

## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish: Analityka zasobów ludzkich****Name of subject in English: Human resource analytics****Main field of study (if applicable): Management****Specialization (if applicable): Human Resource Management****Profile: academic****Level and form of studies: 2nd level, full-time studies****Kind of subject: obligatory****Subject code IEZ2517****Group of courses NO**

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15		30		
Number of hours of total student workload (CNPS)	60		90		
Form of crediting	crediting with grade		crediting with grade		
For group of courses mark (X) final course					
Number of ECTS points	2		3		
including number of ECTS points for practical classes (P)	0		3		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,4		2,1		

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

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**SUBJECT OBJECTIVES**

C1 Create and visualize key performance indicators

C2 Model and solve decision problems

C3 Measure the overall performance of an organization

C4 Employ machine learning models to make predictions

**SUBJECT EDUCATIONAL EFFECTS**

relating to knowledge:

PEU\_W01 Student has knowledge of developing quantitative models and tools to support decision making in the field of human resource management.

PEU\_W02 Student has knowledge of building and using machine learning models to make predictions based on patterns extracted from historical data.

relating to skills:

PEU\_U01 Student can identify and propose models to solve decision problems.  
 PEU\_U02 Student is able to build useful tools for predictive data analytics.

relating to social competences:

PEU\_K01 Student can enlarge his knowledge and abilities, as well as to work in groups to derive insights from data and to support decisions.

### PROGRAMME CONTENT

Lecture		Number of hours
Lec 1	Analytics, HR indicators and data visualization	1
Lec 2	Introduction to Linear Programming - The Human Resource Allocation problem	2
Lec 3	Linear models and Operations Research methods	2
Lec 4	Multiple Criteria Decision Making - Personnel selection	2
Lec 5	Assessing a firm's overall performance – Benchmarking	2
Lec 6	Decision Trees	2
Lec 7	Clustering algorithms	2
Lec 8	Association rules	2
Total hours		15
Laboratory		Number of hours
Lab 1	Introduction to MATLAB: Numerical computations and data visualization	2
Labs 2-3	Solving the HR Allocation problem - Team work	4
Labs 4-5	Implementation of OR methods - Team work	4
Labs 6-7	Personnel selection under different preference structures - Team work	4
Labs 8-9	Performance measurement and target identification - Team work	4
Lab 10	Classification and regression analysis with decision trees - Team work	2
Labs 11-12	Implementation of clustering algorithms - Team work	4
Labs 13-14	Discovering rules in big datasets - Team work	4
Lab 15	Computer test	2
Total hours		30

### TEACHING TOOLS USED

- N1. Slide Presentations
- N2. Step-by-step solutions of examples
- N3. Set of HR problems to be addressed in the laboratory
- N4. Computational software (MATLAB)

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement

F1	PEU_U01, PEU_U02, PEU_K01	Report of team work results
P	PEU_W01, PEU_W02, PEU_U01, PEU_U02	Computer test
<b>PRIMARY AND SECONDARY LITERATURE</b>		
<p><b><u>PRIMARY LITERATURE:</u></b></p> <p>[1] Greco, S., Figueira, J., &amp; Ehrgott, M. (2016). Multiple criteria decision analysis (Vol. 37). New York: Springer.</p> <p>[2] Kelleher, J. D., Mac Namee, B., &amp; D'arcy, A. (2020). Fundamentals of machine learning for predictive data analytics: algorithms, worked examples, and case studies. MIT press.</p> <p><b><u>SECONDARY LITERATURE:</u></b></p> <p>[1] Hillier, F. S. (2012). Introduction to operations research. Tata McGraw-Hill Education.</p> <p>[2] Cooper, W. W., Seiford, L. M., &amp; Zhu, J. (Eds.). (2011). Handbook on data envelopment analysis.</p> <p>[3] Nijjer, S., &amp; Raj, S. (2020). Predictive Analytics in Human Resource Management: A Hands-on Approach. Taylor &amp; Francis.</p>		
<b>SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)</b>		
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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish: Systemy informatyczne w zarządzaniu personelem****Name of subject in English: Information systems for Human Resource Management****Main field of study (if applicable): Management****Specialization (if applicable): Human Resource Management****Profile: academic****Level and form of studies: 2nd level, full-time****Kind of subject: obligatory****Subject code IEZ2519****Group of courses NO**

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15		30		
Number of hours of total student workload (CNPS)	50		50		
Form of crediting	crediting with grade		crediting with grade		
For group of courses mark (X) final course					
Number of ECTS points	2		2		
including number of ECTS points for practical classes (P)	2		2		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,4		1,4		

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

1. Essentials of domain management information systems
2. Basic knowledge about theory of organization and management, especially human resource management
3. Basic knowledge of the principles of designing and selecting information systems
4. Ability to define and analyze users' information requirements

**SUBJECT OBJECTIVES**

- C1. To familiarize students with concepts and tools of choosing Human Resource Information system for a given organization
- C2. Acquainting students with exemplary Information systems supporting HR management
- C3 Acquainting students with the functional scope of exemplary IT tools supporting human resources management
- C4 Acquainting students with designing or using existing IT tools, which support the analysis of data used in solving complex problems in human resource management.

**SUBJECT EDUCATIONAL EFFECTS**

relating to knowledge:

PEU\_W01 knowledge of HRM systems definition and basic functions

relating to skills:

PEU\_U01 has the ability to make a critical analysis in the selection of data and statistical methods for the analysis of measurement indicators used in human resource management.

PEU\_U02 has the ability to analyze and visualize complex data using modern IT tools and is able to draw correct conclusions based on the available data.

PEU\_U03 has the ability to create IT tools supporting the analysis of measurement indicators used in solving complex problems in human resource management.

relating to social competences:

PEU\_K01 ability to searching for information and analyzing data

understand the importance of business requirements in the design and implementation of human resource information systems

PEU\_K02 developing skills of group of people

### PROGRAMME CONTENT

<b>Lecture</b>		<b>Number of hours</b>
Lec 1	Introduction. Processes related to personnel management in the organization. Methods and principles of selecting a human resource IT tools as a part of integrated management information systems - business needs analysis. The process of implementing IT tools supporting HR management	2
Lec 2	Defining the organizational structure with the support of integrated management information systems. Creating an employee profile. Personnel records management	2
Lec 3	Employee recruitment with the support of IT tools	2
Lec 4	Managing employee development with the support of IT tools. Staff training. Assessment of employee efficiency, effectiveness and commitment	2
Lec 5	Group work supportive tools	2
Lec 6	Payroll systems and services	2
Lec 7	Management of the staff benefits system	2
Lec 8	Conclusion. Final test	1
	Total hours	15
<b>Laboratory</b>		<b>Number of hours</b>
Lab 1	Introduction	2
Lab 2	Processes related to personnel management in the organization	2
Lab 3	Methods and principles of selecting a human resource IT tools as a part of integrated management information systems - business needs analysis	2
Lab 4	The process of implementing IT tools supporting HR management	2
Lab 5	Defining the organizational structure with the support of integrated management information systems	2
Lab 6	Creating an employee profile	2
Lab 7	Employee recruitment with the support of IT tools	2
Lab8	Personnel records management	2
Lab9	Managing employee development with the support of IT tools	2
Lab10	Staff training	2

Lab11	Group work supportive tools	2
Lab12	Assessment of employee efficiency, effectiveness and commitment	2
Lab13	Payroll systems and services	2
Lab14	Management of the staff benefits system	2
Lab15	Conclusion	2
	Total hours	<b>30</b>

### TEACHING TOOLS USED

N1. multimedia techniques (presentation)  
 N2. discussion  
 N3. own work (literature studies, lecture content)  
 N4. group work  
 N5. office hours  
 N6. essay

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
P1	PEU_W01	test
F1	PEU_U01 PEU_U02 PEU_U03	evaluation of the lab work
F2	PEU_U01 PEU_U02 PEU_U03	essay
F3	PEU_K01 PEU_K02	measurement of students' activity during class

PLEC= P1

PLAB=F1+F2+F3

### PRIMARY AND SECONDARY LITERATURE

#### **PRIMARY LITERATURE:**

- [1] Laudon J., Laudon K. *Management Information Systems*, Prentice Hall; 16th edition, 2020
- [2] Johnson R., Carlson K. Kavanagh M., *Human Resource Information Systems*, 5th edition, SAGE Publications, 2020
- [3] Schwartz D., *Decisions support systems*, ML Books International – IPS, 2015
- [4] Waters S., Streets V., McFarlane L., Johnson-Murray R., *The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions*, Society for Human 2018

#### **SECONDARY LITERATURE:**

- [1] Training notes of software producers

#### **SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)**

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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish** Gospodarka oparta na wiedzy**Name of subject in English** Knowledge economy**Main field of study (if applicable):** Management**Specialization (if applicable):** Human Resource Management**Profile:** academic**Level and form of studies:** 2nd level, full-time**Kind of subject:** obligatory**Subject code** EKZ2505**Group of courses** NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15	30			
Number of hours of total student workload (CNPS)	90	60			
Form of crediting	examination	crediting with grade			
For group of courses mark (X) final course					
Number of ECTS points	3	2			
including number of ECTS points for practical (P) classes	0	2			
including number of ECTS points for direct teacher-student contact (BK) classes	2,1	1,4			

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

1. Essential of Economics
2. Essentials of Management
3. Basic Knowledge of Law Regulations

**SUBJECT OBJECTIVES**

C1.To acquire the basic knowledge about the conditions, models and concepts of the development of modern organizations in the conditions of the knowledge-based economy.

C2. To acquire skills of a holistic approach to people and management problems.

C3.To acquire skills for the effective functioning of a manager and employee in the modern economy and society, in particular the need to develop creative behaviors and independent, creative thinking.

**SUBJECT EDUCATIONAL EFFECTS**

relating to knowledge:

PEU\_W01 Has extended knowledge of economic sciences and their place in the system of sciences and relations to other social sciences.

PEU\_W02 Knows the premises, types, directions and economic and legal consequences of the evolution of markets, market structures and institutions, as well as economic and integration groups.

PEU\_W03 Understands the strategic importance of knowledge management in an organization.

Identifies the conditions and tools of knowledge management in the organization.

relating to skills:

PEU\_U01 Is able to identify and analyse the potential effects of the introduced national and international economic and legal regulations for individual organizations, markets and integration groups.

PEU\_U02 Is able to select, adapt, justify and apply appropriate norms and standards (legal, professional, moral and ethical) in specific activities in the organization.

relating to social competences:

PEU\_K01 It is able to interact and work in group and team forms of work organization (assuming different roles in them).

PEU\_K02 It demonstrates readiness to identify, critically analyse and resolve problems arising in the workplace.

PEU\_K03 It can predict the effects of decisions made and is prepared to take responsibility for the tasks entrusted to him within the framework of designated organizational roles.

### **PROGRAMME CONTENT**

<b>Lectures</b>		<b>Number of hours</b>
Lec.1	Introduction to the Knowledge Based Economy (KBE); 4 Basic Pillars of a Knowledge-Based Economy (KBE)	2
Lec 2	KBE as the Challenge of the Present times	2
Lec 3	KBE and the Fourth Industrial Revolution	2
Lec 4	Intellectual property	2
Lec 5	Innovations as a Factor Determining the International Competitiveness of Enterprises.	2
Lec 6	Social Inequalities and Economic Growth	2
Lec7	Aging of societies	2
Lec8	Summary of the lecture	1
	Total hours	15
<b>Classes</b>		<b>Number of hours</b>
Cl 1	Development of the Knowledge-Based Economy (KBE) in Europe and Poland	2
Cl 2	Globalization of the Economy	2
Cl 3	Indicators KBE	2
Cl 4	Assessment of KBE - Indicators	2
Cl 5	On Respect for Knowledge – Industry 4.0	4
Cl 6	Green Management, Sustainable Development	2
Cl 7	KBE and the Labor Market	4



CI 8	KBE and Society Aging	4
CI 9	Advantages and Threats of KBE	2
CI 10	Oxford debate	6
	Total hours	30
<b>TEACHING TOOLS USED</b>		
N1. visual: blackboard, slides, film, drawings, photos, illustrations from magazines, folders, etc.		
N2. visual auditory: multimedia computer programs		
N3. automating: computers		

### EVALUATION OF SUBJECT EDUCATIONAL EFFECTS ACHIEVEMENT

Evaluation (F – forming (during semester), P – concluding (at semester end))	Learning outcomes code	Way of evaluating educational effect achievement
F1 final Test	PEU W01- W03	Passing the final test for min. 60%.
F2 test	PEU_U01 - U02	Passing a test of exercises.
P test	PEU K01 - K03	Passing a test of exercises.
P=F1+F2+F3		

### PRIMARY AND SECONDARY LITERATURE

#### **PRIMARY LITERATURE:**

- [1] Ashoka Chandra (Editor), M K Khanijo (Editor) (2009), *Knowledge Economy: The Indian Challenge First Edition*, SAGE Publications Pvt. Ltd; First edition.
- [2] Powell, W. and Snellman, K., 2004. *THE Knowledge Economy*. [online] Scholar.harvard.edu. Available at: <[https://scholar.harvard.edu/files/kaisa/files/powell\\_snellman.pdf](https://scholar.harvard.edu/files/kaisa/files/powell_snellman.pdf)> [Accessed 31 January 2020].
- [3] Unger R. M. (2019), *The Knowledge Economy*.
- [4] Western K. I. (2012), *Foundations of the Knowledge Economy*, Nord-Trøndelag University College, Norway.

#### **SECONDARY LITERATURE**

- [5] McGivney, E. and Winthrop, R., 2016. *Education's Impact on Economic Growth and Productivity*. [online] Brookings.edu. Available at: <<https://www.brookings.edu/wp-content/uploads/2017/12/educations-impact-on-productivity.pdf>> [Accessed 31 January 2020].
- [6] May T., Perry B. (2017), *Cities and the Knowledge Economy Promise, Politics and Possibilities*.
- [7] Ronald L. Jacob (2019), *Work Analysis in the Knowledge Economy*, Springer International Publishing AG.

#### **SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)**

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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish** Analiza ryzyka w projektach realizowanych w organizacji**Name of subject in English** Risk analysis in the realization of organizational projects**Main field of study (if applicable):** Management**Specialization (if applicable):** Human Resource Management**Profile:** academic**Level and form of studies:** 2nd level, full-time**Kind of subject:** obligatory**Subject code** MAZ2580**Group of courses** YES

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15		30		
Number of hours of total student workload (CNPS)	60		90		
Form of crediting	crediting with grade		crediting with grade		
For group of courses mark (X) final course					
Number of ECTS points	2		3		
including number of ECTS points for practical classes (P)	0		3		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,4		2,1		

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

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**SUBJECT OBJECTIVES**

C1 Developing the ability to collect and analyze statistical data in solving problems related to the implementation of projects.

C2 Providing the necessary knowledge how to deal with statistical programs and data processing.

C3. Developing the ability to comprehensively look at risk in project implementation.

C4 Developing the ability to critically evaluate the results of quantitative analyzes.

C5 Developing the ability to process uncertain information.

**SUBJECT EDUCATIONAL EFFECTS**

Relating to knowledge:

PEU\_W01 Has extended knowledge about selected methods of mathematical statistics.

PEU\_W02 Knows issues related to testing hypotheses in an in-depth way towards applications.

PEU\_W03 Has extended knowledge about selected methods of econometric modeling.

PEU\_W04 Knows the basics of the theory of forecasts and simulations.

PEU\_W05 Recognizes the potential of operations research, econometrics, forecasting and simulation as tools for risk analysis in projects.

Relating to skills:

PEU\_U01 Is able to carry out basic statistical analyzes with the use of selected IT tools.

PEU\_U02 Is able to plan and carry out the process of acquiring / collecting information on the implementation of projects in the organization for the purposes of risk analysis.

PEU\_U03 Is able to use selected statistical and econometric methods in risk analysis in projects.

PEU\_U04 Is prepared to explore selected methods of operations research as a tool supporting risk analysis.

PEU\_U05 Is able to construct comprehensive risk analysis models regarding project implementation using elements of statistics, econometrics, forecasting and operational research.

Relating to social competences:

PEU\_K01 Is able to critically assess the usefulness of the results obtained with quantitative methods in the risk analysis of projects.

PEU\_K02 Demonstrates readiness to identify, analyze and solve problems in the field of risk analysis.

PEU\_K03 Recognizes the potential of selected methods of operational research, econometrics, forecasting and simulation as tools for risk analysis in projects.

PEU\_K04 Is aware of the need for continuous improvement of modeling processes.

### PROGRAMME CONTENT

Lecture		Number of hours
Lec 1	Risk management in projects. Quantitative methods in risk analysis.	2
Lec 2	Statistical tests. Examples of use in risk analysis.	2
Lec 3	Identification and modeling of risk factors. Applications of econometric models.	3
Lec 4	Model selection criteria.	1
Lec 5	The concept of forecast. Basics of forecasting and simulation.	2
Lec 6	Assessment of the forecasts quality. The role of forecasts in risk analysis.	1
Lec 7	Use of forecasts in risk estimation and evaluation. Time series.	2
Lec 8	Scenarios.	2
	<b>Total hours</b>	<b>15</b>
Laboratory		Number of hours
La1	Introduction. Selected IT tools supporting the performance of analyzes.	2
La2	Performing statistical tests in the SPSS program.	2
La3	Non-parametric tests with simple application examples in risk analysis.	2
La4	Linear regression and its applications.	2
La5	Model selection criteria.	2
La6	Models supporting decision making in investment projects.	2
La7	Econometric forecasting. Risk evaluation.	2
La8	Time series models - forecasting.	2

La9	Risk concepts in probabilistic terms.	1
La10	An example of a project in an organization. Risk modeling.	1
La11	Comprehensive analysis of the project in the organization. Case study.	2
La12	Inference with the use of built models. Linear programming.	2
La13	The potential of forecasting models. Project cost analysis. Case study.	3
La14	Time of implementation of the project in the organization. Risk factor analysis. Case study.	3
La15	Assesment.	2
	<b>Total hours</b>	<b>30</b>

### TEACHING TOOLS USED

<p>N1. Presentations.  N2. Team work.  N3. Statistical software. Gretl. SPSS.  N4. Consultations.  N5. Final test.  N6. Written reports.</p>
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### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

<b>Evaluation</b> (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F-Le	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05	Written exam.
F-La	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05 PEU_U01 PEU_U02 PEU_U03 PEU_U04 PEU_U05	Written reports during the implementation of tasks. Verification students' ability to use statistical software.
F-La	PEU_U01 PEU_U02 PEU_U03 PEU_U04 PEU_U05 PEU_S01 PEU_S02	Assessment and discussion preceded by the presentation of the analyzes results which were carried out in the laboratory.

	PEU_S03 PEU_S04	
P-La =40% F-La1+ 60% F-La2.		
<b>PRIMARY AND SECONDARY LITERATURE</b>		
<b><u>PRIMARY LITERATURE:</u></b>		
<ol style="list-style-type: none"> <li>1. Newbold P., Statistics for Business and Economics, Global Edition, Persons Education Limited, 2019</li> <li>2. Thrane Ch. Applied Regression Analysis, Taylor &amp; Francis Ltd 2019</li> <li>3. Levin R.I., Statistics for Management: Pearson New International Edition. Pearson Education Limited 2013.</li> <li>4. Aczel, A.D. Complete Business Statistics, Wohl Publishing, 2012.</li> <li>5. Maddala G.S., Lahiri K., Introduction to Econometrics, JOHN WILEY &amp; SONS, LTD, 2009</li> <li>6. Field C., Data Science Handbook, JOHN WILEY &amp; SONS, LTD, 2017</li> </ol>		
<b><u>SECONDARY LITERATURE:</u></b>		
<ol style="list-style-type: none"> <li>1. Herzog M. H., Understanding Statistics and Experimental Design. Springer Nature Switzerland AG, 2019</li> <li>2. Russo R., Statistics for the Behavioural Sciences. Taylor &amp; Francis Ltd. 2020</li> <li>3. Mamingi N, Theoretical and Empirical Exercises in Econometrics, University of the West Indies Press 2013</li> <li>4. Muralidharan K., Six SIGMA for Organizational Excellence. Springer 2016</li> <li>5. Henry D., Forecasting, Yale University Press 2019.</li> </ol>		
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FACULTY OF COMPUTER SCIENCE AND MANAGEMENT					
<b>SUBJECT CARD</b>					
<b>Name of subject in Polish: Motywacja i zaangażowanie pracowników</b>					
<b>Name of subject in English: Employee motivation and engagement</b>					
<b>Main field of study (if applicable): Management</b>					
<b>Specialization (if applicable): Human Resource Management</b>					
<b>Profile: academic</b>					
<b>Level and form of studies: 2nd level, full-time</b>					
<b>Kind of subject: obligatory</b>					
<b>Subject code PSZ2050</b>					
<b>Group of courses NO</b>					
	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15				15
Number of hours of total student workload (CNPS)	30				30
Form of crediting	crediting with grade				crediting with grade
For group of courses mark (X) final course					
Number of ECTS points	1				1
including number of ECTS points for practical classes (P)	0				1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,7				0,7

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

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**SUBJECT OBJECTIVES**

- C1. Understanding the theoretical approach to the issues of motivating employees to work in the field of psychology and management sciences.
- C2. Acquiring the ability to develop organizational system of work motivation
- C3. Gaining knowledge about the psychological mechanisms of motivation in management.
- C4. Acquiring the ability to select effective methods of employees motivation to apply in the organization.

