is able to appropriately define tasks and stages of implementing a project in the field of human capital management.	[SU2] presentation/project/paper/ report [SU4] test/exam - oral or written [SU5] implementation of a problem task
[EKONMU2_W04] has an in-depth knowledge of 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 [SW1] oral statement/ conversation/discussion

Subject contents	**Lectures:** 1. The essence of human capital definitions and conceptualizations of human capital in the economy, from labour force to immaterial labour. 2. Human capital and the need for its continuous development in a knowledge-based economy the evolution of the nature of work: permanent employment, temporary work, flexible forms of employment, self-employment. 3. The impact of organizational culture on personnel policy in organizations. 4. The concept of corporate social responsibility in the context of human capital management. 5. Diversity in the workplace the evolution of the concept of diversity, advantages and disadvantages of workforce diversity, prevention of discrimination in the workplace (regulations in EU countries and other countries). 6. The process of acquiring human capital the competency-based approach, sources of employee recruitment in domestic and international enterprises, employee selection methods, onboarding. 7. Performance appraisal methods of employee evaluation (evaluation questionnaires, appraisal interviews, etc.). 8. Human capital development in the organization. 9. Employee development plans, career paths, management boards, training, job rotation and replacement, etc. 10. Employee remuneration. 11. Functions of remuneration. 12. Dismissals and retirement. 13. Selected problems of human capital management in international enterprises. **Classes:** 1. The process of acquiring human capital. Concerns methods of obtaining employees needed by the organization. It includes workforce planning as well as recruitment and selection of candidates in order to provide the company with appropriate competencies and the required number of employees. 2. Employee selection methods and onboarding. This stage involves selecting the best candidates from applicants and preparing them to work in the company. It includes various selection methods and the process of introducing newly hired employees to their duties and organizational culture. 3. Performance appraisal methods of employee evaluation. Concerns methods of assessing and analyzing employees work in order to determine whether they perform their tasks as expected and how they can develop further. Various evaluation methods and appraisal interviews are applied within this process. 4. Human capital development in the organization employee development plans and career paths. Related to improving employees qualifications and planning their professional future within the company. It includes training, courses, coaching, and setting promotion paths in order to increase employee engagement and competencies.

5.

Employee remuneration functions of remuneration. Concerns the principles of determining remuneration and its role in the organization. Remuneration motivates employees, enables them to satisfy their living needs, and helps the company attract and retain staff.

6.

Dismissals and retirement. Includes separation from employees, both as a result of employer decisions (dismissals) and natural processes (retirement). It involves formalities, labor law regulations, as well as psychological and organizational aspects.

7.

Selected problems of human capital management in international enterprises.

Project:

The group project consists of the analysis of a selected issue related to human capital management in an enterprise or organization. Students evaluate practices related to employee management, competence development, motivation, and work organization. The project includes preparing an analysis of the issue, formulating conclusions and recommendations, and presenting the results during a group presentation. During the implementation of the project, students consult the assumptions and progress of their work with the instructor during consultations.

Prerequisites and co-requisites

Assessment methods and criteria

Subject passing criteria	Passing threshold	Percentage of the final grade
group project	51.0%	20.0%
case study and presentation	51.0%	30.0%
exam (test)	51.0%	50.0%

Recommended reading

Basic literature

Gospodarowanie kapitałem ludzkim. Wyzwania organizacyjne i prawne, red. A. Rogozińska-Pawełczyk, Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2015

Zarządzanie zasobami ludzkimi. Tworzenie kapitału ludzkiego w organizacji, [red.] H. Król, A. Ludwiczyński, 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, 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 strukturalne i ewolucja modelu społeczno-ekonomicznego, Pomorskie Wydawnictwo Naukowo-techniczne, Gdańsk 2009

	Supplementary literature	K. Bałandynowicz-Panfil, Starzenie się społeczeństw jako determinanta kształtowania współczesnych procesów migracyjnych, [w:]Wyzwania gospodarki globalnej, Prace i Materiały Instytut Handlu Zagranicznego, tom 1, FRUG Sopot 2010 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	
Example issues/ example questions/ tasks being completed	Human Capital and the Need for Its Continuous Development The Impact of Organizational Culture on Personnel Policy in Organizations The Concept of Corporate Social Responsibility in the Context of Managing Human Capital	
Work placement	Not applicable	

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