

HUMAN CAPITAL MANAGEMENT IN ORGANIZATION OF THE FUTURE

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Introduction

Challenges connected with human resources management mainly mean the usage of competences for technology nets of connections with partners and consumers, to be able to move in the area of still growing competition on markets. Each intelligent organization should be oriented to constant education:

- extending and grounding theoretical knowledge,
- connected with extending specializations profiles,
- connected with preparation to work in modern net structures,
- teams of people in the form of active training – each training makes a master,
- connected with intellectual elites of the organization gaining (Sajkiewicz, 2004, p. 16).

On the way to intelligent organization, some unconventional methods must be considered:

- *intellect transformation* – intellectual mobilisation, creating the conception, forming the system of transformations,
- *matter, that is, the body restructuring* – forming the economic system, infrastructure rebuilding, work system change,
- *movement, that is stimulating the organism* – achieving market targets,
- *revival of a spirit* – working out the system of integrated salary system oriented at activities developing the enterprise (Sajkiewicz, 2004, p. 22).

Intelligent organizations should rebuild the system of education, and decision-makers of these transactors need to make more accurate decisions related to personnel selection for fundamental positions. It has the direct influence to the level of development or even company moving back.

Organizations of future should be conjugated on the business platform with education. I have observed in Poland the lack of widely understood connections on this level for many years. Economy has been following its course and education the other one.

The assumption that the manager on an organization's needs scale should be the leader having both professional and management competences differ from the traditional definition of a leader.

According to Wiesław Harasim's theory, organization of the future will need visionaries. The following question could be stated: Who is therefore a visionary and what characteristics should he have?

According to the mentioned author "A Visionary – that is someone who, in the notion of "vision", is able to give (a kind of virtuality) "time and space" coordinates to the notion of vision, having his feet firmly on the ground" (theory of Wiesław Harasim).

The manager of the future is a "Citizen of the World". Citizen of the World (theory of Wiesław Harasim) is someone who is devoid of any space, culture, race or linguistic barriers.

Nowadays and also in the future those who cope and will cope the best are going to be people having both paradox characteristics: being the citizen of the world and being a visionary – having his feet firmly on the ground (Harasim, 2007).

It has been observed for many years in Polish economy that investments in the organization infrastructure have dominated as well as the formal image without these actions connections in human resources investment. Managers in organizations and also owners of these companies do not appreciate culture oriented at human resources. From my practical experience in leadership I could have become convinced about that many times. These practices make organizations backward. Many factors which do not contribute to changes in the organization can be listed:

- the threat for losing positions for managers,
- reducing the range of authority, in fields where it is extensive,
- necessity of competences completing and the constant training connected with improving them,
- necessity of taking new opportunities, stating adequately new tasks,
- requirements referring to high level of management quality,
- making working conditions worse, including inappropriate systems of employees motivating.

1. Assumptions of an entrepreneurial organization as the organization of the future

According to M.E. Porter (Porter, 1992, p. 170-192), a model of an organization is made up of two kinds of changes. The first are difficult to predict, "... with absolute certainty", while the second are "... some dynamic processes possible to predict, occurring in one or another form in each sector, although their speed and direction are different in different sectors".

The first type of processes of change is the result of an evolutionary nature of innovation, new technologies and the identity and resources of the company, which enable evolution. The second type of processes includes:

- long-term changes in the speed of development,
- demographic changes in segments of buyers,
- the process of customers learning,
- reducing uncertainty,
- knowledge management,
- collecting experience,
- expansion or contraction of the operations scale,
- changes in the cost of capital and foreign exchange rates,
- innovations in products,
- innovations in marketing and processes,
- structural change in the adjacent sectors of the economy,
- a change in policy,
- barriers of entry and exit to the given sector.

The modern model of the organization has been shaped by internal and external evolutionary innovation changes.

According to P.F. Drucker (Drucker, 1992, p. 24) entrepreneurial organization was formed in the American entrepreneurial economy. The source of the efficiency of managing the organizations skillful use of change by developing innovative processes and entrepreneurship.

