



## Subject card

|   |  |   |          |                                     |                   |            |     |
|---|--|---|----------|-------------------------------------|-------------------|------------|-----|
| Subject name and code                       | Building and managing teams, PG_00061834   |   |          |                                     |                   |            |     |
| Field of study                              | Management and Production Engineering  |   |          |                                     |                   |            |     |
| Date of commencement of studies             | February 2023  | Academic year of realisation of subject                     |          |                                     | 2023/2024         |            |     |
| Education level                             | second-cycle studies   | Subject group   |          |                                     |                   |            |     |
| Mode of study                               | Full-time studies  | Mode of delivery  |          |                                     | at the university |            |     |
| Year of study                               | 2  | Language of instruction                                     |          |                                     | Polish            |            |     |
| Semester of study                           | 3  | ECTS credits  |          |                                     | 4.0               |            |     |
| Learning profile                            | general academic profile   | Assessment form   |          |                                     | assessment        |            |     |
| Conducting unit                             | Institute of Manufacturing and Materials Technology -> Faculty of Mechanical Engineering and Ship Technology   |   |          |                                     |                   |            |     |
| Name and surname of lecturer (lecturers)    | Subject supervisor   | dr inż. Aleksandra Wiśniewska                               |          |                                     |                   |            |     |
|   | Teachers   | dr inż. Aleksandra Wiśniewska<br>dr inż. Krzysztof Doerffer |          |                                     |                   |            |     |
| Lesson types and methods of instruction     | Lesson type  | Lecture   | Tutorial | Laboratory                          | Project           | Seminar    | SUM |
|   | Number of study hours  | 30.0  | 0.0      | 15.0                                | 0.0               | 0.0        | 45  |
|   | E-learning hours included: 0.0   |   |          |                                     |                   |            |     |
| Learning activity and number of study hours | Learning activity  | Participation in didactic classes included in study plan    |          | Participation in consultation hours |                   | Self-study | SUM |
|   | Number of study hours  | 45  |          | 0.0                                 |                   | 0.0        | 45  |
| Subject objectives                          | Acquisition of theoretical and practical management and management skills within employee groups. Knowledge of the elements of employee diagnosis, building individual motivation systems and employee communication, as well as effective management within employee teams. |   |          |                                     |                   |            |     |

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| Learning outcomes  | Course outcome   | Subject outcome   | Method of verification  |
|  | [K7_K02] is aware of the importance and understanding of non-technical aspects and effects of engineering activities, including its impact on the environment, and the related responsibility for decisions made demonstrates knowledge of actions to reduce risk and anticipate the social impact of engineering and manufacturing activities   | The student is able to indicate the relationships and dependencies between the production systems and the environment of the enterprise. Its activities are based on the principles of sustainable development in terms of the system.  | [SK1] Assessment of group work skills<br>[SK5] Assessment of ability to solve problems that arise in practice<br>[SK4] Assessment of communication skills, including language correctness |
|  | [K7_U01] can obtain information from literature, databases and others sources, also in English or another foreign language recognized as the language of international communication in a given engineering discipline; is able to integrate the obtained information, interpret it, as well as draw conclusions and formulate and justify opinions.   | The student is able to define the roles of individual team members in the same team. The student is able to determine patterns of behavior and control the team's work in a way that ensures the optimal transition from the building phase to the phase of effective team work, including an international team.   | [SU5] Assessment of ability to present the results of task<br>[SU3] Assessment of ability to use knowledge gained from the subject<br>[SU2] Assessment of ability to analyse information  |
|  | [K7_W01] knows and understands to a greater extent selected issues in the field of management and quality sciences and mechanical engineering, their location in the field of social sciences and engineering and technical sciences, as well as relationships with related disciplines, and sees the possibility of applying the knowledge in practice.   | The student is able to define the goals and principles of building and functioning of teams, determines the organizational structure and information flow necessary to achieve the assumed goals. The student is able to choose the rules, methods and tools of teamwork so as to support the team in effective work based on the principles of team management, conflicts, knowledge and building an organizational culture appropriate for the assumed goals. | [SW3] Assessment of knowledge contained in written work and projects<br>[SW2] Assessment of knowledge contained in presentation<br>[SW1] Assessment of factual knowledge                  |
| [K7_K01] is aware of the need to expand knowledge and verify the methods of solving problems by consulting experts | The student is able to analyze the effectiveness of their chosen methods of solving problems. Is able to identify shortages of knowledge, skills and experience, and then set development directions based on the principles of continuous improvement using available sources of information, news and expert assistance.   | [SK2] Assessment of progress of work<br>[SK3] Assessment of ability to organize work<br>[SK5] Assessment of ability to solve problems that arise in practice  |   |
| Subject contents   | <p>Lecture content:</p> <p>1. The concept and cycle of personnel management, management styles. 2. Job specification. 3. selection of employees, methods and rules of recruitment. 4. Motivating and evaluating employees, penalties and rewards 5. Employee development, training, career planning. 6. Teamwork. 7. Change management and conflict management 8. Law work-elements.</p> <p>Content of exercises and laboratories:</p> <p>1. Evolution of the personnel function towards HRM.2. Human resources management strategy.3. Valuation of jobs and competencies.4. Recruitment of employees.5. Selection of employees.6. Evaluation of work and employee efficiency.7. Incentive systems.8. Employee training and development.9. Career management.10. Talent management. 11. Digital technologies in HRM. 12. Measurement of HRM effectiveness and return on investment. 13. Conditions of HRM: culture, labor market, competition. 14. Selected issues of labor law - student presentations.</p> |   |   |
| Prerequisites and co-requisites  |  |   |   |
| Assessment methods and criteria  | Subject passing criteria   | Passing threshold   | Percentage of the final grade   |
|  | Exercises - pass   | 60.0%   | 50.0%   |
|  | Lectures - test 2  | 60.0%   | 25.0%   |
|  | Lectures - test 1  | 60.0%   | 25.0%   |