**SUBJECT EDUCATIONAL EFFECTS**

relating to knowledge:

PEU\_W01 Has extended knowledge of the methods and techniques of work motivation used in management.

relating to skills:

PEU\_U1: Knows how to select, justify and apply methods and techniques to identify, analyze and solve complex motivational problems in the organization. Is competent in making a critical assessment of the usefulness of methods and techniques

PEU\_HRM\_U02 Has the ability to identify, interpret and evaluate the behavior of members of the organization and use current methods and techniques to work motivation.

relating to social competences:

PEU\_K01 Is able to work in organized groups and teams (assuming motivational and leading roles). Demonstrates readiness to independently organize a motivational system for different employees groups.

PEU\_K02 Demonstrates readiness to identify, critically analyze and resolve motivational problems arising in the workplace. Is able to predict the consequences of these problems.

<b>PROGRAMME CONTENT</b>		
<b>Lectures</b>		<b>Number of hours</b>
Lec 1	Theories of motivation in the field of management - psychological perspective	1
Lec 2	The main foundations of classic and current concepts of motivation to work	2
Lec 3	Motivating process from the perspective of reinforcement system. Theory of behavior modification.	2
Lec 4	Subjective determinants of work motivation. Internal motivation factors - implications for the organization	2
Lec 5	Work engagement and organizational commitment as determinants of work motivation	2
Lec 6	Financial motivation. Principles of effective remuneration of employees.	2
Lec 7	Non-financial motivation of employees. Material and non-material motivators to work.	2
Lec 8	Obstacles and problems in effective motivation process. Final test.	2
	Total hours	15
<b>Seminar</b>		<b>Number of hours</b>
Semin 1	Principles of employee's motivation. Criteria for assessing organizational systems of work motivation	1
Semin 2	Developing an organizational system of work motivation - general assumptions	2
Semin 3	Reinforcements at work. Selection of rewards and penalties to in accordance with the work type.	2
Semin 4	Selection of work motivators and diversification of motivation rules	2
Semin 5	Developing an organizational system of work motivation. Selection and differentiating of work motivators.	2
Semin 6	Selection and differentiation of financial motivators in the organizational system of work motivation	2
Semin 7	Selection and differentiation of non-financial motivators in the organizational system of work motivation	2

Semin 8	Analysis and evaluation of the selection and differentiation of work motivators in terms of effectiveness. Final evaluation.	2
	Total hours	15

<b>TEACHING TOOLS USED</b>
N1. Lecture N2. Discussions N3. Multimedia presentations N4. Moderated discussion N5. Training and simulation exercises

### EVALUATION OF SUBJECT EDUCATIONAL EFFECTS ACHIEVEMENT

<b>Evaluation</b> (F – forming (during semester), P – concluding (at semester end))	<b>Learning outcomes code</b>	<b>Way of evaluating educational effects outcomes achievement</b>
P1 (lecture)	PEU_W01 PEU_W02 PEU_K01 PEU_K02	Test
F1 (student's project)	PEU_U01 PEU_U02 PEU_K01 PEU_K02	Written report.
F2 Test or case study	PEU_U01 PEU_U02 PEU_K01 PEU_K02	Test

**P2 (seminar) = F1+F2**

<b>PRIMARY AND SECONDARY LITERATURE</b>
<p><b><u>PRIMARY LITERATURE:</u></b></p> <ol style="list-style-type: none"> <li>1. Armstrong, M. (2007). <i>A Handbook of Employee Reward Management and Practice</i>. London and Philadelphia: Kogan Page.</li> <li>2. Furnham, A, MacRae, I. (2017). <i>Motivation and Performance: A Guide to Motivating a Diverse Workforce</i>. London: Kogan Page.</li> <li>3. Kanfer, R., Chen, G., Pritchard, R.D. (2008). <i>Work Motivation: Past, Present and Future</i>. New York: Routledge Taylor &amp; Francis Group.</li> <li>4. Gagné, M. (2014). <i>The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory</i>. New York: Oxford University Press.</li> <li>5. Jex, S.M., Britt, T.W. (2014). <i>Organizational Psychology: A Scientist-Practitioner Approach</i>. New Jersey: Wiley and sons. Part 9, 10.</li> </ol> <p><b><u>SECONDARY LITERATURE:</u></b></p> <ol style="list-style-type: none"> <li>1. Nohria, Groyberg, Lee (2008). <i>Employee Motivation: A Powerful New Model</i>. Harvard Business Review, July, 2008.</li> <li>2. HBR Guide to Motivating People. Harvard Business Review book. <a href="https://store.hbr.org/product/hbr-guide-to-motivating-people/10233">https://store.hbr.org/product/hbr-guide-to-motivating-people/10233</a></li> </ol>



<b>SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)</b>
Beata Bajcar, beata.bajcar@pwr.edu.pl

<b>FACULTY OF COMPUTER SCIENCE AND MANAGEMENT</b>					
<b>SUBJECT CARD</b>					
<b>Name of subject in Polish Rozwiązywanie konfliktów grupowych</b>					
<b>Name of subject in English Resolving group conflicts</b>					
<b>Main field of study (if applicable): Management</b>					
<b>Specialization (if applicable): Human Resource Management</b>					
<b>Profile: academic</b>					
<b>Level and form of studies: 2nd level, full-time studies</b>					
<b>Kind of subject: obligatory</b>					
<b>Subject code PSZ2506</b>					
<b>Group of courses NO</b>					
	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					60
Form of crediting					crediting with grade
For group of courses mark final course with (X)					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points for direct teacher-student contact classes (BU)					1,4

\*delete as applicable

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

1. Basic knowledge in social sciences.

**SUBJECT OBJECTIVES**

C1. Getting practical knowledge in the area of interpersonal, group and organizational conflicts.

C2. Familiarizing students with the methods of conflict resolution in groups and organizations.

C3. Increasing conflict management competences in groups, teams and organizations.

**SUBJECT LEARNING OUTCOMES**

relating to knowledge:

PEU\_W01 - Has knowledge of the causes, course, dynamics and resolution of group conflicts.

relating to skills:

PEU\_U01 - Is able to use knowledge of psychological mechanisms and processes determining the formation and development of conflict.

PEU\_U02 - Is able to independently analyze the conflict situation.

relating to social competences:

PEU\_K01 Is ready to search, select and create tools for solving problems appearing in teams and organizations.

PEU\_K02 Is ready to critically assess and resolve problems arising during professional activity and leadership in conflict management at the workplace, bearing in mind the good of the team, organization and social.

### PROGRAM CONTENT

Seminar		Number of hours
Sem 1-2	Conflict - psychological, social and organizational determinants	4
Sem 3-4	Analysis of conflict areas in contemporary markets and organizations - case studies	4
Sem 5	Phenomena accompanying conflicts - aggression, prejudices, stereotypes	2
Sem 6	The course, conflict dynamics, identification of conflict situation features	2
Sem 7	Ways of conflict resolution - diagnosis of individual styles of conflict resolution	2
Sem 8	Simulation of a conflict situation - group A	2
Sem 9	Simulation of a conflict situation – group B	2
Sem 10	Simulation of a conflict situation – group C	2
Sem 11	Simulation of a conflict situation – group D	2
Sem 12	Simulation of a conflict situation – group E	2
Sem 13	Simulation of a conflict situation – group F	2
Sem 14-15	Presentation and analysis of student reports	4
	Total hours	30

### TEACHING TOOLS USED

- N1. Group exercises and discussions
- N2. Simulations in small groups
- N3. Discussion of problems and results of works
- N4. Presentation of reports prepared by students

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming (during semester), C – concluding (at semester end))	Learning outcomes code	Way of evaluating learning outcomes achievement
F1 Activity during classes	PEU_U01-U02 PEU_K01-K02	Activity measurement – oral feedback
F2 Works prepared in groups	PEU_W01 PEU_U01-U02 PEU_K01-K02	Measurement of the presentation and negotiation game (simulations)
C Student analytical report		

### PRIMARY AND SECONDARY LITERATURE

**PRIMARY LITERATURE:**

1. Ramsbotham, Woodhouse, Miall (2016) *Contemporary Conflict Resolution*. Polity Press
2. Liddle (2017) *Managing Conflict*. Kogan Page
3. Levinger (2013) *Conflict Analysis: Understanding Causes, Unlocking Solutions*. United States Institute of Peace

**SECONDARY LITERATURE:**

1. Duhigg (2017) *Smarter Faster Better*. Random House Books
2. Lenski (2014) *The Conflict Pivot*. MyriaccordMedia

**SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)**

Anna Borkowska, anna.borkowska@pwr.edu.pl

FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish** Przywództwo w organizacji**Name of subject in English** Leadership in organizations**Main field of study (if applicable):** Management**Specialization (if applicable):** Human Resource Management**Profile:** academic**Level and form of studies:** 2nd level, full-time**Kind of subject:** obligatory**Subject code** PSZ2507**Group of courses** NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30	30			
Number of hours of total student workload (CNPS)	90	50			
Form of crediting	examination	crediting with grade			
For group of courses mark (X) final course					
Number of ECTS points	3	2			
including number of ECTS points for practical classes (P)	0	2			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	2,1	1,4			

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

basic knowledge of social sciences

### SUBJECT OBJECTIVES

- C1 Acquaint students with the psychological foundations of organizational dynamics from the leadership perspective
- C2 Bringing about leadership processes that move employees to take actions “beyond expectations”
- C3 Making students aware of the psychological processes related to the use of power and its consequences
- C4. Developing skills associated with coming to leadership role and leadership position

### SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU\_W01 Has in-depth knowledge of leadership, motivation as well as mechanisms related to group and social influence in the organization. Indicates the principles to counteract the negative individual and social actions in the organization.

PEU\_W02 Is aware of the need for an independent, critical assessment of the scope and level of his knowledge and professional skills in the field of leadership. Is prepared to independently search for areas of knowledge to supplement and skills to improve.

relating to skills:

PEU\_U01 Identifies factors contributing to the effectiveness of organizational and team leadership and is able to use them to use power and authority effectively and design effective teams

PEU\_U02 Is able to use psychological knowledge in leading and managing people in the organization and in project tasks as well as assuming the role of a leader.

relating to social competences:

PEU\_K01 Can convey his own views and stand up for them. Is prepared to persuade and negotiate for the sake of achieving common goals.

PEU\_K02 Communicates effectively and empathetically with others, while respecting different perspectives and worldviews

### PROGRAMME CONTENT

Lecture		Number of hours
Lec 1	Leadership and management in organizations: dynamics and processes	2
Lec 2	Individual factors in leadership: mental abilities and personality	2
Lec 3	Individual factors in leadership: need for power, personal values, and ethics	2
Lec 4	Cultural factors in leadership: dynamics and influences	2
Lec 5	Leadership and impact of social perception	2
Lec 6	Leader-member exchanges. Stress of social interactions	2
Lec 7	Leadership styles: Full Range Leadership and Instrumental Leadership	2
Lec 8	Value-based leadership styles: authentic, ethical, and servant	2
Lec 9	Leadership, management, authority, and substitutes for leadership	2
Lec 10	Communication and organizational reputation	2
Lec 11	Dysfunctional leadership: personal perspective (narcissism, Machiavellianism, psychopathy)	2
Lec 12	Dysfunctional leadership: organizational perspective	2
Lec 13	Leading diversity in organizations	2
Lec 14	Becoming a better leader: self-management and behavior modification strategies	2

Lec 15	Virtual organizations. Virtual groups. Virtual leadership. Test of knowledge	2
	Total hours	30
<b>Classes</b>		<b>Number of hours</b>
Cl 1, 2, 3	Overview of <i>personal leadership development plan</i> assignment. Outline of what leadership means to a student personally. Identification of passion, interests, intentions and legacy an individual student would like to leave in the workplace. Formulation of a project that would help the student to achieve the goals of her leadership vision: ends with a personal leadership paper 4-5 pages long, double-spaced.	6
Cl 4,5,6	Presentation of project papers, Q&A sessions, discussions, students' critical appraisals and defense.	6
Cl 7, 8, 9	Leadership in practice: group task activity. Outcomes: Analysis of group processes in the team. Evaluation of team performance. Listing suggestions for actions to improve team performance. Evaluating the dynamics of the leadership processes and suggesting ways to improve leader-member exchanges.	6
Cl 10,11,12	Leadership in practice: group task activity. Outcomes: Analysis of group processes in the team. Evaluation of team performance. Listing suggestions for actions to improve team performance. Evaluating the dynamics of the leadership processes and suggesting ways to improve leader-member exchanges.	6
Cl 13,14,15	Presentation of project papers, Q&A sessions, discussions, students' critical appraisals and defense.	6
	Total hours	30

### TEACHING TOOLS USED

- N1. Lectures
- N2. In-class reading
- N3. Case studies
- N4. Moderated group discussion and assessment
- N5. In-class video material/discussion
- N6. Multimedia presentation

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
P1 (lecture)	PEU_W01 PEU_W02	Test
F1 (written assignment)	PEU_U01 PEU_U02	Assessment of the formal value and practical implication of the written assignment.
F2 (in-class activity)	PEU_K01 PEU_K02	Appraisal of in-class activity and group work
P2 (seminar) F1 + F2		

### PRIMARY AND SECONDARY LITERATURE

**PRIMARY LITERATURE:**

- [1] Organizational Behavior: [openstax.org/details/books/organizational-behavior](https://openstax.org/details/books/organizational-behavior)
- [2] Whetten D.A., Cameron, K.S. (2016; 9<sup>th</sup> ed.) *Developing Management Skills*. Pearson
- [3] Yukl, G. (2019, 9<sup>th</sup> global ed.) *Leadership in Organizations*. Pearson – prentice Hall

**SECONDARY LITERATURE:**

- [1] Current issues of *Leadership Quarterly*; articles selected by the instructor
- [2] Current issues of *Academy of Management Review*; articles selected by the instructor

**SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)**

Jolanta Babiak, [jolanta.babiak@pwr.edu.pl](mailto:jolanta.babiak@pwr.edu.pl)



## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish: Coaching****Name of subject in English: Coaching****Main field of study (if applicable): Management****Specialization (if applicable): Human Resource Management****Profile: academic****Level and form of studies: 2nd level, full-time****Kind of subject: obligatory****Subject code: PSZ2508****Group of courses: NO**

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,4

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

1. basic knowledge in the field of human resource management
2. basic knowledge of social sciences

**SUBJECT OBJECTIVES**

- C1. To acquaint students with the genesis, types and applications of coaching.
- C2. Raising competences in the area of social skills (communication, empathy and understanding, giving feedback, assertiveness) as the basis for coaching support.
- C3. Developing the ability to apply coaching practices in difficult team and managerial situations.

**SUBJECT EDUCATIONAL EFFECTS**

relating to knowledge:

PEU\_W01 Has in-depth knowledge of the area of coaching. Knows what the coaching style of management is characterized by. Indicates individual coaching models. Knows the basic features of the contract and the way of developing a coaching session.

PEU\_W02 Has in-depth knowledge of the goals and elements of the coaching process.

relating to skills:  
 PEU\_U01 Has the ability to effectively use advanced methods and techniques to make decisions in the field of human resource management and to motivate them by asking questions.  
 PEU\_U02 Has the ability to identify, interpret and evaluate the behavior of members of the organization and to select optimally designed coaching sessions.  
 relating to social competences:  
 PEU\_K01 Aware of the need of independent, critical evaluation of the scope and of the level of their professional knowledge and skills, both in terms of organisation and management sciences as well as in the interdisciplinary aspect. Prepared to search for fields of knowledge to supplement and skills to improve unassisted. Able to inspire and organise the process of learning of other people.  
 PEU\_K02 Able to cooperate and work in group and team forms of work organisation (assuming different roles in them). Shows readiness to organise and manage the work of teams unassisted

**PROGRAMME CONTENT**

<b>Seminar</b>		<b>Number of hours</b>
Semin 1	Introduction to the coaching model. Learning theories. Coaching style of management. Basic characteristics of the contract and coaching session. Practice – microsessions. Feedback/ peer feedback.	6
Semin 2	Preparation for coaching. Stage 1: Identifying the needs and goals of coaching. Stage 2: Agreeing on specific development needs. Step 3: Develop a detailed coaching plan. Practice – microsessions. Feedback/ peer feedback.	6
Semin 3	Stage 4: Completing the task or activity. Step 5: Performance review and planning for better performance. Stage 6: Ending the coaching. Practice – microsessions. Feedback/ peer feedback.	6
Semin 4	Third party initiated coaching. Skills (analytical and soft). Case studies. Practice – microsessions. Feedback/ peer feedback.	6
Semin 5	Practice – final summary of previously recorded microsessions. Feedback/ peer feedback.	6
	<b>Total hours</b>	<b>30</b>

**TEACHING TOOLS USED**

- N1. camera
- N2. mini lectures
- N3. case studies
- N4. coaching microsessions

**EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT**

<b>Evaluation</b> (F – forming during semester), P – concluding (at semester end)	<b>Learning outcomes code</b>	<b>Way of evaluating learning outcomes achievement</b>
F1	PEU_U01 PEU_U02 PEU_K01 PEU_K02	Participation in microsessions conducted during each class and peer feedback

P	PEU_W01 PEU_W02 PEU_U01 PEU_U02 PEU_K01 PEU_K02	participation in the final recorded coaching microsession, participation in the evaluation of other participants' microsessions (peer feedback)
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<b>PRIMARY AND SECONDARY LITERATURE</b>	
<p><b><u>PRIMARY LITERATURE:</u></b></p> <p>[1] Thorpe, S., Clifford, J., The Coaching Handbook: An Action Kit for Trainers and Managers, Kogan Page, 2003.</p> <p>[2] van Oosten, E., Smith M., Boyatzis, R.E., Helping People Change: Coaching with Compassion for Lifelong Learning and Growth, Harvard Business Press, 2019.</p> <p>[3] Walsh Phillips, K., Asaad, D. et al, Behind the Scenes: Secrets from the Top Coaches, Experts, and Consultants, Year of the Book Press, 2019.</p> <p>[4] Eckstrom, B., The Coaching Effect: What Great Leaders Do to Increase Sales, Enhance Performance, and Sustain Growth, Greenleaf Book Group Press, 2019.</p> <p><b><u>SECONDARY LITERATURE:</u></b></p> <p>[1] Dixon, B., Start with Your People: The Daily Decision that Changes Everything, Zondervan, 2019</p> <p>[2] Kaye, B., Winkle Giulioni, J., Help Them Grow or Watch Them Go: Career Conversations Organizations Need and Employees Want, Berrett-Koehler Publishers, 2019.</p>	
<b>SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)</b>	
Anna Brdulak, anna.brdulak@pwr.edu.pl	

FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD**

**Name of subject in Polish** Rozwój potencjału osobistego  
**Name of subject in English** Development of personal potential  
**Main field of study (if applicable):** Management  
**Specialization (if applicable):** Human Resource Management  
**Profile:** academic  
**Level and form of studies:** 2nd level, full-time  
**Kind of subject:** optional  
**Subject code** SCZ2507  
**Group of courses** NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					60
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,4

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

basic knowledge of social sciences

**SUBJECT OBJECTIVES**

C1 To acquaint students with concepts and tools relating to the ability to assess and plan personal professional development.

C2 To acquaint students with concepts and tools relating to the planning the resources required for personal professional development

C3 To acquaint students with concepts and tools relating to implement, evaluate and support the personal development plan

**SUBJECT EDUCATIONAL EFFECTS**

relating to skills:

PEU\_U01 is able to choose, adapt, justify and apply appropriate concepts and tools necessary for planning and developing personal potential

PEU\_U02 is able to formulate a strategy of planning the resources required for personal professional development

relating to social competences:

PEU\_K01 is aware of the need for an independent, critical assessment of the scope and level of their knowledge and professional skills.  
 PEU\_K02 is prepared to independently search for areas of knowledge, competences and skills to complete.  
 PEU\_K03 is prepared to behave in a professional manner, sees and formulates ethical dilemmas related to his/her own work and personal development; looks for appropriate solutions and the possibility of correcting irregularities in his/her attitudes and behavior.  
 PEU\_K04 is prepared to take responsibility for the tasks entrusted to his/her within the framework of designated organizational roles and to be responsible for his/her own preparation for work, decisions made and actions taken, and their effects.

