

## MASTER'S DEGREE EXAMINATION

### Study major: HR Business Partner (*inf. 23/24*)

1. The essence of projects, their place and role in the HR area.
2. Triangle of limitations and the specificity of HR projects.
3. Stages of HR project management.
4. Initiating and defining an HR project.
5. The process of involving stakeholders in an HR project.
6. Risk management process in an HR project.
7. Methods of selecting team members for HR projects.
8. Planning the structure and deadlines of the HR project.
9. Planning the resources and costs of an HR project.
10. Progress control and analysis of deviations in HR project management.
11. The role of HR Business Partner in the process of creating strategy.
12. The impact of strategic decisions on HR.
13. Basic corporate-level strategy decisions.
14. Basic business-level strategy decisions.
15. The essence of strategic analysis and how it can be utilize in the enterprise.
16. Assessment methods of the firm's industry and macro-environment.
17. Assessment methods firm's resources, capabilities and competitiveness.
18. Types of the generic competitive advantage and its sources.
19. The essence and role of vision and mission statements in strategy creating process.
20. Methods of strategy implementation and the role of HR Business Partner in it.
21. Introduce methods and tools for the development of managerial competences.
22. Describe the tasks and competences of the internal trainer.
23. Explain the 70-20-10 employee development formula and its application in the organization.
24. Opportunities and threats of using development tools based on information and communication technology (ICT).
25. Introduce and characterize the stages of the human capital development process in the organization.
26. Characterize the methodology and application of the Assessment and Development Centers.
27. Describe the types of career paths and the arguments for planning career paths within the organization.
28. Characterize and compare the selected two models of employee careers.
29. Characterize and compare the roles and tasks of an employee, direct supervisor, HR department / specialist and company owner in the process of human capital development.
30. Personal development and development in the profession - characterize the dimensions and the impact on employee development planning in the organization.
31. Indicate and characterize the most effective training forms for the development of interpersonal competences.

32. Present the levels for assessing the effectiveness of training and development in the organization.
33. Present measures and indicators informing about investments in the development of human capital in the organization.
34. Indicate the relationships between the sub-process of human capital development and other sub-processes of human capital management.
35. Define key competences for the development of the organization and employees.
36. Motivational system in an organization - concept and characteristics of its components.
37. Stages of employee motivation process.
38. List theories of employee motivation and discuss the selected one.
39. Characterize the external and internal conditions of the motivation system in an organization.
40. Discuss the influence of various instruments of remuneration system on employee motivation.
41. Describe the characteristics of modern forms of rewarding employees.
42. Material and non-material tools of motivating - examples and basic differences.
43. Essence and meaning of variable remuneration and conditions of bonus effectiveness.
44. Employee engagement - concept and characteristics of its components. 10.
45. Culture of trust in management through engagement.
46. Methods of assessing organisational commitment and work engagement.
47. Explain the nature and impact of job satisfaction on employee engagement.
48. Discuss the motivational effectiveness of different leadership styles.
49. The role of leadership in the motivational process.
50. Interpersonal communication in the motivational process.
51. Conditions of effectiveness of remuneration system.
52. Fairness of the remuneration system – concept and characteristics of its components.
53. Essence, aims and effects of job evaluation.
54. Stages of the job evaluation process.
55. Job descriptions and scopes of responsibilities - essence and role in organisation.
56. Tasks of HR Business Partner in the process of job evaluation.
57. Comprehensive (simple) methods of job evaluation.
58. Analytical methods of job evaluation.
59. Ways of linking the results of job evaluation with base pay rates.
60. The role of market data on remuneration in shaping remuneration systems.
61. Determination of the level of employee's remuneration.
62. List the functions of remuneration and discuss the cost function.
63. List and discuss the components of labour costs.
64. Characterise the external and internal determinants of labour costs.
65. The essence and implications of cost leadership strategies for labour costs.
66. What are the most important employee costs in the enterprise? How to assess the profitability of investments in human capital?
67. What can be the reasons for the development of the personal resource profitability ratio (causal analysis of the human resources profitability index)?
68. Basic indicators of employee performance. Replace HR performance indicators

