



# **SUBJECT DATASHEET**

**Introduction to management decisions**

**BMEGT20BX4U000-00**

# I. SUBJECT DESCRIPTION

## 1. SUBJECT DATA

### Subject name

Introduction to management decisions

### ID (subject code)

BMEGT20BX4U000-00

### Type of subject

contact hours

### Course types and lessons

<i>Type</i>	<i>Lessons</i>
Lecture	1
Practice	1
Laboratory	0

### Type of assessment

term grade

### Number of credits

3

### Subject Coordinator

<i>Name</i>	<i>Position</i>	<i>Contact details</i>
Dr. Szabó Tibor	assistant professor	szabo.tibor@gtk.bme.hu

### Educational organisational unit for the subject

Department of Management and Business Economics

### Subject website

<https://edu.gtk.bme.hu/>

### Language of the subject

magyar - hu

### Curricular role of the subject, recommended number of terms

#### Direct prerequisites

*Strong* nincs

*Weak* nincs

*Parallel* nincs

*Exclusion* nincs

### Validity of the Subject Description

Approved by the Faculty Board of Faculty of Economic and Social Sciences, Decree No: 580501/3/2025 registration number. Valid from: 2025.07.10.

## 2. OBJECTIVES AND LEARNING OUTCOMES

### Objectives

The course provides students with an overview of the application of management models and decision-making strategies. During the course, participants will learn about the related risk analysis and practice the management of real decision-making situations through situational games and case studies. Within the framework of the course, students can learn the basics of managerial decision-making. They will be able to understand the main rules of managerial behavior as well as the driving forces behind decision-making. They will acquire the essential skills necessary for managerial decision-making. They can get a detailed picture of the typical variants of managerial decisions, the characteristics determined by the organization, operation and financing. They can get acquainted with the conflicts that take place due to managerial decisions, and the characteristics of leadership behaviors. The course also deals separately with the issues of substantive and procedural rationality, limited rationality and administrative behavior, intuitive rationality, and metarationality related to decisions. Students will become acquainted with the steps of decision-making, including the definition of the goal, the definition of the problem, the determination of possible alternative solutions, the evaluation of alternative ways of action, and the selection, implementation and control of the mode of action. Students will gain an overview of quantitative methods of managerial decisions, fuzzy methods, and linear systems of equations related to decisions. The course also deals separately with the roles and issues of management information systems, including management accounting, in managerial decision-making. The most important decision-making models are also described in the course of the course.

### Academic results

#### Knowledge

1. He/she knows all the most important elements of the conceptual set of managerial decision-making, and understands the connections that form the basis of managerial work.
2. It has an overview of the environment of managerial decision-making, the interactions between managers and colleagues, and the operational practices of organizations.
3. He/she has confident methodological knowledge in various areas of managerial decision-making, understands and understands the application and combination possibilities of the learned methodologies.

#### Skills

1. He/she is able to synthesize the basic theories and concepts related to motivational, leadership and management functions developed with the development of managerial decision-making, to express rational arguments, i.e. to form and defend his/her opinion in debates in different fields of communication.
2. In his professional vocabulary, he confidently uses the vocabulary of the profession usually used in managerial decision-making, the basic scientific concepts of the profession, and the elements of the special vocabulary based on them.

#### Attitude

1. Accept that managerial decisions resulting from organizational behavioral phenomena resulting from different organizational cultures are historically and socially determined and changing.
2. Accepts the fundamentally different nature of the approach to managerial decisions and understands the importance of these values.
3. He is open to all forms of tools related to managerial decisions, receptive but not unthinkingly accepting of theoretical, practical and methodological innovations.
4. He is open to critical self-evaluation, various forms of professional training, the self-development methods of the intellectual worldview, and strives for self-development in these areas.
5. It consciously represents the methods used by non-profit management and accepts the different methodological characteristics of other disciplines.

#### Independence and responsibility

1. Being part of a professional work community, he/she is able to perform and manage complex tasks in accordance with the professional expectations of the community.
2. He organizes his work and the activities of the employees working under his direction with independence and responsibility in accordance with his position in the organizational structure.
3. Independent, constructive and assertive in forms of cooperation within and outside the institution.

