

4. Development, communication and human resources in the organisation

Subject code	B1	Subject name	Development, communication and human resources in the organisation	
Field of study			Economics - second degree studies	
Type of subject or module			B. Basic education module	
Profile of education (studies)	practical			
Semester	1-2			
Coordinator of the subject				
Class facilitators				
Language of the classes	Polish			
Hourly dimension of classes and student work				
			Full-time studies	Part-time study
1. Lectures (joint participation of academic teachers and students)			30	36
2. Other forms (joint participation of academic teachers and students)			60	72
Together 1+2			90	108
3. Internships (conducted independently by students)			—	—
4. Student's own work (including homework and design work, preparation for the credit/examination)			60	142
Together 3+4			60	142
SUM 1+2+3+4			150	250
Total ECTS credits according to study plan			6	6
Preliminary and additional requirements				
None.				
Description of learning outcomes for the subject				
	DESCRIPTION OF THE LEARNING OUTCOME IN QUESTION			SYMBOL EKK (reference to directional

		learning outcomes)
	has the knowledge - knows and understands:	Directional effect code
	organisational, communication and other conditions for professional economic activity	EK.II_W07
	has the following skills - is capable, can:	
	use information and communication technologies to the extent required for professional economic activities	EK.II_U02 EK.II_U11
	communicate on economic and financial specialist topics with a diverse range of audiences and debate	EK.II_U10 EK.II_U11
	develop a strategic plan for the employee team (organization) and manage its work, including the implementation of complex and unusual professional tasks in variable and unpredictable conditions	EK.II_U12 EK.II_U11
	work with other people as part of a team and take a leading role in teams (employee, task, project)	EK.II_U13 EK.II_U11
	apply methods and techniques that shape and develop human resources in the organisation, direct the development of professional competences and qualifications of subordinate employees	EK.II_U14 EK.II_U11
	plan and implement their own lifelong learning, including personal and professional development	EK.II_U15 EK.II_U11
	has the following social competences - is aware and ready to:	
	to critically assess your knowledge and the content you receive	EK.II_K01
Learning objectives		
<p>To a deeper degree, to get to know selected processes and methods and theories of management and communication science. Getting to know various and complex organizational solutions and methods and techniques of communication used in professional activity in the context of solutions applied in other fields.</p> <p>To develop the ability to apply communication and negotiation strategies to the extent required in professional activity, to communicate on specialized issues with different audiences and to conduct a debate, to develop strategic plans for the team (organization) and to manage its work, to cooperate with other people in teamwork and take a leading role in teams (including task and project teams), to apply methods and techniques shaping and developing human resources in the organization, to plan and implement their own lifelong learning, to manage the development of professional competences and qualifications of subordinate employees, to disseminate (in various</p>		

forms) professional knowledge.

Developing competences for conscientious realization of professional tasks, including through creating and maintaining proper relations in the professional environment (in the organization).

Educational content

Lectures:

- Communication and communication.
- Human capital management models. Intellectual capital of an organization.
- Human capital of an organization. Plans of human capital management.
- Labour market analysis and employment planning.
- Recruitment and selection of employees (types and methods of recruitment, selection stages, tools used in selection of candidates).
- Employee evaluation (periodic evaluation system, methods of employee evaluation).
- Employee motivation: motivation and remuneration systems (remuneration system functions, types of remuneration, effective remuneration systems).
- Forms of professional development (institutional education, internships and apprenticeships, job training, training workshops, lectures, conferences and seminars, rotations and planned substitutions, self-education, coaching and mentoring).
- Strategic human resources management - features and models. Plans (spheres) of strategic human resources management.

Other forms of activities:

WORKSHOP I: INTERPERSONAL COMMUNICATION

- Group integration - team building
- Principles of effective communication.
- Analysis of factors hindering communication from the sender.
- Analysis of factors hindering the process of communication from the recipient.
- Speaking, i.e. ways of building statements.
- Techniques of active listening / communication myself, von Thun's ears, paraphrase, clarification, ordering, naming feelings, open questions, description and evaluation, etc.
- Analysis of mistakes made in the process of communication; communication barriers.
- Non-verbal communication skills - taking into account the intercultural differences
- Non-verbal communication channels: proximacy, parallaxis, kinesiotics, chronology, occupational medicine, haptics.

- The meaning and functions of non-verbal communication.
- Ways of non-verbal mobilizing the interlocutor to openness and engagement.
- Ways of tuning in to the person of the partner in terms of non-collected indicators.

WORKSHOP II: CONFLICT RESOLUTION

- Conflict response styles. Disadvantages, advantages and possible use of collaborative, confrontational, adaptive, avoidance, compromise and third force styles. Self-diagnosis of one's own style of reaction.
- Psychological traps of conflict. Identification of thinking traps: blade and beam mechanism, double standards, mirror reflection, polar thinking. The mechanism of self-efficient prophecy.
- Apparent solutions to conflict situations, e.g. on the example of ignoring, postponing, depreciating.
- Selected techniques supporting effective conflict resolution: "participation in decision making", "technique of opposite reactions", "exchange of images", "brainstorming", "put yourself in his situation".
- Intervention of neutral persons in conflict situations on the example of mediation, arbitration, moderation, admonition, conciliation.
- Negotiations as a method of solving a conflict situation. Diversification of soft, hard and factual negotiations (based on cooperation). Possibilities and limitations.
- Negotiator - knowledge, skills, attitude, values.
- The role of non-verbal communication in the negotiation process.
- Verbal communication in the negotiation process. Communication barriers hindering the agreement process. Neutral tools in interpersonal communication.
- Assertiveness in the negotiation process.
- Hard negotiations - based on struggle.
- Psychomanipulative techniques in the negotiation process.
- Harvard negotiations. Principles of material negotiations.

