

# Information about thesis and final exam (thesis defence) Fall semester of the 2025/26 academic year

<sup>1</sup> Bsc and master's degree programmes

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<sup>1</sup> With regard to the phased-out Human Resources undergraduate programme and the phased-out Tourism and Hospitality undergraduate programme in English, there will be no changes in the 2025/26 academic year compared to the previously applicable rules, so this information does not apply to them, and they are not included in the phrase "all bachelor's and master's programmes" used in the document, which means "all bachelor's and master's programmes except for the Human Resources undergraduate programme and the phased-out Tourism and Hospitality undergraduate programme in English."

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# Thesis and final exam information – 2025/26

## Summary

### 1. Important deadlines and rules

- **The rules for your thesis and final exam depend on when you chose your topic and when you submit your thesis.**
- General principle:
  - Theses must **always** be prepared in accordance with **the regulations in force at the time of submission.**
  - The final exam is **always** conducted according to **the regulations valid at the time of the final exam.**
- Students who choose **a topic before 2025/26/1** can still work and take the final exam according to the old rules during the transition period.
- From those who choose **a topic in 2025/26/1**, a longer transition period is provided for **tourism-hospitality and master's degree students.**

### 2. Relationship between the scientific student conference (TDK) and the thesis

- A **TDK paper** can be considered a thesis if you indicate this in Neptun.
- If you received two written grades for the TDK, each with more than 50% and your presentation was evaluated above 50% too, **you may be exempt from the final exam.**
- In the fall semester of 2025/26, the reviews and the presentation will all be counted together; from the spring of 2026, only the presentation result will be considered.
- If you have participated in multiple TDKs, **your best result** will be taken into account.
- **The final exam results of students who achieve a place at the OTDK are excellent (1st, 2nd, 3rd and special award).**

### 3. Choosing a thesis topic

- You can choose from **a wide range of topics** in Neptun.
- When choosing a topic, students should describe their ideas and methodology **in 8–10 sentences.**
- The appointment of a supervisor is **decided by the head of the department, the head of the programme and the programme director**, not by the student.
- Cooperation that has already begun may be continued if possible.

### 4. The role of the supervisor

- The supervisor helps to determine the professional direction of the thesis, but **does not correct the entire thesis.**
- With the thesis consultation mark, the supervisor evaluates the student's **attitude and cooperation**, not the quality of the thesis.
- The thesis is only allowed to proceed to the final examination if:
  - the objective is clear,
  - there is a bibliography and an AI appendix,
  - the length is between 37,500 and 60,000 characters,
  - it is a consistent and high-quality piece of work.

## 5. Thesis requirements (from spring 2025/26)

**Objective:** practical application of theoretical knowledge, data collection, analysis, and recommendations.

**Length:** 15–20 pages (37,500–60,000 characters). **Format:** Word, Times New Roman, font size 12, single spacing, 2.5 cm margins.

Recommended structure:

1. **Executive summary** – 1 page
2. **Problem statement, motivation** – 1 page
3. **Literature review / Theoretical background** – 3–5 pages
4. **Methodology and data collection** – 3–4 pages
5. **Analysis and interpretation** – 4–5 pages
6. **Conclusions and recommendations** – 3–4 pages
7. **References (APA 7) + Artificial intelligence appendix**

## 6. Rules for the use of artificial intelligence (AI)

- Its use **is permitted but must be documented**.
- AI may be used:
  - to prepare data collection and analysis,
  - methodological guidance,
  - for drafting literature or style correction.
- **Not permitted:**
  - interpreting results or drawing conclusions,
  - copying automatic references,
  - uploading sensitive data.
- All uses must be indicated **in the AI appendix** (prompt + purpose + brief description of the response received).
- The committee **may check AI usage** and ask questions to understand the methods used.
- Failure to disclose AI use may result in **the invalidation of** the thesis.

## 7. Final exam process (from spring 2025/26)

- Prerequisite: the thesis is approved by the supervisor.
- Duration: approx. **30 minutes + 15 minutes for preparation**
  1. **15 minutes preparation** for two theoretical and practical questions
  2. **10 minutes presentation** (topic, methodology, results)
  3. **20 minutes of discussion** with the committee
- The questions may relate to the thesis and the chosen topic.

# 1. Relevant rules

The tables below summarize the content and format requirements, as well as the final exam rules that apply to individual students depending on when they chose their thesis topic, when they submit their theses, and when they register for the final exam.

Table 1. Topics selected before 2025/26/1

Programme	Thesis topic selected	Submission of thesis	Content and format requirements	Final exam
All bachelor's and master's programmes	Before 2025/26/1	2025/26	According to the regulations valid in 2025/26/1	Until 2025/26/2 according to the regulations valid in 2025/26/1, thereafter according to the regulations valid at the time of the final exam
All bachelor's and master's programmes	Before 2025/26/1	2025/26/2	According to the regulations valid in 2025/26/1 or based on individual request, according to the regulations valid in 2025/26/2	In 2025/26/2, according to the regulations valid in 2025/26/1 for applicants based on the requirements of 2025/26/1, according to the regulations valid in 2025/26/2 for applicants submitting their applications according to the requirements of 2025/26/2, and thereafter for everyone according to the regulations valid at the time of the final examination
All bachelor's and master's programmes	Before 2025/26/1	2026/27/1 or later	According to the regulations valid at the time of submission	According to the regulations valid at the time of the final exam

The information in the first row of Table 1 under the headings means that students is enrolled in any bachelor's or master's programme who have chosen a thesis topic before the topic selection period for the current (2025/26 fall) semester and submit their thesis in the current semester, the currently valid content and formal requirements apply to their thesis, and they can take the final exam in the current or next (2025/26 spring) semester according to the currently valid final exam regulations. If they do not take the final exam in this academic year, the final exam regulations in force at the time of registration for the final exam will apply.

The second row under the header also lists students who have already had a thesis topic selection period but will submit their thesis in the next semester rather than the current one. In their case, the content and format requirements will continue to be those currently in force, but they may switch to the content and format requirements valid from the spring semester of the 2025/26 academic year upon individual request. Accordingly, they may take their final exams in the spring semester of the 2025/26 academic year in accordance with the currently valid regulations, but if, upon individual request, they have submitted a thesis that meets the content and form requirements valid from the spring semester, they take their final exam in accordance with the rules in force in the following semester, in the second semester of 2025/26. If the student does not take the final exam in the spring of 2026, the final exam regulations in force at the time of registration for the final exam will apply.

