

Subject card

Subject name and code	Human Capital Management, PG_00177919						
Field of study	Management						
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 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	1		Language of instruction			English	
Semester of study	1		ECTS credits			4.0	
Learning profile	academic		Assessment form			credit	
Conducting unit	Department of Organisational Behaviour -> Faculty of Management -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr hab. Tomasz Kawka				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	15.0	0.0	0.0	0.0	45
	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	45		3.0		52.0	100
Subject objectives	The aim of the course is to deepen students' knowledge of strategic personnel decisions, acquiring knowledge and skills for practical application in the area of modern HR trends, in the context of conditions for investing in human capital. Understanding contemporary factors influencing HR decision-making in relation to people as the most important capital for organizational development						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[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 complex decision-making problems and strategic challenges in the field of strategic HRM programs in a social and psychological environment of contemporary organizations. Students will analyze current organizational challenges in human capital deployment, evaluate the effectiveness of existing HR processes in response to changing business environments, and develop innovative talent management solutions that align with strategic organizational goals	[SU2] presentation/project/paper/report
	[ZARZMU2_W04] The student possesses a deep understanding of human behavior, including individual, group, and organizational dynamics within an organization.	Students will analyze and evaluate the strategic relationships between human capital management practices and key organizational stakeholders (including employees, management, shareholders, customers, and communities). They will demonstrate the ability to anticipate how dynamic external factors (economic conditions, labor market trends, regulatory changes, technological advancements, and societal expectations) influence human capital decisions and how these decisions subsequently impact organizational performance and stakeholder relationships	[SW4] test/exam - oral or written
	[ZARZMU2_U06] Students can utilize and integrate structured, detailed knowledge of management, quality sciences, economics, and finance to address dilemmas and formulate solutions, including innovative ones, to complex or atypical management problems that arise in professional settings.	Students demonstrate the ability to synthesize knowledge from management science, economics, and financial frameworks to analyze and develop innovative human capital solutions that address complex organizational challenges. Through case studies and practical exercises, they learn to evaluate the ROI of human capital initiatives, create integrated talent management strategies that align with business objectives, and design data-driven approaches to workforce planning that balance financial constraints with organizational development needs	[SU2] presentation/project/paper/report
Subject contents	1. The role of humans as capital in strategic HR 2. Strategic workforce planning and job analysis 3. Recruitment, selection, testing and hiring 4. Performance management and evaluation 5. Coaching, career development and talent management 6. Strategic compensation management 7. Non-financial motivation tools in contemporary organizations 8. Performance incentives and financial benefits systems 9. HR controlling 10. New trends in global human resource management 11. Fundamentals of diversity and generational management		
Prerequisites and co-requisites			
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	presentation/project/paper/report	51.0%	40.0%
	Written test	51.0%	60.0%
Recommended reading	Basic literature	1. Anderson V., Wong W. Bond H., Human Capital Management Standards A Complete Guide, Kogan Page, London 2019 2. Armstrong M., Baron A., Human Capital Management. Achieving Added Value Through the People, Kogan Page, London 2008 3. Bailey C., Mankin D., Clare Kelliher C., Garavan T., Strategic Human Resource Management 2nd Edition Oxford University Press 2018	

	Supplementary literature	1. Beardwell J, Thompson A., Human Capital Management. A Contemporary Approach, Pearson Education, London, 2017 2. Blackman D., ODonnel M., Big Ran S., Human Capital Management Research, Influencing Practice and Process. A Volume in Contemporary Perspective in Human Capital and Development, Information Age Publishing, 2013 3. Fitz-ENZ J., The ROI of Human Capital: Measuring the Economic Value of Employee Performance, Amacom, NY, 2009
	eResources addresses	Basic https://onlinelibrary.wiley.com/journal/17488583 - Human Resource Management Journal: Supplementary https://www.tandfonline.com/journals/rjih20 - International Journal of Human Resource Management:
Example issues/ example questions/ tasks being completed		
Work placement	Not applicable	

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