The pioneer of the theory of entrepreneurship J.A. Schumpeter (Schumpeter, 1987, p. 187) believes that the innovation process is the result of competitive battle in the market. Innovative enterprise has to:

- introduce to the market new products or old ones with new quality,
- introduce new methods of production and use new marketing strategies,
- be open to new markets,
- introduce new organizational solutions on the market.

C.K. Prahalad and G. Hamel (Hamel G. et al., 1989) give recommendations of competitive innovations, and R. D'Aveni (D'Aveni, 1994, p. 243-249) shows principles of creating so called *competitive gap*.

Competitive innovations	Competitive gap
<ul style="list-style-type: none"> • build deposits of strengths of your business, • look for and attack vacant segments, • change and do not agree with the concept of business leadership, • draw up agreements to overcome the weaknesses. 	<ul style="list-style-type: none"> • find new ways to improve customer satisfaction and meet his requirements, • find occasions, trying to understand trends, • be able to act quickly, • be able to surprise, • modify and shape the rules of the game, • use strategic market communication, • attack the competition with several ways.

Source: G. Hamel, C.K. Prahalad, *Strategic Intent*, "Harvard Business Review", 1989, May-June; R. D'Aveni, *Hypercompetition*, The Free Press 1994

Principles of competitive innovation are based on global expansion strategies. Japanese companies use them competing with larger competitors. To gain market share you need to find weak points of competition, while building your own strength and strong points.

2. Human Capital Management

“The purpose of learning within the organization is to increase its opportunities and possibilities, it is closely linked with the principles of human resource management that is the need to invest in people to develop human capital needed to the organization, as well as increase its knowledge and skills. The theory of human capital indicates that with the knowledge and skills acquired in the course of learning, training and years of experience, the reserve of production capital is created” (Amstrong, 2000, p. 431).

Issues considered in the management of human capital include development of teamwork systems, participation, motivation, organizational structure, organizational climate and culture, and all relations between people. In this area particularly important are issues related to the social aspects of the business. Companies should create conditions that enable and support organizational learning, knowledge creation, and the creation of innovation.

S. Chowdhury believes that organizations need to learn how to attract and retain talented people. This is possible by creating the right atmosphere in the workplace and the proper relationship between employees (Chowdhury, 2000, p. 12).

Human resources of the company we can call creative and skilful people with qualifications permanently linked to the company and its mission, able to cooperate together (Sajkiewicz, 2000, p. 17). In the context of all these terms human capital is the most important driving force of the development, having huge motivation potential that is disclosed only when the company is managed efficiently, including its mission and strategic objectives.

Human resources include hidden extraordinary opportunities manifesting as a result of the effective management of an enterprise oriented at mission and strategic goals of the company. Professionalization of personnel actions is one of the main principles of organizational and people management. Professional people management supports the entire value chain through HR processes. Human capital management is becoming increasingly important, since human resources are a strategic factor for business development in an established and rapidly changing environment.

The strength of human capital of a specific company are not only a general and vocational knowledge and skills developed in the course of previous work, gained so far, but also the ability to demonstrate your value at work, previously undisclosed skills, aspirations, deep motivation to work and learning, creativity, willingness to take risk and the personal sense of responsibility for the success.

Therefore, human resources are people who know how to work together – people permanently associated with the company.

Human Capital Management supports the entire value chain through HR processes – selection, training, evaluation and motivation. Therefore it affects also competitive advantage due to the role it plays in determining the qualifications, competence, motivation and satisfaction of employees and the cost of their selection, development and payment.

Human resources management faces challenges coming out of changes which happen in world's economy (globalisation) and in the ways of leading the management of the organization and also changes in competitive factors hierarchy, among which knowledge plays more and more important role. In various statements about human resources management more and more often the following definitions can be heard: “human capital”, “human resources”, “talents management”, what shows the attempts to redefine the role of personal function and adjusting it to requirements of an XXI century organization. Personal function transformation from purely administrative one with the capacity of support into the function with key importance concentrating on strategic and advising task can be considered as the most important change.