The data in the third row under the heading in Table 1 also make it clear that the same students, i.e., those who have already chosen a topic before the current (2025/26/1) thesis topic selection period but who are not submitting their theses in this academic year, will have to follow the rules and regulations regarding the content and form of their theses from the following academic year in the semester in which they submit their theses. Accordingly, their final examination will always be governed by the provisions of the final examination regulations in force at the time of registration for the final examination.

Given that thesis topics are typically submitted one semester before the thesis is submitted, the student pathways presented in Table 1 provide a sufficiently flexible and fair transition to the new system.

Table 1 applies to students who choose their thesis topic during the current thesis topic application period (including those who are officially in their thesis topic selection period, but for some reason submitted their thesis topic selection on paper before the Neptun interface was opened, which may have been recorded for them in Neptun).

Table 1. Topics selected in the fall semester of 2025/26

Programme	Thesis topic selected	Submission of thesis	Content and format requirements	Final exam
All bachelor's and master's programmes	2025/26/1	2025/26/1	According to the regulations valid in 2025/26/1	Until 2025/26/2, according to the regulations valid in 2025/26/1, thereafter according to the regulations valid at the time of the final exam
BSc in Tourism and Hospitality and all MSc programmes	2025/26/1	2025/26/2	According to the regulations valid in 2025/26/1 or, based on an individual request, according to the regulations valid in 2025/26/2	In 2025/26/2, according to the regulations valid in 2025/26/1, for applicants submitting their applications based on the requirements of 2025/26/1, according to the regulations valid in 2025/26/2 according to the requirements of 2025/26/2, then for everyone according to the regulations valid at the time of the final exam
BSc in Tourism and Hospitality and all MSc programmes	2025/26/1	2026/27/1 or thereafter	According to the regulations valid at the time of submission	According to the regulations valid at the time of the final exam
BSc in Business Administration and Management, BSc in Business Administration and Management in English, BSc in Commerce and Marketing, BSc in Finance and Accounting	2025/26/1	2025/26/2 or thereafter	According to the regulations valid at the time of submission	According to the regulations valid at the time of the final exam

Based on the first row under the heading of Table 2, it can be seen that those who choose a thesis topic now and submit their thesis this semester can still compile it in accordance with the currently valid content and format requirements, and based on the currently valid final exam rules, they have the opportunity to take the final exam this semester and the next semester, after which they can always take the exam according to the regulations in force at the time of the final exam.

Based on the 2<sup>nd</sup> row below the heading, it can be seen that a longer transition period is provided for the Tourism and Hospitality Bachelor's degree programme and the Master's degree programmes – due to the longer internship or the different curriculum of the cross-semester admission. Those who choose the thesis topic now can submit their thesis in the spring semester of this academic year according to the currently valid content and formal requirements and take the final exam according to the final exam rules valid in this autumn semester. Students can deviate from this on the basis of an individual application and change to the rules applicable to the spring semester of 2025/26, but this applies to both the content and format requirements and the final exam.

In the 3<sup>rd</sup> row, it can be seen that students of the Tourism and Hospitality Bachelor's degree programme and all Master's degree programmes compile their thesis in accordance with the content and format requirements in force at the time of submission and take the final exam in accordance with the final exam rules in force at the time of application, if the thesis is submitted in the 2026/27 academic year or later.

With the exception of the Tourism and Hospitality Bachelor's degree programme, this applies to the other Bachelor's programmes already in the case of the submission of a thesis in the spring semester of the 2025/26 academic year or later, as shown in the last row of Table 2. In their case, therefore, the thesis submitted in any subsequent semester in the topic chosen in the autumn semester of the 2025/26 academic year must comply with the content and format requirements in force at the time of submission, and the rules governing the final exam at the time of application apply.

Table 2. Topics selected in the spring semester of 2025/26

Programme	Thesis topic selected	Submission of thesis	Content and format requirements	Final exam
All bachelor's and master's programmes	2025/26/2	2025/26/2 or later	According to the regulations valid at the time of submission	According to the regulations valid at the time of the final exam

Table 3 shows that all bachelor's and master's students who choose a thesis topic in the spring semester of the 2025/26 academic year and submit their thesis in the following semester or later must prepare and submit their theses in accordance with the content and formal requirements in force at the time of submission.

They may take their final examinations in accordance with the provisions of the final examination regulations in force at the time of the final examination.

## TDK (Scientific Student Conference) as a thesis

In the case of TDK theses, the content and format requirements specified in the given TDK call for applications continue to apply. The selection of the TDK supervisor (mentor) is carried out in accordance with the practice of previous years, i.e. students choose a topic and supervisor by joining the research areas of the institute or the selected teachers.

If a student wishes to submit their TDK thesis as a master's thesis, they can do so by selecting the topic *Scientific Student Conference paper* in Neptun. The title of the TDK thesis must be included in the topic application, along with a brief description and the name of the TDK supervisor (mentor). The TDK thesis therefore **precedes** the selection of the thesis topic, but its result can be submitted as a thesis.

Students who have received two written reviews of their TDK thesis, both with more than 50%, presented their thesis to the jury, and achieved a score more than 50% for their presentation *are exempt from the final exam*.

In their case, the final exam result will be calculated as follows:

- for **students taking the final exam in the fall semester of the 2025/26 academic year**, the two written reviews and the percentage score received for the presentation will be counted *together*,
- however, starting from **the spring semester of the 2025/26 academic year**, the final exam result will be based *entirely* on the percentage score received for the TDK presentation.

However, students may also decide to take the final exam regardless of their TDK results; in this case, the final exam result will be based on:

- **in the fall semester of the 2025/26 academic year**, the TDK evaluations will be included in addition to the evaluation of the performance in the final exam,
- while **from spring 2025/26**, the final exam result will be determined solely by the percentage evaluation of the performance in the final exam.

Students who participate in faculty TDK on multiple occasions during their studies are entitled to have their most favorable evaluation taken into account when determining their final exam results, provided that their thesis meets the above requirements and is submitted as a thesis.

Students who have not presented their TDK thesis to the jury are required to take the final exam, always under the conditions specified in the final exam regulations valid at the time of the final exam.

**The final exam results of students who achieve a place at the OTDK are excellent (1st, 2nd, 3rd and special award).**

## 2. Thesis topics and related theoretical areas

Starting in the fall semester of the 2025/26 academic year, students will be able to choose their thesis topic from a broad range of topics available in Neptun. Within the broad topic, students are free to define their own thesis idea and outline, which typically summarizes in about 8-10 sentences the main focus and purpose of the thesis, as well as the topic and methodology the student intends to use to achieve it. Students who have already begun work on their thesis with a faculty member based on prior verbal or written agreement should indicate this in a comment at the end of their topic application. If possible, given the workload of the instructors, we will endeavor to ensure that the joint work already begun can continue uninterrupted with the same colleague as the supervisor. All students may choose one broad topic. Students who are completing their thesis with a TDK paper must choose a topic *for the Scientific Student Conference paper*, regardless of their field of study.