### PROGRAMME CONTENT

Seminar		Number of hours
Semin 1	Introduction - the concept and meaning of development of personal potential	2
Semin 2-3	Identification and importance of continual self-development in achieving personal and organisational objectives	4
Semin 4-5	Assessment of skills and competencies against defined role requirements, personal and organisational objectives	4
Semin 6-7	Assessment of competency gap in relation to development of personal potential	4
Semin 8-10	Identification development opportunities to meet current and future defined needs (in relation to the development Kolb cycle, personal learning style ect.)	6
Semin 11-13	Preparation personal potential development plan with: key tasks; SMART objectives; performance indicators; milestones, review dates, required resources.	6
Semin 14-15	Discussion on the processes required to implement the personal development plan and on the evaluation the impact of development of personal potential plan on the achievement of personal and organisational objectives.	4
Total hours		30

### TEACHING TOOLS USED

- N1. multimedia techniques (presentation)
- N2. discussion
- N3. own work (literature studies, essays)
- N4. group work
- N5. case studies

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01; PEU_U02; PEU_K01;PEU_K02; PEU_K03; PEU_K04	Measurement of activity through attendance
F2	PEU_U01; PEU_U02; PEU_K01;PEU_K02; PEU_K03; PEU_K04	Presentation preparation measurement
F3	PEU_U01; PEU_U02; PEU_K01;PEU_K02; PEU_K03; PEU_K04	Measurement of preparations for the panel discussion

F4	PEU_U01; PEU_U02; PEU_K01;PEU_K02; PEU_K03; PEU_K04	Measurement of the value of own studies
P= 0,25F1+0,25F2 +0,25F3 +0,25F4		
<b>PRIMARY AND SECONDARY LITERATURE</b>		
<b><u>PRIMARY LITERATURE:</u></b>		
[1] Pedler M., Burgoyne J., Boydell T. (2013), <i>A Manager's Guide to Self-Development</i> , UK Professional Business Management / Business		
[2] Personality Improvement Institute (2016), <i>How to Develop Your Potential. Book Collection Part 1. An Inspiring Guide: Finding Professional and Personal Fulfillment</i>		
[3] Richards S. (2016), <i>Personal Development Plan</i>		
<b><u>SECONDARY LITERATURE:</u></b>		
[1] Buckingham M., (2015), <i>StandOut 2.0 : Assess Your Strengths, Find Your Edge, Win at Work</i> , Harvard Business Review Press		
[2] Buckingham M., (2011), <i>Standout : The Groundbreaking New Strengths Assessment from the Leader of the Strengths Revolution</i> , Thomas Nelson Publishers		
[3] Cialdini R. (2008), <i>Influence: Science and Practice</i> , 5th edition, Pearson		
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FACULTY OF COMPUTER SCIENCE AND MANAGEMENT					
<b>SUBJECT CARD</b>					
<b>Name of subject in Polish Twórcza praca grupowa</b>					
<b>Name of subject in English Creative group work</b>					
<b>Main field of study (if applicable): Management</b>					
<b>Specialization (if applicable): Human Resource Management</b>					
<b>Profile: academic</b>					
<b>Level and form of studies: 2nd level, full-time</b>					
<b>Kind of subject: obligatory</b>					
<b>Subject code ZMZ2634</b>					
<b>Group of courses NO</b>					
	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					60
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,4
<b>PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES</b>					
-					

<b>SUBJECT OBJECTIVES</b>
<p>C1. Students know the methods and tools supporting the creativity of individual and group activities.</p> <p>C2. Students are able to independently prepare activities supporting creativity thinking and activities in a group and organization (creativity training).</p>
<b>SUBJECT EDUCATIONAL EFFECTS</b>
<p>Relating to skills:</p> <p>PEU_U01</p> <p>Can select, justify and apply methods and techniques of creative solving of complex management problems in the organization. Can make a critical assessment of the usefulness of methods and techniques for creative problem solving.</p> <p>PEU_U02</p> <p>Can read and understand a simple text in a foreign language and write a simple note of the tasks performed in the foreign language.</p> <p>PEU_U03</p>

Has an extended ability to organize and manage their own creative work and the creative work of others, as well as to creatively analyze emerging management problems together with formulating variants of their solution.

Relating to social competences:

PEU\_K01

Able to cooperate and work in group and team forms of work organization (assuming different roles in them). Demonstrates readiness to independently organize and manage the work of creative teams.

PEU\_K02

Ready to search, select and create tools to increase the level of creativity in the team and organization.

PEU\_K03

Prepared to behave in a professional and ethical manner; perceives and formulates ethical dilemmas related to their own and someone else's creative work.

### PROGRAMME CONTENT

Seminar		Number of hours
Sem 1	Introduction	2
Sem 2-3	Techniques for recognizing problems	4
Sem 4-5	Techniques for identifying problems	4
Sem 6-9	Individual processes for generating creative alternatives	8
Sem 10-14	Group processes for generating creative alternatives	10
Sem 15	Summary of seminars. Final assessment.	2
	Total hours	30

### TEACHING TOOLS USED

- N1. Discussion
- N2. Individual work (literature overview)
- N3. Multimedia techniques (presentation prepared by students)
- N4. Group work



## EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_K01 PEU_K03	Students' presentations
F2	PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02 PEU_K03	Students' activity during seminars
P=0,7*F1+0,3*F2		
<b>PRIMARY AND SECONDARY LITERATURE</b>		
<p><b><u>PRIMARY LITERATURE:</u></b></p> <p>[1] Higgins J.M., (2006), 101 Creative Problem Solving Techniques : The Handbook of New Ideas for Business, New Management Pub Co.</p> <p>[2] Proctor T., (2010), Creative Problem Solving for Managers, Routledge.</p> <p>[3] Greene N., (2017), Stop Guessing: The 9 Behaviors of Great Problem Solvers, Berrett Koehler.</p> <p>[4] Kallet M., (2014), Think Smarter: Critical Thinking to Improve Problem-Solving and Decision-Making Skills, Wiley.</p> <p><b><u>SECONDARY LITERATURE:</u></b></p> <p>[1] Shalley C.R, Hitt M.A, Zhou J., (2015), The Oxford Handbook of Creativity, Innovation, and Entrepreneurship, Oxford University Press.</p> <p>[2] Orloff M., (2006), Inventive Thinking through TRIZ A Practical Guide, Springer.</p>		
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Rafał Miśko, rafal.misko@pwr.edu.pl		

FACULTY OF COMPUTER SCIENCE AND MANAGEMENT					
<b>SUBJECT CARD</b>					
<b>Name of subject in Polish</b> Pozyskiwanie talentów i zarządzaniem procesem doboru personelu					
<b>Name of subject in English</b> Talent acquisition and recruitment management.					
<b>Main field of study (if applicable):</b> Management					
<b>Specialization (if applicable):</b> Human Resources Management					
<b>Profile:</b> academic					
<b>Level and form of studies:</b> 2nd level, full-time					
<b>Kind of subject:</b> obligatory					
<b>Subject code</b> ZMZ2635					
<b>Group of courses</b> NO					
	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15			30	
Number of hours of total student workload (CNPS)	30			60	
Form of crediting	crediting with grade			crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points	1			2	
including number of ECTS points for practical classes (P)	0			2	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,7			1,4	

<b>PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES</b>
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<b>SUBJECT OBJECTIVES</b>
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- C1 To acquaint students with the importance of the processes of acquiring employees with competences corresponding to the requirements of the workplace. Indication of the need to acquire talent for the organization. Explain the role of employees' dynamic abilities.
- C2 To acquaint students with the process of job analysis and creating a job description.
- C3 To acquaint students with the scope of stages of the selection process: recruitment, selection, introduction to work.
- C4 To acquaint students with the tools and methods used during recruitment and selection of candidates.
- C5 Developing the ability to design and conduct analysis of the workplace.
- C6 Developing the ability to create a job description.
- C7 Developing the ability to design the selection process for the selected position.
- C8 Developing the ability to design and conduct an interview.

## SUBJECT EDUCATIONAL EFFECTS

### Relating to knowledge

PEU\_W01: Has specialist knowledge of human resources in the organization. Understands the necessity of acquiring talents for the organization and knows the specificity of their functioning in the organization.

PEU\_W02: Has specialist knowledge of the dynamic abilities of employees.

PEU\_W03: Knows the process of job analysis and creating a job description.

PEU\_W04: Knows traditional and innovative rules and instruments used in the selection (recruitment, selection and introduction to work) of personnel (also talents in the organization) and understands the conditions for their effective use.

### Relating to skills:

PEU\_U01: Can select sources of information and use techniques of obtaining them (interview, questionnaire, documentation) can integrate the obtained information (including information related to the analysis of work at the workplace), interpret it, as well as draw conclusions and formulate and justify opinions in the area of personnel selection.

PEU\_U02: Is able to identify - at an advanced level, management and substantive problems in the area of personnel selection in the organization and to formulate assessments of the existing state and indicate ways of solving problems or improving the implementation of the personnel selection process.

PEU\_U03: Has the ability to prepare an expert opinion in the form of a written report.

PEU\_U04: Has the ability to present the results of diagnostic tests and defend the presented conclusions.

PEU\_U05: Has the ability to design and conduct an interview.

### Related to social competences:

PEU\_K01: Aware of the need of independent, critical evaluation of the scope and of the level of their professional knowledge and skills, both in terms of organisation and management sciences. Presents courage in conveying and defending their views. Prepared to persuade and negotiate in order to achieve common goals.

PEU\_K02: Able to cooperate and work in group and team forms of work organisation. Shows readiness to organise and manage the work of teams unassisted.

PEU\_K03: Shows readiness to identify, critically analyse and resolve problems arising at the workplace. Able to anticipate the effects of made decisions.

PEU\_K04: Shows readiness to unassisted to conduct flexible searches and use critical selection of methods and tools in solving problems arising at the workplace.

PEU\_K05: Prepared to initiate changes in the organisation and participate in their planning and implementation. Able to anticipate multi-directional effects of introduced changes. Able to think and act in an enterprising manner.

PEU\_K06: Prepared to assume responsibility for entrusted tasks within designated organisational roles. Characterised by responsibility for own preparation for work, made decisions and taken actions as well as their results.

## PROGRAMME CONTENT

Lecture		Number of hours
Lec 1	Introduction, discussion of the lecture program. The issue of the optimal selection	2

	of employees to the organization.	
Lec 2	Job analysis, creating a job description.	2
Lec 3	Dynamic abilities of employees - role and importance in the organization.	2
Lec 4	Selection process - recruitment (planning the recruitment method and channels, rules for creating a job advertisement). Modern methods of acquiring candidates.	2
Lec 5	Selection process - selection (methods and tools used in the selection process, candidate selection).	2
Lec 6	Selection process - introduction to work (onboarding programs).	2
Lec 7	Evaluation of the selection process, the impact of the selection process on the employment structure in the organization.	2
Lec 8	Final test	1
	Total hours	15
<b>Project</b>		<b>Number of hours</b>
Proj 1	Presentation of the purpose of the classes and assessment criteria. Explanation of the project topic, a detailed explanation of how the project is to be implemented. Establishment of project teams.	2
Proj2	Overview of individual tasks that make up the project work. Discussion of the structure of the written report.	2
Proj3-4	Work in project teams - designing the job analysis process.	4
Proj5	Work in project teams - development of job description cards based on the performed job analysis.	2
Proj6	Presentation 1 - presentation of the results of the work analysis process and the design of the job description card.	2
Proj7-9	Work in project teams - designing the selection process (recruitment, selection and introduction to work) for the selected job position.	6
Proj10-11	Presentation 2 - presenting projects of the selection process for a selected job position	4
Proj12-14	Conducting interviews for selected job positions. Discussion. Assessment of interviews. Indication of advantages and disadvantages.	6
Proj15	Summary of classes. Discussion of conclusions from the evaluation of written reports.	2
	Total hours	30
<b>TEACHING TOOLS USED</b>		
<p>N1. Presentation of knowledge in the form of direct transmission (lecture) - audiovisual media.</p> <p>N2. Lecture, lecture materials available in electronic form.</p> <p>N3. Work in diagnostic teams - consultations with the teacher</p> <p>N4. Problem discussion.</p> <p>N5. Student's own work - independent studies and preparation for a final test.</p> <p>N6. Written report.</p> <p>N7. Student presentation using media for multimedia presentations.</p>		

N8. Simulation talks.

## EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
P <sub>w</sub> = F1 (last lecture)	PEU_W01 - PEU_W04	Test checking the knowledge at the end of the semester. Passing each effect: at least 50% of points possible to get from the questions assigned to a given effect.
F2	PEU_U01 - PEU_U03; PEU_K01- PEU_K06	Assessment of the substantive content and preparation of an expert opinion in the form of a written report.
F3	PEU_U04; PEU_K01- PEU_K06	Assessment of the ability to present the results of diagnostic tests.
	PEU_U05; PEU_K01- PEU_K06	Assessment of the project and conducting the interview (during the simulation interview).
$P_p = 0,5 \cdot F2 + 0,2 \cdot F3 + 0,3 \cdot F4$		
<b>PRIMARY AND SECONDARY LITERATURE</b>		
<b><u>PRIMARY LITERATURE:</u></b>		
<p>[1] Armstrong, M., &amp; Taylor, S. (2020). Armstrong's handbook of human resource management practice.</p> <p>[2] Bieńkowska A., Tworek K., Job performance model based on Employees' Dynamic Capabilities (EDC). Sustainability. 2020, vol. 12, nr 6, art. 2250, s. 1-25.</p> <p>[3] Newell, S. (2005). Recruitment and selection. Managing human resources: Personnel management in transition, 115-147.</p> <p>[4] Lievens, F., &amp; Chapman, D. (2010). Recruitment and selection. The SAGE handbook of human resource management, 135-154.</p>		
<b><u>SECONDARY LITERATURE:</u></b>		
<p>[1] Lewis, R. E., &amp; Heckman, R. J. (2006). Talent management: A critical review. Human resource management review, 16(2), 139-154.</p> <p>[2] Cappelli, P. (2008). Talent management for the twenty-first century. Harvard business review, 86(3), 74.</p>		
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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish Zarządzanie zasobami ludzkimi****Name of subject in English Human resource management****Main field of study (if applicable): Management****Specialization (if applicable): Human Resource Management****Profile: academic****Level and form of studies: 2nd level, full-time studies****Kind of subject: obligatory****Subject code ZMZ2636****Group of courses NO**

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30				
Number of hours of total student workload (CNPS)	90				
Form of crediting	examination				
For group of courses mark (X) final course					
Number of ECTS points	3				
including number of ECTS points for practical classes (P)	0				
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	2,1				

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

1. -

**SUBJECT OBJECTIVES**

C1 Provide students with knowledge about the essence of the HR function and HR management process and their relations with other elements of the enterprise management system, as well as knowledge in the field of philosophy, HR policy, strategy and human resources planning.

C2 Provide students with knowledge about the selection of employees (recruitment, selection and introduction to work) and leaving the organization by employees

C3 Provide students with knowledge about employee evaluation.

C4 Provide students with knowledge about remuneration of employees.

C5 Provide students with knowledge in the field of employee development.

C6. Providing students with knowledge in the field of new trends in human resource management: HR audit and controlling, shaping employee well-being, management of candidate and employee experience, virtualization and computerization of HRM, competence and evidence-based approach

C7. Provide students with knowledge in the field of international HRM and expat management

C8 Providing students with knowledge in the field of legal aspects in human resource management, including modern forms of employment

## SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU\_W01 Has knowledge of the essence of the human resource function and the human resource management process. Understands the relationship of human resources management with other elements of the enterprise management system and the roles of job positions in the areas of human resource management

PEU\_W02 Understands the essence of philosophy, politics and HR strategy, knows the principles of strategic human resource management

PEU\_W03 Knows the rules and understands the importance of the competency approach to human resource management

PEU\_W04 Has knowledge of recruitment, selection and induction processes.

PEU\_W05 Knows the essence and principles of employee evaluation.

PEU\_W06 Has knowledge of employee remuneration.

PEU\_W07 Understands the principles of employee development

PEU\_W08 Understands the importance and scope of international human resource management and the essence of expatriate management.

PEU\_W09 Knows the scope of managerial competences in the field of human resource management

PEU\_W10 Has knowledge and understands the essence of new trends in human resource management, i.e. virtualization of HRM, auditing and controlling of the HR function, shaping the candidate's and employee's experience and employees' well-being, evidence-based approach

PEU\_W11 Knows the legal aspects of human resource management, including modern forms of employment

## PROGRAMME CONTENT

Lecture		Number of hours
Lec 1	Introduction, discussion of the lecture program. The concept and essence of the personal function. - The objectives of human resources management, conditions, importance and evolution of the HR function. - HR function and the enterprise management system. Task structure and content of the human resource management process. HRM entities and the division of roles between them.	2
Lec2	Strategic human resource management. - Philosophy, policies and HR strategy. HRM strategy and business strategy	2
Lec3	Competency approach in human resource management. - Types of competencies, models and competency profiles and their application in human resource management	2
Lec4	Selection of employees. - Job analysis and defining job requirements. Sources of employee recruitment and its types. Traditional and modern techniques of selecting employees. Onboarding programs.	2
Lec5	Development of people in the organization. - The meaning and forms of professional development. Training cycle in the organization. Analysis of training needs, methods and techniques of employee	2



	improvement, active training techniques, conducting training, evaluation of training effectiveness. Employee potential assessment and career path planning. Self - management.	
Lec6	Modern employee evaluation systems. - Objectives and concepts of employee evaluation. Periodic employee evaluation system. Criteria, methods and principles of employee evaluation. Effectiveness of the periodic employee appraisal system.	2
Lec7	Compensation and benefits in the organization. - The essence and goals of job evaluation. Criteria and methods of job evaluation. Construction of the employee salary package.	2
Lec8	Employees separations - outplacement programs	2
Lec9	New trends in HRM - E-HRM. Digitalization and virtualization of HRM	2
Lec10	New trends in HRM - Audit and HR controlling.	2
Lec11	New trends in HRM - Managing the candidate's and employee's experience. Employee well-being.	2
Lec12	New Trends in HRM - Evidence-Based HRM.	2
Lec13	International HRM - outline and strategies. Expatriate management.	2
Lec14	Legal aspects of human resource management, including modern forms of employment	2
Lec15	Manager's competencies in the field of HRM. Summary of the lecture	2
	Total hours	30

### **TEACHING TOOLS USED**

- N1. Guided self-study on e-learning platform supported with written and recorded materials  
N2. Pre and post lecture tasks for students on e-learning platform  
N3. Presentation of knowledge in the form of direct transmission (lecture) - audiovisual media.  
N4. Moderated discussion

### **EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT**

<b>Evaluation</b> (F – forming during semester), P – concluding (at semester end)	<b>Learning outcomes code</b>	<b>Way of evaluating learning outcomes achievement</b>
F1	PEU_W01-11	Permanent evaluation (self-directed study - participation in and contribution to the tutorials and activities with the use of online platform)
P	PEU_W01-11	End-of-term evaluation (exam)

The condition for taking the exam is receiving a positive grade for F1

### **PRIMARY AND SECONDARY LITERATURE**

**PRIMARY LITERATURE:**

- [1] Michael Armstrong: Armstrong's Handbook of Human Resource Management Practice, 13th Edition, Kogan Page, 2014.
- [2] Alex Vanderstraeten: Strategic HRM and Performance. A conceptual framework. London, MacMillanPalgrave, 2019.
- [3] Christopher Brewster, Elizabeth Houldsworth, Paul Sparrow, Guy Vernon: International Human Resource Management., Chartered Institute of Personnel and Development, 2016.
- [1] Landers, R. N: The Cambridge handbook of technology and employee behavior. Cambridge University Press, 2019.

**SECONDARY LITERATURE:**

- [1] Copies of scientific articles about HRM for lectures (available on e-learning platform)
- [2] Diane Arthur: Recruiting, Interviewing, Selecting, Orienting New Employees, American Management Association, 2006.

