#### card of course

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| Subject name | Personnel strategies |

1. The placement of the subject in the study system

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| --- | --- |
| 1.1. Field of study | Management |
| 1.2. Form and path of study | Full-time/Part-time |
| 1.3. Level of education | First-cycle studies |
| 1.4. Study profile | Practical |

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| 1. 5. Specialty | HR Management |
| 1.6. Subject Coordinator | Dr Andrzej Borowski; mgr Katarzyna Belniak |

2. General characteristics of the subject

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| 2.1. Belonging to a subject group | Optional/practical |
| 2.2. Number of ECTS | 4 |
| 2.3. Language of lectures | English |
| 2.4. Semesters in which the subject is taught | III |
| 2.5.Criteria for selecting course participants | For the HR Management specialization |

1. Learning outcomes and course delivery
   1. Subject Objectives

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| No. | Subject Objectives |
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| C1 | Understanding what HR strategy is and how it impacts organizational strategies |
| C2 | Acquiring knowledge about the HR strategies used in organizations |
| C3 | Acquiring knowledge about the basic elements of personnel strategies |
| C4 | Developing skills in developing HR strategies |
| C5 | Developing skills in selecting appropriate personnel strategies for the adopted organizational strategy |
| C6 | Developing skills in selecting tools for implementing the adopted personnel strategy |

* 1. Subject-specific learning outcomes, divided into knowledge , skills and competences , with reference to the directional learning outcomes

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| --- | --- | --- | --- | --- | --- | --- |
| No. | Description of subject  learning outcomes | Reference to  directional effects  learning (symbols) | Method of implementation (mark "X") | | | |
| ST | | NST | |
| Classes at the University | Activities on  the platform | Classes at the University | Activities on  the platform |
| After passing the course, the student knows and understands **the knowledge** | | | | | | |
| W1 | Knows and understands the terminology in the field of HR strategies | Z1\_W03  Z1\_W04  Z1\_W05  Z1\_W06  Z1\_W07 | X |  |  | X |
| W2 | Knows and understands the types of classic HR strategies used by companies | X |  |  | X |
| W3 | Knows and understands the reasons for changes in the HR strategies used | X |  |  | X |
| W4 | Knows and understands the importance of the HR strategy used in implementing the organization's strategy | X |  |  | X |
| W5 | Knows and understands the importance of a functioning organizational culture in implementing a personnel strategy | X |  |  | X |
| W6 | Knows and understands how employees function in an organization depending on the changes taking place, the organization's environment and the organizational culture | X |  |  | X |
| W7 | Knows and understands concepts such as: strategy, micro and macro environment of the organization, personnel policy, personnel planning, portfolio of competencies | X |  |  | X |
| After passing the course, the student is **able** to: | | | | | | |
| U1 | Is able to prepare the assumptions of a personnel strategy consistent with the organization's strategy | Z1\_U08  Z1\_U10  Z1\_U17 | X |  | X |  |
| U2 | Is able to prepare guidelines for the implementation of personnel substrategies | X |  | X |  |
| U3 | Is able to match the assumptions of the personnel strategy to the problem that he wants to solve in the organization through its implementation | X |  | X |  |
| U4 | Is able to notice and analyze specific changes in the organization and adapt the HR strategy to the changes taking place | X |  | X |  |
| After completing the course, the student is ready to take part in **social competences.** | | | | | | |
| K1 | Taking and implementing actions aimed at solving personnel problems resulting from the external and internal environment of the organization | Z1\_K03  Z1\_K04 | X |  | X |  |
| K2 | Building employee teams that implement the assumptions of the HR strategy | X |  | X |  |
| K3 | Preparation of personnel strategies and implementation using available tools | X |  | X |  |

3.3. Forms of teaching and their number of hours - Full-time studies (ST), Part-time studies (NST)

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Path | Lecture | Exercises | Design | Workshop | Laboratory | Seminar | Lecturer | Classes conducted using distance learning methods and techniques in the form of a lecture | Other | **ECTS points** |
| **ST** | 15 |  | 30 |  |  |  |  |  |  | 4 |
| **NST** |  |  | 10 |  |  |  |  | 10 |  | 4 |

