

## **I.5. Overview table of the model curriculum, Course syllabuses**

| <i>Semester 1</i>   | <i>Semester 2</i>  | <i>Semester 3</i>   | <i>Semester 4</i>  |  |
|---|--|---|--|--|
| <b>Management Accounting</b><br>Béla Kántor, PhD<br>12+0 exam, 5cps           | <b>Quantitative Statistical Methods</b><br>Lajos Besenyei, PhD<br>12+0 exam, 5 cps | <b>Business Communication</b><br>Csaba Deák, PhD<br>12+0 exam, 5 cps    | <b>International Economics</b><br>Zoltán Bartha, PhD<br>12+0 exam, 5 cps | <b>Basic core course</b><br>25 cps         |
| <b>Management &amp; Organisation</b><br>István Kunos, PhD<br>12+0 exam, 5 cps | <b>Economic Informatics</b><br>Péter Sasvári, PhD<br>12+0 exam, 5 cps              | <b>Innovation Management</b><br>László Berényi, PhD<br>12+0 exam, 5 cps | <b>Module B3</b><br>12+0 exam, 5 cps                                     | <b>Professional core courses</b><br>30 cps |
| <b>Human Resource Management</b><br>Tamás Csordás, PhD<br>12+0 exam, 5 cps    | <b>Marketing Management</b><br>Szabolcs Nagy, PhD<br>12+0 exam, 5 cps              | <b>Module B1</b><br>12+0 exam<br>5 cps                                  | <b>Optional course 4</b><br>9+0 practical mark<br>3 cps                  | <b>Modules</b><br>30 cps                   |
| <b>Finance</b><br>Sándor Bozsik, PhD<br>12+0 exam, 5 cps                      | <b>Personality Development</b><br>István Kunos, PhD<br>12+0 exam, 5 cps            | <b>Module B2</b><br>12+9 exam<br>5 cps                                  | <b>Optional course 5</b><br>9+0 practical mark<br>3 cps                  | <b>Optional courses</b><br>15 cps          |
| <b>Module A1</b><br>12+0 exam<br>5 cps  | <b>Module A2</b><br>12+0 exam<br>5 cps   | <b>Optional course 3</b><br>9+0 practical mark<br>3 cps                 | <b>Degree Work</b><br>0+6 cons<br>15 cps                                 | <b>Thesis, Seminar</b><br>20 cps           |
| <b>Optional course 1</b><br>9+0 practical mark, 3 cps                         | <b>Module A3</b><br>12+0 exam, 5 cps   | <b>Seminar</b><br>0+6 cons<br>5 cps                                     |  |  |
|   | <b>Optional course 2</b><br>9+0 practical mark, 3 cps                              |   |  |  |
| <i>Credit points: 28</i>  | <i>Credit points: 33</i>   | <i>Credit points: 28</i>  | <i>Credit points: 31</i>   | <i>Credit points: 120</i>                  |

|   |        |
|---|--------|
| <p><b>Modules and controlled elective professional courses (5 cps):</b></p> <ul style="list-style-type: none"> <li>• <i>Human resource management (5cps/course)</i> <ul style="list-style-type: none"> <li>○ Economic Management of Human Resource II – Tamás Csordás, PhD</li> <li>○ Organizational behaviour - Mariann Veres Somosi, PhD</li> <li>○ Problem solving - István Kunos, PhD</li> </ul> </li> <li>• <i>Change management (5cps/course)</i> <ul style="list-style-type: none"> <li>○ Coaching - István Kunos, PhD</li> <li>○ Conflict management - István Kunos, PhD</li> <li>○ Change management - Csaba Deák, PhD</li> </ul> </li> <li>• <i>Operations management (5 cps/course)</i> <ul style="list-style-type: none"> <li>○ Project management - Csaba Deák, PhD</li> <li>○ Quality management - László Berényi, PhD</li> <li>○ Process management - Csaba Deák, PhD</li> </ul> </li> <li>• <i>Finance (5cps/course)</i> <ul style="list-style-type: none"> <li>○ Corporate finance - Sándor Bozsik, PhD</li> <li>○ Controlling - István Szintay, CSc.</li> <li>○ International finance - Sándor Bozsik, PhD</li> </ul> </li> <li>• <i>Marketing (5cps/course)</i> <ul style="list-style-type: none"> <li>○ Market analysis, consumer behaviour - Szabolcs Nagy, PhD</li> <li>○ Integrated marketing communication - Rita Gulyás Kerekes, PhD</li> <li>○ Business marketing management – Szabolcs Nagy, PhD – László Molnár</li> </ul> </li> <li>• <i>Business Development (5cps/course)</i> <ul style="list-style-type: none"> <li>○ Business planning - Ildikó Pelcz Gáll, PhD</li> <li>○ Corporate strategy - Gyula Fülöp, PhD</li> <li>○ Managerial economics - Mária Illés, PhD</li> </ul> </li> </ul> | 30 cps |
| <p><b>Optional courses (3 cps/course):</b></p> <ul style="list-style-type: none"> <li>- Entrepreneurship Policy - Ildikó Pelcz Gáll, PhD</li> <li>- Business Ethics - Krisztina Szegedi, PhD</li> <li>- Organizational Development - Mariann Veres Somosi, PhD</li> <li>- Production Management – Viktor Lates,</li> <li>- Network Economics - Zoltán Bartha, PhD</li> <li>- SAP ERP– Viktor Lates</li> </ul>   | 15 cps |
| <p><b>Seminars (5+15 cps):</b></p> <ul style="list-style-type: none"> <li>- Seminar 1</li> <li>- Seminar 2 (Degree Work)</li> </ul>   | 20 cps |

