

Subject card

Subject name and code	Motivating Employees, PG_00155934						
Field of study	Management of Healthcare Institutions						
Date of commencement of studies	October 2025		Academic year of realisation of subject		2027/2028		
Education level	Bachelor's studies		Subject group		Obligatory subject group in the field of study Subject group related to practical vocational preparation		
Mode of study	full-time studies		Mode of delivery		at the university		
Year of study	3		Language of instruction		Polish		
Semester of study	5		ECTS credits		3.0		
Learning profile	practical		Assessment form		exam		
Conducting unit							
Name and surname of lecturer (lecturers)	Subject supervisor		dr Sylwia Białas				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	15.0	15.0	0.0	0.0	0.0	30
	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	30		5.0		40.0	75
Subject objectives	To deepen students understanding of motivation theories and their practical application within healthcare organizations.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[ZISZL3_W03] The student knows and understands to an advanced degree the functions of management and the role of managers in their implementation, as well as ways to achieve the goals of health care units.	The student can explain the role of motivation as a management function and indicate how managerial actions in the area of motivation influence the achievement of healthcare unit goals.	[SW4] test/exam - oral or written [SW2] presentation/project/paper/report
	[ZISZL3_U04] The student is able to use the acquired knowledge from a specific area of management and quality sciences in professional practice, including the management of medical entities.	The student is able to design and propose practical motivational actions tailored to the specifics of medical and non-medical staff in healthcare facilities	[SU2] presentation/project/paper/report [SU5] implementation of a problem task
	[ZISZL3_W08] The student has knowledge of the evolution of views on the role of health care units in society and the place of man in the organization, his role in social, economic and public administration activities.	The student understands how evolving perspectives on the role of employees in organizations affect modern motivational strategies in healthcare.	[SW4] test/exam - oral or written [SW1] oral statement/conversation/discussion
	[ZISZL3_K05] The student understands the need and is aware of the necessity to behave in an ethical, sustainable and socially responsible manner in professional life.	The student can identify ethical aspects of employee motivation and understands the principles of creating fair and socially responsible motivational systems.	[SK1] oral statement/conversation/discussion [SK4] test/exam - oral or written
	[ZISZL3_U03] The student takes into account in the decision-making process its legal, ethical, social, environmental and economic consequences, while taking into account the specificity of the functioning of medical entities and taking into account the welfare of the patient.	The student can assess the impact of selected motivational solutions, taking into account their effects on staff performance, patient well-being, and institutional conditions in healthcare.	[SU2] presentation/project/paper/report [SU5] implementation of a problem task
Subject contents	Introduction to motivation in organizations. Classical theories and contemporary approaches to motivation. Intrinsic and extrinsic motivation. Financial and non-financial motivation tools and limitations. The role of leaders and direct supervisors in the motivation process. Motivational challenges in interdisciplinary and multigenerational teams. Burnout and declining motivation. Motivating employees in non-profit and public organizations specifics of the healthcare sector.		
Prerequisites and co-requisites			
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	presentation	51.0%	50.0%
	written exam	51.0%	50.0%
Recommended reading	Basic literature	Armstrong M. (2020), Zarządzanie zasobami ludzkimi. PWN. Robbins S.P., Judge T. (2019), Zachowania w organizacji. PWE. Kozłowski, W. (2023). <i>Motywowanie pracowników w organizacji</i> (wyd. III). Warszawa: CeDeWu.	

	Supplementary literature	Wziętek-Staśko, A., Krawczyk-Antoniuk, O. (2022). <i>Klimat organizacyjny jako narzędzie (de)motywowania pracowników</i> (wyd. II, dodruk 2023). Warszawa: CeDeWu. Nieżurawska-Zajac, J. (2023). <i>Motywowanie pracowników zróżnicowanych pokoleniowo</i> (wyd. II). Warszawa: CeDeWu. Mazur-Wierzbicka, E., Wieczorek-Szymańska, A., Leoński, W. (2022). <i>Zarządzanie zasobami ludzkimi wrażliwe na różnorodność</i>. Warszawa: CeDeWu. Brach, B. (2023). <i>Pomiędzy sensem a bezsensem pracy. Rola zachowań przywódczych w kształtowaniu przekonania</i>. Warszawa: Polskie Wydawnictwo Ekonomiczne. Brach, B. (2023). <i>Rola zachowań przywódczych w kształtowaniu przekonania</i>. Warszawa: Polskie Wydawnictwo Ekonomiczne. Gordon, T. (2023). <i>Nowa psychologia zarządzania. Jak błyskawicznie zmotywować tych, którym chce się najmniej</i>. Gliwice: Onepress.
	eResources addresses	
Example issues/ example questions/ tasks being completed	What motivational tools can be applied in public institutions without additional financial resources? What is the difference between intrinsic and extrinsic motivation, and how can they be reinforced? What are the advantages and risks of performance-based pay?	
Work placement	Not applicable	

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