

**Course Descriptions
of the Master's Degree Programme
in Business Administration and Management**



1st semester subjects

WEKERLE INTERNATIONAL UNIVERSITY

CORE DATA

Course unit:

Modern Economics

Professor in charge:

Eperjesi, Zoltán, PhD

Credits:

6

Total number of contact lessons:

lectures

30 lessons

practice

30 lessons

Type of course:

mandatory

Assessment:

Exam mark

Aims of subject:

Contributing to the content specified under professional competencies, with particular emphasis on expanding the knowledge of micro- and macroeconomics acquired during the undergraduate program. Students should become familiar with today's most important economic problems and trends, as well as the key factors explaining the emergence and development of various economic paradigms, and the specific economic policy, historical, social, and intellectual connections of relevant views in theoretical economics.

Topics:

General issues in the development of science. An overview of mainstream economics today and non-mainstream schools of economics. The marginalist revolution and the emergence of the neoclassical school. The Walrasian and Marshallian traditions in neoclassical economics. The economic views of the Austrian School (old and new). The foundations of welfare economics. The main representatives of institutional economics, modern theories of transaction costs and market failures. The Keynesian revolution, Keynesian schools of thought, post-Keynesian economics. The quantitative theory of money tradition; from classical and neoclassical monetary theory to modern monetarism. New classical macroeconomics. Behavioural economics, experimental economics. The emergence of sustainable economics, changes in economic thinking.

Competences	
Knowledge:	The student has mastered the concepts, theories, processes, and characteristics of economics and the micro- and macro-levels of economic organization, and is familiar with key economic facts. Understands the structure and operation of economic organizations, as well as their domestic and international networks of relationships and their informational and motivational factors, with particular regard to the institutional environment. Possesses comprehensive knowledge of the most important interrelationships between the economic system and other subsystems of society.
Skills:	The student is capable of developing a personal viewpoint based on their own analysis and is able to defend it in a debate.
Attitudes:	The student is open and receptive to new developments in economic theory and practice. Shows interest in the findings and solutions of related disciplines and is open to networking.
Autonomy:	The student independently advocates their professional opinions in familiar decision-making situations. Even in new and complex decision-making situations, they take responsibility for their environmental and social impacts.

Term requirements:	Midterm exam, ongoing assessment of seminar work throughout the semester, assessment of individual work.
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Credit approval criteria	
Attendance:	Regular attendance is required. Allowed absence rate: 20%
Type of exam:	Written/oral assessment of the theoretical and practical material covered during the semester.
Compulsory readings: Mankiw. (2011). Principles of Microeconomics. Cengage Learning. Mankiw. (2011). Principles of Macroeconomics. Cengage Learning	
Recommended readings: ppt-s and handouts by the teacher	



Course Descriptions

WEKERLE INTERNATIONAL UNIVERSITY

CORE DATA

Course unit:	Methods of Quantitative Analysis		
Professor in charge:	Balogh, Imre, PhD		Credits: 6
Total number of contact lessons:	lectures	0 lessons	Type of course: mandatory
	practice	60 lessons	
Assessment:	Term mark		
Aims of subject:	Contribution to the content specified under professional competencies, with particular emphasis on ensuring that students become familiar with the key tools and methods of quantitative analysis. They should be able to apply these in project assignments and present the results.		
Topics:	Use of MS Excel, IBM SPSS Statistics, and IBM SPSS Modeller. The process of creating Excel forms, basic statistical analyses in SPSS Statistics (correlation, covariance, statistical tests, principal component analysis, ANOVA). Data modelling skills in SPSS Modeller (supervised learning, unsupervised learning). Key supervised learning algorithms (classification). Key unsupervised algorithms (clustering). Creating and validating predictive models.		

