

Subject card

Subject name and code	Human Resources Management, PG_00195015						
Field of study	Sport Management						
Date of commencement of studies	October 2026	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 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 Polish		
Semester of study	3	ECTS credits			6.0		
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	30.0	0.0	0.0	0.0	60
	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	60		2.0		88.0	150
Subject objectives	The aim of the course is to familiarize students with the specifics of human resource management in sports organizations against the background of classical HRM concepts, as well as to develop skills in designing recruitment, selection, and onboarding processes for employees in sports clubs and institutions. The course develops competencies in building motivation and compensation systems for sports and administrative staff, and familiarizes students with the legal conditions of employment in sport, including the contracting of athletes, coaches, and volunteers. During the classes, students develop skills in managing the professional development and careers of employees in the dynamic environment of a sports organization. The course also sensitizes students to the ethical aspects of people management in sport, including issues of equal treatment, counteracting mobbing, and the social responsibility of sports organizations.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[ZSSML3_U10] Can convey information and present their opinions clearly and effectively, using terminology from management and quality sciences, and sports across various communication channels.	The student recognizes problems related to people's roles in an organization against the background of selected HR issues, using appropriate means of communication, both oral and written.	[SU2] presentation/project/paper/report [SU4] test/exam - oral or written
	[ZSSML3_W04] Has advanced knowledge and understanding of the roles, places, and behaviours of people in organisations and in the sports market—at the individual, group, and organisational levels.	The student knows and understands the specifics of roles and functions performed by different groups of employees (athletes, coaches, volunteers, and administrative staff) in sports organizations. The student understands the mechanisms shaping the behavior of individuals and teams in a sports organization, including the influence of motivation, organizational culture, and leadership style on performance effectiveness.	[SW4] test/exam - oral or written [SW2] presentation/project/paper/report
	[ZSSML3_W06] Has advanced knowledge and understanding of the principles of rational decision-making in relation to specific resources, functional areas within an organisation, processes, and levels of management, particularly in the context of the sports market organisation.	The student identifies and explains the principles of shaping human resource management processes that determine the effectiveness of both a business enterprise and a sports organization, in particular, a sports team.	[SW4] test/exam - oral or written [SW2] presentation/project/paper/report
	[ZSSML3_W03] Has advanced knowledge and understanding of the nature and dynamics of the relationship between an organisation, particularly one operating in the sports market, and its stakeholders, as well as the phenomena, processes, and connections in the organisation's environment and their impact on its functioning.	The student knows and understands the specifics of the relationships between a sports organization and its key stakeholders, such as athletes, coaches, volunteers, sponsors, and regulatory institutions. The student understands the impact of dynamic changes in the market, legal, and social environment on the personnel policy of a sports organization. The student can identify and analyze phenomena and processes occurring in the sports environment that determine the approach to human resource management within the organization.	[SW4] test/exam - oral or written [SW2] presentation/project/paper/report
Subject contents	<ol style="list-style-type: none"> 1. The strategic dimension of personnel management: models of personnel management, the essence of personnel strategy, the place of the personnel function in different types of organizational structures. 2. Job analysis: concept and phases, concept and elements of job descriptions, qualification standards and requirement profiles, principles of creating job descriptions. 3. Employee recruitment: concept, functions, types, sources, methods, alternatives. 4. Candidate selection: concept, criteria, stages, models, methods. 5. Job evaluation: concept, methods, procedure, use of results. 6. Employee compensation: concept, functions, differentiation criteria, forms, components, principles of shaping base salary, principles of shaping bonuses, awards and other components, instruments shaping remuneration. 7. Employee appraisal: concept, objectives, criteria, appraised and appraising parties, frequency of appraisals, methods, principles and errors of appraisal, procedure for conducting periodic appraisals. 8. Employee training: concept, significance of training, process stages, training needs analysis, training planning and design, training delivery, evaluation of training outcomes. 9. Career management: concept, the role of the organization in planning employees' professional careers, benefits of career planning, types of professional careers, stages of professional career development, stages of career planning. 		
Prerequisites and co-requisites			
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	WORKSHOPS	51.0%	25.0%
	TEST	51.0%	75.0%

Recommended reading	Basic literature	<p>Armstrong, M., & Taylor, S. (2023). <i>Armstrong's Handbook of Human Resource Management Practice</i>. Kogan Page.</p> <p>Dessler, G. (2023). <i>Human Resource Management</i>. Pearson.</p> <p>Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2023). <i>Human Resource Management: Gaining a Competitive Advantage</i>.</p> <p>McGraw-Hill. Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2020). <i>Human Resource Management</i>. Pearson</p>
	Supplementary literature	<p>Boxall, P., & Purcell, J. (2022). <i>Strategy and Human Resource Management</i>. Bloomsbury Academic.</p> <p>Ulrich, D., & Brockbank, W. (2005). <i>The HR Value Proposition</i>. Harvard Business School Press.</p>
	eResources addresses	
Example issues/ example questions/ tasks being completed	<p>What characteristics distinguish a person as a value to an organization?</p> <p>What does the strategic approach to human capital in an organization involve?</p> <p>What are the advantages and disadvantages of internal and external recruitment in an organization?</p> <p>Can motivation and motivating be based solely on material tools?</p>	
Work placement	Not applicable	

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