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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish Podstawy nauk społecznych****Name of subject in English Basis of social science****Main field of study (if applicable): Management****Specialization (if applicable): Human Resource Management****Profile: academic****Level and form of studies: 2nd level, full-time****Kind of subject: obligatory****Subject code ZMZ2637****Group of courses NO**

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	30				
Number of hours of total student workload (CNPS)	60				
Form of crediting	crediting with grade				
For group of courses mark (X) final course					
Number of ECTS points	2				
including number of ECTS points for practical classes (P)	0				
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,4				

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

-

**SUBJECT OBJECTIVES**

C1 To acquaint students with fundamental and contemporary concepts in the field of social sciences.  
 C2. To acquaint students with the challenges, consequences and opportunities arising from the concept of management and quality sciences as social sciences.

## SUBJECT EDUCATIONAL EFFECTS

In the field of knowledge:

PEU\_W01 has in-depth, systematized knowledge of key concepts and the latest concepts in the field of social sciences

PEU\_W02 has a systematized, in-depth knowledge of basic social processes, conflicts and changes characteristic of modern societies

PEU\_W03 knows the basic research tools used in social sciences

In the field of skills:

PEU\_U01 identifies and classifies the basic terminology and theories dominating within the disciplines in social sciences

PEU\_U02 is able to use the basic research tools in the field of social sciences and knows the rules of their construction

In the field of social competences:

PEU\_K01 is aware of the importance of social processes for the functioning of modern organizations

PEU\_K02 shows readiness to take into account social mechanisms to analyze and interpret social and professional attitudes

## PROGRAMME CONTENT

Lecture		Number of hours
Lec1-2	Introduction - the contemporary face, subject, condition and challenges of social sciences	4
Lec3-5	Social psychology and business psychology - the most important contemporary concepts- individual, perception, personality, competencies and skills, quality of life, social influence, meaningfulness of work, handling demanding interpersonal interactions, interpretive approach etc.)	6
Lec6-8	Sociology and sociology of organization - the most important contemporary concepts (group, hierarchy and structure, dependence, power and subjectivity in social and organizational structures, neo-institutional theory, institutional practices, social capital, social networks, trust etc.)	6
Lec9-11	Anthropology and ethnography of the organization - the most important contemporary concepts (culture, metaphors and archetypes, rituals, hidden meanings, ethnographic study of the organization, etc.)	6
Lec12	Social science tools. Research methods and techniques	2
Lec13-14	Challenges and opportunities of management and quality sciences as social sciences	4
Lec 15	Final test	2
	Total hours	30

## TEACHING TOOLS USED

N1. multimedia techniques (presentation)

N2. discussion

N3. case studies

## EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
P	PEU_W01 PEU_W02 PEU_W03 PEU_U01 PEU_U02 PEU_K01 PEU_K02	assessment on the basis of final test
<b>PRIMARY AND SECONDARY LITERATURE</b>		
<p><b><u>PRIMARY LITERATURE:</u></b></p> <p>[1] Zulke J.H, Kirley J.P.: Through the Eyes of Social Science, Prospect Heights: Waveland Press 2002                      [2] Chiapello E.: Management Tools. A Social Sciences Perspective, Patrick Gilbert, IAE Paris 2019                      [3] Amann W., Dierksmeier C., von Kimakowitz E., Pirson M., Spitzneck H.: Humanistic Management in Practice, Springer Palgrave Macmillan, 2014</p> <p><b><u>SECONDARY LITERATURE:</u></b></p> <p>[1] Elgin H., Colander D.: Social Science: An Introduction to the Study of Society, Allyn and Bacon, Boston, 2002                      [2] Cialdini R.: Influence: Science and Practice, 5th edition, Pearson, 2008                      [3] Handel M.J. (ed.): The Sociology of Organizations: Classic, Contemporary, and Critical Readings (Theory, Culture &amp; Society, Sage publications ltd, 2021</p>		
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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish Współczesne zarządzanie****Name of subject in English Contemporary management****Main field of study (if applicable): Management****Specialization (if applicable): Human Resource Management****Profile: academic****Level and form of studies: 2nd level, full-time****Kind of subject: obligatory****Subject code ZMZ2638****Group of courses NO**

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15				30
Number of hours of total student workload (CNPS)	60				90
Form of crediting	crediting with grade				crediting with grade
For group of courses mark (X) final course					
Number of ECTS points	2				3
including number of ECTS points for practical classes (P)	0				3
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,4				2,1

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

-

**SUBJECT OBJECTIVES**

To ensure knowledge about:

- C1. the context of contemporary business and dynamics of organizational environment,
- C2. the idea of business model generation,
- C3. problems and principles of strategic choices,
- C4. the performance measurement,
- C5. designing of business processes,
- C6. managing the organizational change,
- C7. management concepts.

To ensure skills to:

- C8. choose, justify and apply the management methods and techniques when complex management and substantive issues in the organization are identified, analyzed and solved.

## SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU\_W01 – Student explains and illustrates the impact of global environment on organizational competitiveness

PEU\_W02 – Student has an expanded knowledge about management methods and concepts.

PEU\_W03 – Student identifies the stages of stabilization and the development of the organization.

PEU\_W04 – Student recognises the complexity of substantive and managerial problems in the organization. Interprets the interdependencies that go beyond separated functions, processes and organization.

PEU\_W05 – Student has knowledge of leadership and decision making in the strategic area and the implementation of organizational changes.

PEU\_W06 – Student has extended knowledge of entrepreneurship – developing the innovative business models.

relating to skills:

PEU\_U01 - Student analyses the causes and dynamics of events and phenomena in the organization as a whole, in the context of their internal and external conditions. Identifies, analyses and evaluates complex management and substantive problems in the organization.

PEU\_U02 – Student has the ability to formulate solutions to complex management and substantive problems in the organization. Justifies, selects and verifies solutions in accordance with the established priorities, in the context of internal and external conditions.

PEU\_U03 – Student has the ability to design complex changes in the organization.

relating to social competences:

PEU\_K01 – Student is prepared to behave professionally and ethically; recognizes and formulates ethical dilemmas related to his own and others' work; searches for proper solutions and opportunities to correct irregularities in his attitudes and behaviours at work.

PEU\_K02 – Student shows readiness to identify, critically analyse and resolve problems arising at the workplace. Able to anticipate the effects of made decisions.

PEU\_K03 – Student shows readiness to unassisted to conduct flexible searches and use critical selection of methods and tools in solving problems arising at the workplace.

PEU\_K04 – Student is prepared to initiate changes in the organisation and participate in their planning and implementation. Able to anticipate multi-directional effects of introduced changes. Able to think and act in an enterprising manner.

PEU\_K05 - Presents courage in conveying and defending their views. Prepared to persuade and negotiate in order to achieve common goals.

## PROGRAMME CONTENT

Lecture		Number of hours
Lec 1	Setting the Stage - challenges of contemporary management	2
Lec 2	Archetypes of business models	2
Lec 3	Corporate strategy - Business strategy	2
Lec 4	Key performance indicators and key results indicators	2
Lec 5	Organizational design – business processes	2
Lec 6	Organizational change	2
Lec 7	Interorganizational collaboration	2
Lec 8	Final assessment	1
	Total hours	15
Seminar		Number of hours

Semin 1	Introduction	2
Semin 2	Scenario planning	2
Semin 3-4	Business model development workshop	4
Semin 5	Corporate level strategy – development in the core case study	2
Semin 6	Business level strategy – development beyond the core case study	2
Semin 7	Business process design – process identification	2
Semin 8	Business process design – process mapping	2
Semin 9	Developing key performance indicators	2
Semin 10	Change management – organizational development	2
Semin 11	Shaping of organizational culture	2
Semin 12	Management concepts cooperation oriented: virtual and network organization	2
Semin 13	Management concepts knowledge-oriented: learning organization and knowledge management	2
Semin 14-15	Managing differently: management innovations case studies	4
	Total hours	30

### TEACHING TOOLS USED

- N1. Traditional lecture with multimedia presentations
- N2. Case studies
- N3. Workshops
- N4. Students' presentations
- N5. Discussion of selected issues
- N6. Self-study: final assessment preparation

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01-W06	involvement during lecture
F2	PEU_W01-W06	written assessment
F3	PEU_U01-U03, PEU_K01-K04	presentation
F4	PEU_U02-U03, PEU_K01-K04	workshop participation
F5	PEU_U02-U03, PEU_K01-K04	case studies solving

$$P1 = 0,4 * F1 + 0,6 * F2$$

$$P2 = 0,3 * F3 + 0,3 * F4 + 0,4 * F5$$

### PRIMARY AND SECONDARY LITERATURE

#### **PRIMARY LITERATURE:**

- [1] Dumas M., La Rosa M., Mendling J., Reijers H., Fundamentals of Business Process Management, Springer 2018.



- [2] Osterwalder A., Pigneur Y., Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, Wiley, 2010.
- [3] Parmenter D., Key Performance Indicators: Developing, Implementing, and Using Winning KPIs, Wiley 2019.
- [4] Wilkinson A., Armstrong S.J., Lounsbury M., Oxford Handbook of Management, Oxford University Press, 2018.
- [5] Zook C., Allen J., Profit from the Core: A Return to Growth in Turbulent Times, Harvard Business Press 2010.

**SECONDARY LITERATURE:**

- [1] Hatch M. J., Cunliffe A. L., Organization Theory (3rd edit), 2013.
- [2] McKee A., Management: A Focus on Leaders, 2nd Edition, 2014.
- [3] Hamel G., What matters now. How to win in a world of relentless change, ferocious competition, and unstoppable innovation, Jossey-Bass, 2012.
- [4] <https://www.omg.org/spec/BPMN/>

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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish Zarządzanie kompetencjami****Name of subject in English Competences management****Main field of study (if applicable): Management****Specialization (if applicable): Human Resource Management****Profile: academic****Level and form of studies: 2nd level, full-time studies****Kind of subject: obligatory****Subject code ZMZ2639****Group of courses NO\***

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	
Number of hours of total student workload (CNPS)				90	
Form of crediting				crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				3	
including number of ECTS points for practical classes (P)				3	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				2,1	

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

1. basic knowledge in the field of human resource management

**SUBJECT OBJECTIVES**

C1 Developing the ability to select appropriate methods in order to create a competency model for a selected organization

C2. Developing the ability to identify and define the competence profile in the organization

C3. Developing the ability to identify and define competencies for a given position

C4 Developing the ability to create competence profiles

C5 Developing the ability to design and use professional competency management tools in human resource management

**SUBJECT EDUCATIONAL EFFECTS**

Relating to knowledge:

PEU\_W01 Knows the principles and methods of creating competency profiles

PEU\_W02 Has knowledge of tools for measuring competences relevant for a given position

PEU\_W03 Knows what is management by competences in particular areas of human resource management: selection, development, evaluation and remuneration of employees

Relating to skills:

PEU\_U01 Is able to create a competency model for a selected organization

PEU\_U02 Is able to design a competency profile along with the levels of fulfillment of competencies for a given position

PEU\_U03 Is able to design tools for competency assessment

PEU\_U04 Is able to apply the competency approach in the selection, evaluation, development and remuneration of employees

PEU\_U05 Can select sources of information and use techniques for obtaining them (interview, questionnaire, documentation) can integrate the obtained information, interpret it, as well as draw conclusions and formulate and justify opinions in the area of competency management.

Relating to social competences:

PEU\_K01 Is prepared to initiate changes in the organization and participate in planning and implementation.

PEU\_K02 Is able to cooperate and work in groups in the organization. Can properly set priorities in own work and in cooperation with others.

PEU\_K03 Is aware of the responsibility for own work and readiness to submit to the priorities set by others and be responsible for the tasks performed independently or in a team

### PROGRAMME CONTENT

<b>Project</b>		<b>Number of hours</b>
Proj 1	Presentation of the purpose of the classes and assessment criteria. Explanation of the project topic, a detailed explanation of how the project is to be implemented. Establishment of project teams.	2
Proj 2	Overview of the method of carrying out tasks in the project work. Discussion of the structure of the written report.	2
Proj3-4	Working in project teams 1 - designing a competency model for a selected organization Consulting, assessing the advancement of students' work.	4
Proj5	Presentation of project teams no. 1 - competency model for a selected organization	2
Proj6-8	Working in project teams 2 - creating job profiles along with the levels of fulfillment of competences for selected positions in the organization. Consulting, assessing the advancement of students' work	6
Proj9	Presentation of project teams no. 2 - competency profiles for selected positions in the organization	2
Proj10-12	Working in project teams. 3 - designing the application of the competency approach and creating tools to assess competencies for a selected area of human resource management Consulting, assessing the advancement of students' work	6
Proj13-14	Presentation of project teams no. 3 - applying the competency approach in a selected area of human resource management	4
Proj15	Summary of classes. Discussion of conclusions from the evaluation of written reports	22

Total hours	30
<b>TEACHING TOOLS USED</b>	
N1. Consultations N2. Student presentation using media for multimedia presentations N3. Problem discussion N4. Case study N5. Written report N6. Field research in a selected organization N7. Self-study using the e-learning platform	

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

<b>Evaluation</b> (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01-3 PEU_U01-5 PEU_K02 PEU_K03	Team work, activity during classes
F2	PEU_U01	Assessment of the substantive content and presentation of the developed competency model for the selected organization
F3	PEU_W01 PEU_U02	Assessment of the substantive content and presentation of the developed competency profiles for selected job positions
	PEU_W02-3 PEU_U03 PEU_U04 PEU_U05	Assessment of the substantive content of the project of applying the competency approach in the selected area of human resource management and its presentation
F3	PEU_W02-3 PEU_U04 PEU_U05 PEU_K01	Project of applying the competency approach in the selected area of human resource management in the form of a written report
P = F1 + F2 + F3 + F4 + F5 The student must obtain min. 60% of grades in each form of evaluation		

<b>PRIMARY AND SECONDARY LITERATURE</b>
<b><u>PRIMARY LITERATURE:</u></b> [1] David D. Duboise, William J. Rothwell, Deborah Jo King Stern, Linda K. Kemp: Competency-Based Human Resource Management, Davies-Black Publishing, 2004 [2] Copies of scientific articles about HRM for lectures (available on e-learning platform)
<b><u>SECONDARY LITERATURE:</u></b> [1] Mahesh Kuruba: Role Competency Matrix A Step-By-Step Guide to an Objective Competency Management System, Springer, 2019. [2] Ganesh Shermon: Competency Based HRM A Strategic Resource for Competency Mapping, Assessment and Development Centres, McGraw-Hill, 2004.
<b><u>SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)</u></b> Kamila Ludwikowska, kamila.ludwikowska@pwr.edu.pl

## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish Ocena wydajności pracowników****Name of subject in English Employee performance appraisal****Main field of study (if applicable): Management****Specialization (if applicable): Human Resource Management****Profile: academic****Level and form of studies: 2nd level, full-time****Kind of subject: obligatory****Subject code ZMZ2640****Group of courses NO**

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)		30			
Number of hours of total student workload (CNPS)		60			
Form of crediting		crediting with grade			
For group of courses mark (X) final course					
Number of ECTS points		2			
including number of ECTS points for practical classes (P)		2			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)		1,4			

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

basic knowledge in the field of human resource management

**SUBJECT OBJECTIVES**

C1 To acquaint students with concepts and tools relating to the ability to effective performance appraisals that help motivate employees to achieve higher productivity and performance.

**SUBJECT EDUCATIONAL EFFECTS**

in the field of knowledge:

PEU\_W01 has in-depth, systematized knowledge of key concepts and the latest concepts in the field employee performance appraisal

PEU\_W02 has a systematized, in-depth knowledge about the benefits and challenges of using various methods of employee performance appraisal

relating to skills:

PEU\_U01 is able to choose, adapt, justify and apply appropriate concepts and tools necessary for the Performance Appraisal and Potential appraisal.

PEU\_U02 is able to choose, adapt, justify and apply appropriate concepts and tools necessary for to having a meaningful discussion of performance, initiating continuous coaching, avoiding common mistakes made by managers and encourage employees to prepare for a performance discussion.

relating to social competences:  
 PEU\_K01 is prepared to demonstrate the basic concepts, of Performance Appraisal and Potential appraisal.  
 PEU\_K02 is prepared to use various objective , scope, function and techniques of Performance appraisal and potential appraisal.  
 PEU\_K03 is prepared to applicant of Performance Appraisal and potential appraisal in the organisation.  
 PEU\_K04 is prepared to evaluate the current issues and trends of appraisal.

<b>PROGRAMME CONTENT</b>		
<b>Classes</b>		<b>Number of hours</b>
CI1-2	Introduction to performance appraisal: the past and the future, human resource development and performance appraisal, planning performance and role clarity, accountability and effectiveness	4
CI3-5	Process of performance appraisal measuring performance – objectives and indicators, methods of appraisal – contemporary and modern methods, performance feedback and counseling, setting performance criteria, principles of setting performance criteria, objectives and characteristics of performance criteria, methodologies of performance planning, performance management system- issues and dilemmas. concept and method of creating and developing key result areas	6
CI6-8	360 degree feedback - definition, methodology, advantages/disadvantages of feedback, RSDQ Model and criteria for success, experiences in 360 appraisals, potential appraisal-concept, difference between performance appraisal and potential appraisal, stock taking performance and stock taking potential competency mapping and potential appraisal – case studies	6
CI9-11	Performance management application and development, organizational culture and performance management appraisal system design	4
CI12-13	Building and leading high performing team performance management, creating high performance organization performance management system	4
CI14-15	Emerging concerns and performance management appraisal for future – going beyond tangible performance, hr scorecard, factors that led to thinking about scorecard approach e-performance management system, ethics in performance management.	6
	Total hours	30
<b>TEACHING TOOLS USED</b>		
N1. multimedia techniques (presentation) N2. discussion N3. own work (literature studies, essays) N4. group work N5. case studies		

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

<b>Evaluation (F – forming during semester), P – concluding (at semester end)</b>	<b>Learning outcomes code</b>	<b>Way of evaluating learning outcomes achievement</b>
F1	PEU_U01; PEU_U02; PEU_K01;PEU_K02; PEU_K03; PEU_K04	Way of evaluating learning outcomes achievement
F2	PEU_U01; PEU_U02; PEU_K01;PEU_K02; PEU_K03; PEU_K04	Measurement of activity through attendance
F3	PEU_U01; PEU_U02; PEU_K01;PEU_K02; PEU_K03; PEU_K04	Presentation preparation measurement

F4	PEU_U01; PEU_U02; PEU_K01;PEU_K02; PEU_K03; PEU_K04	Measurement of preparations for the panel discussion
P= 0,25F1+0,25F2 +0,25F3 +0,25F4		
<b>PRIMARY AND SECONDARY LITERATURE</b>		
<b><u>PRIMARY LITERATURE:</u></b>		
<p>[1] DeSimone R. L., Werner J.M; (2021), Human Resource Development 6th Edition,  [2] Srivastava D.K.(2005), Strategies For Performance Management, New Delhi  [3] Sandler C., Keefe J. (2003),Performance Appraisals Phrase Book: The Best Words, Phrases, and Techniques for  Performace Reviews, Simon and Schuster</p>		
<b><u>SECONDARY LITERATURE:</u></b>		
<p>[1] Kirkpatrick D.L. (2006), Improving Employee Performance Through Appraisal and Coaching, Amacom  [2] Grote G. (2011), How to Be Good at Performance Appraisals: Simple, Effective, Done Right Hardcover, Harvard Business  Review Press  [3] Deblieux M.: Performance Appraisal Source Book: A Collection of Practical Samples, Society For Human Resource  Management, 2003</p>		
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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish Ocena potencjału pracownika****Name of subject in English Employee potential assessment****Main field of study (if applicable): Management****Specialization (if applicable): Human Resource Management****Profile: academic****Level and form of studies: 2nd level, full-time studies****Kind of subject: obligatory****Subject code ZMZ2641****Group of courses NO**

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)		30			
Number of hours of total student workload (CNPS)		60			
Form of crediting		crediting with grade			
For group of courses mark (X) final course					
Number of ECTS points		2			
including number of ECTS points for practical classes (P)		2			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)		1,4			

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

- basic knowledge in the field of human resource management

**SUBJECT OBJECTIVES**

C1 Acquiring knowledge of tools for assessing employee potential

C2 Acquiring of knowledge in the field of designing a Development Center as a comprehensive method of assessing employee potential

C3. Developing the ability to create tools to assess the employee's potential

C4. Developing the ability to design exercises and tasks for the Development Center

C5 Developing the ability to conduct and evaluate Development Center session

C6 Developing the skills to prepare a Development Center report

### SUBJECT EDUCATIONAL EFFECTS

Relating to knowledge:

PEU\_W01 Has knowledge of tools for assessing employee potential

PEU\_W02 Has knowledge of the stages of designing Development Center sessions

Relating to skills:

PEU\_U01 Is able to create tools to assess the employee's potential

PEU\_U02 Is able to design individual and group tasks, case studies and simulations to assess the employee's potential

PEU\_U03 Is able to carry out tasks as part of the Development Center and to evaluate the performance of these tasks

PEU\_U04 Is able to prepare a Development Center report

Relating to social competences:

PEU\_K01 Is prepared to initiate changes in the organization and participate in planning and implementation.

