



## COURSE DESCRIPTION CARD - SYLLABUS

Course name

Organization development [S2IZarz1-ZZiPP>RO]

### Course

Field of study

Engineering Management

Year/Semester

1/1

Area of study (specialization)

Enterprise Resource and Process Management

Profile of study

general academic

Level of study

second-cycle

Course offered in

Polish

Form of study

full-time

Requirements

compulsory

### Number of hours

Lecture

15

Laboratory classes

0

Other

0

Tutorials

0

Projects/seminars

30

### Number of credit points

3,00

### Coordinators

dr hab. inż. Magdalena Wyrwicka prof. PP  
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### Lecturers

### Prerequisites

The student has knowledge of the basics of management - knows the concepts related to management, organizational culture, delegation of responsibility, etc .. The student understands and is able to analyze the processes taking place in the relations between people in the organization. The student is able to discern to associate and to interpret the occurrence appearances in enterprise. The student understands and is prepared for held his social responsibility in business creation. The student is aware of the importance of the human factor in the organizational qualitative and quantitative context.

### Course objective

The aim is to get students to know the problems of organisation development, especially related to the position of the head (and leadership) team. Getting acquaint students with the enterprise development modelling and foresight

### Course-related learning outcomes

Knowledge:

The student defines and classifies different models of enterprise life cycles and distinguishes between them in the context of HR policy changes and readiness for change [P7S\_WG\_04].

The student explains the rationale and mechanisms affecting enterprise development, including sustainability and applications of the strategic scorecard [P7S\_WG\_01].

The student identifies and describes applications of foresight methodology in the context of predicting the future of an enterprise [P7S\_WG\_09].

The student describes ethical norms, their sources, nature, changes and ways to influence organizations, noting their impact on organizational development processes [P7S\_WK\_01].

#### Skills:

The student analyzes and forecasts various phases of the life of an enterprise and prepares development scenarios based on them [P7S\_UW\_02].

The student implements digitalization processes in personnel selection, including remote recruitment and onboarding [P7S\_UW\_03].

The student plans and implements Employer Branding strategies and understands their impact on the image of the organization [P7S\_UW\_01].

The student plans and conducts empirical research to diagnose the life phases of an organization and organizational culture and prepares scenarios for development [P7S\_UW\_05].

The student analyzes dysfunctions of teamwork and applies motivation processes in diverse teams [P7S\_UW\_06].

#### Social competences:

The student engages in the development of interdisciplinary competencies necessary to solve complex organizational problems [P7S\_KK\_01].

The student initiates and manages social projects, making substantive contributions and directing ventures [P7S\_KO\_01].

The student manages undertakings resulting from social projects and makes substantive contributions to their preparation [P7S\_KO\_02].

The student plans activities to achieve the set goals for the development of the organization, taking into account various possibilities and prioritizing tasks according to their relevance [P7S\_KK\_02].

The student demonstrates awareness of the importance of behaving in a professional manner, adhering to the principles of professional ethics and respect for diversity of views, and is able to apply these principles in the context of organization development activities [P7S\_KR\_01].

### Methods for verifying learning outcomes and assessment criteria

Learning outcomes presented above are verified as follows:

#### Forming grade:

Lecture: 2 colloquiums - at the 7 th and 15th lecture (after about 45 min) Each colloquium contains 13 questions (open and closed). Completing each test - 7 points.

#### Sum up grade:

Project: work in teams. Credit - project defense.

### Programme content

1. Development and growth of the organization - differences, interdependence, models of enterprise life cycles in the context of changes in human resources policy (models: Greiner, Levergoed, Glasl and Livergoed, Mintzbesrg), readiness for changes as the basis for organizational development. Types of changes in the organization. The essence and definitions of organizational development.

2. Premises for enterprise development, mechanisms and phenomena in the development process (discussion of the acceleration trap), organizing enterprise development (according to Wyrwicka) - sustainable development, trend analysis, theory of long economic cycles, diagnosing the stage of organization development, organization development as staff readiness, development design (new paradigms of strategy creation, opportunity filter), development control - applications of the strategic scorecard and development of a management model.