Competences	
Knowledge:	The student possesses the ability to identify, define, and solve problems, as well as to collect and process information using modern, theoretically rigorous mathematical, statistical, econometric, and modelling methods, and is aware of their limitations. He or she is familiar with the rules and professional and ethical standards of business, economic organizations, and project planning and management.
Skills:	The student is capable of formulating independent conclusions, original ideas, and solutions; is capable of applying sophisticated analytical and modelling methods, developing strategies to solve complex problems, and making decisions in a changing domestic and international environment as well as within organizational cultures. They develop an individual position based on their own analysis and are able to defend it in debate.
Attitudes:	The students is open and receptive to new developments in economic theory and practice. They show interest in the findings and solutions of related disciplines and are open to networking.
Autonomy:	In areas of significance from an organizational, strategic, and managerial perspective, they independently select and apply relevant problem-solving methods and perform economic analysis, decision-preparation, and advisory tasks on their own.

Term requirements:	Midterm exam, ongoing midterm assessment of work completed in the seminar, assessment of individual work; presentation of the results of a project covering the theoretical and practical material covered during the semester.
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Credit approval criteria	
Attendance:	Regular attendance is required. Allowed absence rate: 20%
Type of exam:	---
Compulsory readings: Danielle J. Navarro and David R. Foxcroft, <i>Learning Statistics with jamovi: A Tutorial for Beginners in Statistical Analysis</i> . Cambridge, UK: Open Book Publishers, 2025, https://doi.org/10.11647/OBP.0333	
Recommended readings: as announced by the teacher	



COURSE DESCRIPTION

WEKERLE INTERNATIONAL UNIVERSITY

Course Details

Subject:	Human Resources Management	Code:	
Programme:	MBA		
Type (full-time or part-time):	full-time		
Recommended semester:	1st		
Frequency of availability:	according to curriculum		
Professor in charge:	Farkas, Péter, PhD		
Teacher:	Kornélia Lazányi, PhD		
Pre-requisite subjects:	none		
Total number of hours:	60		
Credits:	6		
Type of assessment (term mark or exam mark):	Exam grade		

The aim of the subject:

The aim of the course is to provide students with a comprehensive understanding of the strategic and operational role of human resource management in modern organisations. The course introduces the key principles, concepts, and practices of HRM, including job design, recruitment and selection, performance evaluation, training and development, compensation systems, and contemporary forms of work organisation.

The subject aims to develop students' ability to analyse organisational situations from a human resource perspective and to design appropriate HR interventions that support organisational effectiveness and employee well-being. Through the discussion of academic literature, case studies, and practical exercises, students will learn how HR practices contribute to organisational strategy, competitiveness, and sustainable performance.

By the end of the course, students are expected to critically evaluate HRM practices, apply HR concepts to real organisational challenges, and develop well-reasoned solutions to complex human resource problems.

Knowledge to acquire and skills, competences to develop:

Students will acquire knowledge of the fundamental concepts, models, and tools of modern human resource management and understand the strategic importance of HRM in achieving organisational objectives. The course familiarises students with key HR functions, including workforce planning, job design, recruitment and selection, performance evaluation, training and development, compensation systems, and contemporary employment arrangements.

Students will develop the ability to analyse organisational situations from a human resource perspective and to identify the human factors influencing organisational performance. They will learn how to evaluate HR practices critically, recognise potential challenges related to talent management, motivation, and employee relations, and propose appropriate managerial solutions.

The course also aims to develop practical managerial competences such as problem analysis, decision-making in HR-related situations, communication in organisational contexts, and the ability to apply theoretical knowledge to real-world business cases. Through case discussions, exercises, and presentations, students will strengthen their analytical thinking, argumentation skills, and their capacity to formulate evidence-based HR strategies.

Teaching methods:

The course combines instructor-led lectures with interactive and practice-oriented learning methods. The lectures introduce the key theoretical concepts, models, and frameworks of human resource management. These are complemented by guided discussions based on the assigned reading materials, allowing students to critically reflect on the literature and connect theoretical insights with real organisational practices.

Case study discussions and problem-solving exercises form an important part of the course, enabling students to analyse realistic organisational situations and apply HRM concepts to managerial decision-making. In addition, practical simulations and role-based activities support the development of communication, analytical, and managerial competences related to human resource management.

Active student participation is expected throughout the semester in order to facilitate collaborative learning and the exchange of professional perspectives.

