



Topics for final exam¹

Business Economy and Management BA

1.1 Process Management and Quality Management²

1. Customer focus, customer needs and expectations:
 - a. Role of customer focus in Total Quality Management
 - b. Levels of customer needs, Kano model
 - c. Methods for identifying customer needs and expectations
2. Fundamentals of Process Management
 - a. Process approach, basics of process management
 - b. Models of continuous process improvement
 - c. Basic methods of process improvement
3. ISO 9000 standard
 - a. General characteristics and the application logic of the ISO 9000
 - b. Principles of ISO 9000
 - c. The main chapters of the ISO 9000 in the PDCA structure
4. Service processes
 - a. Basic differences between products and services, HIPI characteristics, their consequences from a process management point of view
 - b. Classification of service processes
 - c. Levels of measuring service process performance

1.2 Leadership and Organizational Studies

1. Leader-Follower Relations
 - a. Leader-member exchange theory (dyadic approach, evolution of the dyadic theory, in-group and out-group members, high-quality and low-quality LMX relationships, developing in-group relationships, factors that determine LMX quality, effective leader-follower feedback)
 - b. Followership and types of followers (followership, followership types, integrated model of followership and leadership styles, guidelines to becoming an effective follower)
 - c. Delegation (questions and benefits of delegation, what to delegate, what not to delegate, the delegation model steps)

¹ Refers to 2023/24 teaching year. Final exam covers 3 subjects. Each subject is divided into 4 main topics and 3 subtopics. Students get 2 topics from committee members at the final examination.

² This course was available only in Hungarian; therefore materials (ppt-s) are not available for this part of the final exam in English. Recommended literature: Tague, N.R. (2005). *The Quality Toolbox*, American Society for Quality, Quality Press and Oakland, J. S. (2014). *Total Quality Management and Operational Excellence*, Routledge

2. Modern Management Theories
 - a. Charismatic and Transformational Leadership (Behavior attributes that distinguish charismatic from noncharismatic leaders, socialized and personalized charismatic leader, Bass's leadership factors, transformational leader behaviors, transformational process, charismatic vs transformational leadership)
 - b. Stewardship and Servant Leadership (stewardship and servant leadership attributes, values of stewardship and servant leadership)
 - c. Authentic Leadership (perspectives for authentic leadership, effects of authentic leadership, five characteristics of authentic leadership)
3. Basic Concepts of Strategic Management, Environmental Scanning and Industry Analysis
 - a. Basic Concepts of Strategic Management (strategic leadership, strategic management, basic model of strategic management and strategic decision-making process)
 - b. Environmental Scanning (STEEP Analysis)
 - c. Scanning the Task Environment (Industry analysis, Porter's approach strategic groups, industry matrix)
4. Organizational Analysis, Situational Analysis and Generating Strategic Alternatives
 - a. Organizational Analysis (organizational resources, capabilities, competences, core competencies, distinctive competencies, VRIO analysis)
 - b. Situational Analysis (SWOT Analysis and the Strategic Factors Analysis Summary Matrix)
 - c. Generating Alternative Strategies by Using a TOWS Matrix

1.3 Accounting management

1. Role of management accounting in decisions making
 - a. Financial accounting versus management accounting
 - b. Cost concepts: direct and indirect costs, fixed and variable costs, period and product costs, avoidable and unavoidable costs, sunk costs
 - c. Manufacturing accounts
2. Introduction to costing
 - a. Concept of relevant costing
 - b. Short term decision making
 - c. Methods of budgeting
3. Cost accounting systems
 - a. Marginal and absorption costing
 - b. Arguments supporting variable and absorption costing
 - c. Reconciliation between variable and absorption costing
4. Cost accounting
 - a. Accounting for direct (accounting treatment of various labour cost items, materials recording procedure, issues relating to accounting for materials) and indirect costs
 - b. Assignment of direct and indirect costs
 - c. Plant-wide overhead rates, budgeted overhead rates, under and over recovery of o/h