### **I.5.1 Basic courses**

- Quantitative Statistical Methods
- Management and Organization
- Human Resource Management
- Finance
- Marketing Management

|  |  |                |          |
|--|--|----------------|----------|
| <b>Subject:</b>  | <b>QUANTITATIVE STATISTICAL METHODS</b>  | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>  | <b>12 course / 0 sem.</b>  |                |          |
| <b>Recitation:</b>   | <b>Exam</b>  |                |          |
| <b>Semester:</b>   | <b>2.</b>  |                |          |
| <b>Preliminary learning conditions: -</b>  |  |                |          |
| <b>BRIEF DESCRIPTION OF THE SUBJECT:</b>   |  |                |          |
| Having finished the course students will be able to analyze the main process of the business life with quantitative methods using statistical programs. Aim is to develop the students' analytical and decision-making ability, the recognition skills of causal relationships and the fundamental long-term trends, moreover, to introduce them into forecasting and business planning.   |  |                |          |
| <b>SUMMARY OF LECTURES:</b>  |  |                |          |
| <ol style="list-style-type: none"> <li>1. Introduction to Statistics (Basic Definitions, Statistical Rows/Columns, Tables, Ratios)</li> <li>2. Data Collection (Types of Data, Types of Data Sources, Data Gathering Techniques, Population and Samples, Sampling)</li> <li>3. Data Presentation (Frequency Distributions, Charts and Graphs)</li> <li>4. Descriptive Statistics (Measure of Central Tendency, Measure of Variability)</li> <li>5. Association, Mixed Dependence</li> <li>6. Correlation, Regression (Correlation Coefficients, Hypothesis Testing in Correlation Analysis, Regression Equation, Residuals, Standard Error of an Estimate, Hypothesis Testing in Regression Analysis, Approximate Prediction Intervals)</li> <li>7. Multiple Correlation, Regression (Multiple Regression Equation, Standard Error of an Estimate, Hypothesis Testing in Multiple Regression Analysis, Approximate Prediction Intervals)</li> <li>8. Curvilinear Regression</li> <li>9. Time Series (Decomposition of a Time Series, Trend, Cyclical, Seasonal Data)</li> <li>10. Business Forecasting (Choosing the Appropriate Forecasting Technique, Simple Forecasting Method, Moving Averages, Exponential Smoothing, Forecasting using Regression, Autoregressive Models, ARIMA Models)</li> <li>11. Decision-making Statistics (Estimation, Hypothesis Testing, Why Managers Need to Know about Decision Making, Decision-making Models, Decision Criteria, Bayes' Theorem)</li> </ol> <p>Analyses and forecasting with statistical programs (SPSS, Minitab) according to the special needs of the department (specialization).</p> <p><b>Mid-semester task:</b> Written material and oral presentation (40% of the grade).</p> |  |                |          |
| <b>Learning material:</b> Lecture notes (in pdf. format).  |  |                |          |
| <b>Further reading:</b>  |  |                |          |
| <ul style="list-style-type: none"> <li>- Curwin, Jon: Quantitative Methods for Business Decisions, London [etc], Thomson Learning, 2002 ISBN: 9780412402401</li> <li>- Hanke, John E. – Reitsch, Arthur G: Understanding Business Statistics, Irwin, 1991 ISBN: 9780256112191</li> <li>- Hoshmand, A. Reza: Business and Economic Forecasting for the Information Age, Quorum Books, 2002 ISBN: 9781567204773</li> </ul>   |  |                |          |
| <b>Lecturer:</b>   | <b>Lajos Besenyei, Ph.D., professor</b>  |                |          |
| <b>Co-Lecturer:</b>  | <b>Beatrix Varga, Ph.D., associate professor, Eszter Nándori Sipos, assistant lecturer</b> |                |          |