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| Recommended reading  | Basic literature  | <ol style="list-style-type: none"> <li>1. Zarządzanie zasobami ludzkimi pr. zb. red.H. Król i A.Ludwiczynski, PWN Wa-wa 2006</li> <li>2. Koźmiński A. K.Piotrowski W. : Zarządzanie. Teoria i praktyka. PWN Wa-wa 2006</li> <li>3. Zrównoważone Zarządzanie Zasobami Ludzkimi wybrane zagadnienia, Katarzyna Piwowar-Sulej, Dominika Bąk-Grabowska, Katarzyna Grzesik · 2022</li> <li>4. Zarządzanie zespołem. Skrypt do przedmiotu,Autorzy Arkadiusz Urbanek · 2020, Instytut Pedagogiki Uniwersytetu Wrocławskiego.</li> <li>5. Zarządzanie pracą w zmieniających się uwarunkowaniach funkcjonowania organizacji2021, Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu.</li> <li>6. Zarządzanie zasobami ludzkimi w Polsce. Ewolucja i współczesność,Autorzy Aleksy Poczowski, Agnieszka Sitko-Lutek, Anna Rakowska · 2021, Wolters Kluwer.</li> <li>7. Zarządzanie wiedzą, 2021, Redaktorzy: Andrzej K. Koźmiński, Dariusz Jemielniak; Wolters Kluwer.</li> <li>8. Zarządzanie talentami Koncepcje, modele i praktyki, Autorzy Magdalena Maria Stuss · 2021, Wydawnictwo Uniwersytetu Jagiellońskiego.</li> <li>9. Sprawiedliwość w zarządzaniu pracowniczymi zespołami tymczasowymi, Autorzy Adam Płachciak, Piotr Rogala · 2022, Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu.</li> </ol> |
|  | Supplementary literature  | <ol style="list-style-type: none"> <li>1. Sienkiewicz, Ł., (2018). Optymalizacja użyteczności kapitału ludzkiego: perspektywa przedsiębiorstwa. Warszawa: Oficyna Wydawnicza SGH.</li> <li>2. Sienkiewicz, Ł. (red.) (2013). Zarządzanie zasobami ludzkimi w oparciu o kompetencje. Perspektywa uczenia się przez całe życie. Warszawa: Instytut Badań Edukacyjnych.</li> <li>3. Juchnowicz, M. (red.) (2010). Narzędzie i praktyka ZZL, Warszawa: Poltext..</li> <li>4. Juchnowicz, M. (red.) (2014). Zarządzanie kapitałem ludzkim. Procesy - narzędzia - aplikacje. Warszawa: Polskie Wydawnictwo Ekonomiczne.</li> <li>5. Juchnowicz, M. (red.) (2016). Elastyczne zarządzanie kapitałem ludzkim z perspektywy interesariuszy. Warszawa: Polskie Wydawnictwo Ekonomiczne.</li> <li>6. Tomczak M., Krawczyk-Bryłka B., Zarządzanie Zasobami Ludzkimi , Warszawa 2017</li> <li>7. Poczowski A., Zarządzanie zasobami ludzkimi</li> <li>8. S. Robbins: Zachowania w organizacji</li> <li>9. R. Cialdini Wywieranie wpływu na ludzi</li> <li>10. Griffin R.W., Podstawy zarządzania organizacjami</li> <li>11. Armstrong, M., (2011). Zarządzanie zasobami ludzkimi, Warszawa; Wolters Kluwer.</li> <li>12. pod red. Listwan T., Zarządzanie kadrami. Ćwiczenia.</li> </ol>                              |
|  | eResources addresses  | <p>Adresy na platformie eNauczanie:</p> <p>Budowanie i zarządzanie zespołami, ZiIP, sem 03, II stopień, lato 2023/2024 - Moodle ID: 36727</p> <p><a href="https://enauuczanie.pg.edu.pl/moodle/course/view.php?id=36727">https://enauuczanie.pg.edu.pl/moodle/course/view.php?id=36727</a></p>   |
| Example issues/<br>example questions/<br>tasks being completed | <ol style="list-style-type: none"> <li>1. Personnel management issues - main concepts</li> <li>2. Tools used in HRM: a) observation, b) research/ social. employee behavior analysis</li> <li>3. Employee satisfaction surveys (method, techniques, tools)</li> <li>4. Building communication systems in employee groups. Interpersonal communication</li> <li>5. Building effective teams</li> <li>6. Employee evaluation: methods, techniques, tools</li> <li>7. Motivating in HRM. Individual motivation system.</li> <li>8. Staff recruitment. Conducting an interview.</li> <li>9. Leader and leader of the group - building the authority of the group leader.</li> <li>10. Harmful phenomena in management: mobbing, conflict-solving. Culture of organization and management</li> </ol> |  |
| Work placement   | Not applicable  |  |