

## Management and Leadership MA course Topics of Final Examination

### „A” topics

2022.

1. Economic definitions of the labor market: basic concepts, labor force, demand, supply, unemployment, full employment, labor shortage. Characteristics and current statistical data of the Hungarian labor market.
  2. Identifying the current novelties and expected trends of the labor market. Impact of Industry 4.0 on work and employment conditions. Challenges of working in the future.
  3. Classical and modern cultural studies, models, presentation of cultural dimensions. Objectives, results and Hungarian aspects.
  4. The components of intercultural competencies and cultural intelligence (CQ), cultural shock, intercultural sensitivity, Milton J. Bennett's developmental model of intercultural sensitivity.
  5. Foundation of organizational communication: Interpersonal communication: Assertiveness: I-messages and active listening. Directions and functions of organizational communication, major areas of organizational communication, crisis communication.
  6. MBTI “in the service” of the leaders: Four dimensions of the Myers – Briggs Type Indicator. The applicability of the type theory at workplaces.
  7. The process of becoming a leader, leadership theories in the XX. century, the reflection of the XXI. century’s challenges in the latest leadership models. The purpose, subject, task, concept, functions of management accounting.
  8. The approach of management in the context of the historical doctrines and the new leadership paradigm, manager-leader approach. Human images and managerial behavior. Leadership style models (trait, behavior, situational factors and new leadership models).
  9. The development of organizational behavioral science. Interactions between individuals, groups, organizations, leadership, and environment. The main representatives of Organizational Behavior Science. Structure of organizational power. Power and leadership. Management Methods, Method Groups and Techniques.
  10. Leadership and groups. Group theories and their representatives, development of groups. Workgroup and team, group roles, characteristics and barriers of effective group work. Theoretical approaches to motivation and incentives, content and process theories of motivation.
  11. The relationship between the organization and the management concepts. Presentation of the relationship of the various organizational theories, organizational forms and leadership models. Equal opportunities in the organization.
-

12. The definition of decision, theoretical approaches. Comparison of decision-making and problem-solving process. Top down and bottom up decision-making process. The system-theoretical approach to the problem-solving process, problem-space models. Components of the decision problem. Decision-making methods in risky and uncertain circumstances.
13. Relationship of economic governance and decision making, types of decision-making, levels of decision-making. Rational decision-making methods. Principles of hedging. The bounded rationality, and its decision-making models. Group decision making methods. Game theory.
14. Interpretation of the management model. Steps and methods of strategic analysis, formulating vision, environmental analysis, corporate diagnostics. Normative, strategic and operational management. The theoretical concepts of the company's coalition. Strategic schools. Steps for strategic choices and methods for formulating strategy.
15. Methods for comparing potential strategies. The program plan for the selected strategy. The role of Balances Scorecard (BSc) in strategy management. Methodologies for supporting the implementation of the strategy (7S, 8S, models showing the success of implementation, change management, company development trends, philosophies)
16. The concept of information management. The importance and the areas of information management. The value of information, the degree of processing of the information, the value of the info-pyramid. The main features of ERP and CRM systems.
17. The management's expectations of information and information systems. The features of organizing the information support of leadership. The special features of planning and organizing information systems through the three-phase life cycle. The fine structure of system design.
18. The concept of organizational reputation, its components, the main reputation paradigms based on Fombrun and Van Riel, the main "schools" of the fame, the role of HR in the process. The concept of employer branding, the terms of its development and its strategy.
19. The concept and purpose of human resource management (HRM). External and internal factors that have a strong impact on shaping and developing the HRM function. Key stages in the development of the human resource management function. Specific way in development of HRM in Eastern Europe and Hungary.
20. The traditional and new drivers of internationalization and globalization of companies. Trends and their effects. The most important elements of the International Management Model. The motives and features of internationalization of companies in Eastern Europe and Hungary.

Gödöllő, 2022.

Dr. Katalin Szabó PhD

---

## Management and Leadership MA course Topics of Final Examination

### „B” topics

(Business Management Consulting Specialization)

2022.

1. The basic professional concepts of business management consulting. The general process of business management consulting. Characteristics of the consulting concept. Consulting roles.
  2. History of consulting. Reasons for the emergence of different consulting trends. The major challenges of the digital age affecting the consulting industry. The future of consulting, industry vision.
  3. The reason for using the external and internal business management consulting service in the management's work. How have these needs changed over the last 100 years? The psychological and communication features of consulting.
  4. The concept and key features of the main consulting services (coaching, mediation, expert activity, facilitation, supervision, mentoring). Market position of these services during the recent decades.
  5. The main steps of launching a consulting business. The main questions and characteristics of consulting ethics (client, profession and other consultants).
  6. The aim, concept, applied methods and relevance of company screening. The main phases of screening and diagnosis. What are the special features in case of different consulting services?
  7. The concept, aim, subject, importance, characteristics and basic methods of organizational development. Coaching, business management consulting and leadership training and their relationship with each other.
  8. Types of consulting activities in the field of HR, features of typical service providers, as well as current and expected future trends of consulting. The aim, concept, method and relevance of business evaluation, as well as its relationship with risk analysis and business planning.
  9. The aim, concept, method and relevance of business planning, including its relationship with risk analysis and business evaluation.
  10. The most common aims and parts of financial analysis, concept of related analysis, related analysing methods and techniques. The relationship between financial analysis and accounting.
-

11. The aim, concept, method and relevance of feasibility examination and study, including the aim, concept, methods and relevance of risk analysis and risk management as well as its relationship with business planning and business evaluation.
12. The basis of project planning and project organization, with special regard to project task and process structuring, as well as multi-round planning method.
13. The preparatory tasks of project implementation with special regard to preparing the implementation phase and its milestones.
14. The main documents of a project, with special regard to „Project plan” (types, concept, role, basic features, importance, content of operative project plan, the place of project plan drafting in project process).
15. The content structure of operative project plan, including its chapters and relations between chapters. Introduce „Chapter of Resources”, its special significance and compulsory subsections.
16. The system of project control (elements, methods) with special regard to project monitoring activities and the usually monitored important factors.
17. Historical approaches to conflict theories, interpretation of conflict concepts today. Steps to conflict resolution and techniques for recognizing conflicts. Relationship between stress and conflict, stress-relieving techniques.
18. Characteristics of organizational conflicts. The sources of conflict and exploration techniques, the features of conflict management strategies and communication tools.
19. The escalation of conflicts (based on Glasl) and the possibilities of organizational mediation. The role of trust / mistrust (prejudices) in the emergence of conflicts, methods of conflict prevention.
20. The role of conflict management in negotiating, the role of communication tools in different types of negotiation. The Harvard method.

Gödöllő, 2022.

Dr. Katalin Szabó PhD

---