|   |   |                |          |
|---|---|----------------|----------|
| <b>Subject:</b>   | <b>MANAGEMENT AND ORGANIZATION</b>              | <b>Credit:</b> | <b>5</b> |
| <b>No. of Lessons:</b>  | <b>12 course / 0 sem.</b>                       |                |          |
| <b>Recitation:</b>  | <b>Exam</b>                                     |                |          |
| <b>Semester:</b>  | <b>1.</b>                                       |                |          |
| <b>Preliminary learning conditions:</b> -   |   |                |          |
| <p><b>Brief description of the subject:</b><br/> During the course students can widen their knowledge in the field of management science, learn more about different managerial and organizational approaches, test their own leadership abilities, skills and competences, and develop their leadership style. Students are going to use different tests to estimate their leadership skills. Situational role and interactive practices are also very useful for successful implementation.</p>   |   |                |          |
| <p><b>SUMMARY OF LECTURES:</b></p> <ol style="list-style-type: none"> <li>1-3. Personality theory. Formal and informal leading. Factors having influence on our behavior. Personality types and traits. Structure of personality. Principal groups of personality factors. Values, attitudes. Perceptual errors. Attributional theory.</li> <li>4. Leadership competences. Methods of measurement. Types of leaders.</li> <li>5. Decision-making styles. Theory and practice. Situational practices to evaluate and categorize decision-making styles.</li> <li>6. Style theory. In-group cooperational styles. Ohio and Blake-Mouton models.</li> <li>7-8. Situational management. Hersey-Blanchard's theory. Practical viewpoints. Test to identify preferable styles. Case studies for better understanding.</li> <li>9. Contingency theory. Tannenbaum-Schmidt's theory. Vroom and Yetton's normative model. Fiedler's theory. Integrated contingency theory.</li> <li>10. Type theory. Maccoby's theory. Lebel's categories. Burns's typology.</li> <li>11-12. Organizational forms and leadership. Organizational form-dependent leadership.</li> <li>13-14. Leadership development. Theoretical and practical to develop leadership skills.</li> </ol> |   |                |          |
| <p><b>MID-SEMESTER TASK:</b> Written material and oral presentation.</p>  |   |                |          |
| <p><b>Learning material:</b> Lecture notes (in pdf. format).</p>  |   |                |          |
| <p><b>Further reading:</b></p> <ul style="list-style-type: none"> <li>- Hersey - Blanchard – Johnson: Management of Organizational Behavior, Prentice Hall, 2007. (ISBN: 0132617692 / 0-13-261769-2)</li> <li>- Richard L. Daft: Principles of Management, South Western, Santa Fe, 2009. ISBN: 0030094739 / 0-03-009473-9</li> <li>- Manuel London: Leadership Development, LEA Publishers, London, 2002. ISBN: 978-0805838527</li> </ul>  |   |                |          |
| <b>Lecturer:</b>  | <b>István Kunos, Ph.D., associate professor</b> |                |          |
| <b>Co-Lecturer:</b>   |   |                |          |