Attendance:

Regular attendance is required. Allowed absence rate: 20%

Term requirements:

Students are expected to study the assigned reading materials before each class session. To support active participation in the seminars, students must submit a short preparation task related to the weekly reading. This preparation task consists of one critical question or analytical comment reflecting on the key ideas of the reading material. The submission should be concise (2–3 sentences) and demonstrate engagement with the concepts discussed in the literature. The purpose of the preparation task is to encourage critical thinking and to support structured in-class discussions. Students may focus on identifying potential limitations of a concept, questioning the applicability of a particular HR practice in different organisational contexts, or connecting the theoretical material to real organisational examples. Active participation in class discussions, case analyses, and practical exercises is expected throughout the semester.

During the semester, students are also required to prepare and deliver an individual presentation on a selected topic related to human resource management. The presentation should demonstrate the student's ability to analyse a contemporary HR-related issue, connect theoretical concepts with organisational practice, and present arguments in a clear and structured manner. The expected length of the presentation is approximately 15–20 minutes. In addition, a midterm test (a case analysis) is organised during the semester. The midterm provides students with an opportunity to practice analysing HR-related organisational situations and applying the concepts discussed in the course to a structured case study.

The closing of the semester, term requirements and assessment criteria:

Student performance in the course is evaluated through three complementary forms of assessment that support the development of both theoretical understanding and practical analytical skills in human resource management.

The first assessment component is the midterm case analysis exercise, which takes place during the middle of the semester. In this assignment students analyse a short HR-related case and identify the key organisational and human resource challenges involved. The task allows students to practice the analytical approach required for the final examination. The midterm contributes 20% to the final course grade.

The second component is the individual presentation delivered during the semester. In this presentation students analyse a selected HR-related topic, present relevant theoretical perspectives, and discuss practical implications for organisations. The presentation aims to develop students' analytical thinking, argumentation skills, and ability to connect HR theory with real organisational practices. The presentation contributes 20% to the final course grade.

The third component is the final written exam at the end of the semester. The exam is based on the analysis of a comprehensive HRM case study. Students are expected to identify the key human resource management issues presented in the case, analyse them using the theoretical concepts covered in the course, and propose well-reasoned managerial solutions. The final exam contributes 60% to the final course grade.

The final grade is determined according to the weighted results of these three assessment components in accordance with the university's standardised grading system.

Final grade =

- 60% Final Case Exam
- 20% Midterm Case Analysis
- 20% HR Topic Presentation

Standardized benchmarking for all the subjects on the international programmes - Marking system in percentage:

- 88-100=5 (excellent)
- 76- 87=4 (good)
- 64- 75=3 (satisfactory)
- 51- 63=2 (pass)
- 0- 50=1 (fail)

Compulsory reading:

Armstrong, M. (2006). Handbook of Human Resource Management in Practice (10th Edition). Kogan Page, London.

Recommended readings:

Selected articles provided by the module leader

Course Outline	
1st occasion	Intro to HRM
2nd occasion	Strategic role of HRM
3rd occasion	Global trends and tendencies
4th occasion	Job design
5th occasion	Recruitment
6th occasion	Selection
7th occasion	Mock assessment centre
8th occasion	Alternative work arrangements
9th occasion	Downsizing and outsourcing
10th occasion	Performance evaluation
11th occasion	Training and development
12th occasion	Compensation
13th occasion	International HRM
14th occasion	Online and hybrid work
15th occasion	Review

*The occasions' duration may change during the term, so that we meet the 60x45 min. requirement.



Course Descriptions

WEKERLE INTERNATIONAL UNIVERSITY

CORE DATA

Course unit:	Business (Corporate) Economics		
Professor in charge:	Mádi, László, PhD	Credits:	6
Total number of contact lessons:	lectures	30 lessons	Type of course: mandatory
	practice	30 lessons	
Assessment:	Exam mark		
Aims of subject:	Contributing to the content specified under professional competencies, with particular emphasis on helping students develop an integrative perspective that enables them to view corporate operations as a unified whole, recognizing the interdependence and synergies among various sub-areas and activities.		
Topics:	The system of business activities and its components. Corporate objectives, stakeholders, organizational frameworks, and profit-oriented versus non-profit organizations. Corporate competitiveness and opportunities for improvement. Digitalization and efficiency, risk identification and management, and sustainability in corporate practice. The process of business planning, its key focus areas, risks to feasibility, and indicators. The impact of Industry 4.0 on corporate activities and their components. Corporate management systems.		

