

Title	<b><i>Business Economics II. / Leadership, Organisational &amp; Project Management</i></b>
Codes	M-DM-201
Host	Future School
Location	Classroom

Basic info						
Course type	Credit	Contact hours	Student working hours	Unit type	Semester	Unit
Seminar	5	48	102	ADM mandatory	2026 spring	M-DM-201

Recommendation
<i>Mandatory for ADM students, this course builds essential organisational knowledge with a focus on leadership, organisational culture and project management.</i>

Short description
<i>The course explores key questions of organisation, leadership and project management in creative and cultural contexts, helping students understand how management choices shape projects, teams and careers in design driven fields. The classes utilize peer learning techniques to help students learn how to lead contemporary, up to date business organisations.</i>

Teachers			
Name	Contact information	Short BIO	Office hours
Dr. Balázs FEKETE	balazs.fekete@mome.hu	<a href="https://www.linkedin.com/in/bfekete">https://www.linkedin.com/in/bfekete</a>	Tue. 16:30-17:30, M - 135 on request via e-mail.

Course scheduling			
Course format		Weekly class appointments	
weekly classes		Tue 13.40-16.30	
Week	Date	Weekly educational content	Studio/workshop
1	17 Feb	Introduction, timetable and scheduling, clarification of expectations and tasks	Classroom
2	24 Feb	Basic concepts from the fields of management – activities and functions	Classroom

3	3 March	Mission, vision, principles	Classroom
4	10 March	Strategy and objectives	Classroom
5	17 March	Group presentations – mid term project reporting	Classroom
6	24 March	Organisational design – process and operations organisation	Classroom
7	31 March	Organisational behaviour and motivation Leadership – beliefs, misbeliefs, roles	Classroom
8	7 April	Communication, negotiation, connections within and outside the organisation	Classroom
9	14 April	Performance and control	Classroom
10	21 April	Project management I. Planning and resources	Classroom
11	28 April	Project management II. Retrospectives and evaluation	Classroom
12	5 May	Final group presentations - discussion forum and semester evaluation	Classroom

<b>Course completion requirements, prerequisites, and evaluation</b>			
Students' duties			
Requirements, assignments	Evaluation criteria	Deadline	% in evaluation
<b>Active In-Class Participation</b>	a. Students are expected to attend all seminars whenever possible. b. Active engagement is required, including contributing to discussions and participating in assigned tasks.	–	10%
<b>Individual Presentations</b>	a. The student demonstrates an in-depth understanding of their chosen topics using provided or independently collected resources. b. Personal interpretation is developed, exploring the topic from multiple perspectives. c. Relevant examples and case studies are used to contextualize the findings. d. The student prepares and delivers presentations and interactive practices aimed at enhancing understanding of the topic.	TBD	20% + 20%
<b>Group Project</b>	a. The quality of the project, its economic and societal goals, implementation process, and outcomes are considered. b. Integration of theoretical frameworks in project management is highly important. c. Clarity and focus in topic development. d. Logical and comprehensible argumentation and structure. e. Consistent and accurate use of professional terminology. f. Depth of theoretical framework, proper handling of references. g. The level of group cohesion achieved through teamwork. h. Presentation delivery and quality, including fluency and clarity.	5th week + 12th week	15% + 15%
<b>Individual Interviews</b>	a. The student conducts individual interviews meticulously and thoroughly. b. Careful selection of relevant interviewees in	12th week	20%

	<p>leading positions.</p> <p>c. The student demonstrates an understanding of semi-structured in-depth interview techniques and applies this knowledge effectively.</p> <p>d. The interview outline is well-structured, logical, and enables result analysis.</p> <p>e. The transcript provides a complete and concise summary of the conducted interview for the reader.</p>		
Stand-up presentation (optional)	Students can earn extra points with individual short reports on current news / case studies relevant to the curriculum.	–	Max. 5%
<b>General requirements</b>			
Coursework-based assessment: the course concludes with a coursework grade. Deliverables are distributed throughout the semester: active in-class participation is evaluated during the sessions, while group presentations are delivered during the final seminar.			

