Human Resource Counselling MA

Final Exam Question Set

Effective: February 1, 2025, until revoked

General expectations for all questions:

- **A thorough theoretical elaboration of the topic, including explanations of concepts and revealing interrelations, potentially supported by examples.**

- **Presentation of the practical aspects of the professional content at a corporate level and within a corporate environment.**

- **Mention of a few relevant sources related to the professional content (e.g., academic journal articles, textbooks, research summaries, etc.).**

1. The role and place of personality psychology and typology in individual-centered counselling processes. The Big Five personality traits. Motivational theories, the impact of motivation on work performance; planning and efficiency-improving tools and solutions of the motivation-enhancing elements, conditions and measures in human resource management.

2. The purpose, structure, and key content elements of the business concept and business plan. The importance and possible methodology of micro- and macro-environmental factor analysis. Human strategy as part of the business plan: considerations of planning, potential content elements, and the process of its development.

3. The role, place, and content characteristics of human resource management (HRM) at the corporate level. Expected outcomes of an efficiently functioning HRM at individual and organizational levels. The concept of competence and the characteristics of competency-based HR.

4. The flow of human resources within the organization – workforce planning, recruitment, and staffing. Characteristics of recruitment channels. The recruitment message and job advertisement. Planning recruitment channels at the corporate level.

5. Characteristics and content elements of the selection process. Selection methods, with a particular focus on interviews and assessment centers (AC). Different planning considerations for the selection process in physical and intellectual job roles. The role and importance of onboarding.

6. The role and importance of performance evaluation and performance management in corporate-level human resource management. Methods of performance evaluation. Planning the performance evaluation process at the corporate level. Issues and potential criticisms related to performance evaluation.

7. The concept and role of job position in the organizational structure. Job analysis methods and considerations. The job description. Planning considerations for job analysis activities at the corporate level (who conducts the analysis, who participates in the process, when it occurs, how it is performed, and for what purpose).

8. Interpretation of the concepts of human resources and human capital. Arenas for improving the quality of human resources, with a particular focus on the vocational training system. The concept and role of dual education in corporate succession planning.

9. The role and importance of workplace training in corporate-level human resource management. Planning the training processes at the corporate level. The role of adulthood in training and development processes.

10. The role and responsibilities of equal opportunity in human resource management. Key legal frameworks, characteristics of target groups (who they are, the criteria used, and how legal frameworks aim to protect them). The role and responsibilities of equal opportunity in corporate-level planning, and the equal opportunity plan.

11. The role and importance of career and employment counselling in human resource management. The main stages and content elements of the counselling process (based on Klára Szilágyi's work). The role and importance of career management in corporate-level human resource management, its tools, and objectives.

12. The ethical frameworks of the counselling situation. Expectations for the counsellor. Competencies to be developed. Targeted conversations as a methodological tool in counselling. Counselling situations within the organization – the role and purpose of discussions assessing the performance evaluation system in corporate-level human resource management.

13. The concept, role, and importance of group counselling in corporate-level human resource management. Group sessions and development processes using training methodologies. Leadership competencies, development of middle and senior management leadership competencies at the organizational level, goals, and methodological solutions.

14. How can the "guidance" and "counselling" approaches, as well as the stages of the counselling process, be applied in recognizing and addressing workplace stress and burnout, and in bringing out the necessary qualities for employment?

15. Satisfaction measurement within the organization. The concept of employee well-being and its development at the organizational level. The concept, types, and organizational impact of employee engagement. The role and importance of exit interviews in corporate-level human resource management.

16. The concept and content of organizational culture. Developing an organizational culture that supports corporate-level human resource management. Designing and establishing effective communication channels within the organization.

17. Conflict in the organization. The concept of conflict and possible causes of its emergence. Managing conflicts and types of conflict resolution strategies (with a particular focus on the Thomas-Kilmann model). Group dynamics and communication within the group, developing communication and organizational culture that supports collaboration. The concept, role, and importance of time management in corporate development processes.

18. Content and methodological comparison of counselling and coaching, differences and similarities. The role and importance of coaching in human resource management.

19. HR marketing, employer branding, and the role of employer value proposition (EVP) in corporate-level human resource management. Additional tools of HR marketing, planning considerations, implementation, and measuring effectiveness at the corporate level.

20. The role and importance of atypical work arrangements in corporate-level human resource management. Planning considerations, possible benefits and drawbacks at the organizational level. The concept of outsourcing and its impact on organizational operations.

21. The concept of change management. Measuring the resistance to change and tools for managing it. The psychological aspects of resistance to change and strategies for managing and resolving it.

22. Trends and key issues in international HR research, with a focus on organizational development and competency development challenges. A practical research example based on sources, highlighting key findings.