

Subject card

Subject name and code	Human Capital Management, PG_00178749						
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	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 Organisational Behaviour -> Faculty of Management -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr hab. Tomasz Kawka				
	Teachers		dr Marek Kalinowski dr hab. Tomasz Kawka				
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	16.0	8.0	0.0	0.0	0.0	24
	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	24		1.0		75.0	100
Subject objectives	The aim of the subject is to deepen students' knowledge in the field of strategic personnel decisions and to develop skills in the practical application of modern methods of human resources management in the context of investing in human capital. The subject enables understanding of contemporary conditions and factors determining decision-making processes in the area of HR, with particular emphasis on the role of man as a key strategic resource of the organization						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[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.	The student effectively conveys information on complex problems related to human functioning in an organization, including proposing innovative solutions in the area of personnel policy and the development of intellectual capital.	[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.	The student analyzes and interprets the role and importance of human capital in an organization and understands the mechanisms that shape people's behavior in the work environment.	[SW4] test/exam - oral or written
	[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 recognizes problems related to the implementation of human capital management processes in an organization in the context of the contemporary labor market.	[SU4] test/exam - oral or written
Subject contents	1. Introduction to human capital management Human capital as a strategic resource of an organization The concept, essence and components of human capital The role of human capital in creating organizational value and competitive advantage 2. Evolution of the concept of managing people in an organization Differences between human resource management and human capital management The importance of human capital in building competitive advantage Models of the personnel function from the perspective of human capital 3. Measurement and valuation of human capital from a managerial and financial perspective Models of assessing the value of human capital HR indicators and personnel cost analysis 4. Strategic human capital management (SHCM) Integration of business strategy and HR HR as a strategic partner in the development of an organization 5. Organizational culture and the use of human capital The impact of values, norms and attitudes on the development of human potential Shaping an organizational culture that supports the development of human capital 6. Acquiring and developing talents Modern methods of recruitment and selection Onboarding and adaptation employees Talent management and succession planning 7. Social dimension of investment in human capital Training policy and return on investment in employee development CSR, sustainable development and employee well-being Diversity and inclusion management 8. Knowledge and intellectual capital management Knowledge management processes in the organization Knowledge sharing methods and good practices 9. Work efficiency assessment Employee assessment methods and tools Feedback and developmental conversations Using assessment results in human capital management 10. Empowerment as a philosophy of human capital management Empowerment functions and goals Empowerment methods and tools Micromanagement and the culture of silence		
Prerequisites and co-requisites			
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	written project and its presentation	51.0%	50.0%
	written test	51.0%	50.0%

Recommended reading	Basic literature	1. Juchnowicz, M. (2020). Zarządzanie kapitałem ludzkim. Procesy - narzędzia - aplikacje. Warszawa: PWE. 2. Baron A., Armstrong M., (2018) Zarządzanie kapitałem ludzkim, uzyskiwanie wartości dodanej dzięki ludziom, Oficyna Wolters Kluwer 3. Poczowski, A. (2023). Zarządzanie zasobami ludzkimi. Strategie - procesy - metody. Warszawa: PWE. 4. Król, H., Ludwiczyski, A. (2021). Zarządzanie zasobami ludzkimi. Tworzenie kapitału ludzkiego organizacji. Warszawa: Wydawnictwo Naukowe PWN. 5. Listwan, T. (red.) (2022). Zarządzanie kadrami. Warszawa: C.H. Beck.
	Supplementary literature	1. Jęrych E., Berniak Woźny J., (2018), Kształtowanie kapitału społecznego organizacji, PWN, Warszawa 2. Wojtczuk Turek A., (2022) Zarządzanie kapitałem ludzkim w warunkach zrównoważonego rozwoju, PWN 3. Wronowska G. (2012), Kapitał ludzki. Ujęcie teoretyczne, Wyd. UE Krakó 4. Borkowska, S. (2021). Systemy motywowania w przedsiębiorstwie. Warszawa: PWN.
	eResources addresses	Basic https://cor.sgh.waw.pl/bitstream/handle/20.500.12182/909/Zaradzanie-kapitałem-ludzkim-wyzwania_Cewinska%20Krejner-Nowecka%20Winch.pdf?sequence=5&isAllowed=y - link to HCM textbook Supplementary https://zzl.ipiss.com.pl - link to IPISS website, ZZL quarterly
Example issues/ example questions/ tasks being completed		
Work placement	Not applicable	

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