<b>Course materials and literature</b>	
Mandatory literature	
<p>Laloux, F., &amp; Wilber, K. (2014). Reinventing Organizations. Nelson Parker.</p> <p>Schwalbe, K. (2021). An Introduction to Project Management, Seventh Edition: Predictive, Agile, and Hybrid Approaches. Independently published.</p> <p>Kogon, K., &amp; Blakemore, S. (2024). Project Management for the Unofficial Project Manager. BenBella Books.</p>	
Recommended literature	
<p>Laloux, F. 2016. Reinventing organizations. An Illustrated Invitation to Join the Conversation on Next-Stage Organizations. Brussels, Belgium: Nelson Parker.</p> <p>Nieto-Rodriguez, A. (2021). Harvard Business Review Project Management Handbook: How to Launch, Lead, and Sponsor Successful Projects (1st edition). Harvard Business Review Press.</p> <p>Takáts Péter (2007), Menedzserkalauz 2. – Az organikus szemlélet gyakorlati kérdései, Budapest: Új Manifest Kiadó, <a href="https://menedzserkalauz.hu/wpcontent/uploads/2020/06/Menedzserkalauz_2_book.pdf">https://menedzserkalauz.hu/wpcontent/uploads/2020/06/Menedzserkalauz_2_book.pdf</a></p> <p>Zsolnai, L., Kovács, G., &amp; Ócsai, A. (2022). Gazdaság és vallás: A gazdasági spiritualitás innovatív modelljei. <a href="https://unipub.lib.uni-corvinus.hu/7537">https://unipub.lib.uni-corvinus.hu/7537</a></p>	

<b>Learning outcomes</b>	
Knowledge	<p>Participants gain:</p> <ol style="list-style-type: none"> <li>1. practical knowledge of the advantages and disadvantages of different organisational structures and management models</li> <li>2. familiarity with the fields of project management</li> <li>3. experience in organisational and resource management</li> </ol>
Skills	<p>Participants learn how to use analytical frameworks and skills in creative problem solving related to the abovementioned areas.</p> <ol style="list-style-type: none"> <li>1) Recognition of the problems that design/art can solve and the role of management in solving them.</li> <li>2) Assertive communication with the different stakeholders in a situation, fostering teamwork and promoting cooperation between different stakeholders (art, business, public sector).</li> <li>3) Embracing and incorporating diverse thinking and promoting it in the design/art communities managed.</li> <li>4) Paying attention to the strategic renewal of the processes supervised.</li> </ol>

	<p>5) Effectively handling conflicts and diverging interests.</p> <p>7) Creating value in a socially responsible way; reconciling individual goals with group interests and the common good.</p> <p>8) Being able to creatively manage initiatives from idea to implementation.</p>
Attitude	Students maintain an accepting, open relationship with professional partners, fostering their own and their team's development as a colleague and a leader. Adhere to the ethical standards of their profession and practices being flexible, punctual and goal-oriented in the organisation of projects, with an understanding of project complexity.
Autonomy and Responsibility	Students learn to lead projects in an autonomous way, practice self and group management. Social responsibility acts as an integral part of the course.

### Exemption

Exemption may be granted from completing certain tasks or attending specific sessions.

Certain tasks may be replaced by equivalent activities.

Full exemption may be granted

### Curricular connections

Unit	Parallel courses	Course proportion in unit
M-DM-201	–	100%
Course prerequisites	Is it available as an elective?	Course prerequisites
-	No	–

### Guidelines and rules for the use of artificial intelligence in the course

General regulations: According to the Moholy-Nagy University of Art and Design's Artificial Intelligence and Plagiarism Policy.

### Other information, comments

In case of questions, comments or problems, contact the lecturer via e-mail. Extra-curricular consultations held on request, by individual appointments. Official communication channel of the course is the Teams group. All absences and schedule changes must be discussed at least one week before the relevant date.