The process of economy transformation in Poland, lasting since 1989 year, has led to noticeable changes in the field of personal function of the organization. They signify in switching from routine actions with the capacity of administration to creating coherent plans and programmes on operational and strategic level, directed at effective gaining and taking advantage of human resources. Even though the picture in this field is more and more diverse, but still the progress in thinking about the role of people in an organization and applying new ways of personal issues solving is noticeable in increasing number of companies on the market.

A question: how human resources can be measured in an organization could be stated. M. Buckingham and C. Coffman (Buckingham et al., 2010) claim that the easiest and the most accurate to the quality of work place is to answer the following twelve questions:

1. Am I aware what I am expected from at work?
2. Do I have at my disposal materials and equipment necessary to proper work performance?
3. Am I able to do what I can best each day at work?
4. Have I felt at least once appreciated or praised for my work for the last seven days?
5. Does my boss or anyone else care about me; do anyone notices a person in me?
6. Does anyone at work encourage me to further development?
7. Does my opinion matter at work?
8. Does mission of my company give me the feeling that work which I perform is important?

9. Do my associates are self-determined to do their work on the highest level?
10. Do I have my best friend at work?
11. Have I talked with someone about my improvement for the last six months?
12. Have I had a chance at work to supplement my education and develop?

The human resources theory is based on scientific works carried simultaneously and independently for various research purposes of T.W Schulz, G.S. Becker and J. Mincer. The hard root, that is possible to be checked theories of the research programme on human resources was an idea, that people spend money for themselves in various ways, caring not only about current needs but also about future financial and non-financial benefits (www.konferencje.edu.pl, 2013).

Everything is to be treated as investments not consumption, regardless of the fact they are related to individuals acting in their own business, or rather the society acting on behalf of them. Not identity of the one who makes the decision makes them similar but the fact that the one who makes the decision takes into consideration future in present actions, regardless of the fact who he is. According to T.W. Schluz, acquired skills and knowledge are the sort of capital, that this capital is to a large measure the effect of well-weighted investments and that it has grown in Western societies much faster than conventionally taken up capital and this increase can be treated as one of the most important attributes of the economy system (www.konferencje.edu.pl, 2013). This approach means that the resource of human resources does not change directly proportionally to demographical potential of society (quantity aspect) and it is not linked with given genetic characteristics of the population.

I. Fisher defined capital as the value of resources having the attributes of serving, which exist at the moment, and the flow of services he called the profit. He emphasized that all resources can be treated as the capital if they are used by the company. According to him, human individuals can be classified to the category of capital, when treating skills, knowledge and their power as the resource which is the source of services in the form of future satisfaction and earnings. This capital is human as it is inseparably connected with a person, it constitutes only added value to him. This characteristic lets distinguish human resources from material one, because the second one can be the subject of circulation on the market and change the owner.

Specifying the notion of human resources it can be defined as the resource of knowledge, skills, health, strength and vital energy in a person. This resource is conditioned by genetically determined potential, which can be increased by investments in a person. Investments in a person are defined as “the entirety of activities which influence the future financial and physical income by increasing resources of people”. The characteristic feature of such investments is the fact that they bring reimbursements of born expenses and benefits in long term period.

In the literature describing human resources, there are six fields in which actions improving quality of people abilities can be lead, defined as investments in people.

1. Widely understood services and facilities connected with health care, influencing people's vitality and liveliness.
2. Training at the time of work.
3. School formal education on all levels.
4. Studies programs for adults.
5. People migrations for purpose of finding a better job, adapting to changing conditions.
6. Looking for economic information about companies and professional perspectives (www.konferencje.edu.pl, 2013).

Scientific researched are additionally classified to investments and thanks to them arise improvements, patents and inventions.