PEU\_K02 Is able to cooperate and work in team in the organization. Can properly set priorities in own work and in cooperation with others.

PEU\_K03 Is aware of the responsibility for own work and readiness to submit to the priorities set by others and be responsible for the tasks performed independently or in a team.

### PROGRAMME CONTENT

Classes		Number of hours
CI 1	Presentation of the purpose of the classes and assessment criteria. Establishment of project teams. Detailed explanation of the ways of carrying out tasks in teams. Selection of tasks to be carried out in teams from the scope indicated by the teacher.	2
CI 2	Discussion of the application and specificity of the Development Center as a method of assessing the employee's potential.	2
CI 3-4	Group work 1 in teams 1 - students develop a selected scope of material in the field of Development Center based on the recommended literature and conduct a discussion in the group	4
CI 5-7	Group work 2 in teams 1 - students develop tasks for the Development Center session for a specific job and competency profile, along with instructions for tasks and indicators for evaluating individual tasks	6
CI 8-11	Group work 3 in teams 1 - exercise teams carry out developed Development Center tasks among the group members. Teacher and students assessment according to the developed criteria.	8
CI 12-13	Group work 4 in teams 2 - teams prepare the analysis of the results from exercises / tasks. Rotation between members of teams. The newly created teams prepare a comprehensive report on the conducted Development Center session.	4
CI 14	Presentation of reports by exercise teams no.2. Summary of classes.	2

CI 15	Discussion of conclusions from the evaluation of written reports.	2
	Total hours	30
<b>TEACHING TOOLS USED</b>		
N1. Team development of assigned tasks and exercises N2. Self-study using the e-learning platform N3. Presentation of final reports by groups N4. Task simulations		

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01 PEU_W02 PEU_K02	Group work 1 - development of a selected scope of material regarding the Development Center method, presentation and discussion in a group
F2	PEU_U01 PEU_U02 PEU_K03	Group work 2 - development of tasks for Development Center sessions (tasks, instructions, indicators)
F3	PEU_U03 PEU_K03	Group work 3 - carrying out the developed tasks
F4	PEU_U03	Group work 4 - preparation of the results of the tasks carried out
F5	PEU_U04 PEU_K01	Report (written report, presentation)
$P = (F1+F2+F3+F4+F5)/5$ The student must obtain min. 60% of points in each form of evaluation		
<b>PRIMARY AND SECONDARY LITERATURE</b>		
<b><u>PRIMARY LITERATURE:</u></b>		
[1] Thornton G.C., Rupp D.E.: Assessment Centers in Human Resource Management Strategies for Prediction, Diagnosis, and Development, Lawrence Erlbaum Associates, Inc., 2006.		
[2] Ian Taylor M.B: A Practical Guide to Assessment Centres and Selection Methods Measuring Competency for Recruitment and Development, Kogan Page, 2007.		
<b><u>SECONDARY LITERATURE:</u></b>		
[1] Robert Edenborough: Assessment Methods in Recruitment, Selection Performance A Managers Guide to Psychometric Testing, Interviews and Assessment Centres, Kogan Page, 2005.		
[2] Copies of scientific articles about HRM for lectures (available on e-learning platform)		
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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish** Metody badawcze w zarządzaniu zasobami ludzkimi**Name of subject in English:** Research methods in Human Resource Management**Main field of study (if applicable):** Management**Specialization (if applicable):** Human Resource Management**Profile:** academic**Level and form of studies:** : 2nd level, full-time**Kind of subject:** obligatory**Subject code** ZMZ2642**Group of courses** NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15	15	15		
Number of hours of total student workload (CNPS)	90	60	60		
Form of crediting	Examination	crediting with grade	crediting with grade		
For group of courses mark (X) final course					
Number of ECTS points	3	2	2		
including number of ECTS points for practical classes (P)	0	2	2		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	2,1	1,4	1,4		

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

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**SUBJECT OBJECTIVES**

C1 The student acquires the ability to search and analyze content in the field of modern methods of human resource management.

C2. The student acquires the ability to critically evaluate the usefulness of human resource management methods.

**SUBJECT EDUCATIONAL EFFECTS**

relating to knowledge:

PEU\_W01 Knows advanced methods of measurement and evaluation of achievements of employees.

PEU\_W02 Knows research methods useful for the analysis of human resource management.

relating to skills:

PEU\_U01 Student is able select, justify and follow research methods and techniques to analyze various human resource management aspects in organization.

PEU\_U02 Student is able to design and propose valid advanced methods of measurement of employees' achievements in organization.

PEU\_U03 Student is able to comprehensively assess human resource management practices according to the adopted goals, priorities and given criteria.

PEU\_U04 Student is able to formulates simple hypotheses and research problems and selects adequate research methods, formulate research findings and draws conclusions concerning human resources in organization

PEU\_U05 Student is able to efficiently use software for statistical analysis in order to support the scientific reasoning.

relating to social competences:

PEU\_K01 Student is able to identify, critically analyze and resolve problems concerning human resource management.

PEU\_K02 Student is able to search, identify and critically analyze research problems in the area of human resource management.

### PROGRAMME CONTENT

Lecture		Number of hours
L 1	Human Resource Management as a scientific research subject.	2
L 2	Job performance as a main measure of employees' effectiveness.	2
L 3	Job related attitudes as employees' characteristics.	2
L 4	Scientific reasoning – hypotheses development and measurement methods in Human Resource Management.	2
L 5	Questionnaire as a basic measurement method in HRM. Methods of sample selection and data gathering.	2
L 6	Methods for data analysis – statistical analysis of data: scales development and analysis.	2
L 7	Methods for data analysis – statistical analysis of data: correlation, regression.	2
L 8	Final exam.	2
	Total hours	30

<b>Classes</b>		<b>Number of hours</b>
C 1	Organizational classes. Teams establishment.	2
C 2	Principles of questionnaire development.	2
C 3	Types of questions and scales in questionnaire.	2
C 4	Selection of research sample and ways of data gathering.	2
C 5	Research questionnaire development – scales and questions groups.	2
C 6	Research questionnaire development – questions for each group.	2
C 7	Research questionnaire development – final version and data gathering process analysis.	2
C 8	Conclusions and final results.	1
	Total hours	15
<b>Laboratory</b>		<b>Number of hours</b>
L1	Organizational laboratory. Team establishment.	2
L2	Basics of SPSS – software for statistical analysis.	2
L3	Variables building.	2
L4	Scales reliability analysis.	2
L5	Basic descriptive statistics.	2
L6	Exploratory and Confirmatory Factor Analysis.	2
L7	Correlation and regression analysis.	2
L8	Final results.	1
	Total hours	15
<b>TEACHING TOOLS USED</b>		
N1. Multimedia presentation. N2. Structured discussion. N3. Teamwork.		

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

<b>Evaluation</b> (F – forming during semester), P – concluding (at semester end)	<b>Learning outcomes code</b>	<b>Way of evaluating learning outcomes achievement</b>
F1	PEU_W01-W02	Final exam during Lecture.
P1	PEU_U01-U05 PEU_K01-K02	Teamwork during the semester, tasks implemented during the semester.
P2	PEU_U01-U05 PEU_K01-K02	Teamwork during the semester, tasks implemented during the semester.
F2	PEU_U01-05	Final results obtained during laboratory.
P (Lecture) = F1; P (Classes) = P1; P (Lab) = (P2 + F2) / 2		
<b>PRIMARY AND SECONDARY LITERATURE</b>		

**PRIMARY LITERATURE:**

- [1] Sweet, S. A., & Grace-Martin, K. (1999). Data analysis with SPSS (Vol. 1). Boston, MA: Allyn & Bacon..  
[2] Sirkin, R. M. (2005). Statistics for the social sciences. Sage Publications..

**SECONDARY LITERATURE:**

- [1] Babbie, E. R., Halley, F., & Zaino, J. (2007). Adventures in social research: data analysis using SPSS 14.0 and 15.0 for Windows. Pine Forge Press.

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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish** Komunikacja w mediach społecznościowych**Name of subject in English:** Communication in social media**Main field of study (if applicable):** Management**Specialization (if applicable):** Human Resource Management**Profile:** academic**Level and form of studies:** 2nd level, full-time**Kind of subject:** optional**Subject code:** ZMZ2643**Group of courses** NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					60
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,4

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

Basic knowledge of social sciences

**SUBJECT OBJECTIVES**

C1 Knowledge and awareness about the use of social media communication

C2 Capability to build a strong professional, personal, and social network

C3 Capability to understand, evaluate and influence social media communication of other

**SUBJECT EDUCATIONAL EFFECTS**

Relating to skill:

PEU\_U01: Can choose, adapt, justify and apply appropriate norms and standards (legal, professional, moral and ethical) in social media, for personal, professional and social communications.

PEU\_U02: Has the ability to formulate, justify, select, and verify social media communication policies in accordance with the established priorities, in the context of internal and external conditions.

PEU\_U03: Has the skills to understand simple spoken and read texts, can establish social contacts, expresses coherently on a known topic, can create basic social media content, and can identify, interpret, evaluate and influence the behavior of members of the organization, especially in context of communication through social network.

Relating to social competences:

PEU\_K01: Is able to cooperate and communicate in a group, and demonstrates readiness to independently organize and manage the work of teams.

PEU\_K02: Shows courage and patience in communicating and defending own views, and is also prepared to persuade and negotiate for the sake of achieving common goals, on social media and other platforms.

PEU\_K03: Is prepared to behave in a professional and ethical manner; sees and formulates ethical dilemmas related to his own and someone else's work; looks for appropriate solutions and the possibility of correcting irregularities in their attitudes and behavior in the workplace.

### PROGRAMME CONTENT

Seminar		No. Of hours
Sem 1	Introduction to communication in Social Media, a personal, professional and social perspective	2
Sem 2	vSmart – Virtual Social Media Personality – group discussion	2
Sem 3	Creating, implementing and analyzing personal communication and influence	2
Sem 4	Creating, implementing and analyzing professional communication and influence	2
Sem 5	Creating, implementing and analyzing social communication and influence	2
Sem 6	Organizational social media communication policy: an HR perspective – group discussion	2
Sem 7	Intra-networks: social networks within the organization – group discussion	2
Sem 8	Organizational interaction with society and employer branding – group discussion	2
Sem 9	Case studies in social media communication	2
Sem 10	Student team presentations on various cases of social media communication in HR and proposal of solutions	2
Sem 11		2
Sem 12		2
Sem 13		2
Sem 14		2
Sem 15		2
<b>Total hours</b>		<b>30</b>

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01, PEU_U03, PEU_K01, PEU_K02	Group work during the semester
F2	PEU_U02, PEU_U03, PEU_K01, PEU_K03	Team presentation
F3	PEU_U01, PEU_U03, PEU_K02, PEU_K03	Individual course journal
$P = F1 * 30\% + F2 * 30\% + F3 * 40\%$ To pass the course student requires at least 50% in each F1, F2 and F3 respectively (3.5 from 55%, 4.0 from 65%, 4.5 from 75%, 5.0 from 85%, 5.5 from 95%)		

<b>TEACHING TOOLS USED</b>
N1. Documentation and debriefing N2. Multimedia presentation by students N3. Collaboration and group discussion N4. Team work on Microsoft Teams or similar teamwork software/web-platform
<b>PRIMARY AND SECONDARY LITERATURE</b>
<p><b><u>PRIMARY LITERATURE:</u></b></p> <p>[1] Dulworth, M. and Dulworth, M. The connect effect: Building strong personal, professional, and virtual networks. Berrett-Koehler Publishers. 2008</p> <p>[2] Lipschultz, J.H., 2017. Social media communication: Concepts, practices, data, law and ethics. Taylor &amp; Francis.</p> <p><b><u>SECONDARY LITERATURE:</u></b></p> <p>[1] Salpeter, M., Social networking for career success. New York, NY: Learning Express. 2013</p> <p>[2] Qualman, E., Socialnomics: How social media transforms the way we live and do business. John Wiley &amp; Sons. 2012</p> <p>[3] Evans, D., Social media marketing: the next generation of business engagement. John Wiley &amp; Sons. 2010</p> <p>[4] Madia, S.A., 2011. Best practices for using social media as a recruitment strategy. Strategic HR Review.</p> <p>[5] Bizzi, L., 2020. Should HR managers allow employees to use social media at work? Behavioral and motivational outcomes of employee blogging. The International Journal of Human Resource Management, 31(10), pp.1285-1312.</p> <p>[6] Doherty, R., 2010. Getting social with recruitment. Strategic HR review.</p> <p>[7] Wollan, R., Smith, N. and Zhou, C., The social media management handbook: Everything you need to know to get social media working in your business. John Wiley &amp; Sons. 2011</p>
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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish Seminarium dyplomowe I****Name of subject in English Seminar I****Main field of study (if applicable): Management****Specialization (if applicable): Human Resource Management****Profile: academic****Level and form of studies: 2nd level, full-time****Kind of subject: obligatory****Subject code ZMZ2644S****Group of courses NO**

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					15
Number of hours of total student workload (CNPS)					60
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,4

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES****SUBJECT OBJECTIVES**

C1 The aim of the seminar is to provide students with knowledge on the initial understanding the subject of the master thesis.

C2 Creation of conditions enabling the student to choose the topic of the diploma dissertation, formulate its purpose and structure and the research problem, as well as prepare and verify the document "Declaration of the completion of the diploma thesis".

**SUBJECT EDUCATIONAL EFFECTS**

Relating to skills:

PEU\_U01 Knows and is able to apply methods and techniques to solve problems in organization's management.

PEU\_U02 Is familiar with the content of the papers about management in the organization. Can choose relevant texts.

PEU\_U03 Is able to participate in discussions in the field of science about organization and management - in Polish and in a foreign language.

Relating to social competences:

PEU\_K01 Is prepared to independently search for interesting areas of knowledge and gather information.

PEU\_K02 Can prepare arguments for persuasion and negotiation in the name of achieving common goals.

### PROGRAMME CONTENT

Seminar		Number of hours
Se1-2	Introduction to a master's thesis (requirements, literature on how to develop thesis, the diploma examination procedure).	4
Se3	Discussion about the topics of master theses and indication of possible supervisors of these works.	2
Se4	Discussion about the document "Declaration of the completion of the diploma thesis" and the method of its transmission to competent organizational units.	2
Se5-6	Individual consultations of students and conductor of the course with possible thesis supervisors and with organizations (production, service, production and service, etc.), on the example of which write a diploma thesis is possible.	4
Se7-8	Presentation the content of the document "Declaration of the completion of the diploma thesis", signed by the student, the supervisor of the diploma thesis and the course conductor. Presentation on approx. 10 slides.	4
	<b>Total hours</b>	15

### TEACHING TOOLS USED

N1. Multimedia presentation.

N2. Discussion.

## EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03 PEU_K01 PEU_K02	Preparation of the document "Declaration of the completion of the diploma thesis" approved by the supervisor and the seminar conductor (the so-called paper version). Content presentation of the Declaration at the seminar (about 10 slides - see Requirements). Preparation of the E-Declaration and sending it to competent organizational units (see E-Declaration Procedure). Submission of a written (paper) version to the Dean's Office. Attendance is obligatory.
P=F1		
<b>PRIMARY AND SECONDARY LITERATURE</b>		
<p><b><u>PRIMARY LITERATURE:</u></b></p> <p>[1] Oliver, P. (2013) Writing your thesis. Sage.</p> <p>[2] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press.</p> <p>[3] Literature review that relates to the topic of the thesis</p> <p><b><u>SECONDARY LITERATURE:</u></b></p> <p>[1] APA</p> <p>[2] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.</p>		
<b>SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)</b>		
Agnieszka Bienkowska agnieszka.bienkowska@pwr.edu.pl Katarzyna Tworek, katarzyna.tworek@pwr.edu.pl		

## FACULTY COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish Seminarium dyplomowe II****Name of subject in English Seminar II****Main field of study (if applicable): Management****Specialization (if applicable): Human Resource Management****Profile: academic****Level and form of studies: 2nd level, full-time****Kind of subject: obligatory****Subject code ZMZ2650****Group of courses NO**

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					15
Number of hours of total student workload (CNPS)					50
Form of crediting					crediting with grade
For group of courses mark (X) final course					2
Number of ECTS points					
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,4

\*delete as not necessary

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

-

**SUBJECT OBJECTIVES**

C1 To provide knowledge on the detailed development of the master's thesis (thesis plan, use of scientific literature, technical editing of the thesis, copyright, how to present the thesis' results at the diploma exam).

**SUBJECT EDUCATIONAL EFFECTS**

relating to skills:

PEU\_U01 Student can critically evaluate the usefulness of methods and techniques in solving research problems.

PEU\_U02 Student can interpret and formulate conclusions from the Polish and foreign texts concerning management.

PEU\_U03 Student can formulate and present own opinions on texts about management and quality studies.

relating to social competences:

PEU\_K01 Student is aware of the individual realization of the research and also of his views about main goals.

**PROGRAMME CONTENT**

<b>Seminar</b>		<b>Number of hours</b>
Semin 1	Providing the criteria for evaluation of the thesis (creative characteristics of the thesis, substantive and methodological correctness, logical, linguistic, and stylistic correctness, the validity of information sources, the usefulness of the thesis in practice). Discussion of the diploma examination).	1
Semin 2-3	Discussion of the stages of developing a master's thesis. The transfer of information on how to define the problem to be solved, to determine the purpose of thesis, to formulate subproblems of the work (preliminary structure of the work), to collect information necessary for the development, to determine the detailed structure of the work, to write the thesis (analysis and evaluation of the problem), to formulate conclusions, to prepare for the diploma exam. Presentation of diploma thesis sample.	4
Semin 4-5	<p>Discussion of the thesis construction.</p> <p>Title page of the thesis (university data, the field of study, thesis title, thesis supervisor, place and year of study, keywords, abstract), introduction, chapters, subchapters and conclusion, list of figures and tables, list of attachments, etc.</p> <p>Indication in the Introduction of the motivation for taking the topic, purpose, and scope of the work, discussion of the content of the work, research methods, and sources of information. The method of presenting the results of the research.</p> <p>The content included in the Conclusion. The way of listing the literature: books and scripts, articles in scientific journals, papers from scientific conferences, standards, legislation, websites, lecture notes, documentation of the research object, the author's works and works "edited by scientists".</p> <p>Paragraphs. Footnotes, citations, thesis style, and language. Figure and table captions and references in the text. Presentation of sample presentations at the thesis exam. Presentation of a detailed Workplan.</p>	4
Semin 6-8	Presentation of one of the prepared chapters of the master's thesis.	6
	Total hours	15
<b>TEACHING TOOLS USED</b>		
<p>N1. Multimedia presentation.</p> <p>N2. Problem-based discussion.</p>		



## EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03 PEU_K01	Presentation
P = F1		
<b>PRIMARY AND SECONDARY LITERATURE</b>		
<p><b><u>PRIMARY LITERATURE:</u></b></p> <p>[1] Oliver, P. (2013) Writing your thesis. Sage.</p> <p>[2] Becker, H.S. (2008) Writing for Social Scientists: How to Start and Finish Your Thesis, Book, or Article. University of Chicago Press.</p> <p>[3] Literature review that relates to the topic of the thesis</p> <p><b><u>SECONDARY LITERATURE:</u></b></p> <p>[1] APA</p> <p>[2] Blair, L. (2016) Writing a graduate thesis or dissertation. Brill Sense.</p>		
<b>SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)</b>		
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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish Wynagradzanie i premiowanie****Name of subject in English: Compensation and rewarding****Main field of study (if applicable): Management****Specialization (if applicable): Human Resource Management****Profile: academic****Level and form of studies: 2nd level, full-time****Kind of subject: obligatory****Subject code ZMZ2645****Group of courses NO**

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				2	
Number of hours of total student workload (CNPS)				75	
Form of crediting				crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				3	
including number of ECTS points for practical classes (P)				3	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				2,1	

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

1. Knowledge concerning compensation and rewarding.

**SUBJECT OBJECTIVES**

C1 Students are able to create various compensation systems, choose the best one for given organization and reshape it based on the needs of the organization.

C2 Students are able to choose appropriate rewarding system and reshape it based on the needs of the organization.

**SUBJECT EDUCATIONAL EFFECTS**

relating to knowledge:

PEU\_W01 Student knows various compensation systems.

PEU\_W02 Student knows various rewarding systems.

PEU\_W03 Student knows the assumptions of pay rise design.

relating to skills:

PEU\_U01 Student is able to design compensation systems in a strategic context of an organization.

PEU\_U02 Student is able to design rewarding systems.

