

## SYLLABUS TO THE SUBJECT/SYLABUS DO PRZEDMIOTU

Item Name/Nazwa przedmiotu	<b>Competency Management in Organizations</b>
Direction/Kierunek	Management
Form of study/Forma studiów	Stationary
Level of education/Poziom kształcenia	Second degree
Year/Rok	2
Semester/Semestr	III
Guide unit/Jednostka prowadząca	Department of Management Information Systems
Drafter/Osoba sporządzająca	dr hab. inż. Waldemar Jędrzejczyk, prof. PCz
Profile/Profil	General academic
Number of ECTS credits/Liczba punktów ECTS	2

### TYPE OF CLASSES - NUMBER OF HOURS PER SEMESTER/RODZAJ ZAJĘĆ – LICZBA GODZIN W SEMESTRZE

<u>Lecture/Wykład</u>	<u>Exercise/Ćwiczenia</u>	<u>Laboratory/Laboratorium</u>	<u>Project/Projekt</u>	<u>Seminar/Seminarium</u>
<b>15</b>			<b>15</b>	

### **COURSE DESCRIPTION/OPIS PRZEDMIOTU**

#### **PURPOSE OF THE COURSE/CEL PRZEDMIOTU**

**C1.** Introduce students to the theoretical foundations of competencies, both professional and personal, and competency management.

**C2.** Develop skills to create competency profiles and models.

**C3.** Provide knowledge of the competency requirements of employees in modern organizations, both current and prospective, and their importance, focusing on the competency requirements for managers.

**PREREQUISITES FOR KNOWLEDGE, SKILLS AND OTHER COMPETENCIES/WYMAGANIA WSTĘPNE W ZAKRESIE WIEDZY, UMIEJĘTNOŚCI I INNYCH KOMPETENCJI**

1. The student has a general knowledge of human resource management, including the organization's activities related to the acquisition, development, and retention of the organization's personnel.
2. The student knows the managerial and employee roles in organizations, including the authority granted to employees and the duties imposed on them, enabling them to carry out assigned tasks.
3. The student has a general knowledge of the trends of change in modern organizations caused by shifts in the global environment, especially technological advances.

**LEARNING OUTCOMES/EFEKTY UCZENIA SIĘ**

**EU1** – The student explains the concept of competency and defines its basic categories

**EU2** – The student characterizes all stages of constructing a competency management system

**EU3** – The student applies knowledge of defining competencies and creating a competency management system to construct competency profiles and models

**EU4** – The student identifies key competencies required of modern managers

**CURRICULUM CONTENT/TREŚCI PROGRAMOWE**

<b>Form of classes/Forma zajęć –LECTURE/ WYKŁAD</b>	<b>Number of hours/Ilość godzin</b>
<b>W 1.</b> Conceptualization of competencies and different theoretical approaches	<b>1</b>
<b>W 2.</b> Grouping criteria and categories of competencies	<b>1</b>
<b>W 3.</b> Competency models and key competencies	<b>1</b>
<b>W 4.</b> Competency-based management	<b>1</b>
<b>W 5.</b> Competency management system	<b>1</b>
<b>W 6.</b> Constructing a competency management system	<b>1</b>

<b>W 7.</b> Process of defining competencies	<b>1</b>
<b>W 8.</b> Methods for identifying competencies	<b>1</b>
<b>W 9.</b> Constructing competency profiles	<b>1</b>
<b>W 10.</b> Methods of measuring competencies	<b>1</b>
<b>W 11.</b> Methods and techniques for developing competencies	<b>1</b>
<b>W 12.</b> Competency needs in companies, current and prospective, determined by changes in labor trends	<b>1</b>
<b>W 13.</b> Categories and specifics of managerial competencies	<b>1</b>
<b>W 14.</b> Managerial competencies – good and bad practices	<b>1</b>
<b>W 15.</b> Effectiveness of managers' work organization	<b>1</b>
<b>Form of classes/Forma zajęć –PROJECT/ PROJEKT</b>	<b>Number of hours/Ilość godzin</b>
<b>P 1.</b> Introduction to the project classes – defining the principles of passing the course	<b>1</b>
<b>P 2-P 5.</b> Constructing a competency profile for a specific job position	<b>4</b>
<b>P 6-P 8.</b> Constructing an organization's competency model	<b>3</b>
<b>P 9-P 11.</b> Predicting the organization's competency needs in the future	<b>3</b>
<b>P 12-P 14.</b> Diagnosing and analyzing competency potential	<b>3</b>
<b>P 15.</b> Tasks evaluation. Summary of project classes	<b>1</b>