|  |  |                |          |
|--|--|----------------|----------|
| <b>Subject:</b>  | <b>HUMAN RESOURCE MANAGEMENT</b>                 | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>  | <b>12 course / 0 sem.</b>                        |                |          |
| <b>Recitation:</b>   | <b>Exam</b>                                      |                |          |
| <b>Semester:</b>   | <b>1.</b>  |                |          |
| <b>Preliminary learning conditions:</b> Economic Management of Human Resources I (BA)  |  |                |          |
| <b>BRIEF DESCRIPTION OF THE SUBJECT:</b><br>Interpretation of human resources in a wider context; practical oriented knowledge of the practical functions.   |  |                |          |
| <b>SUMMARY OF LECTURES:</b><br><b>1-6</b> Theoretical basics of human resource management; New aspects of performance appraisal and management<br>Motivation and performance; Personnel development and management development<br>Evaluating human resources; Controlling in the area of HRs; Benchmarking, Balanced Scorecard<br><b>7-12</b> HR and communication; Role of personnel consulting in HRM; HRM in an international context; HR marketing<br>Corporate identity and employer branding; Industrial relations at macro level; HRM and developments in electronic HR-systems |  |                |          |
| <b>SUMMARY OF SEMINARS:</b><br><b>1-3</b> Functions of HRM; job design, employee resourcing; Case study: performance appraisal; Case study: personnel development; Company evaluation, the efficiency of HR costs. Case study: Bankrupt Plc<br><b>4-6</b> Employment efficiency; Case study: corporate HR development (Refreshment Plc); System of indicators, evaluation of HRM; Headcount management, cost management<br><b>7-9</b> Case study: HR-related tasks in the case of merger; HR tasks in labour market of over-demand and over-supply; Presentations; Strategic HRM       |  |                |          |
| <b>Mid-semester task:</b> <ul style="list-style-type: none"> <li>• Progress Test mark 20%</li> <li>• Elaboration of case-studies individually 20%</li> <li>• Presentation of case studies, active participation in seminars 26 %</li> <li>• Oral examination 34%</li> </ul>  |  |                |          |
| <b>Learning material:</b> Lecture notes (in pdf. format).  |  |                |          |
| <b>Further reading:</b> <ul style="list-style-type: none"> <li>- Michael Armstrong: Armstrong's Handbook of Human Resource Management Practice, Kogan Page, 2009. ISBN: 0749452420 / 0-7494-5242-0)</li> <li>- Torrington, Hall and Taylor: Human Resource Management, 6<sup>th</sup> ed., Prentice Hall, 2008 (ISBN: 0136265324 / 0-13-626532-4)</li> <li>- Molander, C.: Molander, C. (ed.): Human Resource Management. Chartwell-Bratt. 1993 (ISBN: 9144457529)</li> </ul>  |  |                |          |
| <b>Lecturer:</b>   | <b>Tamás Csordás, Ph.D., assistant professor</b> |                |          |
| <b>Co-Lecturer:</b>  |  |                |          |

|  |  |                |          |
|--|--|----------------|----------|
| <b>Subject:</b>  | <b>FINANCE</b>                                   | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>  | <b>12 course / 0 sem.</b>                        |                |          |
| <b>Recitation:</b>   | <b>Exam</b>                                      |                |          |
| <b>Semester:</b>   | <b>1.</b>  |                |          |
| <b>Preliminary learning conditions: -</b>  |  |                |          |
| <b>BRIEF DESCRIPTION OF THE SUBJECT:</b>   |  |                |          |
| The main learning objective of this subject is to give a broad overview on the financial phenomena of the whole economy and especially its financial sector. The subject describes the operation of the financial markets, the circulation of money in the economy, the working of fiscal and monetary policy. The students will be able to understand the main financial process of the economy, and to calculate the yield and price of the main investments.  |  |                |          |
| <b>SUMMARY OF LECTURES:</b>  |  |                |          |
| <ol style="list-style-type: none"> <li>1. Subject of Finance, main fields, fields of science, importance of Finance</li> <li>2. Concept of money I. (money functions, commodity money, fiat money, money systems, money substitutes, bill of exchange, bank notes, Treasury notes, Banking and Currency debate, Peel-law, Gold standard, Bretton-Woods, main current currency systems)</li> <li>3. Concept of money II. (inhomogeneity, types of money, international currencies)</li> <li>4. The financial system of a modern economy - main roles of money markets</li> <li>5. Money creation, money multiplication, money aggregates – M0, M1, M2, M3, M4</li> <li>6. Institutions of monetary system – banks and non-banks, insurance companies</li> <li>7. Monetary policy – independence of national bank, purpose and tools of monetary authorities – Basel process – main types of bank regulations; why are banks special?</li> <li>8. Concept of financial markets, their segments – money and capital markets, prompt and termin markets, primary and secondary markets, open and closed markets</li> <li>9. Stock exchange operations – main types, main products, factors of orders, settlement</li> <li>10. Role of public finance – parts of budgeting system, main revenues and main expenses, types of taxes, main features of taxes, budgeting cycles, deficit funding</li> <li>11. Budgetary institutions – main functions and how to finance them</li> <li>12. Principles of taxation, main taxes</li> <li>13. International finance, currency regimes – Brief history of euro zone, Mundell-Flemming model, Maastricht criteria, IMF, Worldbank, EBRD, ECB functions and funding</li> <li>14. Balance of payment – main parts of balance of payment, current balance, capital balance, financial balance</li> </ol> |  |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation.  |  |                |          |
| <b>Learning material:</b> Lecture notes (in pdf. format).  |  |                |          |
| <b>Further reading:</b>  |  |                |          |
| <ul style="list-style-type: none"> <li>- Peter S. Rose: Money and Capital Markets Business Publication, Inc 1996 (ISBN: 0256065241 / 0-256-06524-1)</li> <li>- Frederic Mishkin: Economics of Money, Banking, and Financial Markets The Addison-Wesley 2009 (ISBN: 9780321062734)</li> <li>- Meir Kohn: Financial Institutions and Markets Oxford University Press 2003 (ISBN10: 0195134729)</li> </ul>  |  |                |          |
| <b>Lecturer:</b>   | <b>Sándor Bozsik, Ph.D., associate professor</b> |                |          |
| <b>Co-Lecturer:</b>  |  |                |          |