Peter Drucker said that "What distinguishes organizations from each other, is the ability of treating, by ordinary people doing extraordinary things, and it depends mainly on the fact whether they perform tasks which allow fully use their strengths" (Drucker, 2004, p. A8). On the basis of this statement, you can ask yourself five questions and think about the answers:

1. What kind of people should work in your organization?
2. Do you provide your people the means to achieve maximum efficiency and contribute to the success of the organization?
3. Does the structure of the organization and its procedures guarantee respect for workers and promote investment in human capital?
4. Is knowledge and access to it built into your business model?
5. What is your strategy for investing in people and knowledge?

It cannot be required from workers or the leadership of the organization to work efficiently and effectively without equipping them with the appropriate equipment related to the implementation of current and future tasks. It happens in practice that people managing the organization do not have the proper powers of decision-making and information from the central organization and therefore cannot make rational strategic decisions. The decisions taken or not taken can lead to failure of the organization and as a last resort to bankruptcy.

3. Methods of improving and improving human capital management system

In positions of the literature related to the organization and management we can find three generally formulated methods of management improvements and design. These are quite versatile approaches and therefore they can be used in various processes improvement, including improving human capital management system.

These strategies include:

- Descriptive – enhancing approach (the most important role plays the description of facts which is present in the company, then it is critically evaluated and analysed which is a basis for the design of possible options

for improvement; this method is a classic diagnostic approach and is used to improve existing systems);

- Functional – modelling approach (a detailed description of the current state is replaced by a designed vision here representing the desired ideal state; the next step is looking for ways to implement this vision to the existing conditions with available execution capabilities; this method is based on the prediction model and the design concept of the system; it also exists in the literature as a predictive method, used only in the design from scratch of given solutions or systems);
- Diagnostic – functional approach (the strategy combines the descriptive – improving method and functional and calibration approach) (Bieniok, 2006, p. 388-389).

In each existing enterprise human resource management system works to some degree, therefore to improve it, first described – diagnostic method should be used. This approach assumes that it is possible to improve the functioning system only after an examination, evaluation and diagnosis of the current state. Through these activities irregularities and errors that occur in the company are detected, and then necessary proposals of changes and improvements are designed. The classic approach to applying the descriptive – enhancing method requires compliance with the following phases (Bieniok, 2006, p. 391-392):