Certain theoretical areas are related to broad topics, which typically serve as the basis for writing a thesis and processing the chosen broad topic, and which students can typically, but not exclusively, expect to encounter during their final exam. This does not mean that only these theoretical areas can provide a good basis for processing the chosen topic, nor does it mean that these theoretical issues will definitely arise in the final exam, or that only these will arise in the final exam. During the final exam, the members of the committee have always had the right and opportunity to ask students about anything related to their thesis, and this will not change in the future. The theoretical areas listed above are intended to serve as preliminary guidelines for students, providing them with a crutch that they did not have during the previous semesters to help them prepare for the final exam. **The broad topics and related theoretical topics found in Neptun can be found in the appendix to the guide, broken down by programmemes<sup>2</sup>.**

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<sup>2</sup> For those submitting their TDK paper as thesis, there are no predefined theoretical topics. If they are required to or wish to take the final exam, the theoretical topics will be assigned to them within 5 working days of registering for the final exam, based on the topic of their thesis. Students will be notified of the assigned theoretical topics in Neptun.

### 3. The role and selection of the thesis supervisor

Based on the topics chosen by the students and the thesis ideas uploaded by the students in Neptun, the thesis supervisor is appointed in cooperation by the heads of departments, programme heads and programme directors, meaning that students cannot directly choose their thesis supervisor. The thesis supervisor's task is to assist the student with professional advice and guidance during the preparation of the thesis. In this context, students can typically count on the advisor's help in clarifying the focus of their thesis, determining the best way to achieve the desired goal of the thesis, and solving any problems that may arise in relation to the material they have prepared. It is not the supervisor's job to correct every single mistake made by the student or to polish the student's thesis outline into a perfect thesis. The supervisor's job is to provide general guidance and assistance.

The thesis advisor is also responsible for grading the thesis consultation on a scale of one to five, taking into account the effort, attitude, and cooperation of the student during the preparation of the thesis. The grade given for the thesis consultation is not an indication of the quality of the thesis.

The thesis supervisor must declare by a date specified in the academic calendar whether, in their opinion, the thesis is eligible for the final examination. Typical, but not exclusive, cases of refusal to admit a thesis to the final examination are as follows:

- the objective of the thesis is unclear
- the thesis does not have a bibliography
- the thesis does not have an appendix on the use of artificial intelligence (if the student did not use artificial intelligence in the preparation of the thesis, they must state in this appendix that no artificial intelligence was used in the preparation of the thesis) otherwise, the appendix on artificial intelligence must be submitted with the appropriate content as detailed below)
- the main text of the thesis is shorter than 37,500 characters or longer than 60,000 characters
- the thesis does not form a unified, coherent work, but appears as a collection of parts that are not obviously related to each other
- the thesis is extremely poor in form and unclear.

If the thesis cannot be submitted for the final examination, the student may attempt to submit it at the earliest during the next thesis submission period, the approval of which remains the responsibility and authority of the previous supervisor. Students will not receive a separate evaluation of their thesis (either textual or scored), neither the supervisor nor a second reviewer will prepare a review.

If the student experiences difficulties in cooperating with their thesis supervisor, they must first clarify the situation with the supervisor. If this effort is unsuccessful, the student may submit a request to the Study Department to initiate the intervention of the programme director to promote cooperation. If the programme director decides that constructive cooperation between the student and the assigned supervisor cannot be restored for some reason, they will appoint a new thesis supervisor in consultation with the department head and the institute director. The Study Department will also record the change in Neptun.

## 4. The thesis from the spring semester of the 2025/26 academic year<sup>3</sup>

### Objective

The aim of the thesis is to prove that the student is able to

- apply their theoretical knowledge to practical problems,
- conduct independent data collection and analysis,
- formulate conclusions and recommendations to support decision-making.

### Length and format requirements

Times New Roman font, 12 point font size, 1.0 line spacing, justified alignment, 2.5 cm margins, A4 page size 15-20 pages of main text, at least 37,500 characters and no more than 60,000 characters. The thesis and its bibliography, as well as the appendix on artificial intelligence, must be uploaded to the Neptun interface in Word format. There are no software restrictions on additional appendices to the thesis.

### Recommended thesis structure

#### 1. Executive Summary

- **Length:** 1 page
- **Purpose:** To provide a brief, concise overview of the main findings, methodology, results, and recommendations of the thesis.
- **Content:**
  - The purpose and significance of the research
  - Brief description of the problem under investigation
  - Methodological approach
  - Key findings
  - Proposed solutions or conclusions

#### 2. Problem statement, motivation

- **Length:** 1 pages
- **Purpose:** To present why the chosen topic is important and relevant, what practical or theoretical problem it aims to reflect on or find a solution for.
- **Content:**
  - The topicality and relevance of the topic
  - The practical manifestation of the problem (e.g., in a corporate, social, or technological context)

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<sup>3</sup> The information regarding theses submitted in the fall semester of the 2025/26 academic year has not changed and is available on the faculty website. Bachelor's programme: <https://ktk.pte.hu/en/hallgatok/tanulmanyok/alap-es-osztatlan-kepzes/thesis> Master's programme: <https://ktk.pte.hu/en/hallgatok/tanulmanyok/mesterkepzes/thesis>

- Personal or professional motivation behind the choice of topic
- The objectives of the research
- Brief description of the structure (1-2 sentences)

### 3. Literature review / Theoretical background

- **Length:** 3–5 pages
- **Purpose:** To present the latest scientific and practical knowledge related to the topic. What is the knowledge and information on which the thesis is based? What is generally known about the issue/problem? Have any known solutions been proposed? What are their limitations? Which of these does the thesis reflect on?
- **Contents:**
  - Review of the literature (from domestic and international sources)
    - For bachelor's theses, at least 5 literature sources, at least one of which must be international
    - For master's theses, at least 10 literature sources, at least 5 of which must be international
  - Theoretical frameworks, models, definitions
  - Results of previous research, solutions, brief description of these
  - Critical evaluation: what is already known and where are there still gaps in research?