3.4. Content of education (separately for each form of classes: (W, ĆW, PROJ, WAR, LAB, LEK, OTHER). It should be marked (X) how the given content will be implemented (classes at the university or classes on the e-learning platform conducted using distance learning methods and techniques)

TYPE OF CLASS: LECTURE

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| --- | --- | --- | --- | --- | --- | --- |
| No. | Content of the course | Reference to subject-specific learning outcomes | Method of implementation (mark "X") | | | |
| ST | | NST | |
| **Classes at the University** | **Activities on  the platform** | **Classes at the University** | **Activities on  the platform** |
| 1. | Basic concepts of organizational strategy and personnel strategy | W1, W7 | X |  |  | X |
| 2. | The life cycle of an organization, the environment of the organization and their impact on the preparation and implementation of the HR strategy | W1, W3, W4, W5 | X |  |  | X |
| 3. | Human resources as a key element of personnel strategy, personnel benchmarking | W1, W4 | X |  |  | X |
| 4. | Employee development planning as an element of personnel strategy, building employee teams | W1, W6 | X |  |  | X |
| 5. | Methodology of creating and types of personnel strategies | W1, W2 | X |  |  | X |
| 6. | Controlling and ethics of personnel strategies | W1 | X |  |  | X |
| 7. | Summary of classes and discussion of grades |  | X |  |  | X |

TYPE OF CLASS: PROJECT

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| --- | --- | --- | --- | --- | --- | --- |
| No. | Content of the course | Reference to subject -specific learning outcomes | Method of implementation (mark "X") | | | |
| ST | | NST | |
| **Classes at the University** | **Activities on  the platform** | **Classes at the University** | **Activities on  the platform** |
| 1. | Personnel strategies and factors shaping them | U1, K1 | X |  | X |  |
| 2. | Relationships between HR strategy and organizational strategy, the importance of selecting HR strategy for implementing the organizational strategy | U1, U4 | X |  | X |  |
| 3. | Human capital as the main resource of the organization in the personnel strategy | U1 | X |  | X |  |
| 4. | Methods of strategic analysis of human resources | U1 | X |  | X |  |
| 5. | Personnel sub-strategies | U2 | X |  | X |  |
| 6. | Examples of HR strategies in the HR policy of enterprises | U1 | X |  | X |  |
| 7. | Preparation of a personnel strategy for a selected organization | U1, U2, U3, U4, K1, K2, K3 | X |  | X |  |
| 8. | Project presentation | K2, K3 | X |  | X |  |
| 9. | Summary of classes and discussion of grades |  | X |  | X |  |

3.5. Methods of verifying learning outcomes (indication and description of methods of conducting classes and verification of achievement of learning outcomes and method of documentation)

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| --- | --- | --- | --- |
| Subject Effects | Teaching methods | Methods of verifying learning outcomes | Documentation methods |
| KNOWLEDGE | | | |
| W1-W7 | Informative lecture.  A multimedia presentation containing basic information on the issues discussed. | Test – open and closed questions, 20 points to be won in total. Percentage range and score for each assessment:  Grade 3 (sufficient): 51 – 60% - 11 – 12 points  Rating 3.5 (sufficient plus): 61 – 70% - 13 – 14 points  Rating 4 (good): 71 – 80 - 15 – 16 points  Rating 4.5 (good plus) 81 – 90% - 17 – 18 points  Rating 5 (very good): 91 – 100% - 19 – 20 points | Test sheet |
| SKILLS | | | |
| U1-U4 | Analysis of sample activities in an organization regarding human resources management, case study.  Use of short informational videos relating to the issue being discussed.  Work on the project. | Project "Human Resources Strategy for Organization X" - the project will be prepared in groups of 2-3 people. The project will consist of:  1) Selecting the organization for which the personnel strategy will be prepared,  2) Analyzing the organization's strategy and its organizational culture based on the collected and available information,  3) Conducting a diagnosis (SWOT analysis) in the area of human capital management,  4) Formulating the guiding principle (main goal) for the prepared personnel strategy,  5) Preparation of methods for implementing the personnel strategy, indicators for its monitoring and evaluation,  6) Presentation of the prepared project. | Archived project |
| SOCIAL COMPETENCES | | | |
| K1-K3 | Analysis of sample activities in an organization regarding human resources management, case study.  Use of short informational videos relating to the issue being discussed.  Work on the project. | Project "Human resources strategy for organization X" - the project will be prepared in groups of 2-3 people. The project will consist of:  1) Selecting the organization for which the HR strategy will be prepared,  2) Analyzing the organization's strategy and its organizational culture based on the collected and available information,  3) Conducting a diagnosis (SWOT analysis) in the area of human capital management,  4) Formulating the guiding principle (main goal) for the prepared personnel strategy,  5) Preparation of methods for implementing the personnel strategy, indicators for its monitoring and evaluation,  6) Presentation of the prepared project. | Archived project |