|   |   |                |          |
|---|---|----------------|----------|
| <b>Subject:</b>   | <b>MARKETING MANAGEMENT</b>                     | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>                       |                |          |
| <b>Recitation:</b>  | <b>Exam</b>                                     |                |          |
| <b>Semester:</b>  | <b>2.</b>                                       |                |          |
| <b>Preliminary learning conditions:</b> -   |   |                |          |
| <b>BRIEF DESCRIPTION OF THE SUBJECT:</b>  |   |                |          |
| <p>This course examines the process of strategic marketing management and considers its role within organizations. It presents the fundamentals of the marketing concept and considers the relationship between the marketing concept and other concepts such as innovation and entrepreneurship. The course considers tools and methods used to examine marketing environments, understand consumer and organizational buying behavior, segment markets and position products, develop new products, manage existing products and promote, price and place products. Following the successful completion of this course, students should be able to: Understand the process of strategic marketing management; Identify and know when to apply tools used by marketing managers undertaking analyses of a firm's external and internal environment; Be able to prepare product-market specifications; Understand key decisions related to the four P's of marketing (product, price, place and promotion); Consider how current issues, such as entrepreneurship, innovation, e-commerce and internationalization affect strategic marketing management; Be aware of some of the current academic debates relevant to this course.</p> |   |                |          |
| <b>SUMMARY OF LECTURES:</b>   |   |                |          |
| <ol style="list-style-type: none"> <li>1. Defining Marketing for the 21st Century</li> <li>2. Marketing Research and MIS (Qualitative Research)</li> <li>3. Marketing Research and MIS (Quantitative research, Sampling)</li> <li>4. Analyzing Business Markets and Business Buying Behavior</li> <li>5. Analyzing Consumer Markets and Buyer Behavior</li> <li>6. Dealing with the Competition (Competition analysis)</li> <li>7. Marketing Strategy and Planning</li> <li>8. Segmentation &amp; Targeting</li> <li>9. Crafting the Brand Positioning &amp; PLC (product lifecycle)</li> <li>10. Setting the Product and Branding Strategy,</li> <li>11. Introducing New Market Offerings &amp; NPD (New Product Development)</li> <li>12. Developing Price Strategies and Programs</li> <li>13. Managing Retailing, Wholesaling, and Logistics</li> <li>14. Advertising, Sales Promotion, Public Relations, and Direct Marketing</li> </ol>   |   |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation.   |   |                |          |
| <b>LEARNING MATERIAL:</b>   |   |                |          |
| <ul style="list-style-type: none"> <li>- Lecture notes (in pdf. format).</li> <li>- P. Kotler-K.L. Keller: Marketing management 12e, Pearson, 2006 (ISBN: 8177586904)</li> <li>- Solomon/Marshall/Stuart: Marketing 4e, Real People, Real Choices, Pearson, 2006 (ISBN: 0131449680 / 0-13-144968-0)</li> <li>- C.H. Mason – W.D. Perreault: The Marketing Game, Richard D. Irwin, 1995 ISBN 0-256-17863-1</li> </ul>  |   |                |          |
| <b>Further reading:</b>   |   |                |          |
| <ul style="list-style-type: none"> <li>- Kotler, P. (2003). Marketing Management (11th ed). NJ: Prentice Hall.</li> </ul>   |   |                |          |
| <b>Lecturer:</b>  | <b>Szabolcs, Nagy, PhD, associate professor</b> |                |          |
| <b>Co-Lecturer:</b>   |   |                |          |

