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|--|------------|---|-------------------------------------|--------------|-------------|--|--------------------------|----------------|
| Course title: | Hungarian: | Vezetés-szervezés és humán erőforrás gazdálkodás | | | Code: | IK-PHDE-006 | | |
| | English: | Management Organisation and Human Resource Management | | | | | | |
| Institute: | | Faculty of Economics and Business, Institute of Management and Organizational Science | | | | | | |
| Prerequisites: | | - | | | Code: | - | | |
| | | Classes per week | | | Requirement | Credit | Language of instruction: | |
| | | Lecture(s) | Seminar(s) | | | | | |
| | | per semester | 28 | per semester | - | exam | 3 | English |
| Responsible instructor | | name: | Dr. habil. Dajnoki Krisztina | | post | | | |
| Instructor | | name: | Dr. Mária Ujhelyi | | post | associate professor, head of department | | |
| Course goals: | | | | | | | | |
| <p>The objective of the course is to get students know the most important theories, ways of thinking and paradigms, development tendencies of management, organization and human resource management. Mainly a research oriented approach will be emphasized. An additional objective of the course is to help PhD students in the preparation for the complex exam.</p> | | | | | | | | |
| Competences: | | | | | | | | |
| <i>Knowledge:</i> | | | | | | | | |
| <p>The doctoral student knows and understands the basic concepts of leadership. He/she is aware of the different trends of management and leadership theories, he/she knows the leadership functions, roles, competences. He/she is in possession of the methods of recognizing, formulating and solving problems, as well as making decisions, he/she also knows their limitations. He/she knows organizational theories, the characteristics of organizations, the concepts of behavioural science. Understands the structure and operation of business organizations. He/she knows the current trends and results of management, organization and human resource management, and the research methods characteristics of the field. Knows the tasks and methods of human resource management. Comprehensively knows and understands the relationship between resources factors and phenomena, the rules and laws of the use of human resources.</p> | | | | | | | | |
| <i>Capabilities:</i> | | | | | | | | |
| <p>The PhD student is able to research, analyse and evaluate phenomena, related to the field of science. Able to draw independent conclusions, formulate original solutions, make decisions, perform demanding analytical tasks. He/she is able to critically evaluate research and its results in the disciplines of management, organization and human resource management. He/she is able to continuously develop his/her knowledge, abilities and skills for life long learning. He/she is able to see through the research management tasks of organizations, to use the acquired professional knowledge in accordance with the expectations. Able to identify professional problems, adapt international experiences and good examples to domestic requirements in the field of human resource management.</p> | | | | | | | | |
| <i>Attitudes:</i> | | | | | | | | |
| <p>He/she is critical of his own work. Open and inclusive to new results on behavioural science and practice. He/she is characterized by a cultured, ethical and empathetic attitude. Committed to research, knows and undertakes its core values and norms, strives for their critical interpretation and development. In professional work he/she strives to enrich knowledge, he/she is driven by curiosity, a desire to learn facts and contexts. During the understanding of the processes, he/she is characterized by critical thinking and striving for analysis. In applying his/her knowledge, he/she is characterized by empathy, tolerance, flexibility and creativity. He/she is characterized by a value-based approach that focuses work as a constructive and creative activity. He/she is committed to quality work.</p> | | | | | | | | |
| <i>Autonomy, responsibility:</i> | | | | | | | | |
| <p>He/she is able to independently analyse, form opinions and solve problems in matters related to the field of management, organizations and human resource management. He/she has the need for continuous self-education, consciously seeks organizational and individual forms of learning, lead by internal motivation, he/she is continuously uses the possibility of non-formal learning, as a result of which his/her professional interest deepens. In order to succeed, he/she initiates the creation of new organizational units and responsibly participates in their operation. He/she consciously represents professional ethical norms and requires others to adhere to it.</p> | | | | | | | | |
| Course content , topics: | | | | | | | | |
| <p>PhD students of the course will learn about the following topics: The concept of leadership and organizations; Development of managerial thinking; History and theories of management; Leadership theories; Management process: planning, problem solving and decision making, organization, leadership, control; Organizational change management; The role and importance of HRM, functions and challenges; Trends in the international HRM; HR</p> | | | | | | | | |

strategy, Content of traditional and new HR functions, practice of different HR activities by case studies; Management research methods (case study); Writing and presenting students' research paper.