Competences	
Knowledge:	<p>The student has mastered the concepts, theories, processes, and characteristics of economics and the micro- and macro-levels of economic organization, and is familiar with key economic facts. Understands the structure and operation of economic organizations, as well as their domestic and international networks, and their informational and motivational factors, with particular regard to the institutional environment.</p> <p>They are familiar with the factors affecting business management and the methods used to influence them. They are also familiar with decision-making and decision-supporting methods.</p>
Skills:	<p>After acquiring practical knowledge and experience, he student is capable of managing medium- and large-sized enterprises and complex organizational units; performing comprehensive economic functions within a business organization; planning and directing complex management processes; and managing resources.</p> <p>They participate in management processes, projects, and group problem-solving tasks; as a leader, they plan, direct, organize, coordinate, and evaluate activities.</p>
Attitudes:	The students is open and receptive to new developments in economic theory and practice. They show interest in the findings and solutions of related disciplines and are open to networking..
Autonomy:	They independently establish, organize, and manage a large-scale business, or a large organization or organizational unit.
Term requirements:	Midterm exam, ongoing assessment of seminar work, assessment of individual work.
Credit approval criteria	
Attendance:	Regular attendance is required. Allowed absence rate: 20%
Type of exam:	Written/oral assessment of the theoretical and practical material covered during the semester.
Compulsory readings: Principles of Management "Open Stax" https://openstax.org/details/books/principles-management	
Recommended readings: as announced by the teacher	



Course Descriptions

WEKERLE INTERNATIONAL UNIVERSITY

CORE DATA

Course unit:	Trends and Models in Economic Policy		
Professor in charge:	Mádi, László, PhD		Credits: 3
Total number of contact lessons:	lectures	30 lessons	Type of course: mandatory
	practice	0 lessons	
Assessment:	Exam mark		
Aims of subject:	Contributing to the content specified under professional competencies, with particular regard to the impact of economic policy decisions on the corporate sector and the need to adapt to them.		
Topics:	The concept of economic policy, a historical overview, and its main trends. Stakeholders. Economic crises in recent decades and their impact on the global economy. Factors influencing national economic policy. Different economic strategies and economic policies (protectionist measures, conflicts of interest). Key trends influencing economic policy.		

Competences	
Knowledge:	The student has a comprehensive understanding of the most important relationships between the economic system and other subsystems of society.
Skills:	The student is capable of developing a personal viewpoint based on their own analysis and is able to defend it in a debate.
Attitudes:	The student is open and receptive to new developments in economic theory and practice. They show interest in the findings and solutions of related disciplines and are open to networking.
Autonomy:	They independently defend their professional opinion in predictable decision-making situations. Even in new and complex decision-making situations, they take responsibility for their environmental and social impacts.
Term requirements:	Midterm exam, ongoing assessment of seminar work, assessment of individual work.
Credit approval criteria	
Attendance:	Regular attendance is required. Allowed absence rate: 20%
Type of exam:	Written/oral assessment of the theoretical and practical material covered during the semester.
<p>Compulsory readings: Filipe Campante, Federico Sturzenegger and Andrés Velasco Advanced Macroeconomics, LSE Press, https://press.lse.ac.uk/books/m/10.31389/lsepress.ame</p> <p>Olivier Blanchard: Macroeconomics, Pearson, 2024</p>	
<p>Recommended readings: as announced by the teacher</p> <p>Agnes Benassy-Quere, Benoit Coeure, Pierre Jacquet, and Jean Pisani-Ferry Economic Policy: Theory and Practice. Oxford University Press, 2018.</p>	