### 4. Methodology and data collection

- **Length:** 3–4 pages
- **Objective:** To present the student's own research work. What data/information is the thesis based on? What is the data collection/processing procedure? What tools and solutions are used to process the data/information? Why is the chosen solution/methodology suitable in the given context? What alternative options would there be and what are their limitations in the given context?
- **Content:**
  - Method of data/information processing (e.g., questionnaire, interview, case study, observation, document analysis)
  - Target group for data collection, sampling method
  - Data collection process
  - Brief presentation of the collected data or information (descriptive analysis)
  - Presentation of the data processing methodology

### 5. Analysis, interpretation (Discussion)

- **Length:** 4–5 pages
- **Purpose:** To analyze and interpret the collected data in greater depth and to explore correlations. What conclusions can be drawn from the processed data and information? How is the solution to the problem based on the data and the findings and conclusions drawn from it? What are the limitations of the results obtained?
- **Content:**
  - Application of quantitative or qualitative analysis methods

- Presentation of results in tables and figures
- Interpretation of correlations, trends, and deviations
- Critical approach, alternative explanations
- Comparison of results with the literature
- Summary of main lessons learned

## **6. Conclusions and Recommendations**

- **Length:** 3–4 pages
- **Purpose:** To formulate recommendations based on the information processed in relation to the problem or issue raised in the thesis. What recommendations can be made to solve the problem raised?
- **Content:**
  - Alternatives for solving the problem
  - Practical applicability of the recommendation(s)
  - Advantages, disadvantages, limitations
  - Further possible research or project directions

## **7. References and appendices**

- Reference list (APA 7th edition)
- AI appendix
- Additional appendices: questionnaire, interview outline, tables, database excerpts, figures, codes, etc.

## Expectations regarding the ethical use of artificial intelligence (generative AI)

Artificial intelligence (AI), especially generative AI tools (e.g., ChatGPT, Claude, Copilot), are rapidly spreading in business and academia. The use of AI may also arise in the thesis work of undergraduate and master's students at the Faculty of Economics of the University of Pécs when searching for data processing, analysis methods, wording suggestions, or examples.

Our goal is for students to use these tools responsibly and ethically, strengthening the learning process while preserving their own scientific and professional work. General information on the use of AI tools is contained in [the Policy for the Use of Artificial Intelligence of the UPFBE](#). In line with this, students are expected to comply with the following when preparing their theses.

### Basic principles

- **Transparency** – all use of AI must be indicated in the thesis.
- **Complementary tool, not a substitute** – AI aids learning and technical implementation, but interpretation and conclusions are always the responsibility of the student.
- **Data security** – sensitive, non-public data must not be uploaded to open AI interfaces.
- **Avoiding plagiarism** – content generated by AI cannot automatically be considered the author's own work.

### General guidelines

#### Data collection and preparation

- AI can be used to organize and transform public data and to create table structures or code outlines.
- **Example 1:** When evaluating an investment project, students can ask AI for a Python or Excel formula for NPV calculation, but they must collect and verify the input data themselves.
- **Example 2:** When studying consumer behavior, AI can help prepare a code outline for clustering questionnaire responses, but interpreting the segmentation is the student's responsibility.
- **Example 3:** In project management research, AI can help create a Gantt chart template, but it is the student's job to define specific milestones and resource plans.

#### Support for analysis

- AI can be used for methodological guidance (e.g., IRR calculation logic, CAPM model structure).
- **Example 1:** In portfolio analysis, AI can help write simulation code, but it is up to the student to run it and interpret the results.
- **Example 2:** AI can show how to calculate ROI for a digital campaign, but the student must analyze why it differs from expectations.
- **Example 3:** AI can present the main elements of different motivation theories, but in the thesis, the student must apply them to a specific organization.

### Processing the literature

- AI can provide a summary or help create a structure, but the student must always check the literature references from reliable databases (e.g., Scopus, WoS) and be aware of their content and contribution to the topic.
- **Example 1:** When comparing IFRS and Hungarian accounting, AI can create an outline of the standards, but the student must include the exact regulatory references.
- **Example 2:** AI can prepare an outline of the literature on omnichannel marketing, but the student must support it with reliable sources.
- **Example 3:** AI can help summarize the role of emotional intelligence in leadership, but the student must find and cite the relevant literature sources.

### Interpretation and conclusions

- The most important part of the paper: **this must always be the student's own work.**
- Example 1: AI cannot write conclusions for them (e.g., why a company's IFRS results differ from Hungarian regulations, or what ESG effects can be observed in a company's performance).
- Example 2: AI cannot determine why an influencer campaign was successful or unsuccessful—this must be analyzed by the student.
- Example 3: AI cannot decide why a particular management style is more effective in a given organization.

### Transparency

- All use of AI must be indicated in the thesis in the Artificial Intelligence Appendix (what prompt was used, what response was received).
- Example 1: In a paper on the analysis of tax effects, the student indicates: "I used ChatGPT's outline to summarize the tax policy background, which I revised and supplemented."
- Example 2: In a cluster analysis of a consumer questionnaire, the student may indicate: "I used ChatGPT to review the clustering methodology and ran the results myself in SPSS."
- Example 3: When analyzing leadership styles: "I used an outline provided by AI to summarize leadership theories, which I supplemented with my own sources."

### Data protection and security

- Sensitive company data, research secrets, or non-public information should not be uploaded to open AI platforms.

### What can be done with AI?

- **Data collection and organization:** preparation of public data structures, data visualization templates.
- **Methodological support:** formulas, models, summaries of theoretical background.
- **Literature reviews:** AI can create outlines and key points, but references must always be checked against reliable sources (e.g., articles found on Scopus, WoS platforms).

- **Style and language correction:** checking linguistic correctness, making the text more fluent.

#### **What cannot be done with AI?**

- **Interpretation of results** – e.g., what does the development of the break-even point mean, or what conclusions can be drawn from financial indicators.
- **Drawing conclusions and discussion** – the conclusion of the thesis must always be the result of the student's own thinking.
- **Automatic copying of sources** – references created by AI are often incorrect ("hallucinations") and therefore cannot be included in the thesis without verification.
- **Uploading sensitive data** – corporate financial data and non-public research materials may not be entered into public AI systems.
- Copyright infringement – copyrighted works may not be entered into public AI systems.
- **Marketing campaign evaluation** – AI cannot decide whether a campaign was effective; the student must analyze it based on KPIs.
- **Management case study** – AI cannot say whether a management decision is good or bad; the student must evaluate it using their own logic.

#### **Documentation and references**

- All uses of AI must be indicated in the thesis **in the Artificial Intelligence appendix:** *"I used ChatGPT to review the structure of the CAPM formula. I supplemented and rewrote the text based on my own research."*
- Prompts (instructions) must be briefly documented: what question was given to the AI, what data was uploaded, and what response was received.
- This can be referenced in the text of the thesis as follows: *"Artificial intelligence (ChatGPT, 2025) supported the drafting of the overview of research methods."*

#### **Verification**

- During the final exam, committee members are entitled to ask questions about the exact method of AI use.
- During the final exam, committee members may check whether the student understands the logic of the calculations they have used. The purpose of using AI is to support students' knowledge, not to replace it.
- The thesis advisor and the members of the final exam committee may check whether the content derived from AI is properly documented.