### **I.5.2 Professional core courses**

- Management Accounting,
- Economic Informatics,
- Personality Development,
- Business Communication,
- Innovation Management,
- International Economics

|   |  |                |          |
|---|--|----------------|----------|
| <b>Subject:</b>   | <b>MANAGEMENT ACCOUNTING</b>                   | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>                      |                |          |
| <b>Recitation:</b>  | <b>Exam</b>                                    |                |          |
| <b>Semester:</b>  | <b>1.</b>                                      |                |          |
| <b>Preliminary learning conditions: -</b>   |  |                |          |
| <b>Brief description of the subject:</b>  |  |                |          |
| We define accounting and distinguish between financial, management and cost accounting. We show the different cost accounting and cost planning systems. Having finished the course students will get professional managerial knowledge. They are going to be analysing, planning and controlling accounting information. |  |                |          |
| <b>SUMMARY OF LECTURES:</b>   |  |                |          |
| 1. Introduction to management accounting. The two cost and management accounting systems.   |  |                |          |
| 2. The classification of costs. The classifications of cost and costs of decision making.   |  |                |          |
| 3. Planning and control. Cost, volume and profit analysis   |  |                |          |
| 4. Materials management. The valuation of materials.  |  |                |          |
| 5. Labour analysis. Payroll analysis. Incentive schemes. The cost of labour turnover.   |  |                |          |
| 6. Absorption costing. Overheads and cost centres. The limitations of absorption costing.   |  |                |          |
| 7. Marginal costing and breakeven analysis.   |  |                |          |
| 8-9. Activity-based costing. A comparison of traditional and ABC systems.   |  |                |          |
| 10-11-. Budgeting and budgetary control. The budgeted trading and profit and loss account and the budgeted balance sheet. Flexible budgets.   |  |                |          |
| 12. Standard costing. Cost control using standard costing. Material, labour and profit variances.   |  |                |          |
| 13-14. Capital investment appraisal. Average rate of return method. Depreciation, cash flow.  |  |                |          |
| 15. Management control systems. Different types of controls. Personnel, cultural and social controls.   |  |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation.   |  |                |          |
| <b>Learning Materials:</b> Lecture notes (in pdf. Format).  |  |                |          |
| <b>Further Readings:</b>  |  |                |          |
| - Colin Drury: Management Accounting for Business Decisions, Second Edition, Thomson Learning 2003. London (ISBN: 1861521022 / 1-86152-102-2)   |  |                |          |
| - Leslie Chadwick: The Essence of Management Accounting, Prentice Hall International 1991. New York (ISBN: 0132847957 / 0-13-284795-7)  |  |                |          |
| - Graham Mot: Management Accounting for Decision Makers, Pitman 1991., London (ISBN: 0273033182 / 0-273-03318-2)  |  |                |          |
| <b>Lecturer:</b>  | <b>Béla Kántor, Ph.D., assistant professor</b> |                |          |
| <b>Co-Lecturer:</b>   | <b>Judit Fülöp Füredi, assistant lecturer</b>  |                |          |

|   |  |                |          |
|---|--|----------------|----------|
| <b>Subject:</b>   | <b>ECONOMIC INFORMATICS</b>                      | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>                        |                |          |
| <b>Recitation:</b>  | <b>Exam</b>                                      |                |          |
| <b>Semester:</b>  | <b>2.</b>  |                |          |
| <b>Preliminary learning conditions:</b> -   |  |                |          |
| <p><b>Brief description of the subject:</b><br/> Information and communication technology (ICT) can be regarded as a universal technological system, which is closely linked to all of the previous systems and creates new, more complex technological systems. ICT's main characterizing function is to assure acquiring, storing, processing, delivering, distributing, handling, controlling, transforming, retrieving and using information. I examine the following issues to what extent we can speak about the information society nowadays; what is the development level of the information society in several economic sectors and company sizes compared to each other and to the member states of the European Union; how this development level can be measured and calculated; how the development level of information and communication technology increases in certain company sizes; what trends can be observed in the development process of the individual economic sectors and various company sizes. I extend my examination to the static, momentary state of the development level of ICT devices used in various economic sectors as well as to their dynamic analysis, expected pace of growth and their qualification.</p> |  |                |          |
| <p><b>SUMMARY OF LECTURES:</b><br/> Information, Society, Information Society; The definition of information; Information and society; The information society; Narratives of the information society; Making the information society quantifiable; Evolutionarist approaches; Legal regulations of information society; The effects of technology and innovation on society.<br/> The effects and characteristics of information and communication technology systems; The effect of information and communication technology on the actors of the economy; The macroeconomic context; The microeconomic context; The quantification of ICT development; Households and the nation; Enterprises and economic sectors.<br/> The empirical study of the development of information communication technology; Studying the 'mini narrative' with the help of simple indicators; The study of the 'small narrative' with the help of potential indicators; The study of the 'great narrative' with the help of potential indicators.<br/> <b>MID-SEMESTER TASK:</b> Written material and oral presentation.</p>  |  |                |          |
| <b>Learning Materials:</b> Lecture notes (in pdf. Format).  |  |                |          |
| <p><b>Further Readings:</b></p> <ul style="list-style-type: none"> <li>- Péter Sasvári: The development of information and communication technology: An empirical study, Miskolci Egyetem Kiadó, Miskolc, ISBN 978-963-661-905-3, 2010.</li> <li>- Manuel Castells: The Theory of the Network Society, ISBN 978-074-563-277-3, 2006</li> <li>- ICT Country Profil, European Commission, Europe's Digital Competiveness Report 2010, Luxembourg: Publications Office of the European Union, ISBN 978-92-79-15829-2</li> </ul>  |  |                |          |
| <b>Lecturer:</b>  | <b>Péter Sasvári, Ph.D., associate professor</b> |                |          |
| <b>Co-Lecturer:</b>   | <b>-</b>   |                |          |