PEU\_U03 Student is able to design pay rise system.

PEU\_U04 Student is able to take into account strategic context and assumptions of various management methods during compensation, rewarding and pay rise design.

relating to social competences:

PEU\_K01 Student is able to properly work in a team.

PEU\_K02 Student is able to analyze complex issues and predict results of introduced changes.

PEU\_K03 Student is able to solve problems.

### PROGRAMME CONTENT

Project		Number of hours
Proj 1	Organizational classes. Teams organization.	2
Proj 2	Selection of the organization and presentation of its basic characteristics in the context of compensation and rewarding needs.	2
Proj 3	Analysis of existing job positions and their relations and job evaluation.	2
Proj 4	Job positions overview – presentation.	2
Proj 5	Initial proposition of the compensation strategy.	2
Proj 6	Compensation design – initial proposition of the compensation system.	2
Proj 7	Compensation design – compensation system presentation.	2
Proj 8	Initial proposition of goals and assumptions for rewarding strategies.	2
Proj 9	Rewarding design – initial proposition of two different rewarding systems.	2
Proj 10	Rewarding design – presentation of critical comparison of proposed systems.	2
Proj 11	Pay rise design – indication of applicable the pay rise system.	2
Proj 12	Pay rise design – presentation of applicable variants of pay rise systems.	2
Proj 13-15	Final report presentations.	6
	Total hours	30

### TEACHING TOOLS USED

N1. Multimedia presentations.  
N2. Teamwork.

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01-W03	Presentations during the semester.
P1	PEU_U01-U04	Final report.
F2	PEU_K01-K03	Teamwork during the semester. Presentation during the semester.

$$P=P1 + (F1+F2)/2$$

## **PRIMARY AND SECONDARY LITERATURE**

### **PRIMARY LITERATURE:**

- [1] Armstrong, M., & BARON, A. (1995). The job evaluation. London: IPD.
- [2] BERGER, L. A., & BERGGER, D. R. (2020). The compensation handbook. A state-of-the-art guide to compensation strategy and design. McGraw Hill.
- [3] Heneman, R. L. (Ed.). (2002). Strategic Reward Management: Design, Implementations, and Evaluation. IAP.

### **SECONDARY LITERATURE:**

- [1] Lawler III, E. E. (2000). Rewarding excellence: Pay strategies for the new economy. Jossey-Bass.

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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish Szkolenie i rozwój****Name of subject in English Training and development****Main field of study (if applicable): Management****Specialization (if applicable): Human Resource Management****Profile: academic****Level and form of studies: 2nd level, full-time studies****Kind of subject: obligatory****Subject code ZMZ2646****Group of courses NO**

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	
Number of hours of total student workload (CNPS)				75	
Form of crediting				crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				3	
including number of ECTS points for practical classes (P)				3	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				2,1	

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

1. basic knowledge in the field of human resource management

**SUBJECT OBJECTIVES**

C1. Developing competences to identify and analyze training needs in an organization

C2. Developing competences in planning, designing and running a training program in an organization

C3. Developing competencies in the evaluation of a training program

**SUBJECT EDUCATIONAL EFFECTS**

Relating to knowledge:

PEU\_W01 He knows what phases make up the training process and knows the tools and methods of designing activities at each stage

Relating to skills:

PEU\_U01 Is able to design the process and analyze training needs in an organization

PEU\_U02 Is able to design a training program for a selected organization

PEU\_U03 Is able to select the appropriate scope of training and teaching methods for the

<p>proposed training program in a selected organization</p> <p>PEU_U04 Can design tools to evaluate the effectiveness of a training program</p> <p>PEU_U05 Can develop a comprehensive training project program in the form of a written report for a selected organization</p> <p>PEU_U06 Can select sources of information and use techniques for obtaining them (interview, questionnaire, documentation) can integrate the obtained information, interpret it, as well as draw conclusions and formulate and justify opinions in the area of training and development.</p> <p>Relating to social competences:</p> <p>PEU_K01 Is prepared to initiate changes in the organization and participate in their planning and implementation.</p> <p>PEU_K02 Is able to cooperate and work in team in the organization. Can properly set priorities in own work and in cooperation with others.</p> <p>PEU_K03 Is aware of the responsibility for own work and readiness to submit to the priorities set by others and be responsible for the tasks performed independently or in a team.</p> <p>PEU_K04 Understands the essence of a comprehensive approach to designing training programs in an organization</p>
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### **PROGRAMME CONTENT**

<b>Project</b>		<b>Number of hours</b>
Proj 1	Presentation of the purpose of the classes and assessment criteria. Explanation of the project topic, a detailed explanation of how the project is to be implemented. Establishment of project teams.	2
Proj 2	Overview of individual tasks of the project work. Discussion of the structure of the written report.	2
Proj 3-4	Work in project teams - designing the training needs process Consulting, assessing the advancement of students' work.	4
Proj 5	Presentation of project teams no. 1 - plan and tools for analyzing and identifying training needs in a selected organization	2
Proj6	Work in project teams - preparation of a report on the analysis of training needs Consulting, assessing the advancement of students' work	2
Proj7	Presentation of project teams no. 2 - a report on the training needs analysis	2
Proj8-10	Work in project teams - designing a training program along with the assessment of effectiveness for a selected organization. Consulting, assessing the advancement of students' work.	6
Proj11-14	Presentation of project teams no. 3 - presentation of the complex training program for the selected organization. Discussion and evaluation of the presentation.	8
Proj15	Summary of classes. Discussion of conclusions from the evaluation of written reports.	2
	Total hours	30

### **TEACHING TOOLS USED**

- |   |
|---|
| <p>N1. Consultations</p> <p>N2. Student presentation using media for multimedia presentations</p> |
|---|

N3. Problem discussion N4. Written report N5. Field research in a selected organization N6. Self-study using the e-learning platform
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### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

<b>Evaluation</b> (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03 PEU_U04 PEU_K02 PEU_K03	Group work, activity during classess
F2	PEU_U01	Presentation of the plan and tools for analyzing and identifying training needs in a selected organization
F3	PEU_U01 PEU_U06	Presentation of the report on the analysis of training needs
F4	PEU_U02 PEU_U03 PEU_U04 PEU_K04	Presentation the draft of the training program for the selected organization
F5	PEU_W01 PEU_U05 PEU_K01 PEU_K04	A draft training program for the selected organization in the form of a written report
<p>P = F1+F2+F3+F4+F5</p> <p>The student must obtain min. 60% of points in each form of evaluation</p>		

## **PRIMARY AND SECONDARY LITERATURE**

### **PRIMARY LITERATURE:**

- [1] Stanley C. Ross: Training and Development in Organizations. An Essential Guide for Trainers, Routledge, 2019
- [2] P. Nick Blanchard, James W. Thacker: Effective Training, Systems, Strategies, and Practices, Pearson, 2013.
- [3] Tom Boydell, Malcolm Leary: Identifying Training Needs, Beekman Books, Incorporated, 2000.
- [4] Leslie Rae: Effective Planning in Training and Development, Kogan Page, 2000.
- [5] Donald L Kirkpatrick: Evaluating Training Programs, The Four Levels, Berrett-Koehler Publishers, Inc., 2006.
- [6] Patricia Phillips, Jack J. Phillips, Ron Stone, Holly Burkett: The ROI Fieldbook: Strategies for Implementing ROI in HR and Training, Butterworth-Heinemann, 2007.

### **SECONDARY LITERATURE:**

- [1] Human Resource Development Learning and Training for Individuals and Organizations by John P Wilson, John P. Wilson
- [2] Effective Planning in Training and Development. Leslie Rae
- [3] Copies of scientific articles about HRM for lectures (available on e-learning platform)

### **SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)**

Kamila Ludwikowska, kamila.ludwikowska@pwr.edu.pl



FACULTY OF COMPUTER SCIENCE AND MANAGEMENT					
<b>SUBJECT CARD</b>					
<b>Name of subject in Polish Zarządzanie różnorodnością</b>					
<b>Name of subject in English Diversity management</b>					
<b>Main field of study (if applicable): Management</b>					
<b>Specialization (if applicable): Human Resource Management</b>					
<b>Profile: academic</b>					
<b>Level and form of studies: 2nd level, full-time studies</b>					
<b>Kind of subject: optional</b>					
<b>Subject code ZMZ2647</b>					
<b>Group of courses NO</b>					
	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					75
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					3
including number of ECTS points for practical classes (P)					3
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					2,1

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

basic knowledge of social sciences

**SUBJECT OBJECTIVES**

To ensure knowledge (including application aspects) about:

C1 individual perspectives of diversity

C2 Stereotypes and Privileges

C3 Primary and Secondary Dimensions of Diversity

C4 Managing Diversity in Terms of the Ethical, Legal, Media and Marketing Issues

**SUBJECT EDUCATIONAL EFFECTS**

relating to skills:

PEU\_U01 Has the ability to select sources of information and use them to solve problems related to diversity in the organization

PEU\_U02 Has the ability to identify, analyze and solve problems related to diversity in the organization.

PEU\_U03 Has the ability to make a critical assessment of the usefulness of methods and techniques

PEU\_U04 Has the ability to select, adapt, justify and apply appropriate norms and standards (legal, professional, moral and ethical) in activities related to diversity in the organization.

PEU\_U05 Has the ability to formulate solutions to problems related to diversity in the organization. He can justify, select and verify solutions related to diversity in the organization in accordance with the established priorities, in the context of internal and external conditions.

relating to social competences:

PEU\_K01 Is aware of the need for an independent, critical assessment of the scope and level of his knowledge and skills in the field of diversity in the organization. Is prepared to independently search for areas of knowledge to supplement and skills to improve. He can inspire and organize the learning process of other people.

PEU\_K02 Has the ability to interact and work in group and team forms of work organization (assuming different roles in them). Demonstrates readiness to independently organize and manage the work of teams.

PEU\_K03 Demonstrates readiness to identify, critically analyze and resolve problems related to diversity in the organization. He can predict the effects of decisions made.

PEU\_K04 Is prepared to initiate changes related to diversity in the organization and participate in their planning and implementation, as well as to anticipate the multidirectional effects of the introduced changes.

PEU\_K05 Has the ability to make decisions regarding the diversity of the organization

PEU\_K06 Has the ability to identify, interpret and evaluate the behavior of the members of the organization regarding the diversity in the organization

### PROGRAMME CONTENT

Seminar		Number of hours
Se1	Introduction to diversity management	2
Se2	Understanding individual perspectives of diversity	2
Se3	Increasing Multicultural Understanding: cultural classifications	2
Se4	Increasing Multicultural Understanding: Uncovering Stereotypes	2
Se5	Increasing Multicultural Understanding: Uncovering Privileges	2
Se6	Understanding the Primary Dimensions of Diversity such as Race & Ethnicity	2
Se7	Understanding The Primary Dimensions of Diversity such as Age, Gender	2
Se8	Understanding The Primary Dimensions of Diversity such as Physical and Mental Challenges	2
Se9	Understanding The Secondary Dimensions of Diversity such as Social Class, Religion	2
Se10	Understanding The Secondary Dimensions of Diversity such as Language & Communication	2
Se11	Understanding The Secondary Dimensions of Diversity such as Appearance/ Weight and Military Service	2
Se12	Understanding Intercultural Communications in Today's Global Environment	2

Se13	Managing Diversity in Terms of the Ethical, Legal, Media and Marketing Issues	2
Se14	Managing Organizational Change and Diversity: Current Issues	2
Se15	Good Practices for Understanding and Managing Diversity	2
	Total hours	
<b>TEACHING TOOLS USED</b>		
N1. Presentations prepared by students N2. Questions to students during seminar N4. Discussion of selected issues N6. Self-study: seminar preparation		

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03 PEU_U04 PEU_U05 PEU_K01 PEU_K02 PEU_K03 PEU_K04 PEU_K05 PEU_K06	Assessment of student presentations (during the seminar)
F2	PEU_U01 PEU_U02 PEU_U03 PEU_U04 PEU_U05 PEU_K01 PEU_K02 PEU_K03 PEU_K04 PEU_K05 PEU_K06	Assessment of student involvement (during the seminar)
P Final mark consists of F1(60%) and F2 (40%)		

### PRIMARY AND SECONDARY LITERATURE

#### **PRIMARY LITERATURE:**

[1] Harvey, C. P., & Allard, M. (2015). *Understanding and managing diversity: Readings, cases, and exercises*. Pearson.

- [2] Plummer, D. L. (2003). *Handbook of diversity management: Beyond awareness to competency based learning*. University Press of America.

### **SECONDARY LITERATURE:**

- [1] Diversity in a Box. In *The Inclusion Breakthrough*. BerrettKoeehler Publishers, San Francisco, CA. The Inclusion Paradox -1 st and second edition Tapia, A. T. (2009). *The Inclusion Paradox*, 1st ed. Hewitt Associates, Lincolnshire, IL. Tapia, A. T. (2013).
- [2] Diversity in the Workforce: Current Issues and Emerging Trends Byrd, M. Y., Scott, C. L. (2014). *Diversity in the Workforce: Current issues and emerging trends*. New York, NY. Routledge.
- [3] Diversity Resistance in Organizations (2008) Thomas, K. T. (2008). *Diversity Resistance in Organizations*, Taylor & Francis, New York, NY. *Making Diversity Work* (2008) Thiederman, S. (2008).
- [4] Kandola, B. (2009). *The Value of Difference: Eliminating Bias in Organizations*, Pearn Kandola Publishing, Oxford, Great Britain. *Understanding and Managing Diversity*, 4th Edition (2009) Harvey, C. P., Allard, J. M. (2009).
- [5] Kirton, G & Greene, A (2010), *The dynamics of managing diversity: a critical approach*. 3 edition. Oxford: Else vier Butterworth-Heinemann Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- [6] Klarsfeld, A (2010), *International handbook on diversity management at work: country perspectives and equal treatment*. Cheltenham: Edward Elgar (346 p). Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- [7] Konrad, A M & Prasad, P & Pringle, Judith K (2009), *Handbook of workplace diversity*. Sage Publications, London Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- [8] *Making Diversity Work*, Kaplan Publishing, New York, NY. *Managing Diversity: People Skills for a Multicultural Workplace* (2009) Carr- Ruffino, N. (2012).
- [9] *Managing Diversity: People Skills for a Multicultural Workplace*, 9 th Edition. Pearson Custom Publishing. *The Inclusion Breakthrough* (2002) Miller, F. A., Katz, J. H. (2002).
- [10] Mattiske, C. (2012). *Understanding and Managing Diversity*,
- [11] Moss, G (2011), *Lessons on profiting from diversity*. Basingstoke: Palgrave Macmillan Basingstoke (296 p). Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- [12] Orlando C. R, 2017, *Racial Diversity, Business Strategy, and Firm Performance: A Resource-Based View*, *Academy of Management Journal* Vol. 43, No. 2
- [13] Schwabenland, C (2012), *Metaphor and Dialectic in Managing Diversity*. Palgrave Macmillan, Basingstoke Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- [14] *The Inclusion Paradox*, 2nd ed. Tapia, *The Psychology and Management of Workplace Diversity* (2004) Stockdale, M. S., Crosby, F. J. (2004).
- [15] *The Psychology and Management of Workplace Diversity*, Blackwell Publishing, Malden, MA. *The Value of Difference: Eliminating Bias in Organizations* (2009)
- [16] Thomas D. A., *Diversity as Strategy*, *Harvard Business Review*, September 2004
- [17] *Understanding and Managing Diversity: Readings, Cases, and Exercises*, 4th ed. Prentice Hall, Upper Saddle River, NJ.
- [18] Wright P., S. P. Ferris, J. S. Hiller, M. Kroll, 2017, *Competitiveness through Management of Diversity: Effects on Stock Price Valuation*, *Academy of Management Journal* Vol. 38, No. 1

### **SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)**

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FACULTY OF COMPUTER SCIENCE AND MANAGEMENT					
<b>SUBJECT CARD</b>					
<b>Name of subject in Polish Rozwijanie kompetencji kulturowych</b>					
<b>Name of subject in English Developing cultural competences</b>					
<b>Main field of study (if applicable): Management</b>					
<b>Specialization (if applicable): Human Resource Management</b>					
<b>Profile: academic</b>					
<b>Level and form of studies: 2nd level, full-time</b>					
<b>Kind of subject: optional</b>					
<b>Subject code ZMZ2648</b>					
<b>Group of courses NO</b>					
	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					75
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					3
including number of ECTS points for practical classes (P)					3
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					2,1

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

basic knowledge of social sciences

**SUBJECT OBJECTIVES**

C1 To acquaint students with concepts and tools relating to apply and communicate understanding of the importance of diversity and difference experiences in practice.

C2 To acquaint students with concepts and tools relating to apply awareness to identify and manage the influence of biases and values in working with diverse clients and employees.

C3 To acquaint students with concepts and tools relating to principles of cultural humility and identify skills and practices to advance cultural humility in work with diverse clients and employees.

## SUBJECT EDUCATIONAL EFFECTS

In the field of knowledge:

PEU\_W01 has systematic knowledge of culture management

PEU\_W02 has systematic knowledge of different type of cultures

In the field of skills:

PEU\_U01 is able to recognize and use cultural strategies

PEU\_U02 is able to skillfully use the techniques of cultural strategic thinking

PEU\_U03 is able to manage culture inside the company

In the field of social competences:

PEU\_K01 is aware of the importance of self-assessment

PEU\_K02 demonstrates readiness to communicate and negotiate with different nations

## PROGRAMME CONTENT

Seminar		Number of hours
Semin 1	Introduction: what is cultural competence and why is important?	2
Semin 2	Cultural characteristic	2
Semin 3	Dimension of cultures	2
Semin 4	What cultural competence model is needed?	2
Semin 5	How globalization and immigration are changing the world?	2
Semin 6	Developing the foundation cultural competencies	2
Semin 7	Culture management	2
Semin 8	Type of organizational culture	2
Semin 9	Communicating with culturally diverse employees	2
Semin 10	Effective leadership in cultural diversity	2
Semin 11	Cultural strategies and cultural strategic thinking	2
Semin 12	Cross cultural competence	2
Semin 13	Cultural competency for executive, managers and employees	2
Semin 14	Building a culturally competent organization	2
Semin 15	Discusion	2
	Total hours	30

## TEACHING TOOLS USED

N1. multimedia techniques (presentation)

N2. discussion

N3. own work (literature studies, essays)

N4. group work

N5. case studies

## EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01,PEU_W02, PEU_W03	Measurement of activity through attendance
F2	PEU_W01,PEU_W02, PEU_U02, PEU_U03, PEU_K02	Presentation preparation measurement
F3	PEU_W01,PEU_W02, PEU_U02, PEU_U03, PEU_K02	Measurement of preparations for the panel discussion
F4	PEU_U01, PEU_U02, PEU_K01	Measurement of the value of own studies
P P= 0,25F1+0,25F2 +0,25F3 +0,25F4		

### PRIMARY AND SECONDARY LITERATURE

#### **PRIMARY LITERATURE:**

[1] Espiridion Borrego ,III Johnson, Richard Gregory 2011): Cultural Competence or Public Managers,Managing Diversity in Today's World

[2] Milek Hogan (2017) : The Four Skills of Cultural Diversity Competence

#### **SECONDARY LITERATURE:**

[1] Oluremi B. Ayoko, Charmine E.J. Härtel (2006): Cultural diversity and leadership: A conceptual model of leader intervention in conflict events in culturally heterogeneous workgroups, Cross Cultural Management: An International Journal

[2] Miranda, A. H. (2002). Best Practices in Increasing Cross-Cultural Competence. In A. Thomas & J. Grimes (Eds.), Best practices in school psychology IV (p. 353–362). National Association of School Psychologists.

[3] D.D. Warrick (2017) :What leaders need to know about organizational culture, Business Horizons, Volume 60, Issue 3, pp.365-404

#### **SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)**

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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish** Nowoczesne trendy w zarządzaniu kapitałem ludzkim**Name of subject in English:** Modern trends in Human Resource Management**Main field of study (if applicable):** Management**Specialization (if applicable):** Human Resource Management**Profile:** academic**Level and form of studies:** 2nd level, full-time**Kind of subject:** obligatory**Subject code** ZMZ2651**Group of courses** NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					60
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,4

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

- basic knowledge in the field of human resource management

**SUBJECT OBJECTIVES**

C1 The student acquires the ability to search and analyze content in the field of modern methods of human resource management.

C2. The student acquires the ability to critically evaluate the usefulness of human resource management methods.



### SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU\_W01 Student knows objectives and mechanisms of functioning and characteristics of integrated IT management systems dedicated for HRM.

relating to skills:

PEU\_U01 Student is able to perform strategic analysis of human resources in the organization and their relation with its environment.