If the student conceals the use of AI and this can be proven, it may lead to the thesis being invalidated.

## 5. The final exam in the spring semester of the 2025/26 academic year and after<sup>4</sup>

Students whose thesis supervisor has deemed their thesis suitable for the final exam, among other things, The role and selection of the thesis supervisor, may apply for the final exam. The final exam is expected to last 30 minutes. At the beginning of the final exam, the student will receive two questions from the final exam committee related to the theoretical and practical aspects of the thesis, for which they will have 15 minutes to prepare. After the preparation time has expired, the student will have 10 minutes to present the topic, methodology, and main results of their thesis. In the remaining 20 minutes, they first answer the two questions asked by the final exam committee and then engage in a professional discussion with the members of the final exam committee on further theoretical and practical issues related to the thesis. Thesis topics and related theoretical The topics listed in this section may also be included in the two questions asked in advance by the committee and may also arise in the further part of the professional discussion.

### Final exam evaluation criteria

#### **Professional content of the thesis (Max. 10 points)**

0–3 points: The professional content is weak and does not reflect a deeper understanding.

4–6 points: The content is partially adequate, but incomplete or superficial.

7–10 points: The content is professional, well-structured, and relevant.

#### **Formal quality of the presentation (Max. 10 points)**

0–3 points: The slides are disorganized, overcrowded, or difficult to read.

4–6 points: The slides are partially adequate, with minor formal errors.

7–10 points: The slides are aesthetically pleasing, well structured, and informative.

#### **Presentation style (Max. 10 points)**

0–3 points: The presentation is difficult to follow, the presenter is uncertain.

4–6 points: The presentation is partially understandable, but not confident.

7–10 points: The presentation is clear, confident, and well structured.

#### **Answering theoretical questions (Max. 35 points)**

0–10 points: The answers are inaccurate and do not reflect theoretical knowledge.

11–20 points: The answers are partially correct but incomplete.

21–30 points: The answers are mostly correct, with adequate theoretical background.

31–35 points: Answers are accurate and based on deep theoretical knowledge.

#### **Answering practical questions (Max. 35 points)**

0–10 points: The answers do not reflect practical understanding.

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<sup>4</sup> The final exam regulations for the fall semester of the 2025/26 academic year are available on the faculty website. Bachelor's programme: <https://ktk.pte.hu/hu/hallgatok/tanulmanyok/alap-es-osztatlan-kepzes/zarovizsga> Master's programme: <https://ktk.pte.hu/hu/hallgatok/tanulmanyok/mesterkepzes/zarovizsga>

11–20 points: Answers are partially correct but not sufficiently practice-oriented.

21–30 points: Answers are mostly correct and supported by practical examples.

31–35 points: Answers are excellent, based on practical knowledge and experience.

# Appendices

## Thesis topics for BSc in Business Administration and Management in English

### **Marketing and Tourism**

- Tourism development and investment impacts (economic, environmental and social effects of tourism-related investments)
- Tourism destination development and challenges (infrastructure, competitiveness, innovation, sustainability issues)
- Operation and management of tourism businesses (SME perspective, hospitality management, service quality)
- Social and cultural impacts of tourism (community involvement, intercultural exchange, social sustainability)
- Tourism and the environment (ecotourism, sustainable tourism models, environmental responsibility)
- New technologies in tourism marketing (VR in marketing, VR tourism, digital customer experience in tourism)

### **Sustainability and Social Responsibility in Business**

- Sustainable consumption and consumer behaviour (responsible consumer choices, barriers to sustainability, generational differences)
- Corporate Social Responsibility (CSR) in practice (concepts, types, case studies of CSR implementation in companies)
- Social and societal marketing (campaigns addressing public issues, ethical considerations, behavioural change marketing)
- Green marketing and environmental responsibility (communication of eco-friendly practices, risks of greenwashing, best practices)

### **Consumer and Market Behaviour**

- Consumer behaviour and decision-making (motivations, attitudes, generational differences, cultural influences)
- Retail marketing and omnichannel strategies (integration of online and offline retail, challenges of customer journey management)
- Emotional experience in the shopping journey (role of emotions in purchase decisions, experiential consumption, customer satisfaction)
- International business and consumer markets (cross-border trade, market entry strategies, cultural differences in consumption)
- Marketing calculations and company analysis (KPI evaluation, ROI, performance metrics of a chosen company)
- Distribution channels in marketing (multi-channel distribution, digital platforms, efficiency and customer access)

### **Marketing and Communication in Business Contexts**

- Marketing communications and media strategies (tools, channels, message design, integrated communication campaigns)
- Place marketing and city branding (territorial competitiveness, tourism attraction, local identity building)
- Country branding and nation image (promotion of national identity, tourism and investment attraction, international perception)
- Word-of-Mouth and referral marketing (offline and online WOM, influencer marketing, customer advocacy)
- Online and digital marketing (social media, content marketing, search engine strategies, mobile apps in communication)
- SME marketing and communication challenges (resource constraints, innovative low-cost tools, digitalisation for small businesses)

### **Evaluation of Investment Projects Using Financial-Mathematical Methods in a Selected Company**

- Investment appraisal techniques
- NPV model, discounting and its limitations
- IRR, PI, payback period, comparative methods
- Financing decisions and capital structure
- Risk analysis in investments, sensitivity analysis

### **Comparative Analysis of Financing Characteristics of Small and Medium-Sized Enterprises**

- Financing decisions and theories
- Role of equity and debt capital
- Financing opportunities and subsidies for SMEs
- Liquidity and working capital management
- Taxation forms relevant for SMEs

### **Analysis of the Functioning of Financial Markets and Institutions in a Selected Country or Period**

- Structure of financial markets and institutions
- Monetary policy objectives, tools, and transmission
- Fiscal policy and public finance relations with markets
- Investment instruments and securities
- Role of international and EU financial systems

### **Application of Costing and Contribution Margin Methods Based on Company Data**

- Definition and classification of costs
- Methods of cost allocation and costing
- Contribution margin analysis and break-even point
- Role and methods of managerial accounting
- Links between controlling systems and performance measurement

### **Portfolio Construction and Risk-Return Analysis in a Selected Market**

- Financial markets and types of securities
- Risk-return analysis, diversification, CAPM
- Portfolio theory, Markowitz model

- Functioning of regulated financial markets
- Role of financial institutions in investments

### **Implementation and Evaluation of Financial and Non-Financial Performance Measurement in Business Environments**

- Financial indicators and analysis (ROA, ROE, liquidity, profitability ratios)
- Non-financial indicators, ESG, and social impacts
- Controlling and performance management systems
- Costing methods and performance measurement
- Role of planning and reporting in performance evaluation