|   |   |                |          |
|---|---|----------------|----------|
| <b>Subject:</b>   | <b>PERSONALITY DEVELOPMENT</b>                  | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>                       |                |          |
| <b>Recitation:</b>  | <b>Exam</b>                                     |                |          |
| <b>Semester:</b>  | <b>2.</b>                                       |                |          |
| <b>Preliminary learning conditions: -</b>   |   |                |          |
| <b>Brief description of the subject:</b>  |   |                |          |
| <p>Having finished the course students will possess higher self-knowledge, self-respect and self-confidence. They can handle stress easily. They are going to be more successful problem solvers, who have increased creativity. They will be able to elaborate and implement complex personality development programmes. However, personality development requires quite a lot of time, in the long run it serves not only their own interest, but the whole communities around them. They can profit from their developing interpersonal connections and efficiency as well.</p>  |   |                |          |
| <b>SUMMARY OF LECTURES:</b>   |   |                |          |
| <ol style="list-style-type: none"> <li>1. Definition of personality, different approaches. Change of personality, practical sides.</li> <li>2. Self-knowledge. Features of self-knowledge. Organizational aspects of self-knowledge.</li> <li>3. Self-respect. Healthy self-respect. Pillars of self-respect. Practical aspects.</li> <li>4. Self-confidence. Competences can be connected to self-confidence.</li> <li>5. Self-realization. Maslow's pyramid. Roger's viewpoint. Self-realizing people.</li> <li>6. Emotional intelligence. Structure of emotional competences. Development of EQ.</li> <li>7. Stress, stress management. Stress alarms. Sources of stress. Stress management.</li> <li>8. Positive psychology. Importance of positive thinking. Flow, happiness, quality of life.</li> <li>9. Abilities and skills. Intelligence, interests, group and gender differences.</li> <li>10. Competences. Measurement and development of competences. Organizational aspects of competence development.</li> <li>11. Problem handling competences. Interrelations between creativity and intelligence.</li> <li>12. Creativity. Phases of creational processes. Features of creative people. Measurement of creativity. Creativity development. Practices.</li> <li>13-14. Personality development planning. Practical aspects of making an effective plan.</li> </ol> |   |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation.   |   |                |          |
| <b>Learning Materials:</b> Lecture notes (in pdf. Format).  |   |                |          |
| <b>Further Readings:</b>  |   |                |          |
| <ul style="list-style-type: none"> <li>- István Kunos: Personality Development, Miskolci Egyetem Kiadó, Miskolc, 2010. (issue in progress)</li> <li>- Carver – Scheier: Perspectives on Personality, Pearson Allin &amp; Bacon, 2007. (ISBN: 0205160905 / 0-205-16090-5)</li> <li>- Csíkszentmihályi Mihály: Finding Flow, Basic Books, New York, 1998. (ISBN: 0-06-092820-4)</li> <li>- Selvam, S.K.P.: Personality Development, Aph Publishing, New Delhi, 2010. (ISBN: 8131303985)</li> </ul>  |   |                |          |
| <b>Lecturer:</b>  | <b>István Kunos, Ph.D., associate professor</b> |                |          |
| <b>Co-Lecturer:</b>   | <b>-</b>  |                |          |