PEU\_U02 Student is able to formulate alternative strategies for human resource management.

PEU\_U03 Student is able to effectively use advanced methods and techniques of decision-making in the field of human resource management.

PEU\_U04 Student is able to analyze, interpret and evaluate trends of modern methods and techniques for human resource management.

relating to social competences:

PEU\_K01 Student is able to search for fields of knowledge concerning human resource management and to supplement and skills to improve in an unassisted manner.

PEU\_K02 Student is able to inspire and organize the process of learning others.

PEU\_K03 Student is able to work in a team.

### PROGRAMME CONTENT

Seminar		Number of hours
Semin 1	Organizational seminar. Basics of literature data bases search.	2
Semin 2	Principles of critical analysis of scientific papers.	2
Semin 3	Articles selection and discussion	2
Semin 4-6	Presentations of scientific papers on modern trends in human resource management – modern management methods.	6
Semin 7-9	Presentations of scientific papers on modern trends in human resource management – modern IT management systems.	6
Semin 10-14	Presentations of scientific papers on modern trends in human resource management – management in crisis and high dynamics of environment.	10
Semin 15	Conclusions and discussion.	2
	Total hours	30

### TEACHING TOOLS USED

N1. Multimedia presentation.

N2. Structured discussion.

N3. Teamwork.

## EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

<b>Evaluation</b> (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	S1-S4 C1-C3	Teamwork during the semester, partial tasks implementation.
F2	W1 S1-S4 C1-C3	Teamwork during the semester, presentation at the end of the semester.
$P = F1 + F2 / 2$		
<b>PRIMARY AND SECONDARY LITERATURE</b>		
<p><b><u>PRIMARY LITERATURE:</u></b></p> <p>[1] Jesson, J., Matheson, L., &amp; Lacey, F. M. (2011). Doing your literature review: Traditional and systematic techniques. Sage.</p> <p>[2] Armstrong, M., &amp; Taylor, S. (2020). Armstrong's handbook of human resource management practice. Kogan Page.</p> <p><b><u>SECONDARY LITERATURE:</u></b></p> <p>[1] Analoui, F. (Ed.). (2017). The changing patterns of human resource management. Routledge.</p>		
<b>SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)</b>		
Katarzyna Tworek, katarzyna.tworek@pwr.edu.pl		

FACULTY OF COMPUTER SCIENCE AND MANAGEMENT					
<b>SUBJECT CARD</b>					
<b>Name of subject in Polish Warsztat analityczny (badania jakościowe)</b>					
<b>Name of subject in English Analytical workshop (qualitative data)</b>					
<b>Main field of study (if applicable): Management</b>					
<b>Specialization (if applicable): Human Resource Management</b>					
<b>Profile: academic</b>					
<b>Level and form of studies: 2nd level, full-time</b>					
<b>Kind of subject: obligatory</b>					
<b>Subject code: ZMZ2652</b>					
<b>Group of courses NO</b>					
	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)				30	
Number of hours of total student workload (CNPS)				60	
Form of crediting				Crediting with grade	
For group of courses mark (X) final course					
Number of ECTS points				2	
including number of ECTS points for practical classes (P)				2	
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)				1,4	

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

1. Basic knowledge about methods of research in social sciences.

**SUBJECT OBJECTIVES**

- C1 Familiarizing students with different approaches to knowledge and information analysis  
 C2 Acquiring skills in qualitative data analysis

**SUBJECT EDUCATIONAL EFFECTS**

relating to skills:

- PEU\_U01 Ability to plan and execute the research activities with the use of different analytical approaches  
 PEU\_U02 Ability to use qualitative methods to gather problem relevant data and information  
 PEU\_U03 Ability to analyse and report research findings

<b>PROGRAMME CONTENT</b>		
<b>Project</b>		<b>Number of hours</b>
Proj 1	What is qualitative research?	2
Proj 2	Choice of research area	2
Proj 3	Qualitative research design and ensuring quality	2
Proj 4	Methods of qualitative analysis (thematic, discourse, narrative...)	2
Proj 5	Performing qualitative interviewing and focus groups	2
Proj 6	Data transcription	2
Proj 7	Results discussion and analysis	2
Proj 8	Observation and fieldwork	2
Proj 9	Results discussion and analysis	2
Proj 10	Collection of documented material and artifacts	2
Proj 11	Results discussion and analysis	2
Proj 12	Online ethnography	2
Proj 13	Results discussion and analysis	2
Proj 14	Writing research report	2
Proj 15	Final assessment	2
	Total hours	30
<b>TEACHING TOOLS USED</b>		
N1. Assignments N2. Discussion N3. Written report N4. Presentations		

## EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

<b>Evaluation</b> (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1 Assignments	PEU_U01,	Discussion
F2 Presentation	PEU_U02	Presentation assessment
F3 Written report	PEU_U03	Grade
<b>P = F1+F2+F3</b>		
<b>PRIMARY AND SECONDARY LITERATURE</b>		
<p><b><u>PRIMARY LITERATURE:</u></b></p> <p>[1] Dennis Howitt, Introduction to Qualitative Research Methods in Psychology, 3rd Edition, Pearson, 2016</p> <p>[2] Corrine Glesne, Becoming Qualitative Researchers: An Introduction, 5th Edition, Pearson, 2016</p> <p>[3] Helle Neergaard, John P. Ulhøi, Handbook of Qualitative Research Techniques and Analysis in Entrepreneurship, Edward Elgar Publishing, 2017</p> <p>[4] John W. Creswell, Cheryl N. Poth, Qualitative Inquiry and Research Design. Choosing Among Five Approaches, SAGE 2017</p> <p><b><u>SECONDARY LITERATURE:</u></b></p> <p>[1] Norman K. Denzin, Yvonna S. Lincoln, The SAGE Handbook of Qualitative Research, 5th Edition, 2017</p> <p>[2] Barney G Glaser, Anselm L Strauss, Discovery of Grounded Theory: Strategies for Qualitative Research, Routledge, 2017</p>		
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FACULTY OF COMPUTER SCIENCE AND MANAGEMENT					
<b>SUBJECT CARD</b>					
<b>Name of subject in Polish Zarządzanie marką pracodawcy</b>					
<b>Name of subject in English Employer branding</b>					
<b>Main field of study (if applicable): Management</b>					
<b>Specialization (if applicable): Human Resource Management</b>					
<b>Profile: academic</b>					
<b>Level and form of studies: 2nd level, full-time studies</b>					
<b>Kind of subject: obligatory</b>					
<b>Subject code ZMZ2653</b>					
<b>Group of courses NO</b>					
	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)		30			
Number of hours of total student workload (CNPS)		60			
Form of crediting		crediting with grade			
For group of courses mark (X) final course					
Number of ECTS points		2			
including number of ECTS points for practical classes (P)		2			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)		1,4			
<b>PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES</b>					
-					

<b>SUBJECT OBJECTIVES</b>
<p>C1 To familiarize students with the problems of building an entrepreneur's brand.</p> <p>C2. To familiarize students with the problems of diagnosing the state of the entrepreneur's brand.</p> <p>C3. To familiarize students with the problems of using tools and methods to create an entrepreneur's brand.</p> <p>C4. To familiarize students with the problems of evaluating implemented solutions in the field of creating an entrepreneur's brand.</p>
<b>SUBJECT EDUCATIONAL EFFECTS</b>
<p>relating to skills:</p> <p>PEU_U01 The student is able to analyze the current situation of the employer's brand.</p> <p>PEU_U02 The student is able to design and implement activities related to the creation of internal employer branding.</p> <p>PEU_U03 The student is able to design and implement activities related to the creation of external employer branding.</p> <p>PEU_U02 The student is able to evaluate and improve the designed activities concerning the employer's brand management. relating to skills:</p>

relating to social competences:

PEU\_K01 The student is ready to lead and work in a team

PEU\_K02 The student presents initiative, creativity, specificity and model approach in formulating, transferring and defending own solutions and views

PEU\_K03 The student is prepared to take responsibility in the field of enterprise management, not only in terms of essential issues but also ethics

### **PROGRAMME CONTENT**

<b>Classes</b>		<b>Number of hours</b>
Cl 1	Introduction to the subject of the course, explanation of the rules of passing.	2
Cl 2	Employer brand management in the context of marketing management	2
Cl 3	Diagnosis and analysis of the current employer's brand situation	4
Cl 4	Internal employer branding	6
Cl 5	External employer branding	6
Cl 6	Building employer branding strategy	4
Cl 7	Employer branding methods and tools	4
Cl 8	Final test	2
	Total hours	30

### **TEACHING TOOLS USED**

N1. Multimedia presentation

N2. Case studies

N3. Discussion on selected problems

N4. Questions and tasks asked to students during exercises

N5. Independent or team analysis and evaluation of given aspects

N6. Own or team work: preparation for exercises

N7. Presentation prepared by students

## EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03 PEU_U04	Tasks carried out during the semester
F2	PEU_U01 PEU_U02 PEU_U03 PEU_U04	Presentations given during the semester
F3	PEU_K01 PEU_K02 PEU_K03	Observation of activity during classes
F4	PEU_U01 PEU_U02 PEU_U03 PEU_U04	Final test

$P = F1 + F2 + F3 + F4$

### PRIMARY AND SECONDARY LITERATURE

#### **PRIMARY LITERATURE:**

- [1] Rana, G., Agarwal, S., & Sharma, R. (Eds.). (2021). Employer Branding for Competitive Advantage: Models and Implementation Strategies. CRC Press.
- [2] GehrelsEmployer S., (2019). Branding for the Hospitality and Tourism Industry: Finding and Keeping Talent. Emerald Publishing.

#### **SECONDARY LITERATURE:**

- [1] Kotler Ph., Keller K.L.(2012). Marketing Management., Rebis, Poznań.
- [2] Theurer, C.P., Tumasjan, A., Welpe, I.M. and Lievens, F. (2018), Employer Branding: A Brand Equity-based Literature Review and Research Agenda. International Journal of Management Reviews, 20: 155-179.
- [3] Arasanmi, C.N. and Krishna, A. (2019), "Employer branding: perceived organisational support and employee retention – the mediating role of organisational commitment", Industrial and Commercial Training, Vol. 51 No. 3, pp. 174-183.
- [4] Bruschi, I., Bruschi, M. and Kozłowski, T. (2018), "Factors influencing employer branding: Investigations of student perceptions outside metropolitan regions", International Journal of Quality and Service Sciences, Vol. 10 No. 2, pp. 149-162

#### **SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)**

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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish Zarządzanie wydajnością w zarządzaniu zasobami ludzkimi****Name of subject in English Performance management in Human Resource Management****Main field of study (if applicable): Management****Specialization (if applicable): Human Resource Management****Profile: academic****Level and form of studies: 2nd level, full-time****Kind of subject: obligatory****Subject code ZMZ2654****Group of courses NO**

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15	15			
Number of hours of total student workload (CNPS)	60	30			
Form of crediting	examination	crediting with grade			
For group of courses mark (X) final course					
Number of ECTS points	2	1			
including number of ECTS points for practical classes (P)	0	1			
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,4	0,7			

\*delete as not necessary

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

Basic knowledge in the field of Human Resource Management

**SUBJECT OBJECTIVES**

- C1. Students are able to plan and implement performance management system.  
 C2. Student can prepare and calculate KPIs for measuring performance in HRM.

**SUBJECT EDUCATIONAL EFFECTS**

Relating to knowledge:

PEU\_W01

Has an extensive knowledge of modern concepts of human resource management.

PEU\_W02

Understands the interdependencies between the area of human resources and other areas of the organization.

PEU\_W03

Knows advanced methods of measuring and evaluating performance in the recruitment, selection, training and development of employees.

PEU\_W04

Has extended knowledge of the methods and techniques used in the performance evaluation process.

PEU\_W05

He has in-depth knowledge in the field of development, evaluation, remuneration and increasing the efficiency of the employee's work, and knows the principles of their effective application.

PEU\_W06

He has in-depth knowledge of the goals, elements and conditions of the performance evaluation process as well as the correct characterization of their mutual relations, also in the strategic dimension.

Relating to skills:

PEU\_U01

Can select sources of information and use them to build performance evaluation indicators.

PEU\_U02

Can make a critical assessment of the suitability of methods and techniques in building performance evaluation indicators.

PEU\_U03

Has the ability to formulate solutions to complex problems related to the evaluation of performance.

PEU\_U04

Has the ability to design changes to the performance evaluation system.

PEU\_U05

Has the ability to effectively use advanced methods and techniques to make decisions in the field of performance evaluation.

PEU\_U06

Has the ability to identify, interpret and evaluate the behavior of members of the organization and to use modern methods and techniques to influence these behaviors.

Relating to social competences:

PEU\_K01

Is able to cooperate and work in group and team forms of work organization in building a performance evaluation system.

PEU\_K02

It is ready to identify, critically analyze and resolve problems that arise in the implementation of a performance evaluation system.

PEU\_K03

Demonstrates readiness to independent, flexible search and critical selection of methods and tools when building a performance evaluation system.

PEU\_K04

Is prepared to initiate changes to the performance evaluation system and participate in their planning and implementation.

<b>PROGRAMME CONTENT</b>		
<b>Lecture</b>		<b>Number of hours</b>
Lec 1	Introduction to Performance Management in HRM	1
Lec 2	Performance Management Process	2
Lec 3	Performance Management and Strategic Planning	2
Lec 4	Defining Performance and Choosing a Measurement Approach	2
Lec 5	Measuring Results and Behaviors	2
Lec 6	Gathering Performance Information	2
Lec 7	Implementing a Performance Management System	2
Lec 8	Summary of material	2
	Total hours	15
<b>Classes</b>		<b>Number of hours</b>
Cl 1	Introduction	1
Cl 2	Performance in recruitment	2
Cl 3	Performance in selection	2
Cl 4	Performance in training	2
Cl 5	Performance in development	2
Cl 6-7	Performance in assesment	4
Cl 8	Summary and written quiz	2
	Total hours	15
<b>TEACHING TOOLS USED</b>		
N1. Traditional lecture with multimedia presentations		
N2. Practical exercises		
N3. Discussion		

#### **EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT**

<b>Evaluation</b> (F – forming during semester), P – concluding (at semester end)	<b>Learning outcomes code</b>	<b>Way of evaluating learning outcomes achievement</b>
F1	PEU_W01 PEU_W02 PEU_W03 PEU_W04 PEU_W05 PEU_W06	Exam
F2	PEU_U01	Written quiz

	PEU_U02 PEU_U03 PEU_U04 PEU_U05	
F3	PEU_K01 PEU_K02 PEU_K03 PEU_K04 PEU_U06	Discussion
P(lecture)=F1 P(classes)=0,8*F2+0,2*F3		
<b>PRIMARY AND SECONDARY LITERATURE</b>		
<p><b><u>PRIMARY LITERATURE:</u></b></p> <p>[1] Aguinis, H. (2013). Performance management, 3rd ed., Pearson.  [2] Houldsworth E., Jirasinghe D. (2006) Managing and Measuring Employee Performance, Kogan Page.  [3] Ashdown L. (2018). Performance Management A Practical Introduction, CIPD - Kogan Page.  [4] Brulan A. (ed.) (2015). The Human Resources KPI Dictionary: 370+ Key Performance Indicator definitions, CreateSpace Independent Publishing Platform.</p> <p><b><u>SECONDARY LITERATURE:</u></b></p> <p>[1] Prem Ch. (2012). Performance Management, Macmillan.  [2] Hutchinson, S. (2013). Performance management, Chartered Institute of Personnel and Development.  [3] Parmenter D. (2015). Key Performance Indicators. Developing, Implementing and Using Wining KPIs, Wiley.</p>		
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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish Zarządzanie marką osobistą****Name of subject in English Personal branding****Main field of study (if applicable): Management****Specialization (if applicable): Human Resource Management****Profile: academic****Level and form of studies: 2nd level, full-time****Kind of subject: optional****Subject code ZMZ2655****Group of courses NO**

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					60
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,4

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

basic knowledge of social sciences

**SUBJECT OBJECTIVES**

C1. To acquaint students with concepts and tools relating to apply the concepts of advertising and marketing to personal branding.

C2. To acquaint students with concepts and tools relating to various strategies related to building, measuring, and managing a personal brand.

**SUBJECT EDUCATIONAL EFFECTS**

In the field of knowledge:

PEU\_W01 has systematic knowledge to identify and establish brand positioning and values to build customer based brand equity

In the field of skills:

PEU\_U01 is able to tap into the power of social media to showcase his/her brand

PEU\_U02 is able to skillfully use the techniques to build his/her personal brand to authentically stand out from the crowd

PEU\_U03 is able to create a system for on-going personal brand maintenance

In the field of social competences:  
 PEU\_K01 is aware of the importance of understanding of the mission statement for his/her personal brand  
 PEU\_K02 demonstrates readiness to build a board of directors for their personal brand

### PROGRAMME CONTENT

Seminar		Number of hours
Semin 1	Personal Branding: Its essence, goals and classification	2
Semin 2	Personal branding in Social Media	2
Semin 3	Personal branding and the challenges	2
Semin 4	E-branding and traditional branding	2
Semin 5	Personal brand creation on social Media	2
Semin 6	Establish your professional purpose	2
Semin 7	Embrace and Expound your experience	2
Semin 8	Make your Personal Brand discoverable	2
Semin 9	Learning Empathy	2
Semin 10	Personal Brand Management	2
Semin 11	Creating your Brand's Maintenance Plan	2
Semin 12	Your Online Identity: How reputation and digital privacy affect your Brand.	2
Semin 13	How to Build a Personal Brand with Content Marketing	2
Semin 14	Personal branding vs business branding	2
Semin 15	Personal branding strategy	2
	Total hours	30

### TEACHING TOOLS USED

- N1. multimedia techniques (presentation)
- N2. discussion
- N3. own work (literature studies, essays)
- N4. group work
- N5. case studies

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01; PEU_U01; PEU_U02; PEU_U03; PEU_K01, PEU_K02	Measurement of activity through attendance
F2	PEU_W01; PEU_U01; PEU_U02; PEU_U03; PEU_K01, PEU_K02	Presentation preparation measurement
F3	PEU_W01; PEU_U01; PEU_U02; PEU_U03; PEU_K01, PEU_K02	Measurement of preparations for the panel discussion

F4	PEU_W01; PEU_U01; PEU_U02; PEU_U03; PEU_K01, PEU_K02	Measurement of the value of own studies
P P= 0,25F1+0,25F2 +0,25F3 +0,25F4		
<b>PRIMARY AND SECONDARY LITERATURE</b>		
<b><u>PRIMARY LITERATURE:</u></b>		
[1] Mateusz Grzesiak (2018): Personal Brand Creation in the Digital Age		
[2]Jak Gary (2019): Social Media Marketing 2019 + Personal Branding Strategy Bundle: Build Your Brand Fast, Become an Influencer on Instagram, Youtube, Facebook and Twitter, Advertising and Seo, Start Guide		
<b><u>SECONDARY LITERATURE:</u></b>		
[1] I.Labrecquea, Ereni Markosb, George R.Milnec (2011) : Online Personal Branding: Processes, Challenges, and Implications,February 2011, Pages 37-50		
[2] Irina PETRUCĂ (2016) : PERSONAL BRANDING THROUGH SOCIAL MEDIA, International Journal of Communication Research, pp. 388-392		
[3] Ifan D. H. Shepherd (2010): From Cattle and Coke to Charlie: Meeting the Challenge of Self Marketing and Personal Branding,Journal of Marketing Management, pp. 589-606		
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## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish** Wystąpienia publiczne**Name of subject in English** Public speaking**Main field of study (if applicable):** Management**Specialization (if applicable):** Human Resource Management**Profile:** academic**Level and form of studies:** 2nd level, full-time**Kind of subject:** obligatory**Subject code** ZMZ2656**Group of courses** NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					30
Number of hours of total student workload (CNPS)					60
Form of crediting					crediting with grade
For group of courses mark (X) final course					
Number of ECTS points					2
including number of ECTS points for practical classes (P)					2
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					1,4

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

1. -

**SUBJECT OBJECTIVES**

C1 Gaining experience in the preparation and implementation of a speech on their subject.

C2. Acquiring the ability to convey substantive content in a consistent and attractive way for the audience, and to establish contact with and control the audience.

C3. Development and consolidation of social competences, including competences to work in a group (playing different roles and adopting different perspectives), effective conversation and argumentation for one's own position.



## SUBJECT EDUCATIONAL EFFECTS

relating to skills:

PEU\_U01 Has the ability to present content adequately to the needs and priorities of a potential audience

PEU\_U02 He can prepare and make a presentation to both a small group of employees and a large audience at a conference or international event

PEU\_U03 Has the ability to choose the right style of presentation

PEU\_U04 Has the ability to seamlessly integrate slides smoothly into the other aspects of your presentations

PEU\_U05 Has the ability to construct talks that are rational, coherent, easy to understand, and cover all the points you want to hit. Storytelling and humor help, and you must know how to use them.