### **Preparation of Financial and Business Plans in a Selected Enterprise**

- Tools of the financial manager
- Role and process of financial planning
- Financial strategy and balance sheet analysis
- Liquidity planning and cash-flow forecasting
- Business planning and business modelling methods

### **Design of a Controlling System and Performance Analysis in a Selected Organization**

- Definition, functions, and structure of controlling
- Performance measurement, KPIs, financial and non-financial indicators
- Costing and cost accounting relations
- Liquidity planning and financial planning in corporate management
- Integration of controlling and accounting information

### **Functioning of Regulated Financial Markets and Evaluation of Investments in Selected Financial Products**

- Financial markets and institutions
- Financial instruments and securities
- Investment evaluation methods (NPV, IRR, yield)
- Portfolio theory and risk-return relationships
- Regulated markets and supervisory role

### **Management consulting**

- Problem mapping
- Process of consulting
- Product of consulting
- Consulting methods

### **Developing Emotional Intelligence and Its Impact on Leadership Effectiveness in a Selected Organization**

- Theoretical overview of emotional intelligence (EI) and its key competencies (self-awareness, self-regulation, motivation, empathy, social skills)
- The Relationship Between Emotional Intelligence and Leadership Styles
- The Role of Emotional Intelligence Development Programs in Enhancing Leadership Competence
- Emotional Intelligence as a Predictor of Employee Engagement and Team Performance

- Emotional Intelligence and Conflict Management in Leadership
- Cultural Differences in Developing and Applying Emotional Intelligence in Leadership

### **Learning and Knowledge Transfer at a Certain Company**

- Behaviorist and cognitive learning theories
- Individual and organizational learning
- Transfer of training to the workplace
- Learning organizations and knowledge management
- The impact of AI on organizational learning

### **International Business Communication**

- Corporate values in theory, their reflection in corporate communication
- Principles of successful oral communication in business life
- Principles related to the preparation of written business documents (press releases, advertisements, company reports, protocols, etc.)
- Cultural values in communication and culture-based communication models
- Communication skills and techniques

### **Communication Styles and Relationship Building in Workplace Teams: A Case Study**

- The Impact of Communication Styles on Team Cohesion and Trust
- The Influence of Feedback Practices on Relationship Quality in Teams
- Cross-Cultural Communication Styles, Norms and Their Effect on Team Relationships
- Leadership Communication Style and Relationship Quality in Teams
- Digital Communication and Relationship Building in Hybrid or Remote Teams

### **Interpretations of the concepts of workplace well-being and organizational resilience in the light of domestic and international literature**

- Examination of the factors influencing the change in workplace well-being and organizational resilience and the relationships between them in the case of social enterprises
- Analysis of good examples and case studies in the field of workplace well-being and organizational resilience
- 21st century challenges influencing the change in workplace well-being and organizational resilience (e.g. digitalization, artificial intelligence, etc.)
- Measurement of well-being and workplace well-being

### **Recruitment**

- Identify and discuss the primary goal of the recruiting process and the major external forces acting on recruiting.
- Briefly discuss the main items we need to consider before recruiting.
- Discuss the major advantages and disadvantages of both internal and external recruiting.
- Identify and briefly discuss the major challenges and constraints involved in the recruiting process.
- Discuss the basic methods available for evaluating the recruiting process.
- Briefly identify the differences between millennials and Generation Z, and what we can do to recruit better candidates from these generations

### **Self-awareness and Its Role in Career Development**

- The importance of self-awareness, self-reflection, and self-coaching.
- Tools and models for self-assessment.
- Self-awareness as the foundation for career planning and leadership.

### **Motivation and Performance: A Case Study at a Certain Company**

- Content theories of motivation
- Process theories of motivation
- Motivation in practice: incentive systems
- Job design and employee motivation
- Motivation and organizational performance

### **Self-Branding and Career Identity**

- The concept of self-branding and how to build a personal brand.
- Techniques for making oneself indispensable in a professional context.
- Creativity and innovation in career development.

### **Performance management and appraisal**

- Discuss the difference between performance management and performance appraisals.
- List and briefly discuss the purposes of performance appraisals.
- Identify and briefly discuss the options for what to evaluate in a performance appraisal.
- Briefly discuss the commonly used performance measurement methods and forms.
- Identify and briefly discuss available options for the rater/evaluator.
- Identify some of the common problems and how to avoid them in performance appraisals.
- Briefly discuss the differences between evaluative performance reviews and developmental performance reviews.
- Review the methods to improve employee engagement through performance management and the issue of electronic performance management.

### **Project Management and Innovation**

- Fundamentals of project management, project cycle
- Introduction and comparison of project methodologies (waterfall, agile)
- Organizational aspects of innovation
- Managing grant-based projects
- Practical applications of project management (training, organizations, companies)

### **Fresh Graduates and Labor Market Challenges**

- Labor market trends and employment
- National practice of the Graduate Career Tracking System
- Competency requirements and skills of fresh graduates
- Mobility opportunities and impacts
- Basics of labor relations

### **Leadership, Organization, and Emotional Intelligence**

- Leadership styles and managerial roles
- The role of emotional intelligence in leadership
- Motivation theories and practical applications

- Differences between organization and project management
- Teamwork and leadership responsibility

### **Higher Education and the Socio-Economic Environment**

- Characteristics and changes of Hungarian higher education
- Application of career tracking in higher education marketing
- Issues of the bachelor–master transition
- Regional catchment areas and the role of higher education institutions
- International outlook: basics of EU and global trends

## Thesis topics for MSc in Business Development in English

### **Characteristics of Family Businesses**

- Financial aspects of family businesses
- Succession and generational change issues
- Management of family SMEs
- Competitiveness of family firms

### **Business Process Management**

- Business Process Engineering and Re-engineering
- Business Process Optimization
- Business Process Modeling and Development
- Event-Driven Process Chains and Workflow management
- Process Mining and Automatization

### **Corporate Strategy and Synergies**

- Components and directions of corporate strategy
- Strategic business units and portfolio management
- Inter-unit synergies and diversification
- Corporate-level innovation and risk management

### **Decision support and analytics in operations management**

- Application of mathematical models (e.g., linear programming, inventory models) for optimization
- Simulation and queuing models for analyzing service processes
- Big Data and data analytics to support production decisions
- Performance evaluation systems and key performance indicators (KPIs)

### **Value Creation with Effective Database Systems**

- Databases Design, Modeling and Reporting for Business Problems
- Relational and NoSQL-based Business Solutions
- Performance Management with Data Warehouse Solutions
- New Types of Database Technologies for Businesses

