



## DESCRIPTION OF THE SUBJECT

<b>FIELD OF STUDY</b>	<b>Management</b>
<b>SPECIALISATION</b>	Business management
<b>MODE OF STUDY</b>	Full-time / Part-time
<b>SEMESTER</b>	3

<b>Name of the subject</b>	<b>Methods and techniques for attracting and improving employees</b>	MW_2_4
<b>Hourly dimension of particular forms of classes</b>	Full-time studies – 40 Part-time studies - 24	
	• <b>lectures</b> Full-time studies – 16 Part-time studies – 8	
	• <b>other forms</b> Full-time studies – 24 Part-time studies - 16	

<b>Learning objectives:</b>	The main aim of the course is to familiarise students with methods and techniques of acquiring and improving employees. Including human resources management, recruitment, effective motivation of employees, coaching and mentoring.
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<b>Learning outcomes for the subject</b>		<b>Reference of learning outcomes for the programme</b>	<b>The reference to the learning outcomes for the area</b>
<b>Number</b>	<b>Learning outcomes, a student who has successfully completed the course will be able to:</b>		
K_W01	The student is familiar with the terminology in the field of recruitment and improvement of employees and understands the essence of these concepts.	K_W01 K_W03 K_W06 K_W18	P7S_WG P7S_WG P7S_WG P7S_WK
K_W02	the student is able to identify types of personnel policies and characterise the various stages of personnel processes.	K_W06 K_W10 K_W11 K_W13 K_W18	P7S_WG P7S_WG P7S_WG P7S_WK P7S_WK
K_U03	The student understands the interdependencies between the company's development strategy and its staffing needs, which enables me to draw up a plan for staffing needs and determine the possibilities for meeting them.	K_U03 K_U04 K_U05 K_U06 K_U07 K_U08	P7S_UW P7S_UW P7S_UW P7S_UO P7S_UO P7S_UW
K_U04	the student is familiar with the entire staff recruitment process and is able to apply it in practice	K_U03 K_U04 K_U05 K_U07 K_U08	P7S_UW P7S_UW P7S_UW P7S_UO P7S_UW

K_U05	the student is able to motivate, coach, evaluate and classify employees.	K_U03 K_U05	P7S_UW P7S_UW
K_K06	the student is able to communicate effectively, manage and organise the work of employees	K_K01 K_K02 K_K03 K_K05 K_K08	P7S_KR P7S_KK P7S_KO P7S_KR P7S_KO
K_K07	the student is open to applying new, non-standard solutions adapted to the situation.	K_K03 K_K04 K_K05 K_K09	P7S_KO P7S_KK P7S_KR P7S_KO

<b>Content number</b>	<b>Educational/ curricular content</b>	<b>Reference to learning outcomes for the subject</b>
	<b>Lectures</b>	K_W01
T_01	Explanation of basic concepts	K_W01
T_02	The essence of human resources management in an organisation	K_W01 K_W02
T_03	Models of personnel policy in organisations	K_W01 K_W02
T_04	HR processes in companies	K_W01
T_05	Human resources planning	K_W01 K_W02
T_06	Recruitment - sources of obtaining employees, internal and external recruitment (advantages and disadvantages)	K_W01 K_W02
T_07	Flexible forms of employing staff.	K_W01 K_W02
T_08	Introduction to work and its importance in the process of employee adaptation	K_W01 K_W02
T_09	Staff development and improvement - methods and techniques, career paths	K_W01 K_W02
T_10	Course and characteristics of motivation process. Internal and external conditions of motivational process.	K_W01 K_W02
T_11	Concepts of motivation: content theories, process theories, reinforcement theories. Conclusions for managers.	K_W01 K_W02
T_12	Motivation system - explanation of the concept.	K_W01 K_W02
T_13	Layoffs and retirements.	K_W01 K_W02
	<b>Exercises</b>	
T_14	Staff selection and its instruments (job description, candidate profile, CV, motivation letter, tests, interviews (preliminary and in-depth))	K_U03 K_U04 K_U05 K_K07
T_15	Evaluating employees - criteria and methods	K_U03