PEU\_U06 Has the ability to attract the attention of the public with a powerful opening

PEU\_U07 Has the ability to maintain eye contact with the public and provides an energetic, physical presence

PEU\_U08 Has the ability to modulate the vocal tone to emphasize important points and avoid monotonous presentation

PEU\_U09 Has the ability to provide compelling evidence to support themes

PEU\_U10 Has the ability to summarize topics to be discussed at the beginning of a speech to provide context for participants and to tell stories to illustrate points

PEU\_U11 Has the ability to schedule time the speech in advance to make sure it meets the allotted time

PEU\_U12 Has the ability to speak in a crisis situation

relating to social competences:

PEU\_K01 Has the ability to engage contact with the audience

PEU\_K02 Has the ability to control performance anxiety

PEU\_K03 Has the ability to deal with objections and criticism

PEU\_K04 Presents courage in conveying and defending their views. Prepared to persuade and negotiate in order to achieve common goals.

## PROGRAMME CONTENT

<b>Seminar</b>		<b>Number of hours</b>
Semin 1	Public speaking - organizational activities. Elements of a good performance. Myths and truths. Manager - situations in which he does the public speaking	2
Semin 2	My speaker's workshop, the ability to present myself	2
Semin 3	Purpose of the speech - what do I want to achieve,	2
Semin 4	Who am I talking to - Assessing the needs and priorities of a potential audience, communication effectiveness - building contact	2
Semin 5-6	Who am I talking to - linguistic techniques, choice of words, and the results achieved, the language of benefits	4
Semin 7	What my body says - the principle of consistency, techniques for dealing with stress and stage fright	2
Semin 8-9	Building an effective message - structure of the speech, beginning, building relationships with the audience, selecting evidence, storytelling, short texts, figures in presentations, rhetorical figures, conclusion and ending	4
Semin 10	How to prepare for a speech - tools, presentation of a speech	2
Semin 11	How to integrate your slides smoothly into the other aspects of your presentations- best practices	2
Semin 12-13	Dealing with the audience - contract, question and answer session, feedback, deal with objections and criticism, crisis situations in speech, appearances in crisis situations	4
Semin	Working with a camera, media interviews	2

14		
Semin 15	Demonstrating practical skills	2
	Total hours	30

### TEACHING TOOLS USED

N1. Presentation with the use of slides
N2. Discussion on the issues posed, looking for the best solutions, sharing experiences
N3. Working in groups and pairs - students present their own individual and group solutions to tasks or problems; discussion on the proposed solutions
N4. Student's own work - individual studies, preparation for communication exercises and speeches during classes.
N5. Student's own work - individual studies and preparation for the crediting with grade.

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_U01 PEU_U02 PEU_U03 PEU_U04 PEU_U05 PEU_U06 PEU_U07 PEU_U08 PEU_U09 PEU_U10 PEU_U11 PEU_U12	Test (with descriptions of behavior, action plans)
F2	PEU_U01	Individual oral answers, class discussions
F3	PEU_U01 PEU_U02 PEU_U03 PEU_U04 PEU_U05 PEU_U06 PEU_U07 PEU_U08 PEU_U09 PEU_U10 PEU_U11 PEU_U12 PEU_K01 PEU_K02 PEU_K03 PEU_K04	Active participation in exercises in subgroups and in individual exercises
F4	PEU_U01	Final public speaking

	PEU_U02 PEU_U03 PEU_U04 PEU_U05 PEU_U06 PEU_U07 PEU_U08 PEU_U09 PEU_U10 PEU_U11 PEU_U12 PEU_K01 PEU_K02 PEU_K03 PEU_K04	
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$$P = F1 = F2*0,2 + F3*0,2 + F4*0,6$$

### **PRIMARY AND SECONDARY LITERATURE**

#### **PRIMARY LITERATURE:**

- [1] Michael J. Dowling, Presenting with Style: Advanced Strategies for Superior Presentation
- [2] Duarte Nancy, Slide:ology: The Art and Science of Presentation Design
- [3] J. Kevin Morreale, Sherwyn P.; Spitzberg, Brian H.; Barge, Human Communication: Motivation, Knowledge, Skills
- [4] Patrick King, How to Listen with Intention: The Foundation of True Connection, Communication, and Relationships (How to be More Likable and Charismatic)

#### **SECONDARY LITERATURE:**

- [1] Futrell Charles M. ABC's of Relationship Selling through Service
- [2] Goman C. Kinsey, The Nonverbal Advantage: Secrets and Science of Body Language at Work
- [3] Judith Hall, Ron King, Practical Spelling Skills
- [4] Mark Leary, Self-presentation: Impression Management And Interpersonal Behavior
- [5] Peter F. Anthonissen, Crisis Communication: Practical PR Strategies for Reputation Management & Company Survival

#### **SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)**

Marek Sikora, m.sikora@pwr.edu.pl

FACULTY OF COMPUTER SCIENCE AND MANAGEMENT					
<b>SUBJECT CARD</b>					
<b>Name of subject in Polish Społeczna odpowiedzialność biznesu</b>					
<b>Name of subject in English Corporate social responsibility</b>					
<b>Main field of study (if applicable): Management</b>					
<b>Specialization (if applicable): Human Resource Management</b>					
<b>Profile: academic</b>					
<b>Level and form of studies: 2nd level, full-time</b>					
<b>Kind of subject: optional</b>					
<b>Subject code ZMZ2657</b>					
<b>Group of courses NO</b>					
	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15				15
Number of hours of total student workload (CNPS)	30				30
Form of crediting	crediting with grade				crediting with grade
For group of courses mark (X) final course					
Number of ECTS points	1				1
including number of ECTS points for practical classes (P)	0				1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,7				0,7

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

-

**SUBJECT OBJECTIVES**

- C1. To deliver the basic conceptual foundations of corporate social responsibility
- C2. To explore main issues and challenges typically encountered by the company in managing social responsibilities in relations with different stakeholders.
- C3. To encourage making thoughtful judgments when faced with social responsibilities in business practice.

## SUBJECT EDUCATIONAL EFFECTS

relating to knowledge:

PEU\_W01 - has a basic knowledge about corporate social responsibility agenda and perspectives

PEU\_W02 - has a basic knowledge about managing corporate social responsibility

PEU\_W03 – understands main issues and challenges typically encountered by the company in managing social responsibilities in relations with different stakeholder groups

relating to skills:

PEU\_U01 – identifies, analyzes and evaluates application of CSR in relations with different stakeholder groups

PEU\_U02 – identifies and analyzes main issues and challenges typically encountered by the company in CSR management

relating to social competences:

PEU\_K01 – is prepared to behave in a professional and ethical manner, to recognize and formulate the ethical dilemmas associated with his/her own and others' work; to seek appropriate solutions and opportunities to correct deficiencies in their attitudes and behaviors in the workplace

## PROGRAMME CONTENT

Lecture		Number of hours
Lec 1	Corporate Social Responsibility agenda	2
Lec 2	Perspectives on CSR. The business case for CSR	2
Lec 3	Actors and drivers of CSR	2
Lec 4	Managing CSR: Corporate Governance and CSR	2
Lec 5	Managing CSR: Developing CSR strategy	2
Lec 6	Managing CSR: CSR reporting and auditing CSR	2
Lec 7	Managing CSR: Responsibility in supply chain. Partnerships and self-Regulation	2
Lec 8	Final assessment	1
	Total hours	15
Seminar		Number of hours
Semin 1	Organizational meeting	1
Semin 2	Applying CSR in the marketplace	2
Semin 3	Applying CSR in the workplace	2
Semin 4	Applying CSR in the community	2
Semin 5	Applying CSR and the ecological environment	2
Semin 6	Developing CSR strategy – case study	2
Semin 7	CSR reporting and auditing CSR – case study	2
Semin 8	Partnerships and self-Regulation – case study	2
	Total hours	15

## TEACHING TOOLS USED

N1. Traditional lecture with multimedia presentations

N2. Case studies

N3. Students' presentations

N4. Discussion of selected issues  
 N5. Self-study: final assessment preparation

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01-W03, PEU_K01	students' involvement during lecture
F2	PEU_W01-W03	written assessment
F3	PEU_U01-U02, PEU_K01	students' presentation
F4	PEU_U01-U02, PEU_K01	students' involvement during case study solving
$P1 = 0,1 * F1 + 0,9 * F2$ $P2 = 0,7 * F3 + 0,3 * F4$		

### PRIMARY AND SECONDARY LITERATURE

#### **PRIMARY LITERATURE:**

- [1] Crane, A., McWilliams, A., Matten, D., Moon, J., & Siegel, D. S. (Eds.), The Oxford handbook of corporate social responsibility, Oxford Handbooks, 2008.
- [2] Blowfield M., Murray A., Corporate social responsibility, OXFORD University Press, 2019.

#### **SECONDARY LITERATURE:**

- [1] Crane, A., Matten, D., & Spence, L. (Eds.), Corporate social responsibility: Readings and cases in a global context, Routledge, 2019.
- [2] Chrysidis G.D., Kaler J.H.: Essentials of business ethics, McGrawhill, 1996.
- [3] Crane A., Matten D., Glozer, S., & Spence, Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press, 2019.
- [4] Ferrell O. C., Business ethics: ethical decision making and cases, Houghton Mifflin Co., New York 2005.
- [5] Gini A. [ed.], Case studies in business ethics, Pearson Prentice Hall, Upper Saddle River 2005.
- [6] Giacalone R.A., Jurkiewicz C.L., Dunn C. [ed.], Positive psychology in business ethics and corporate responsibility, Information Age Pub., Greenwich 2005.
- [7] Murphy P.E., Laczniak G.R., Marketing ethics: cases and readings, Pearson Prentice Hall, Upper Saddle River 2006.
- [8] Sternberg E.: Just Business, Oxford University Press, New York 2002.
- [9] Journals like "Journal of Business Ethics".

#### **SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)**

Anna Zgrzywa-Ziemak, anna.zgrzywa-ziemak@pwr.edu.pl

## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish** Etyka biznesu**Name of subject in English** Business ethics**Main field of study (if applicable):** Management**Specialization (if applicable):** Human Resource Management**Profile:** academic**Level and form of studies:** 2nd level, full-time**Kind of subject:** optional**Subject code** ZMZ2658**Group of courses** NO

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15				15
Number of hours of total student workload (CNPS)	30				30
Form of crediting	crediting with grade				crediting with grade
For group of courses mark (X) final course					
Number of ECTS points	1				1
including number of ECTS points for practical classes (P)	0				1
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	0,7				0,7

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

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**SUBJECT OBJECTIVES**

- C1. To deliver the basic conceptual foundations of business ethic theories.  
 C2. To explore the ethical issues and challenges typically encountered by the company in dealing with different stakeholder groups.  
 C3. To encourage making thoughtful judgments when faced with ethical complexity in business practice.

**SUBJECT EDUCATIONAL EFFECTS**

relating to knowledge:

PEU\_W01 – student has a basic knowledge about major theories of ethics

PEU\_W02 – student reasons ethical issues and challenges typically encountered by the company in dealing with different stakeholder groups

relating to skills:

PEU\_U01 – student analyzes and evaluates management issues using major theories of ethics

PEU\_U02 - student identifies and analyzes ethical issues and challenges typically encountered by the company in dealing with different stakeholder groups relating to social competences:

PEU\_K01 – student is prepared to behave in a professional and ethical manner, to recognize and formulate the ethical dilemmas associated with his/her own and others' work; to seek appropriate solutions and opportunities to correct deficiencies in their attitudes and behaviors in the workplace

### PROGRAMME CONTENT

Lecture		Number of hours
Lec 1	Framing business ethics	2
Lec 2	Ethical theories: egoism, utilitarianism, ethics of duties, ethics of rights & justice	2
Lec 3	Ethical theories: virtue ethics, feminist ethics, discourse ethics, postmodern ethics	2
Lec 4	Contextualizing business ethics: the corporate citizen and its stakeholders. Trade-offs and conflicts between different stakeholder groups	2
Lec 5	Managing business ethics	2
Lec 6	Codes of ethics	2
Lec 7	Sustainability - a key goal for business ethics	2
Lec 8	Final assessment	1
	Total hours	15

Seminar		Number of hours
Semin 1	Organizational meeting	1
Semin 2	Consumers and business ethics	2
Semin 3	Employees and business ethics	2
Semin 4	Shareholders and business ethics	2
Semin 5	Suppliers and competitors, and business ethics	2
Semin 6	Finance and business ethics	2
Semin 7	Civil society and business ethics	2
Semin 8	Government, regulation and business ethics	2
	Total hours	15

### TEACHING TOOLS USED

- N1. Traditional lecture with multimedia presentations
- N2. Case studies
- N3. Students' presentations
- N4. Discussion of selected issues
- N5. Self-study: final assessment preparation

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01-W02, PEU_K01	students' involvement during lecture
F2	PEU_W01-W02	written assessment
F3	PEU_U01-U02, PEU_K01	students' presentation



F4	PEU_U02-U04, PEU_K01	students' involvement during case study solving
$P1 = 0,1 * F1 + 0,9 * F2$ $P2 = 0,7 * F3 + 0,3 * F4$		
<b>PRIMARY AND SECONDARY LITERATURE</b>		
<b><u>PRIMARY LITERATURE:</u></b>		
<p>[1] Crane A., Matten D.: Business ethics, Oxford University Press, New York 2016.</p> <p>[2] Crane, A., McWilliams, A., Matten, D., Moon, J., &amp; Siegel, D. S. (Eds.). The Oxford handbook of corporate social responsibility, Oxford Handbooks, 2008.</p>		
<b><u>SECONDARY LITERATURE:</u></b>		
<p>[3] Chrysidis G.D., Kaler J.H.: Essentials of business ethics, McGrawhill, 1996.</p> <p>[4] Crane A., Matten D., Glozer, S., &amp; Spence (Eds.), Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press, 2019.</p> <p>[5] Ferrell O. C., Business ethics: ethical decision making and cases, Houghton Mifflin Co., New York 2005.</p> <p>[6] Gini A. [ed.], Case studies in business ethics, Pearson Prentice Hall, Upper Saddle River 2005.</p> <p>[7] Giacalone R.A., Jurkiewicz C.L., Dunn C. (Eds.), Positive psychology in business ethics and corporate responsibility, Information Age Pub., Greenwich 2005.</p> <p>[8] Murphy P.E., Laczniak G.R., Marketing ethics: cases and readings, Pearson Prentice Hall, Upper Saddle River 2006.</p> <p>[9] Sternberg E.: Just Business, Oxford University Press, New York 2002.</p> <p>[10] Journals like <i>Journal of Business Ethics</i></p>		
<b>SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)</b>		
Anna Zgrzywa-Ziemak, anna.zgrzywa-ziemak@pwr.edu.pl		

## FACULTY OF COMPUTER SCIENCE AND MANAGEMENT

**SUBJECT CARD****Name of subject in Polish Rachunkowość zarządcza****Name of subject in English Managerial accounting****Main field of study (if applicable): Management****Specialization (if applicable): Human Resource Management****Profile: academic****Level and form of studies: 2nd level, full-time****Kind of subject: obligatory****Subject code FBZ2511****Group of courses NO**

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)	15	15	15		
Number of hours of total student workload (CNPS)	60	60	60		
Form of crediting	examination	crediting with grade	crediting with grade		
For group of courses mark (X) final course					
Number of ECTS points	2	2	2		
including number of ECTS points for practical classes (P)	0	2	2		
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)	1,4	1,4	1,4		

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

1. The student should have basic knowledge in management

**SUBJECT OBJECTIVES**

C1 Acquiring knowledge about the essence of management accounting and cost accounting models, their genesis as well as classification and specificity

C2 Acquiring the ability to analyse the costs of their planning, forecasting and optimization as well as calculations

C3 Acquiring knowledge about preparing the budget and financial statements

**SUBJECT EDUCATIONAL EFFECTS**

relating to knowledge:

PEU\_W01 Demonstrate ordered knowledge of the nature of management accounting and cost accounting as well as their genesis and development stages in Poland and in the world.

PEU\_W02 Characterize and know the methods and concepts of cost accounting and management accounting tools.

PEU\_W03 Knows the ways of constructing a budget and describes the individual documents of financial statements

relating to skills:

PEU\_U01 Is able to list, discuss, and indicate the differences between cost accounting models and their impact on the financial result.

PEU\_U02 Is able to, in practice, perform cost calculations and perform cost analyses, their planning, forecasting and optimization.

PEU\_U02 Is able to, compile a company budget and show the effect recorded in financial statements

relating to social competences:

PEU\_K01 Is aware of the importance of management accounting in business practice, primarily its role in providing the management of the organization with economic information necessary to secure the organization's management processes, including the performance of its basic functions.

PEU\_K02 Is prepared to collect, process and present financial and non-financial information about the project and the company and its environment, which aims to support managers in making operational and strategic decisions.

### PROGRAMME CONTENT

Lecture		Number of hours
Lec 1	The essence and scope of managerial accounting - its place in the infernal system in management, genesis and evolution	1
Lec 2	Concept, classification, grouping and cost settlement procedures - rules, stages, directions	2
Lec 3	Calculation of costs - essence, subject, tasks of calculation (division and additional calculation, detailed calculation methods).	2
Lec 4	Cost accounting models in management accounting - concepts of cost accounting models and criteria for their classification, cost accounting models and material and time scope, variations of cost accounting, control and decision accounts and types: (variable cost accounting, standard cost accounting, activity cost accounting).	2
Lec 5	Other cost accounting models: (product life cycle costing, target costing, continuous improvement costing, costing, quality)	2
Lec 6	Price decisions and short-term decision accounts - price-setting factors, price determination methods, setting boundaries, assortment structure selection and production technology	2
Lec 7	Budgeting as an enterprise management method - the essence, role and classification of budgets, budgeting methods, structure and stages as well as enterprise budget procedures	2
Lec 8	Financial statements	2
	Total hours	15
Classes		Number of hours
Cl 1	Grouping of costs in accounting records	1
Cl 2	Costs accountable	2

CI 3	Calculation of costs	2
CI 4	Classic cost accounts	2
CI 5	Other cost accounting models	2
CI 6	Pricing and selection of assortment structure and technology	2
CI 7	Budgeting, preparation of financial statements and deviation analysis	2
CI 8	Final test	2
	Total hours	15
<b>Laboratory</b>		<b>Number of hours</b>
Lab 1	Reporting the transactions of a business- introduction to the laboratory	1
Lab 2	Classification of costs, product costs: materials, labour and overheads	2
Lab 3	Break- even analysis and short –term decision making	2
Lab 4	Standard costs	2
Lab 5	Performance evaluation and feedback reporting	2
Lab 6	Capital investment appraisal	2
Lab 7	Preparing Budget	2
Lab 8	Reporting cash flows- preparing a statement	2
	Total hours	15
<b>TEACHING TOOLS USED</b>		
N1. Informative lecture N2. Multimedia presentation N3. Practical exercises		

#### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1	PEU_W01, PEU_W02 PEU_W03 PEU_K01 PEU_K02	Written final test = EXAM
F2	PEU_U01, PEU_U02 PEU_U03 PEU_K01 PEU_K02	Assessment of the degree of commitment to the problems being solved
F3	PEU_U01, PEU_U02 PEU_U03	Assessment of the budget semester task
F4	PEU_U01, PEU_U02 PEU_U03	Final test

C (Lec) =F1

C (Cl) = 0,2\*F2+0,3\*F3+0,5\*F4

C (Lab)= 0,5 F3+0,5 F2

## PRIMARY AND SECONDARY LITERATURE

### **PRIMARY LITERATURE:**

- [1] P. Weetman, Financial and management accounting : an introduction, Harlow : Pearson, 2019
- [2] Joannidès de Lautour, Vassili Strategic Management Accounting, Volume I: Aligning Strategy, Operations and Finance., Cham: Springer International Publishing AG, 2018
- [3] K. Alex , Cost Accounting , ChennaiIndia Pearson India, 2012
- [4] D. Bhattacharyya, Management Accounting, Pearson India, 2010

### **SECONDARY LITERATURE:**

- [1] Li, Wing Sun, Strategic Management Accounting: A Practical Guidebook with Case Studies, 2017
- [2] P. Schuster, Transfer Prices and Management Accounting, Springer International Publishing, 2015
- [3] R. W. Scapens, Management Accounting, Macmillan Education UK, 1991

### **SUBJECT SUPERVISOR (NAME AND SURNAME, E-MAIL ADDRESS)**

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