### **Supply chain management and global challenges**

- Strategic importance of supply chain management
- Procurement strategies and supplier relationship management
- Risk management, resilience, and sustainability in global supply chains
- Digitalization and modern technologies (IoT, AI) in supply chain management

### **Data Security and Data Protection**

- IT Security Management in Business Environment
- IT Risk Management and Prevention Case Studies
- Data Protection Metrics, Monitoring and Issues of Businesses
- Novel Cryptographic Applications

### **SME Management Along the Business Life Cycle**

- Development of business ideas and concepts
- Business planning and organizational structures
- Control and leadership in SMEs
- Greiner model and managing growth problems

### **Internal Analysis and the Role of Resources**

- VRIO analysis and the resource-based view
- Value chain analysis and competencies
- Corporate life cycle and internal structures
- Role of financial indicators in strategic decisions

### **Usability Evaluation of Business Information Systems**

- Administration and Logistics Systems
- Analysis, Planning and Control System
- Cross-Sectional and Supply Chain Systems
- Information and Communication Systems
- Integrated Information Systems

### **Process strategies and capacity management**

- Comparative analysis of different process strategies
- Capacity planning and methods for balancing demand and supply
- Technological decisions and the role of automation in processes
- Analysis and modeling of service processes

### **Entrepreneurial Behavior and Types of Entrepreneurs**

- Definition and characteristics of entrepreneurs
- Basic model of becoming an entrepreneur
- Types and behavioral patterns of entrepreneurs
- Impact of entrepreneurial behavior on success

### **Product and service design for competitiveness**

- Product life-cycle management and innovation strategies
- Quality Function Deployment (QFD) and integration of customer requirements
- Principles of sustainability and the circular economy in product design
- Specific features and challenges of service design

### **Quality management and continuous improvement in production and services**

- Application of Total Quality Management (TQM) principles
- Statistical Process Control (SPC) and quality assurance tools
- Role of Lean and Six Sigma in improving efficiency and quality
- Relationship between quality and customer satisfaction in service environments

### **Inventory management**

- Inventory level optimization using inventory management models
- Evaluation of inventory management strategies from environmental and sustainability perspectives

- Impact of Just-in-Time (JIT) and lean production philosophy on inventories
- Methods and importance of accurate demand forecasting

### **Information Management**

- Evaluation of the Information Infrastructure of a Business
- Special Types of Information Management Solution
- Integrating Social Media and Social Networks into Business Processes
- Data Management, Data Science and Data Governance Issues at Businesses

### **Strategic aspects of location selection and facility layout**

- Factors influencing location decisions in global and local contexts
- Impact of physical layout on efficiency and employee experience
- Comparison of location decisions in manufacturing vs. service companies
- Comparison of facility layout models in manufacturing vs. service companies

### **Application Development and Engineering**

- Problem Oriented Process Design and Modeling Case Study
- Artificial Intelligence Supported Agile Software Development
- Project Management for Applications Development

### **Business Strategies and Models**

- Cost leadership and differentiation strategies
- Interpretation of the strategy clock model
- Types of business models and decision dilemmas
- Innovation strategies and modern trends

### **Management Support Systems and Business Intelligence**

- Analysis of MIS System Usage and Efficiency
- Application Case Studies in Data Analysis and Data Mining
- Business Intelligence and Business Analytics-based Decision Making
- Artificial Intelligence and Machine Learning-based Application Systems
- Decision Support with Spreadsheet Modeling and Visualization

### **The strategic role of operations management**

- Relationship between operations strategy and overall corporate strategy
- Productivity as a key factor of competitiveness
- Global operations strategies and their challenges
- Sustainability and ethical considerations in operations management

### **Evolution of Strategic Thinking and the Role of Stakeholders**

- Fundamentals and objectives of strategic management
- Schools and models of strategy formation
- The system and hierarchy of corporate goals
- Development of strategic thinking and the role of stakeholders

## **The Role of SMEs in the Economy**

- Importance and heterogeneity of the SME sector
- Challenges and specificities in Hungary
- Conceptual framework of SME competitiveness
- Regional and national competitiveness factors

## **Functional Management in SMEs**

- SME-specific marketing and positioning
- Access to financial resources and financing
- Innovation and product development opportunities
- Digital maturity and e-business applications

## **Integrated production planning and control systems**

- Hierarchy of production planning (aggregate and operational plans)
- Role of Material Requirements Planning (MRP) and Enterprise Resource Planning (ERP) systems
- Application of Lean and Just-in-Time (JIT) principles in production control
- Digitalization and Industry 4.0 solutions for real-time production monitoring
- Project management tools and techniques in operations management

## **External Environment Analysis and Industry Studies**

- Macro-environmental analysis (PESTEL, STEEPLE)
- Application of Porter's Five Forces model
- Industry life cycle analysis
- Competitive environment and market positioning

## **Innovation, Entrepreneurship and Value Creation**

- Startup marketing (marketing challenges of startups, growth strategies, internationalisation)
- Innovation marketing and management (bringing innovations to market, managing innovation processes, adoption models)
- Customer value and value creation (Customer Lifetime Value, value-based marketing, co-creation with customers)
- Consumer perceptions of new technologies and AI (trust, acceptance, barriers, generational perspectives)
- Role of aesthetics and design in customer experience (UX/UI, product/service design, atmosphere and its impact on satisfaction)

## **Sustainability and Transition**

- ESG frameworks and business practices (environmental, social, governance aspects; ESG reporting and performance evaluation)
- Marketing ethics, CSR and colourwashing (corporate responsibility, authenticity vs. greenwashing/colourwashing, ethical dilemmas)
- Social, societal and sustainability marketing (campaigns addressing public and environmental issues, behavioural change strategies)
- Tourism and the environment (ecotourism, sustainable tourism, environmental impacts and management practices)
- Sustainability transitions in business and society (shifts towards circular economy, responsible consumption, technology-driven sustainability solutions)

## **Market and Consumer Insights for Business Growth**

- Emotional experience in the customer journey (role of emotions in purchasing decisions, experiential marketing, CX touchpoints)
- Consumer and shopper behaviour (shopping motivations, store choice, generational and cultural aspects)
- Aspects of consumer experience (service quality, satisfaction, loyalty, customer feedback management)
- Brand management in consumer markets (brand equity, positioning, consumer perceptions, rebranding)
- Omnichannel marketing and retailing (integration of online/offline retail, customer journey mapping, channel consistency)
- New trends and technologies in marketing research (AI in consumer insights, mobile research, neuromarketing, big data analytics)

## **Application of Corporate Valuation Methods in a Selected Company**

- DCF and APV-based valuation
- Market-based comparative methods (multiples)
- Asset-based valuation
- Synergies and M&A valuation
- Value creation and value management