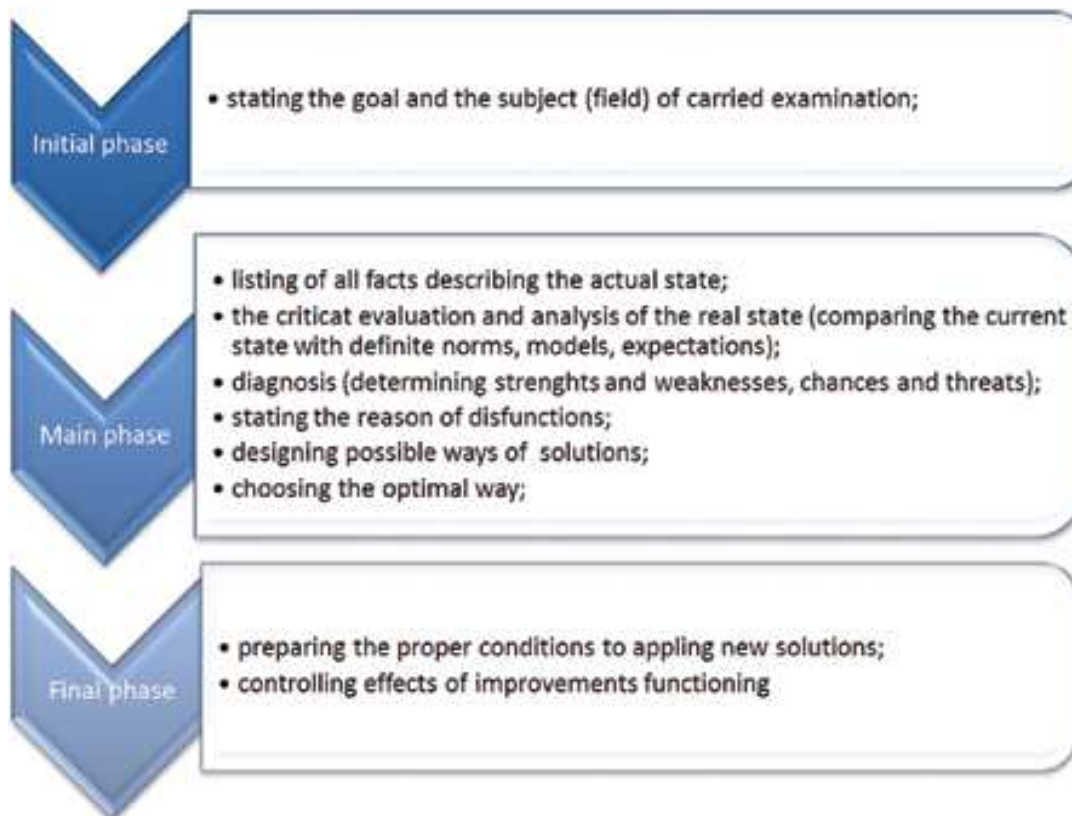


Fig. 1. Particular phases of the diagnostic method

Source: H. Bieniok (ed.), *Systemy zarządzania zasobami ludzkimi przedsiębiorstwa*, Pub. University of Economics, Charles Adamiecki in Katowice, Katowice 2006, p. 392

During the analysis and designing the improvement system of human resource management there can be used a variety of techniques and tools in the field of sociology of work, management, ergonomics, social psychology or economic analysis. They can be applied both by management, managers, and consultants engaged by the HR consulting. The most widely used instruments included in the human capital management, there are:

- Employment planning methods;
- Analysis of the work;
- Techniques and strategies for recruitment;
- Methods for selection of personnel;
- Systems of motivation for employees and line managers;
- Systems of periodic evaluation of employees;
- Communication systems within an enterprise;
- Cost accounting work;
- Job evaluation;
- Forms of working time organization;
- Techniques and methods of training;
- Analysis of the factors affecting the performance of work;
- Programs and strategies for staff development;
- Indicator analysis;
- Case Studies;
- Audits of personnel;
- Sociometry;
- Work Regulations;
- Collective agreements;
- Payment systems;
- The system of penalties and rewards;
- Pension and disability systems;
- Forms of employee participation;
- Systems of social security;
- IT systems of human resource management;
- Balanced scorecard of people management;
- Strategies to support redundant workers;
- Systems for monitoring the relationship and the atmosphere in the organization;
- HR information systems (Zajac, 2007, p. 25).

The extent of use of these tools and operating systems to manage people depends to a large extent on the size of the organization, its financial capacity, tradition, experience and attitude of the chairman of the board to the staff's issues. However, due to constant changes in today's businesses and their surroundings, these instruments also require constant updating, and even replacing them with newer solutions. These tools form the instrumental dimension of human resource

management, so by their individual improvement one can influence the improvement of the management system (Pocztowski, 2008, p. 38).

The object of the research and diagnostic analysis of the entire system should be the whole system forming the management of human resources. Given its individual elements it can be noticed that they depend on each other and there are cause – effect links between them. The overall objective of the application of diagnostic method in the management of people is improving the efficiency of the whole company, and in particular the increase in the level of its economic efficiency and increase of its market competitiveness. The means to achieve these goals is the modernization and improvement of human capital management system. Examples of activities in this direction may include:

- Rationalization of labor costs;
- Optimization of the employment structure, adapting it to the real business needs;
- Better employee motivation and thus improvement of the quality and productivity of staff;
- Increasing involvement of employees;
- Development of employees' creativity and innovation (Bieniok, 2006, p. 394).

Descriptive – enhancing method should provide answers to your questions about the existing state, improvements and planned results. The basic procedure for a given enterprise diagnostic method can be represented in the diagram.