### **DIDACTIC TOOLS/NARZĘDZIA DYDAKTYCZNE**

1. Audiovisual equipment
2. Board, chalk, markers
3. MS Office suite
4. E-learning platform

### **METHODS OF ASSESSMENT (F- FORMATIVE, P - SUMMATIVE)/SPOSOBY OCENY ( F – FORMUJĄCA, P – PODSUMOWUJĄCA)**

F1. Project execution

P1. Test

## STUDENT WORKLOAD/OBCIĄŻENIE PRACĄ STUDENTA

Form of activity/Forma aktywności	Average hours to complete an activity/Średnia liczba godzin na zrealizowanie aktywności	
	[h]	ECTS
Contact hours with the teacher (lecture, exercise)/Godziny kontaktowe kontaktowe z nauczycielem (wykłady, ćwiczenia)	30	1,2
Preparing for the exercise/Przygotowanie do ćwiczeń	5	0,2
Preparing to the exam/ Przygotowanie do egzaminu	5	0,2
Reading the indicated literature/Zapoznanie się ze wskazaną literaturą	8	0,32
Participation in the exam/Udział w egzaminie	0	0
Consultations/Konsultacje	2	0,08
<b>TOTAL NUMBER OF ECTS POINTS FOR ITEM/SUMARYCZNA LICZBA PUNKTÓW ECTS DLA PRZEDMIOTU</b>	<b>50</b>	<b>2</b>

## BASIC AND SUPPLEMENTARY LITERATURE/LITERATURA PODSTAWOWA I UZUPEŁNIAJĄCA

### Basic Literature/Literatura podstawowa:

1. A Practical Guide to Competency Management, Centranum Competency Assurance Systems, 2020, [https://www.centranum.com/wp-content/uploads/dlm\\_uploads/2019/12/A-Practical-Guide-to-Competency-Management-in-2020.pdf](https://www.centranum.com/wp-content/uploads/dlm_uploads/2019/12/A-Practical-Guide-to-Competency-Management-in-2020.pdf)
2. Managerial Competencies as a Key Factor for the Success of HEIs, <https://oui-iohe.org/wp-content/uploads/2021/11/Managerial-Competencies-Key-Factor-Success-HEIs.pdf>
3. Laakso-Manninen R., Viitala R., Competence Management and Human Resource Development, Haaga-Helia, <https://core.ac.uk/download/pdf/38126714.pdf>

### Supplementary Literature/Literatura uzupełniająca:

1. Competency Framework, Cieem 2019,  
<https://cieem.net/wp-content/uploads/2019/02/Competency-Framework-web-FINAL.pdf>
2. Jędrzejczyk W., Needs of Competency in Industrial Enterprises in Industry 4.0 Development Perspective, [in:] Industry 4.0. A Global Perspective (red.) DUDA Jerzy, GAŚSIOR Aleksandra, Routledge, New York, 2022.
3. Jędrzejczyk W., Human-Organization Relation in the Perspective of Industry 4.0, [in:] Trojanowska J., Ciszak O., Machado J.M., Pavlenko I. (ed.), Advances in Manufacturing II. Vol.1 - Solutions for Industry 4.0, Springer, Cham 2019, pp. 14-24.
4. Szafranski M., Borsekova K., Jędrzejczyk W., Transferable Competencies or Transferability of Competencies? Przegląd Organizacji, 2023, nr 2(997), s. 72-83.

### INSTRUCTOR OF THE COURSE (NAME, SURNAME, E-MAIL

### ADDRESS)/PROWADZĄCY ZAJĘCIA (IMIĘ, NAZWISKO, ADRES E-MAIL)

1. Waldemar Jędrzejczyk, waldemar.jedrzejczyk@pcz.pl

### MATRIX OF THE IMPLEMENTATION OF LEARNING OUTCOMES/MACIERZ

### REALIZACJI EFEKTÓW UCZENIA SIĘ

Learning Outcome/Efekt uczenia się	Reference an effect to program-wide defined effects/ Odniesienie danego efektu do efektów zdefiniowanych dla całego programu	Course objectives/Cele przedmiotu	Curriculum content/Treści programowe	Teaching tools/Narzędzia dydaktyczne	Method of evaluation/Spółosób oceny
EU 1	K_W08, K_U01, K_K05	C1	W1-W4, W10-W11	1,2,4	P1
EU 2	K_W08, K_U01, K_K03	C1	W5-W11, P1-P8	1,2,3,4	P1, F1
EU 3	K_W08, K_U10, K_K03	C2	P2-P8, P12-P15	3,4	F1
EU 4	K_W08, K_U01, K_K05	C3	W12-15, P9-P11	1,2,3,4	P1, F1