COURSE DESCRIPTION

WEKERLE INTERNATIONAL UNIVERSITY

Course Details

Subject:	Strategic Management	Code:	
Programme:	MBA		
Type (full-time or part-time):	full-time		
Recommended semester:	1st		
Frequency of availability:	according to curriculum		
Professor in charge:	Mádi, László, PhD		
Teacher:	Borbála Szedmák, PhD		
Pre-requisite subjects (if any):	none		
Total number of hours:	60		
Credits:	6		
Type of assessment (term mark or exam mark):	Exam mark		
The aim of the subject: to achieve the related competencies specified in the Training and Outcome Requirements.			
Knowledge to acquire and skills, competences to develop: <ul style="list-style-type: none">● To develop students understanding of the concepts and key issues relating to strategy and strategic management, through interactive lectures and seminars.● The objectives also include analysing issues in today's complex and dynamic business world with special focus on situations and strategies that will help students cope with challenging situations in their business careers.● The class will examine the various processes and strategies employed by organizational leaders and professionals in organisations. The instructors will make use of cases and examples drawn from the private, public and the not-for-profit sectors.			
Teaching methods: The course material is processed in lectures, seminars, and based on work done by the student independently or in groups. The seminars are aimed at applying theoretical knowledge in practice, during which students solve tasks under the guidance of the instructor, process case studies, and develop and present proposals for solving problems in various situations. The processing of the course material is supported by modern ICT tools, self-checking tasks, example libraries, and other educational aids developed by the instructor.			
Attendance: Regular attendance is required. Allowed absence rate: 20%			
Term requirements: The course ends with an exam grade (50%) and a project work (50%).			

The closing of the semester, term requirements and assesment criteria:

The final mark is the sum of the exam points (max. 50) and the project work points (max. 50).

Standardized benchmarking for all the subjects on the international programmes:

marking system in percentage:

88-100=5 (excellent)

76- 87=4 (good)

64- 75=3 (satisfactory)

51- 63=2 (pass)

0- 50=1 (fail)

Compulsory reading:

Johnson, G., Whittington, R. and Scholes, K. (2024). Fundamentals of Strategy (6th Edition or earlier) ISBN: 978-0-273-75725-2

Materials uploaded to the Google Drive

Recommended readings:

Course Outline	
1st occasion	Introducing Strategy: What is Strategy? Definitions and Scope, Characteristics of Strategic Decisions, Levels of Strategy: Corporate, Business, Functional, Strategy Vocabulary and Key Concepts
2nd occasion	Introducing Strategy: What is Strategy in Practice? Case Studies
3rd occasion	Strategy in Action – Managing Strategic Change
4th occasion	Macro-Environmental Analysis: Understanding the External Environment, PESTEL Framework (Political, Economic, Social, Technological, Environmental, Legal)
5th occasion	Industry and Sector Analysis: Industry Analysis and Competitive Forces, Porter’s Five Forces Framework; Strategic Capabilities: Resource-Based View of Strategy, VRIN framework, Value Chain
6th occasion	Stakeholders and Culture: Identifying and Managing Key Stakeholders, Stakeholder Mapping and Analysis, Role of Organizational Culture in Strategy
7th occasion	International Strategy: Key Concepts in Internationalization, Global vs. Local Strategies, Entry Modes and Strategic Alliances

8th occasion	Mergers, Acquisitions, and Alliances: Types and Motivations for M&A, Strategic Alliances and Networks, Managing Post-Merger Integration
9th occasion	Consultation (Project Assignment) – Date: TBD, online 1-on-1 discussion
10th occasion	Strategy Evaluation and Development: Tools for Assessing Strategic Performance, Strategy Development Processes
11th occasion	Dynamic Capabilities and Core Competencies, Ambidexterity; Connecting the External and the Internal Environment (SWOT - TOWS); Business-Level Strategy and Models: Competitive Strategies (Cost Leadership, Differentiation, Focus)
12th occasion	Corporate Strategy: Diversification Strategies, Growth Strategies (Organic, Mergers & Acquisitions), Portfolio Management Tools
13th occasion	Strategic Entrepreneurship and Innovation: Entrepreneurship's Role in Strategy, Innovation Types and Processes, Business Models
14th occasion	Contemporary Topics in Strategy
15th occasion	Summary, Revision

*The occasions' duration may change during the term, so that we meet the 60x45 min. requirement.