The presented diagram is quite extensive which means that the need for transformation and change in the field of human resource management process is sometimes very complicated and difficult. To carry these activities efficiently and effectively it is necessary to employ a specialist from outside that is engage with personal counseling agency or taking advice from people engaged in research in this area. It happens that scientists in the field of management and organization provide services as consultants. Such person is responsible for preparing the proper system of human capital management system in the company and for drawing up plans for the rehabilitation and improvement. Consultant, taking into account the strategic importance of employees in the organization develops the basis for diagnostic tests that support the development of its social potential. Personal advisers develop and implement solutions for the personnel management and provide training in this area. They are obliged to keep the acquired information about the company confidential. Services provided by personal consultants also include:

- Development of organizational culture;
- Construction of collective bargaining agreements;
- Optimization of employment forms;
- Construction workers grading system;
- Developing career paths (Masłyk–Musiał, 2011, p. 176-177).

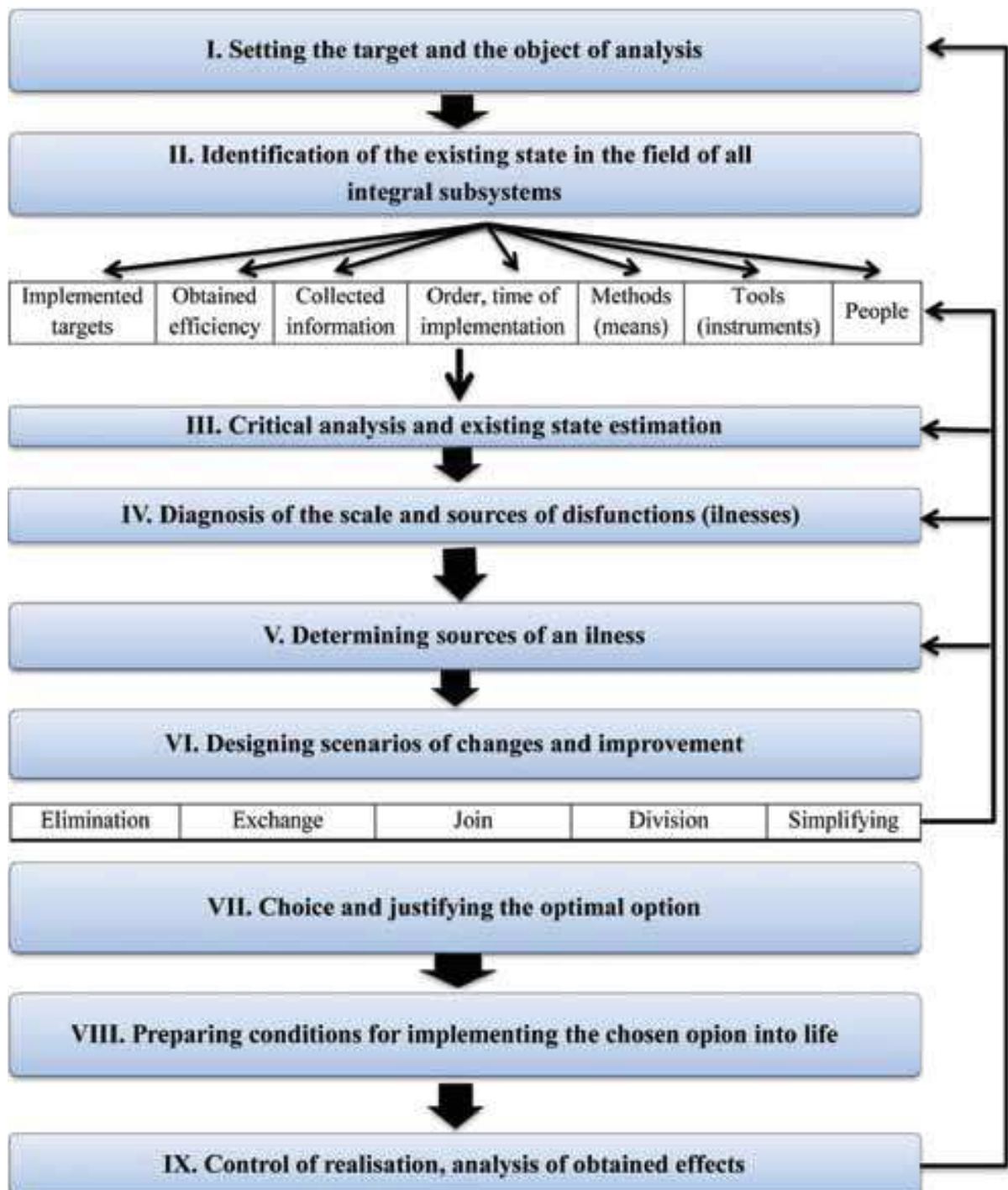


Fig. 2. Procedure of diagnostic method

Source: H. Bieniok (ed.), *Human Resource Management Systems in an organization*, Publishing of Academy of Economics of Charles Adamiecki in Katowice, Katowice 2006, p. 393

A very important element in the improvement of activities related to the management of human resources is to focus on staff motivation. Effectively encouraged employee to perform tasks can achieve much better results at work. The most important action in this area is developing a motivating pay system. Organization for the proper functioning should prepare clear to employees, simple system of basic salaries and rules for receiving bonuses or penalties for competence, qualifications and job performance, but not for the seniority. As a consequence of assessing

the results achieved, management can grant motivating annual or one – off awards (Juchnowicz, 2011, p. 173-175).

Motivation is a very important factor concerning people's work. It can be defined as a set of interacting forces, as a result of which a person performs certain tasks and behaves in a certain way. There are many theories of motivation. Most of them say that mainly managers with appropriate incentives can greatly influence the behaviour of the employee. With the use of clear and fair system of pay, you can gain the trust of the efficiently working crew (Rossiter, 2000, p. 256).