### FORM OF ASSESSMENT - DETAILS/FORMY OCENY – SZCZEGÓŁY

	<b>Per grade 2/ Na ocenę 2</b>	<b>Per grade 3/ Na ocenę 3</b>	<b>Per grade 4/ Na ocenę 4</b>	<b>Per grade 5/ Na ocenę 5</b>
<b>Effect 1/ Efekt 1</b>	The student is unable to explain the concept of competency or identify its basic categories	The student can explain the concept of competency	The student can explain the concept of competency and identify its basic categories	The student can explain the concept of competency and identify several criteria for competency grouping and its basic categories
<b>Effect 2/ Efekt 2</b>	The student is unable to explain what competency management is and does not know the essential stages of constructing a competency management system	The student can explain what competency management is and identify the essential stages of constructing a competency management system	The student can explain what competency management is, knows the structure of a typical competency management system, and can identify its essential stages	The student can explain what competency management is, knows the structure of a typical competency management system, and can describe in detail its essential stages

<b>Effect 3/</b> <b>Efekt 3</b>	The student is unable to apply the knowledge of defining competencies and creating a competency management system to construct competency profiles and models	The student can apply the knowledge of defining competencies and creating a competency management system to construct a competency profile for at least one job	The student can construct competency profiles for various professions and jobs	The student can construct competency profiles for different professions and jobs and create competency models for organizations
<b>Effect 4/</b> <b>Efekt 4</b>	The student is unable to identify key competencies required of modern managers	The student can identify examples of key competencies required of modern managers	The student can identify many of the key competencies required of modern managers in hierarchical order. They can also identify good and bad managerial practices	The student can identify a wide variety of key competencies required of modern managers in hierarchical order, both currently desired in organizations and prospective ones. They can also

\*A 3.5 half grade is awarded in the case of full credit for the learning outcomes with a 3.0 grade, but the student has not fully absorbed the learning for a 4.0 grade. A half-grade of 4.5 is awarded in the case of full credit for the learning outcomes with a 4.0 grade, but the student has not fully assimilated the learning outcomes for a grade of 5.0./ \*Ocena półkowna 3.5 jest wystawiana w przypadku pełnego zaliczenia efektów uczenia się na ocenę 3.0, ale student nie przyswoił w pełni uczenia się na ocenę 4.0. Ocena półkowna 4.5 jest wystawiana w przypadku pełnego zaliczenia efektów uczenia się na ocenę 4.0, ale student nie przyswoił w pełni efektów uczenia się na ocenę 5.0.

**OTHER USEFUL INFORMAIION ABOUT THE ITEM/INNE PRZYDATNE INFORMACJE O PRZEDMIOCIE**

Information where you can read presentations for classes, etc. - Information is provided during the first class and sent electronically to the addresses of individual dean's groups./ Informacje, gdzie można zapoznać się z prezentacjami na zajęcia itp. - Informacje udzielane są podczas pierwszych zajęć i przesyłane drogą elektroniczną na adresy poszczególnych grup dziekańskich

Information on the place of classes - Information can be found on the website of the Faculty of Management and in the USOS system./ Informacja o miejscu zajęć – Informacje znajdują się na stronie internetowej Wydziału Zarządzania oraz w systemie USOS.

Information on the date of classes (day of the week/time) - Information can be found on the website of the Faculty of Management and in the USOS system./ Informacja o terminie zajęć (dzień tygodnia/godzina) – Informacje znajdują się na stronie internetowej Wydziału Zarządzania oraz w systemie USOS

Information about consultations (hours + place) - Information is given during the first classes, it is also available on the website of the Faculty of Management./ Informacje na temat godzin i miejsca konsultacji znajdują się na stronie internetowej Wydziału Zarządzania oraz podawane są na pierwszych zajęciach ze studentami.