

Subject card

Subject name and code	Process & Project Management in HR, PG_00177875						
Field of study	Management						
Date of commencement of studies	October 2025		Academic year of realisation of subject		2026/2027		
Education level	Master's studies		Subject group		Obligatory subject group in the field of study 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	3		ECTS credits		7.0		
Learning profile	academic		Assessment form		exam		
Conducting unit	Department of Organisational Behaviour -> Faculty of Management -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr hab. inż. Piotr Sliż				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	45.0	0.0	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		4.0		96.0	175
Subject objectives	Familiarizing students with the fundamental issues related to two key approaches in managing contemporary organizationsnamely, business process management and project managementand developing their ability to use basic management tools in these areas, with particular emphasis on HR processes.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[ZARZMU2_U11] The student can collaborate effectively in teams and assume leadership roles.	The student collaborates within a team, taking responsibility for specific stages of project implementation and the presentation of results.	[SU2] presentation/project/paper/report [SU4] test/exam - oral or written
	[ZARZMU2_K03] The student is ready to think and act entrepreneurially and responsibly, initiate, coordinate, and participate in projects that benefit the social environment and the public interest, and inspire others in this area.	The student initiates improvement actions for HR processes and projects, formulates proposals for transformational projects within the organization, and assesses their impact on organizational stakeholders.	[SK2] presentation/project/paper/report [SK4] test/exam - oral or written
	[ZARZMU2_W06] The student possesses a thorough understanding of the principles of rational decision-making related to individual resources, functional areas within the organization, processes, and management levels. This understanding is based on a well-structured and theory-supported foundation in management, quality sciences, economics, and finance.	The student explains the principles of managerial decision-making based on the analysis and evaluation of HR processes and projects, taking into account the organization's specifics, the life cycles of processes and projects, and various methods of process and project management.	[SW4] test/exam - oral or written [SW2] presentation/project/paper/report
	[ZARZMU2_W02] The student has an in-depth knowledge and understanding of various organizations, including their complexities, functional areas, internal processes, and their interactions with the environment.	The student identifies and analyzes the role of HR processes and projects in the organization, classifies them according to typologies, and interprets their relationships with the organization's internal and external environment	[SW4] test/exam - oral or written [SW2] presentation/project/paper/report
	[ZARZMU2_U02] The student can identify complex issues related to the organization's operations, the processes within it, and its relationships with a changing environment, proposing appropriate and innovative solutions.	The student identifies dysfunctions in HR processes and projects, models processes using BPMN notation, analyzes project risks, and designs and implements improvement initiatives.	[SU2] presentation/project/paper/report [SU4] test/exam - oral or written

Business Process Management**Lecture**

- Rationale for the need to seek integrated management methods
- Introduction to process management in HR
- The process as a key object in organizational design
- HR processes definitions and taxonomy
- Business process management in organizations
- HR process management in organizations
- The life cycle of HR process management
- Key elements of business process management
- Quantitative and qualitative analysis of HR processes
- HR process modeling
- Organizational structures supporting process orientation
- Technologies supporting HR processes in organizations
- Organizational process maturity

Exercises

- Development of a dedicated HR process case
- A comprehensive case study including:
 - Identification of dysfunctions within the organization
 - Evaluation of the potential for transformation from a functional to a process-oriented organization
 - Modeling a selected HR process using BPMN notation
 - Designing process architecture in the organization
 - Transformation of the organizational structure
 - Designing KPIs for HR processes
 - Process improvement using the BPM Life Cycle

	Project Management Lecture • Concept and types of projects; types of HR projects • The project management process and its components • Specific characteristics and elements of managing HR projects in contrast to other project types • Major project management methodologies (TPM, AGILE, TOC, Lean, and others) • Selected organizational tools in project management (project charter, stakeholder analysis, goal tree, work breakdown structure, milestone plan, schedules and network diagrams, resource analysis, project budgeting, project risk analysis, project documentation, and others) • People management in projects (team selection, interpersonal communication, basics of motivating project team members, leadership styles in project management) • Managing organizational change projects using the Lean Management approach Exercises • Development of a plan for a selected HR project using project management methodology elements tailored to its nature • Development of an organizational change plan incorporating elements of the Lean concept		
	Prerequisites and co-requisites		
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Assessment methods and criteria			
	Subject passing criteria	Passing threshold	Percentage of the final grade
	Project	51.0%	50.0%
	Test	51.0%	50.0%

Recommended reading	Basic literature	1. Dumas, M., La Rosa, M., Mendling, J., Reijers H., Gabryelczyk, R., (2022) Business process management. Istota zarządzania procesami biznesowymi, PWN, Warszawa. 2. Bitkowska, A. A. (2019). Od klasycznego do zintegrowanego zarządzania procesowego w organizacjach. Wydawnictwo CH Beck. 3. Sliż, P. (2021). Organizacja procesowo-projektowa: istota, modelowanie, pomiar dojrzałości. Difin. 4. R. K. Wysocki, R. McGary, Efektywne zarządzanie projektami, wyd. Helion, Gliwice 2005, 5. M. Trocki, B. Grucza, K. Ogonek, Zarządzanie projektami, PWE, Warszawa, 2003, 6. M. Pawlak, Zarządzanie projektami, PWN, Warszawa 2006. N.J. Sayer, B. Wiliams, Lean dla bystrzaków, Wydanie II.
	Supplementary literature	1. Sliż, P., & Jackowska, B. (2024). Dwoiste zarządzanie procesami biznesowymi w erze gospodarki cyfrowej. 2. Grajewski, P. (2016). Organizacja procesowa. Polskie Wydawnictwo Ekonomiczne. 3. Grajewski, P. (2012). Procesowe zarządzanie organizacją. Polskie Wydawnictwo Ekonomiczne. 4. J. P. Levis, Podstawy zarządzania projektami, wyd. Helion, Gliwice 2006, 5. R. Jones, Zarządzanie projektami, wyd. MT Biznes, Warszawa 2009, 6. H. Bieniok i Zespół Metody sprawnego zarządzania, A. W. Placet, Warszawa 1997, 7. E. Goldratt, Łańcuch krytyczny, wyd. TOC Consulting, Warszawa 2000.
	eResources addresses	
Example issues/ example questions/ tasks being completed		
Work placement	Not applicable	

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