

Subject name: HR management and leadership techniques		subject code: GMXHR1CBNF GMXHR1CBLF	weekly/semester hours: full time: 1Lc+2Pr+0lab part-time: 5Lc+10tgy+0lab
Credits: 4 Requirement: midterm mark		Pre-requirement: -	
Subject owner: Prof. Dr. Karácsony Péter	Position: university professor	Faculty and Department name: Keleti Károly Faculty of Business and Management Department of Marketing, Management and Methodology	
Way of Assessments: written exams, essay and presentation on a specific topic agreed with the teacher.			
Course description: The role of human resources in companies and in the economy has increased as a result of IT, technological and social developments. The economic structure has undergone a major transformation. Today's society is a post-industrial society, its economy is a knowledge-based economy, the transforming resource is information, computers and data transmission equipment, the strategic resource is knowledge, and the characteristic technology is intellectual technology. The success of an organisation depends on the effective use and development of its intellectual capital. The subject analyses the functional elements and issues of human resource management in the context of the macro- and microeconomic environment, explores their interrelationships and examines their relationship and interaction with other corporate functional units.			
Detailed description of the subject, schedule			
Education weeks	Topics for lectures and practices		
1.	Introduction.		
2.	The concept of management, its tasks, management functions.		
3.	Post-industrial society, knowledge economy.		
4.	Human resource management model, characteristics of human resources.		
5.	Human resource planning, human resource strategies.		
6.	Job description, job analysis, job design, job evaluation.		
7.	Subjectivity of knowledge, decisions, judgements.		
8.	Recruitment and selection.		
9.	Incentive management, incentive schemes.		
10.	Performance appraisal, performance management.		
11.	Career management: training and development, career planning, career paths.		
12.	Conflicts, conflict management.		
13.	Workplace conflicts.		
14.	The role of human resources management in managing workplace conflict.		
Mid-term requirements The course is taught in blended format. Successful completion of self-assessment tests for each of the topics in the theoretical course material in Moodle. The results of 51% of the tests are considered successful. The tests contain true-false, multiple-choice and fill-in-the-blank questions. The test can be taken more than once. In addition, at the beginning of each exercise, a five-question essay test to check the mastery of the 'previous' topic, as scheduled in the syllabus. As a homework, presentations related to the current topic are possible by prior arrangement. The presentation will also be assessed. Presentations must be uploaded to the relevant interface of the Moodle system!			
Midterm papers, exams, submissions:			
1.	A short essay consisting of a few questions per topic.		
2.	Presentation on any topic by prior arrangement.		

The signature requirement, the method used to form an exam mark:
The mid-term mark is determined on the basis of the aggregate results of the practical examinations submitted by the last week of the academic term. In the case of assignments and presentations, the mid-term mark is determined as the unweighted arithmetic average of the results of the assignments and the presentation. Unsatisfactory performance and absences in excess of those specified in the Regulations will result in suspension. In the case of an unsatisfactory mid-term performance, a make-up mid-term paper may be written in the last week of the course, or, if the mid-term paper is unsuccessful, a mid-term final paper may be written in the last week of the course. The make-up papers will cover only the theoretical topics of the course.
Professional competences to be acquired
<p>a) your knowledge</p> <ul style="list-style-type: none"> - Knowledge of the rules and ethical standards of cooperation in projects, teams and work organisations, project management. - You are familiar with the principles and methods of creating organisations and institutions, their structures and organisational behaviour and how to change them. <p>b) skills</p> <ul style="list-style-type: none"> - Applying the theories and methods learnt, he/she is able to identify facts and basic relationships, to organise and analyse, to draw independent conclusions, to make critical comments, to prepare proposals for decisions, to take decisions in routine and partly unfamiliar contexts, both national and international. - Ability to cooperate with other disciplines. - Ability to manage a small or medium-sized enterprise or a department in an economic organisation, after having acquired practical knowledge and experience. <p>c) Attitude</p> <ul style="list-style-type: none"> - receptive to new information, new professional skills and methodologies, open to new tasks and responsibilities requiring autonomy and cooperation Seeks to develop his/her knowledge and working relationships, working in cooperation with colleagues.
Literature
<p>Required:</p> <p>Northouse, P. G. (2016). (7th ed.). Leadership: Theory and Practice. SAGE Publications</p> <p>Dessler, G. (2021). (16th ed.). Human Resource Management, Pearson</p> <p>Beaven, K. (2025). Strategic Human Resource Management: An HR Professional's Toolkit. Edward Elgar Publishing</p> <p>Day, D. V. (2024). Developing Leaders and Leadership: Principles, Practices, and Processes. Springer</p> <p>Recommended:</p> <p>Armstrong, A., Taylor S. (2016): Armstrong's Handbook of Human Resource Management Practice, Kogan</p> <p>Carpenter, M., Bauer, T., Erdogan, B. (2012). Principles of Management. OpenStax, Rice University</p> <p>Kolzow, D. R. (2014). Leading from Within: Building Organizational Leadership Capacity. International Economic Development Council</p>