		K_U04 K_U05 K_K07
T_16	Human capital as an area of interest in the modern enterprise in the context of employee motivation.	K_U03 K_U04 K_U05 K_K06 K_K07
T_17	Remuneration system - components and rules of their application. Formation of variable remuneration components. Principles of effective motivating influence of remuneration.	K_U03 K_U05 K_K06 K_K07
T_18	Possibilities of improvement and development of employees.	K_U03 K_U05 K_K06 K_K07
T_19	Essence and types of training. Principles of training effectiveness.	K_U03 K_U05 K_K07
T_20	Stages of professional career and private life.	K_U03 K_K07
T_21	Succession scheme as a tool for shaping the employee's career.	K_U03 K_U05 K_K07
T_22	Flexible forms of employment.	K_U03 K_U05 K_K06 K_K07
T_23	Coaching principles. Case study analysis.	K_U03 K_U05 K_K06 K_K07
T_24	Coaching as a modern means of influencing employee motivation.	K_U03 K_U05 K_K06 K_K07
T_25	Empowerment - the essence and principles of employee empowerment. Shaping the environment of empowerment.	K_U03 K_U05 K_K06 K_K07
T_26	Barriers and costs of empowerment. Benefits resulting from empowerment implementation. Case study analysis.	K_U03 K_U05 K_K06 K_K07
T_27	Mentoring - stages of mentoring, results of mentor's work. Case study analysis.	K_U03 K_U05 K_K06 K_K07

<b>Methods and forms of teaching</b>	<b>Educational and curricular content</b>
Lecture with Multimedia presentation of selected issues	T_09, T_11
Conversation lecture	T_06, T_08, T_10
Problem-based lecture	
Informative lecture	T_01 – 05, T_07, T_12, T_13

Discussion	T_20 – 22
Work with text	
Case study method	T_23, T_26, T_27
Problem-based learning	
Didactic/simulation game	
Exercise method	
Workshop method	
Project method	
Multimedia presentation	T_17, T_19, T_24
Audio and/or video demonstration	
Activating methods (e.g. brainstorming, SWOT analysis technique, decision tree technique, snowball method, constructing mind maps)	
Working in groups	T_14 – 16, T_18, T_25
Other (which ones?) - ...	
...	

<b>Evaluation criteria in relation to particular learning outcomes</b>				
<b>Learning outcome</b>	<b>For the assessment 2</b>	<b>For the assessment 3</b>	<b>For the assessment 4</b>	<b>For the assessment 5</b>
K_W01	The student does not know the terminology in the field of obtaining and improving employees and does not understand the essence of these terms.	The student is familiar with the terminology in the field of recruitment and staff improvement and understands the essence of these concepts at a basic level.	The student is familiar with the terminology in the field of recruitment and improvement of employees and understands the essence of these concepts at an intermediate level.	The student is familiar with the terminology in the field of recruitment and improvement of employees and understands the essence of these concepts.
K_W02	the student is not able to identify types of personnel policies and characterise the different stages of personnel processes.	The student is able to identify types of personnel policies and characterise the various stages of personnel processes at a basic level.	The student is able to identify types of personnel policies and characterise the various stages of personnel processes at an intermediate level.	the student is able to identify types of personnel policies and characterise the various stages of personnel processes.
K_U03	The student does not understand the interdependence between the enterprise development strategy and human resources needs, which enables him/her to draw up a plan for human resources needs and to determine the possibilities of satisfying them.	The student understands the interdependencies between the enterprise's development strategy and its human resources needs, which enables me to draw up a plan for human resources needs and to determine the possibilities of satisfying them at a basic level.	The student understands the interdependencies between the company's development strategy and its human resources needs, which enables me to draw up a plan for human resources needs and to determine the possibilities of satisfying them at an intermediate level.	The student understands the interdependencies between the enterprise's development strategy and its human resource needs, which enables me to draw up a plan for human resource needs and to determine the possibilities for satisfying them.