There are situations that companies go through a crisis and need to make some changes in order to maintain their business. A good solution for the management of human resources is reduction of labor costs. The final step in this situation is dismissal of one or more employees. Of course, this brings the desired effect of minimizing labor costs, but in the long term may adversely affect the operation of the entire company. A proposal to improve the personnel management system can be more efficient use of time for which the employee needs to be paid and payment should be controlled. Most companies pay for the time worked, but there is no control over its use. To improve that:

- make employees comfortable access to the information they need,
- make very specific hours to perform the given tasks,
- register staff working time,
- clearly define the tasks, together with the estimated time of their realisation,
- use of electronic databases,
- introduce IT tools of recording time (Filipowicz, 2012, p. 67-69).

Another method related to the management of human resources improving the functioning of the whole company is investment in its most important resources. Skilled workers often determine the competitive advantage of your company, therefore keeping the best of them is very important. The staff is responsible for customer acquisition, revenue generation and implementation of improvements to reduce the overall cost of the company, so it is important to supply it favorable conditions for development. Developing the skills and qualifications gives employees new business opportunities what influences their performance at work. To make the crew achieve uncommon results, it must be still trained. The key action is to provide training that significantly develop staff competencies, influence the results achieved, as well as highly motivate to further work. Training for employee is a signal that they are important for the organization which has future plans connected with this person, what in turn means providing employment (Bokacki, 2012, p. 88-89).

Human resource management focuses on employees as a valuable resource of the organization. According to this concept the organization should seek to achieve its objectives but also care for people. The improvement in the management of personnel may be training, as well as obeying rules related to ergonomics and safety in a company. This applies mainly to computer positions. Taking care of your

employees and expanding their knowledge in this field makes it possible to improve conditions and more efficient use of the workstation (Kamińska, 2012, p. 24-26).

4. Principles of human capital management

In order to execute functions of supporting set and implemented by the company goals effectively human resources management should be based on principles. These are (Zajac, 2007, p. 16):

