

Items for the final examination for HRC MA students

1. Human Resources as a complex problem of theory of science. Methodological issues of the research of human resources.
2. The notion of strategy, the process of strategy-making. The notion of strategic human resources management and the stages of its development.
3. Human resources strategy. HR planning, its process. The structure of an HR plan.
4. The beginnings, models, actors and general descriptors of international human resources management. Sectors of classical IHRM literature.
5. The importance of strategic partnership in Human Resources Management.
6. Potential organisational forms of service quality of HRM. Outsourcing, (internal) service centre, SLA.
7. International aspects of HRM systems: labour-force supply, personnel-development, stimulation.
8. The notion and interpretations of Change Management. The role of leadership in change processes. The notion of organisational change. The behaviour-oriented structuring and introduction of change process.
9. Introduction of participants of change. Reasons for resistance. Handling and understanding of opposition in change processes.
10. Strategies and tactics of Change Management. Paradigms and models in Change Management.
11. The notion of counselling. Models of counselling. Roles and sectors of Human Resources Counselling.
12. The notion and impacts of organisational learning. The five principles. Conditions of organisational learning. Comparison of traditional and of learning organisations. Specifications of learning organisations.
13. Choices, categories and transformational options of reasoning about knowledge. Difficulties of knowledge sharing.
14. The notion of knowledge management, its contents' changes, dimensions of its evolution and its systems of process.
15. Show the process characteristics of counselling, and justify process orientation. The process of human resources counselling. Factors influencing HRC needs of an organization.

16. The role of the counsellor. Compare and contrast a counsellor and an executive. The two levels of operation of a counsellor. Competencies of a counsellor. External and internal counsellors – arguments for and against. Basic tasks and skills of the counsellor in the process of counselling.
17. Thoughts and dilemmas regarding counselling. Evaluating the role of the counsellor. The most important aspects of counselling.
18. The origins of coaching, its epistemological sources. The concept, characteristics and types of coaching. Comparing coaching with other types of rendering help and counselling.
19. The multitude of methods in coaching. Characteristics and competencies of a coach.
20. The process of coaching. Applications of measurement, evaluation and analysis in the process of human resources management. The HR Scorecard.
21. IT supported counselling, E-HR systems in organizations.
22. An up-to-date interpretation of career orientation, the system of Life Long Guidance. The concept and phases of career socialization. Characteristics of the career orientational system of a given country.
23. Theoretical foundations of career-orientation and choosing a career (theories of career guidance).
24. The role of self-perception in forming the decision for a career choice, personal traits and characteristics relevant for career choice. Procedures of self-evaluation. Typologies of personality.
25. Knowledge of careers as a special knowledge required of a counsellor. The importance of being familiar with the work-market for the work of a counsellor. The role of learning and motivation in career orientation and career correction (LLL, LWL).
26. Methodological issues of career guidance. Types of counselling.
27. Legal regulation of creating equal opportunities and its implementation in the organisation (planning for equal opportunities, balancing work- and family life).
28. Ethical issues of HRC and coaching.