DESIGN EXERCISES:

- Ethical aspects of human capital management. Team management: roles in a team, stages of development of an employee team, cooperation, leadership and leadership styles, delegation of powers. Description of the job position and its application in the personnel policy of the organization. Analysis and evaluation of work

- Recruitment and selection methods: methods of conducting interviews, categories of tests used in the selection of candidates, assessment centre and others. Competence management and employee development (training, coaching, mentoring, etc.). Modern tools for periodic employee evaluation (development centre, 360° evaluation, etc.).
- Motivation and remuneration systems. Derecruitment and outplacement of employees. ZZL in corporations - case studies. ZZL in small and medium enterprises - case studies. IZL in public sector - case studies.
- Employer branding models. Spheres of interest of employer branding. Internal and external employer branding. Types of employer branding campaigns
- Building the employer's brand and offer. EVP, EB strategy and employer of choice. Building employer branding strategy. Organization as the employer of choice.
- Strategic human resources management. Strategic plan for the employee team (organization).

Recommended literature

Basic:

- Adler R. B., Rosenfeld L. B., Proctor II R. F., Relacje interpersonalne. Proces porozumiewania się. Poznań: Rebis 2006.
- Armstrong M., Strategiczne zarządzanie zasobami ludzkimi, Wolters Kluwer, Warszawa 2010
- Kozłowski M., Employer branding. Budowanie wizerunku pracodawcy krok po kroku, Wolters Kluwer, Warszawa 2016.
- Król H., Ludwiczynski A., Zarządzanie zasobami ludzkimi, Wydawnictwo Naukowe PWN, Warszawa 2017.
- Król-Fijewska M., Stanowczo, łagodnie, bez lęku. Warszawa: WAB, 2009.
- Marciniak Ł., Rogala-Marciniak S., Coaching. Zbiór narzędzi wspierania rozwoju, Wolters Kluwer, Warszawa 2015.
- Ury W., Odchodząc od nie. Warszawa: Wydawnictwo Ekonomiczne 2009.
- Wawrzyńczak-Jędryka B., Human Resources, Wolters Kluwer, Warszawa 2011
- Armstrong M., Zarządzanie zasobami ludzkimi, Wolters Kluwer, Warszawa 2011.
- G. Dessler, Human resources management, Pearson, 2010.
- E. Chester, On Fire at Work. How Great Companies Ignite Passion in Their People Without Burning Them Out, Sound Wisdom, 2015.

Supplementary:

- Reilly P., Williams T., Strategiczne zarządzanie zasobami ludzkimi. Rozwijanie potencjału organizacji dzięki funkcji personalnej, Wolters Kluwer, Kraków 2009.
- Rogozińska-Pawelczyk A., Gospodarowanie kapitałem ludzkim, Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2015.
- Wojtaszczyk K., Employer branding czyli zarządzanie marką pracodawcy. Uwarunkowania, procesy, pomiar, Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2012.
- McKay M., Davis M., Fanning P., Sztuka skutecznego porozumiewania się. Gdańsk: GWP, 2001.
- Nierenberg G. I., Sztuka negocjacji. Warszawa: Wydawnictwo Studio Emka 2004.
- Stewart J. (red.), Mosty zamiast murów. O komunikowaniu się między ludźmi, Warszawa: PWN 2002.
- Fisher R., Ury W., Patton B., Dochodząc do tak. Warszawa: Polskie Wydawnictwo Ekonomiczne 2009.
- Suchar, M., Kariera i Rozwój zawodowy. Ośrodek Doradztwa i Doskonalenia Kadr Sp. z o.o. Gdańsk 2003.

Methods and forms of conducting classes	Yes (X) / no
Lecture with multimedia presentation of selected issues	
Conversion lecture	
Problematic lecture	X
Informational lecture	X
Discussion	X
Working with the text	
Case study method	X
Problem-based learning	X
Teaching/simulation game	X
Exercise method	
Workshop method	X
Design method	
Multimedia presentation	
Audio and/or video demonstrations	X
Activation methods (e.g. "brainstorming", SWOT analysis, decision tree)	X

technique, "snowball" method, "thought maps" construction)		
Group work		X
Individual work with a student (including tutoring)		
Hospitality of classes conducted by teachers or other students		
Independent running of classes with children (pupils, alumni)		
Others (what?) -		
Methods and forms of verification of learning outcomes		Yes (X) / no
Written examination		X
Oral examination		
Written credit at the end of classes		
Oral credit at the end of classes		X
Written intersemesterly colloquium		
Intermediate oral colloquium		
Test		
Essay		X
Report		
Multimedia presentation		
Participation in the debate		X
Product design or manufacture		
Laboratory activity reports		
Others (what?) -		
Remarks by the facilitator		
Scale of marks and way of establishing marks		
The scale of the ratings:		The evaluation is based on the following scale:
insufficient (2)		Less than 55.00 % - grade 2
sufficient (3)		55.00 % or more - rating 3
sufficient plus (3.5)		60.00 % or more - rating 3.5
good (4)		70.00 % or more - rating 4
good plus (4.5)		80.00 % or more - rating 4.5
very good (5)		90.00 % or more - rating 5