3.6. Assessment criteria for the achieved learning outcomes

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| Learning effect | For a grade of 3 or "pass."  the student knows and understands/is able to/is ready to | For a grade of 3.5, the student knows and understands /is able to/is ready to | For a grade of 4, the student knows and understands/is able to/is ready to | For a grade of 4,5, the student knows and understands/is able to/is ready to | For a grade of 5, the student knows and understands/is able to/is ready to |
| IN | 51-60% of knowledge indicated in learning outcomes | 61-70% of knowledge indicated in learning outcomes | 71-80% of knowledge indicated in learning outcomes | 81-90% of knowledge indicated in learning outcomes | 91-100% of knowledge indicated in learning outcomes |
| AT | 51-60% of skills indicated in learning outcomes | 61-70% of skills indicated in learning outcomes | 71-80% of skills indicated in learning outcomes | 81-90% of skills indicated in learning outcomes | 91-100% of skills indicated in learning outcomes |
| K | 51-60% of skills indicated in learning outcomes | 61-70% of skills indicated in learning outcomes | 71-80% of skills indicated in learning outcomes | 81-90% of skills indicated in learning outcomes | 91-100% of skills indicated in learning outcomes |

3.7. Literature

**Basic**

* Klikauer Thomas, Managing people in organizations, Red Globe Press, London, 2018.
* Rakowska Anna; Babnik Katarina, (red.), Human resources management challenges, ToKnow Press, Bangkok 2015.
* Oczkowska R. (red.), Zarządzanie zasobami ludzkimi : uwarunkowania, instrumenty, trendy, Wydawnictwo Naukowe PWN, Warszawa, 2020
* Zarządzanie zasobami ludzkimi : tworzenie kapitału ludzkiego organizacji / red. nauk. Henryk Król, Antoni Ludwiczyński. Wyd. 1, 6 dodruk Warszawa : Wydawnictwo Naukowe PWN, 2020.

**Supplementary**

* Belbin R. Meredith, Management teams : why they succeed or fail, Routledge New York 2010
* Armstrong, Michael, How to be an even better manager : a complete a-z of proven techniques and essential skills, Kogan Page New York 2017
* Ścibiorek Z., Zarządzanie zasobami ludzkimi, Difin, Warszawa, 2010

4. Student workload - ECTS points balance

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| --- | --- | --- |
| **Types of student activity** | **Student Load** | |
| **ST** | **NST** |
| **Classes requiring direct contact between the student and the academic teacher at the university premises** | **45** | **10** |
| Classes included in the study plan | 45 | 20 |
| **Student's own work** | **55** | **80** |
| Ongoing preparation for classes, preparation of project work/presentations/etc. | 25 | 40 |
| Preparation for passing classes | 30 | 40 |
| **TOTAL STUDENT HOURLY LOAD** | **100** | **100** |
| **Number of ECTS points** | **4** | **4** |

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| Last change date | 30/09/2024 |
| The changes were introduced | ZAZ Education Quality Team |
| The changes were approved | Mgr Anna Bielak |