1. Employees and managers being the most important resource and also the capital of each company should be treated in a practical, not a declaratory way. Their motivation and competences influence the company's competitiveness.
2. The organization should have a coherent, that is, internally coherent and flexible strategy for the overall business. This overall strategy should be followed by personal strategy and support it effectively. Human resource management should promote the implementation of the strategic goals and objectives of the organization, as defined in the strategic plan.
3. The organizational culture should be a substrate for human resources management. In particular, it should be a system of values and norms that shape the identity of the company as an organization, as well as the behaviours and attitudes of employees. The management of the company shall be responsible for the development of all these values.
4. The condition for the optimal use of human resources is a combination of purposes and plans of employer with those of employees in the organization. They should be based on cooperation and professional motivation to engage employees rather than on coercive measures.
5. In the company there are a few centres that are responsible for human resources management. These are: head management, that is the board, personnel manager, as well as each manager. The most important tasks of head management of the company are to guarantee sufficient financial, organizational, and personnel abilities in order to prepare and implement appropriate HR strategy. The personnel manager is responsible for creation and implementation of this strategy together with employees who are subordinate to him. He also bears responsibility for the creation of incentive systems, employee development management and other functions that relate to the management of human resources. Personnel manager should have the opportunity to freely choose employees to the team managed by him.
6. The tasks of the HR manager also include support and internal advise in the field of solving social problems in the company.
7. Proposed personnel tools and solutions should be constructed in a possibly simple way so that they are easy to use. They should also be tailored to

the specifics of the organization and actual needs of the management. Along with changing business objectives and tasks, and management priorities of an enterprise, all solutions and personnel tools need to be modified and updated.

5. Strategic human resource management

The concept of strategic human resource management has emerged in the 80s. This concept was first formulated by Fombrun. He defined the strategic management as the process thanks to which the basic mission and goals of the organization, as well as the process by which a company uses resources to achieve their goals is determined (Urbaniak, 2010).

Strategic management of human resources is a kind of combination of human resource management and strategic business management. The key objectives include the promotion of effective management of the organization in the implementation of the main tasks and business goals through professional and efficient use of human resources of the organization. Strategic human resource management should identify courses of action that are taken in the sphere of business. They help to transform the mission, vision and strategic plans into concrete programs. Strategic human resource management is characterized by the following (Leśniewski et al., 2012, p. 24):

- uses planning,
- demonstrates a consistent approach to the structure and management of personnel systems, which is based on policy and strategy,
- unites the policies and actions related to human resource management with a simultaneous strategy of the company,
- takes into consideration the entire population of employees, not just managers,
- considers people working in the organization as a “strategic resource” that allow to achieve a competitive advantage,
- treats people as the primary capital of the company,
- takes into account the impact of the environment, especially competition and labour market
- takes into account the relationship with organizational culture of the company and its overall strategy as well as its structure,
- takes into account the changes in the environment and development as a major social phenomenon.

The management of human resources process in the company consists of eight stages. Proper implementation of these activities will provide efficient, competent employees who are able to be efficient for a long time. The first three steps are: recruitment planning, staff increase thanks to recruiting and also reducing by limiting, as well as selection. Proper implementation of these steps leads

to both the search and selection of competent employees and implementation of the company's strategic goals. The next step is to determine the strategy of the organization and designing the structure and introducing people. The last step is identification of targets for problem solving, efficiency, and helping employees maintain a high level of performance. Related activities include: assessment of the effectiveness of payment and benefits, occupational safety and health care (Leśniewski et al., 2012, p. 26).

Strategic human resource management mainly is characterized by:

- planning,
- a uniform approach to the model and personnel management system, which is based on a specific employment policy,
- action and the principles of human resource management staying in compliance,
- with a particular company's business strategy,
- treating staff as a strategic resource to achieve an economic advantage.

ZARZĄDZANIE KAPITAŁEM LUDZKIM W ORGANIZACJI PRZYSZŁOŚCI

Streszczenie: Artykuł jest próbą opisu elementów zarządzania kapitałem ludzkim w organizacji przyszłości, ukazuje metody upłynniania i doskonalenia systemów tego zarządzania. Zidentyfikowane procedury zarządzania kapitałem ludzkim w artykule pokazują duży wpływ tego zarządzania na strategiczne zarządzanie zasobami ludzkimi.

Słowa kluczowe: zarządzanie kapitałem ludzkim, system zarządzania kapitałem ludzkim, strategiczne zarządzanie zasobami ludzkimi, organizacja przedsiębiorcza.

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