Learning methods:

Lectures, analysing case studies, preparing and presenting short scientific papers.

Assessment

Participation in the lectures is required, as it is set in the Rules and Regulations of the PhD programme.

Within this course students have to prepare article proposals related to management, organization, or human resource management topic, and to present and defend it on the last meeting. Based on the quality of the paper and presentation a final grade will be offered.

Within this course students are expected to prepare 5 page long written material on a privately selected topic of the discipline of Management or Human Resource Management (please, see the 11 topics of the course, only those topics are accepted), and it is preferable when it is in relationship with the student's PhD research topic. This 5 pages will have to be supplemented by a cover page, table of contents and references (so be professional), letter type: Times New Roman, letter scale: 12, spacing 1,5, with a minimum of 10 references applied. This material is required to be uploaded to the e-learning system by 7th May. The second requirement is to prepare, and make a presentation from the written paper on 13th May, on the last consultation day. The presentation has to contain 10-15 slides (comments in the ppt are not required, but it should be much more, then just keywords; figures, tables may also be considered to be applied). After the presentation the content will be discussed and students will be evaluated by the lecturers.

Compulsory readings:

Griffin, RickyW. (2017): *Management*. Twelfth edition. Cengage Learning, Boston, USA.

Burnes, Bernard (2009): *Managing Change* Fifth Edition, Pearson Education Limited, Essex.

Yukl, Gary (2010): *Leadership in Organizations*, seventh edition, Pearson Education Inc. Upper Sadle River, New Jersey

Armstrong, Michael (2017): *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page Publishers, London and Philadelphia, 14th edition 738.p

Purcell, John – Boxall, Peter (2015): *Strategy and Human Resource Management* (4th Edition). Macmillan International Higher Education

Recommended readings:

Mullins, Laurie J. (2010): *Management and Organizational Behaviour* ninth edition Financial Times Prentice Hall Pearson Harlow England.

Robbins, Stephen P. – Judge, Timothy A. (2019): *Organizational Behavior*, Eighteenth edition, Global edition. Pearson Education Limited. Harlow, United Kingdom

Dessler, Gary (2013): *Human Resource Management*. Pearson Education, Prentice Hall, 692.p.

Syllabus

| Consultation | Topics |
|--------------------------------------|--|
| 8 th March 9.00-14.00 | Introduction, concepts, related to management and organization. Development of managerial thinking, history and theories of management. Leadership theories. LO: Knows and understands the concepts, related to management and organization, is able to critically analyze different trend in management and leadership. |
| 18 th March 9.00-14.00 | Management process: planning, problem solving and decision making, organization, leadership, control. Organizational change management. LO: Knows, understand and can critically analyse the steps of the management process and the process of change management. |
| 25 th March 8.00-13.00 | The role, significance, areas of activity and challenges of HRM; Changing HR - Trends and Tendencies in International HRM; The practice of HR - international research results, HRM on the way of digital transformation. LO: Knows and understands the concepts related to human resource management, its organizational significance, strategic role at national and international level. |
| 1 st April 8.00-13.00 | Content and significance of traditional HR functions and new areas; Research results (results of dissertations on HR in IKDI); Processing case studies from different HR areas. LO: Knows and understands the importance of traditional and new HR functions, the methods that can be used to examine HR areas. Able to understand and see the connections, identify the problem and formulate solutions. |
| 13 th May 8.00-16.00 | Presentations of PhD students LO: Creatively recognizes the connections between research areas, develops skills in scientific publishing and presentation. |

*LO learning outcomes