## **Corporate Financial Strategy and Risk Management Analysis in a Selected Large Company**

- Value-oriented corporate governance and financial strategy
- Liquidity management and working capital policy
- Investment decisions (NPV, APV, real options)
- Financing decisions, capital structure, and credit rating
- Integrated enterprise risk management (ERM, COSO, ISO 31000)

## **Financial Planning and Corporate Financing Decisions**

- Short- and long-term financial plans
- Financing sources (equity, debt, hybrid instruments)
- Cash-flow planning and liquidity management
- Credit ratings and bond issuance

## **Financial Evaluation and Real Options Analysis of Investment Projects**

- Discounted cash flow methods
- Cost of capital determination, WACC
- Real options theory and practical applications
- Risk analysis and Monte Carlo simulations
- Special applications of real options

# Thesis topics for MSc in Management and Leadership in English

## **Project Management and Innovation**

- Project portfolio and program management
- Application of agile and hybrid project methodologies
- Relationship between innovation management and organizational culture
- Grant-based projects and international project financing
- Connections between project management and competitiveness

## **Fresh Graduates and Labor Market Challenges**

- In-depth analysis of labor market trends in Hungary, the EU, and globally
- International comparison of Graduate Career Tracking Systems
- Competency theories and employability of graduates
- International mobility, Erasmus+, and global employment
- Comparative analysis of labor and employment relations

## **Leadership, Organization, and Emotional Intelligence**

- Leadership theories and competence-based leadership
- The role of emotional intelligence in strategic leadership
- Complex applications of motivation theories in organizations
- Leadership responsibility in innovation and project management
- Organizational culture, change management, and leadership

## **Higher Education and the Socio-Economic Environment**

- Transformation of higher education systems in the EU and globally
- Comparative analysis of the bachelor–master transition
- Graduate career tracking and higher education policy support
- Regional and international embeddedness of higher education institutions
- European social dialogue and its relation to higher education

## **Application of Corporate Valuation Methods in a Selected Company**

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- Real options theory and practical applications
- Risk analysis and Monte Carlo simulations
- Special applications of real options

## **Innovation and Business Transformation**

- Innovation marketing and management (from idea to market, adoption models, managing innovation processes)
- Startup marketing (marketing strategies in resource-constrained environments, scaling, internationalisation)
- New digital tools in marketing (applications of AI, AR, VR; automation; predictive analytics; immersive technologies)
- Customer experience in transformative business contexts (impact of innovation on CX, personalisation, omnichannel experience, technology-driven engagement)

## **Strategic Marketing and Global Business**

- Global marketing and international business (market entry strategies, global vs. Local approaches, cross-cultural management)
- Customer value and value-based strategies (Customer Lifetime Value, value creation for different segments, customer equity)
- Marketing finance and performance measurement (ROI of marketing activities, budgeting, linking marketing and financial outcomes)
- Measuring customer emotions (emotional branding, customer journey analysis, neuromarketing approaches)
- Data-driven decision-making in marketing (use of big data, predictive analytics, dashboards and KPIs for strategic management)

## **Responsible Leadership and Sustainability**

- CSR and sustainable consumption (corporate responsibility, ethical business models, consumer demand for sustainability)
- Social and cultural impacts of business (business–society relations, diversity and inclusion, intercultural aspects of leadership)
- Sustainable aspects of consumer and shopper behaviour (responsible consumption patterns, barriers to sustainable choices, generational perspectives)
- Responsible leadership in sustainability transitions (leading organisational change, ESG-driven leadership, stakeholder engagement)

### **Leadership and Management in International and Domestic Contexts**

- The impact of cultural factors on leadership and management practices
- Comparative analysis of global and domestic leadership practices and work arrangements

### **Managing Interpersonal Conflict in Diverse Teams**

- Typology of interpersonal conflicts and resolution strategies
- The role of assertive communication and active listening in conflict management
- Empirical study on team conflict in a selected organization
- Proposals for improving communication-based conflict resolution in teams

### **Strategic Talent Management in Knowledge-Intensive Organizations**

- The talent management cycle: attraction, development, and retention
- Strategic importance of talent in the knowledge economy
- Succession planning and high-potential employee development
- Organizational approaches to talent retention and motivation

### **Quality Management**

- Critical evaluation of the application of quality management standards and principles
- Analysis and evaluation of product or service quality
- Use of the basic quality management methods
- Proposals for quality improvement or for the development/implementation of a quality management system

### **Knowledge Management Practices in a Learning Organization: A Case Study**

- Knowledge types and key knowledge management processes (creation, sharing, retention)
- Characteristics of learning organizations and organizational learning cycles
- Enablers and barriers of organizational knowledge flow
- The role of digital tools and KM systems in supporting knowledge management

### **Leadership and Decision-Making at a Certain Company**

- Individual decision-making models
- Group decision-making and the leader's role
- Biases and heuristics in leadership decisions
- Evidence-based leadership decisions
- Strategic decision-making in organizations

### **Strategic Management**

- Analysis and evaluation of the external environment
- Analysis and evaluation of the internal environment
- Strategy formulation or analysis and evaluation of an existing strategy

### **Change Management**

- Main challenges and success factors of organizational change
- The role of resistance, motivation, adaptation, and conflict management in change processes
- The significance of learning models in supporting organizational change

### **Intercultural Communication and Negotiation in Business Leadership**

- The influence of cultural values on communication and leadership styles
- Common challenges in cross-cultural business negotiations
- The role of intercultural competence in international business communication
- Strategies for enhancing cultural intelligence and negotiation effectiveness

### **Stress Management and Resilience of Leaders at a Certain Company**

- Causes of stress in leadership roles
- Coping strategies and resilience
- Stress management interventions
- The impact of stress on leadership effectiveness
- Developing resilient leadership practices

### **Organizational Culture and Its Role in Knowledge Sharing**

- Theoretical foundations of organizational culture and its impact on knowledge behavior
- Trust, motivation and openness in knowledge sharing
- Formal and informal knowledge sharing channels
- Strategies for cultivating a knowledge-friendly culture

### **Building Trust and Influence through Leadership Communication**

- Verbal and non-verbal communication strategies in building trust
- The role of self-awareness and emotional intelligence in authentic leadership communication
- Communication as a tool for influence and relationship building in leadership
- Trust-based communication and its impact on team dynamics

### **Organizational Behavior and General Management**

- Examination of the key factors influencing individual and organizational behavior
- Interconnections between organizational culture, workplace attitudes, and management principles

### **Management consulting**

- Problem mapping
- Process of consulting
- Product of consulting
- Consulting methods