### Teaching methodology

#### Lectures and Exercises

### Materials supporting learning

- Enyediné M. (1997): Bevezetés a döntéelméletbe. Ligatura Kiadó. Budapest
- Hanyecz L. (1994): Döntéshozatal. Döntési modellek. Janus Pannonius Tudományegyetem Egyetemi Kiadó. Pécs.
- Sántáné-Tóth E. Bíró M., Gábor A., Kő A., Lovrics L. (2008): Döntéstámogató rendszerek. Panem Kiadó. Budapest.

## II. SUBJECT REQUIREMENTS

### TESTING AND ASSESSMENT OF LEARNING PERFORMANCE

#### General Rules

A tárgy folyamatos számonkérésű, az ismeretek felmérésére 3 zárthelyi dolgozat szolgál, melyek közel azonos súlyú témaköröket tartalmaznak.

#### Performance assessment methods

A. Szorgalmi időszakban végzett teljesítményértékelés: A ZH írásban történik. Mindhárom ZH a tárgyalt témakörök ismereteire kérdez rá. A ZH jellemzően tesztjellegű, esetleg rövid, néhány szavas válaszokat igénylő feladatokból, kérdésekből, igaz-hamis állításokból áll. A három ZH alapján összesen 30 pont szerezhető, egy-egy ZH 10-10 pontot ér. A tantárgy teljesítésének feltétele összesen legalább 15 pont megszerzése a három ZH összesített eredménye alapján. Az egyes ZH-kra vonatkozóan nincs minimális pontszám kritérium.

#### Percentage of performance assessments, conducted during the study period, within the rating

- 1. ZH: 33
- 2. ZH: 33
- 3. ZH: 33
- összesen: 100

#### Percentage of exam elements within the rating

#### Conditions for obtaining a signature, validity of the signature

#### Issuing grades

Excellent	91
Very good	81–90
Good	71–80
Satisfactory	61–70
Pass	50–60
Fail	0–49

#### Retake and late completion

Mindhárom zárthelyi pótlására/javítására lehetőség van. Pótlás/javítás esetén a pót/javító ZH eredménye számít a végeredménybe. A félévközi jegy megszerzésére a zárthelyiken és azok megadott időpontban való pótlásán/javításán kívül más lehetőség nincs.

#### Coursework required for the completion of the subject

részvétel a kontakt tanórákon	28
felkészülés a teljesítményértékelésekre	62
összesen	90

#### Approval and validity of subject requirements

Consulted with the Faculty Student Representative Committee, approved by the Vice Dean for Education, valid from: 07.07.2024.

# III. COURSE CURRICULUM

## THEMATIC UNITS AND FURTHER DETAILS

### Topics covered during the term

- 1 Concepts of managerial decision-making.
- 2 The basics of managerial decision-making. The main rules of managers' decision-making behaviour, the driving forces of decision-making.
- 3 Basic skills for managerial decision-making.
- 4 The typical variants of managerial decisions, the characteristics determined by the organization, operation, financing.
- 5 Conflicts due to managerial decisions, their characteristics are leadership behaviors.
- 6 Questions of substantive and procedural rationality, limited rationality and administrative behavior, intuitive rationality, and metarationality related to decisions.
- 7 Steps of decision-making, including: defining the goal, defining the problem, identifying possible alternative solutions, evaluation of alternative courses of action, Selecting, implementing and controlling the mode of action.
- 8 General quantitative methods of managerial decisions.
- 9 Fuzzy methods in decision-making.
- 10 Application of linear systems of equations in decision-making.
- 11 Application of management information systems in support of decisions
- 12 The roles and issues of management accounting in managerial decision-making.
- 13 Decision-making Models I. Pro-Counter Analysis, SWOT Analysis, PEST Analysis
- 14 Decision Models II. Unweighted Decision Matrix, Pareto Analysis, or ABC Analysis. Feasibility study. Vroom-Yetton decision model.

### Additional lecturers

### Approval and validity of subject requirements