K_U04	the student does not know the recruitment process and cannot apply it in practice	the student knows the whole process of recruitment of employees and can apply it in practice at a basic level.	the student knows the whole process of recruitment of employees and is able to apply it in practice at an intermediate level.	the student knows the whole process of recruitment of employees and can apply it in practice.
K_U05	The student is unable to motivate, coach, evaluate and classify employees.	The student is able to motivate, coach, evaluate and classify employees at a basic level.	the student is able to motivate, coach, evaluate and classify employees at an intermediate level.	the student is able to motivate, coach, evaluate and classify employees.
K_K06	the student is unable to communicate effectively, manage and organise the work of employees	The student is able to communicate effectively, manage and organise the work of employees at a basic level.	The student is able to communicate effectively, manage and organise the work of employees at an intermediate level.	the student is able to communicate effectively, manage and organise the work of employees
K_K07	the student is not open to applying new, non-standard solutions adapted to the situation.	the student is open to applying new, non-standard solutions tailored to the situation at the basic level.	the student is open to applying new, non-standard solutions adapted to the situation at intermediate level.	the student is open to applying new, non-standard solutions adapted to the situation.

Verification of learning outcomes	EK symbols for the module/subject						
	W01	W02	U03	U04	U05	K06	K07
Written test							
Oral exam							
Written credit							
Oral credit	X	X	X	X	X	X	X
Written colloquium							
Oral colloquium	X	X	X	X	X	X	X
Test							
Project							
Written work							
Report							
Multimedia presentation			X	X	X	X	X
Other (which ones?) -							
Work during exercises	X	X	X	X	X	X	X

Hourly teaching load and student workload	Full-time studies	Part-time studies
1. Lectures (joint participation of academics and students)	10	8
2. Other forms (joint participation of academic staff and students)	30	16
3. Consultation with the teacher	20	20
<b>Total 1+2+3</b>	<b>60</b>	<b>44</b>
4. Internships (carried out by students on their own)	—	—
5. Student's own work (including homework and project work, preparation for a credit/exam)	65	81
<b>Total 4+5</b>	<b>65</b>	<b>81</b>

<b>SUMMARY 1+2+3+4+5</b>	<b>125</b>	<b>125</b>
<b>Total ECTS credits according to the study plan</b>	<b>5</b>	

<b>Reference literature</b>	<p>H. Król, A. Ludwiczynski (red. naukowa), Zarządzanie zasobami ludzkimi. Tworzenie kapitału ludzkiego w organizacji, Wydawnictwo Naukowe PWN, Warszawa 2010</p> <p>M. Armstrong, Zarządzanie zasobami ludzkimi, Oficyna Wydawnicza Wolter Kluwers, Kraków 2007</p> <p>Marciniak J., Pozyskiwanie pracowników, Infor, Warszawa 2005.</p> <p>Adair J. Anatomia biznesu. Motywacja, Wydawnictwo Studio EMKA, Warszawa 2000.</p> <p>Kopertyńska M.W. Motywowanie pracowników, Teoria i praktyka, Placet, Warszawa 2008.</p> <p>Sidor-Rządkowska M., Kształtowanie nowoczesnych systemów ocen pracowników, Wolters Kluwer Polska, Warszawa 2013.</p> <p>Holliday M., Coaching, mentoring i Management: jak rozwiązywać problemy i budować zespół, Helion, Gliwice 2006.</p>
<b>Complementary literature</b>	<p>Zarządzanie talentami. Teoria dla praktyki zarządzania zasobami ludzkimi, red. T. Ingram, PWE, Warszawa 2011</p> <p>L.Edvinsson, M.S. Malone, Kapitał intelektualny, Wyd. Naukowe PWN, Warszawa 2001</p> <p>D. Simpson, Zróżnicowanie kulturowe personelu w przedsiębiorstwach międzynarodowych a zdolność do generowania wiedzy i innowacji, [w:] Problemy współczesnej gospodarki światowej, Prace i Materiały Instytutu handlu Zagranicznego UG, FRUG, Sopot 2004</p> <p>Bugdol M., Wartości organizacyjne. Szkice z teorii organizacji i zarządzania, Wydawnictwo UJ, Kraków 2006.</p> <p>Kozłowski W., Management motywacją pracowników, CeDeWu, Sp. z o.o., Warszawa 2009.</p> <p>Reykowski J., Z zagadnień psychologii motywacji, Wydawnictwa Szkolne i Pedagogiczne, Warszawa 1982.</p> <p>Starr J., Coaching, PWE, Warszawa 2005.</p>