3. Enterprise foresight (essence, definitions, generations, methodology, expected effects). Assumptions of strategic foresight.

4. Diagnosing the phase of the organization's life and identifying the organizational culture using the OCAI form to check readiness for development changes. Development of a development transformation matrix. Preparation of development scenarios.

5. Digitization in the staff selection process. Remote recruitment. Candidate Experience. Onboarding

6. Image of the organization. Building an employer branding strategy. Social Responsibility in business -

current trends

7. Team building (principles of team formation, phases of team formation, the problem of diverse attitudes, the problem of communication in a team). The process of motivating a diverse team. Teamwork dysfunctions.

8. Internal and external personnel marketing (social, cultural and economic conditions).

### Course topics

1. Development and enterprise growth, enterprise life cycle models in the context of personnel policy changes, readiness to change.

2. Premises of enterprise development, mechanisms and phenomena in the development process, organization of enterprise development, sustainable enterprise development, application of the strategic scorecard and OCAI form for diagnosing readiness for developmental changes.

3. Foresight of enterprises. Applications of foresight methodology.

4. Diagnosing the phase of enterprise life and enterprise culture in the aspect of readiness for developmental changes. Preparation of development scenarios.

5. The image of the organization. Building an Employer Branding strategy, Corporate Social Responsibility.

7. Team building process. Motivating process in diverse team. Teamwork dysfunctions.

8. Personnel marketing (conditions).

### Teaching methods

Lecture - pps presentation, discussion, scenes

Project - work in teams, workshops, observation, case study

### Bibliography

Basic:

1. Metody badania i modele rozwoju organizacji (2012) red. A. Stabryła, S. Wawak, Fundacja UE w Krakowie

2. Wyrwicka M.K., Ragin-Skorecka K. (2013) Foresight przedsiębiorstw T. 1 Przygotowanie do przyszłości, Wydawnictwo Politechniki Poznańskiej, Poznań

3. Wyrwicka M.K. (2003) Endogenne przesłanki organizacyjne rozwoju przedsiębiorstwa, Wydawnictwo Politechniki Poznańskiej, seria rozprawy Nr 374, Poznań

4. Wyrwicka M.K. (2009) Rozwój przedsiębiorstwa w gospodarce sieciowej [w:] Ergonomia, technika i technologia, zarządzanie, red. M. Fertsch, Wydawnictwo Politechniki Poznańskiej, Poznań s. 341-356.

5. Przedsiębiorstwo odporne na kryzys (2016) M. Romanowska, W. Mierzejewska (red.), Oficyna a Wolters Kluwer business, Warszawa.

6. Turkusowe rewolucje (2022) G. Klimarczyk (red.) OpenNexus, Poznań. do pobrania: [turkusowerewolucje.pl](http://turkusowerewolucje.pl)

Additional:

1. Wyrwicka M.K., Różnice pokoleniowe a inteligentny rozwój gospodarczy [w:] Systemy zabezpieczenia społecznego wobec wyzwań demograficznych i rynkowych (2014) M. Szczepański, T. Brzęczek, M. Gajowiak (red.), Wyd. Politechniki Poznańskiej, Poznań, s. 263-274.

2. Krugielka A., (2019), Modelowanie CSR w obszarze klienta wewnętrznego. Wydawnictwo Politechniki Poznańskiej, Poznań

3. PulsHR, HR Standard, Personel i Zarządzanie

4. R.W. Griffin (2021) Podstawy zarządzania organizacjami, wyd. III, PWN, Warszawa

### Breakdown of average student's workload

	Hours	ECTS
Total workload	75	3,00
Classes requiring direct contact with the teacher	45	2,00
Student's own work (literature studies, preparation for laboratory classes/ tutorials, preparation for tests/exam, project preparation)	30	1,00