

Subject card

Subject name and code	Human Capital Management, PG_00177826						
Field of study	Management						
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	full-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			exam		
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 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_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 modern labor market			[SU4] 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.		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	

Subject contents	<p>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</p> <p>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</p> <p>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</p> <p>4. Strategic human capital management (SHCM) Integration of business strategy and HR HR as a strategic partner in the development of an organization</p> <p>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</p> <p>6. Acquiring and developing talents Modern methods of recruitment and selection Onboarding and adaptation employees Talent management and succession planning</p> <p>7. Social dimension of investment in human capital Training policy and return on investment in employee development</p> <p>CSR, sustainable development and employee well-being Diversity and inclusion management</p> <p>8. Knowledge and intellectual capital management Knowledge management processes in the organization Knowledge sharing methods and good practices</p> <p>9. Work efficiency assessment Employee assessment methods and tools Feedback and developmental conversations Using assessment results in human capital management</p> <p>10. Empowerment as a philosophy of human capital management Empowerment functions and goals Empowerment methods and tools Micromanagement and the culture of silence</p>											
Prerequisites and co-requisites												
Assessment methods and criteria	<table border="1"> <thead> <tr> <th data-bbox="456 1102 794 1133">Subject passing criteria</th> <th data-bbox="801 1102 1139 1133">Passing threshold</th> <th data-bbox="1145 1102 1482 1133">Percentage of the final grade</th> </tr> </thead> <tbody> <tr> <td data-bbox="456 1133 794 1164">written test</td> <td data-bbox="801 1133 1139 1164">51.0%</td> <td data-bbox="1145 1133 1482 1164">50.0%</td> </tr> <tr> <td data-bbox="456 1164 794 1196">written project and its presentation</td> <td data-bbox="801 1164 1139 1196">51.0%</td> <td data-bbox="1145 1164 1482 1196">50.0%</td> </tr> </tbody> </table>			Subject passing criteria	Passing threshold	Percentage of the final grade	written test	51.0%	50.0%	written project and its presentation	51.0%	50.0%
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written test	51.0%	50.0%										
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Recommended reading	Basic literature	<ol style="list-style-type: none"> Juchnowicz, M. (2020). Zarządzanie kapitałem ludzkim. Procesy - narzędzia - aplikacje. Warszawa: PWE. Baron A., Armstrong M., (2018) Zarządzanie kapitałem ludzkim, uzyskiwanie wartości dodanej dzięki ludziom, Oficyna Wolters Kluwer Pocztowski, A. (2023). Zarządzanie zasobami ludzkimi. Strategie - procesy - metody. Warszawa: PWE. Król, H., Ludwiczynski, A. (2021). Zarządzanie zasobami ludzkimi. Tworzenie kapitału ludzkiego organizacji. Warszawa: Wydawnictwo Naukowe PWN. Listwan, T. (red.) (2022). Zarządzanie kadrami. Warszawa: C.H. Beck. 										
	Supplementary literature	<ol style="list-style-type: none"> Jęrych E., Berniak Woźny J., (2018), Shaping the social capital of an organization, PWN, Warsaw Wojtczuk Turek A., (2022) Managing human capital in the conditions of sustainable development, PWN Wronowska G. (2012), Human capital. Theoretical approach, UE Publishing House, Krakow Borkowska, S. (2021). Motivation systems in an enterprise. Warsaw: PWN. 										
	eResources addresses											
Example issues/ example questions/ tasks being completed												
Work placement	Not applicable											

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