69. What is the difference between the nominal employment profitability ratio and the real employment profitability ratio?
70. Absenteeism rates. Measurement of intentional and unintentional absenteeism
71. Financial consequences of absenteeism and the possibility of planning it.
72. Financial consequences of employee insecurity and measurement of occupational safety.
73. Causes of employee stress and the most important financial consequences associated with long-term employee stress.
74. Financial impact of employee turnover and measurement of employee turnover.
75. Functions of HR Business Partner in Dave Ulrich's concept.
76. Present the main assumptions of the sieve model and the human capital model.
77. Barriers to the implementation of the HR BP concept in the practice of Polish enterprises.
78. Quantitative and qualitative methods of analyzing employee attitudes - characteristics and application.
79. Sources of legitimacy of power in Max Weber's concept. Contemporary examples of their occurrence in enterprises.
80. Leadership paradigms in the Gale Avery concept - characterize (strengths and weaknesses) of the two selected.
81. Employer branding - assumptions of the concept. Employer branding functions in modern enterprises.
82. Identify and characterize the stages of the cooperation strategy in negotiations.
83. Identify and characterize the stages of overcoming resistance in negotiations.
84. Explore BATN-a concepts in negotiations. What is its importance in negotiations?
85. List five classic negotiation games and characterize three of your selections. What are the strengths of these games and what are the risks?
86. Analyze the phenomenon of culture shock - its causes, course and ways to overcome it.
87. Discuss the dimensions of culture according to Geert Hofstede and their influence on team management.
88. Describe how (cultural) diversity of the team affects its effectiveness.
89. National culture and organizational culture - sources of similarities and differences.
90. Discuss the impact of globalization on culture.
91. Tools for acquiring candidates - discussion of available recruitment sources and their advantages.
92. Candidate selection tools - introduce and discuss two selected ones.
93. Employee assessment tools - introduce and discuss two selected ones.
94. Legal tools - describe the legal arguments of influencing HRBP on the behavior of employees and managers of the organization.
95. Employee de-recruitment tools - talk about the process of due de-recruitment to the fault of the employee and as a result of natural personnel movements (change of employer, retirement of a valuable employee).
96. Definition of talent and various approaches to talent management.
97. Reasons for implementing talent management process in organisations.
98. Creating and carrying out development programs for talents - phases/stages, risks.
99. Tools for identifying talents in companies and acquiring them from job market.

100. How to build engagement and what are the tools for retaining tools in organisations?

**Literature:**

1. M. Armstrong, A. Baron A., Human Capital Management: Achieving Added Value Through People, Kogan Page, New York 2008.
2. B. Becker, M. A. Huselid, D. Ulrich, The HR Scorecard: Linking People, Strategy, and Performance, Harvard Business Review Press, New York 2001.
3. G. Dessler, Human Resources Management. Global Edition, Pearson Education, New York 2019.
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5. G. Leśniak-Łebkowska G., Project Management, Oficyna Wydawnicza SGH, 2015.
6. A. A. Thompson JR., A.J.Stricland III, J.E.Gamble, Crafting and Executing Strategy, 16th Edition, McGraw-Hill 2008.
7. M. Armstrong, Zarządzanie wynagrodzeniami, Wolters Kluwer', Warszawa 2015.
8. M. Fryczyńska, M. Jabłońska Wołoszyn, praktyczny przewodnik rozwoju zawodowego pracowników, Placet, Warszawa 2008.
9. G. Gołębiowski (red.), A. Grycuk, A. Tłaczała, P. Wiśniewski, Analiza finansowa przedsiębiorstwa, Difin, Warszawa 2014.
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11. M. Juchnowicz, T. Rostkowski, Ł. Sienkiewicz, Narzędzia i praktyka zarządzania zasobami ludzkimi, Poltext, Warszawa 2009.
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18. M. Trocki (red.) Nowoczesne zarządzanie projektami, p. red. M. Trockiego, PWE, Warszawa 2012.
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