|  |   |                |          |
|--|---|----------------|----------|
| <b>Subject:</b>  | <b>BUSINESS COMMUNICATION</b>                 | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>  | <b>12 course / 0 sem.</b>                     |                |          |
| <b>Recitation:</b>   | <b>Exam</b>                                   |                |          |
| <b>Semester:</b>   | <b>3.</b>                                     |                |          |
| <b>Preliminary learning conditions:</b>  | <b>-</b>                                      |                |          |
| <b>Brief description of the subject:</b>   |   |                |          |
| <p>This course is designed to develop and strengthen oral and written communication skills and to develop or enhance presentation skills, oral speaking and listening skills. The students are to understand the importance of becoming an effective business communicator in today's changing workplace. Students will understand the five key areas of communication (professional, presentational, personal, group, and written) and how to effectively communicate within each. Students will understand individual personal strengths and areas for improvement in communicating through the five key areas of business communication. Students will understand how cultural diversity influences communication and how to adapt one's communication style to that of other cultures.</p>   |   |                |          |
| <b>SUMMARY OF LECTURES:</b>  |   |                |          |
| <p><b>1. Base of Communication</b> Defining Communication. Barriers to Communication. Process of Communication <b>2. Speaking</b> Get to Know Your Audience. Determine Your Reason for Speaking. Deliver Your Message <b>3. Communicating Nonverbally</b> Dimensions of the Nonverbal Code. Reading and Misreading Nonverbal Cues. Functions/Principles of Nonverbal Communication <b>4. Listening and Feedback</b> Developing Good Listening Habits. Active Listening. Give / Receive Feedback <b>5. Presentation Techniques</b> Public Speaking Fundamentals. Making Oral Presentations. Using Visuals. Designing Documents, Slides, and Screens. <b>6. Managing Conflict</b> Sources of Conflict in Organizations, Styles of Conflict Management. Assertive Communication <b>7. Writing</b> An Introduction to Good Business Writing, Meeting and Conference Reports. Writing Good Business Letters. <b>8. Communicating in Intercultural and International Contexts</b> Intercultural Challenges at Home. Cultural Challenges Abroad, Business and Culture. Cross-Cultural Communication Skills <b>9. Business Meeting That Work</b>, When Should I (Not) Call a Meeting? The Agenda/ Participants <b>10. Technology</b> Communicating Digitally, The Internet and the Online Behavior. Working Virtually <b>11. Management Communication</b> The roles managers play. Management Skills. Talking and Listening. The Role of Writing</p> |   |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation   |   |                |          |
| <b>LEARNING MATERIAL:</b>  |   |                |          |
| <ul style="list-style-type: none"> <li>- Lecture notes (in pdf format)</li> <li>- James S. O'Rourke IV: Management Communication. A Case-Analysis Approach. 2nd Edition. Pearson Prentice Hall. (ISBN: 0-13-101644-X)</li> </ul>   |   |                |          |
| <b>Further reading:</b>  |   |                |          |
| <ul style="list-style-type: none"> <li>- Raymond A. Dumont – John M. Lannon: Business Communications, Little, Brown and Company, (ISBN: 0-316-19533-2)</li> <li>- Little, Brown and Company: Business Communication (Harvard Business Essentials), Harvard Business Press, 2003 (ISBN: 9780324542905)</li> </ul>   |   |                |          |
| <b>Lecturer:</b>   | <b>Csaba Deák, Ph.D., associate professor</b> |                |          |
| <b>Co-Lecturer:</b>  | <b>-</b>                                      |                |          |

|  |   |                |          |
|--|---|----------------|----------|
| <b>Subject:</b>  | <b>INNOVATION MANAGEMENT</b>                      | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>  | <b>12 course / 0 sem.</b>                         |                |          |
| <b>Recitation:</b>   | <b>Exam</b>                                       |                |          |
| <b>Semester:</b>   | <b>3.</b>   |                |          |
| <b>Preliminary learning conditions: -</b>  |   |                |          |
| <b>Brief description of the subject:</b><br>Having finished the course students will be able to recognize the new ideas in connection with their work and living as well. They can manage the realization process and evaluate the results. Case studies and other practices draw up successful and unsuccessful innovations from the past and the present.  |   |                |          |
| <b>SUMMARY OF LECTURES:</b>  |   |                |          |
| <ol style="list-style-type: none"> <li>1. Terminology of Innovation Management: Understanding and realising the elements of innovation, distinction of micro- and macro aspects. Invention and innovation. R&amp;D.</li> <li>2. Typology and business explanation: Models of Schumpeter, Valenta and Bucsy, accordance to the business strategy and basic marketing behaviour.</li> <li>3. Diffusion: Recognizing and managing the popular products, services and processes, handling typical success- and defect-factors.</li> <li>4. Thinking as an innovator: Practice for 1-3 lessons. Students have to choose a branch and develop a product-idea for that, including the strategy of diffusion.</li> <li>5. Process of innovation: Various models and approaches of the realisation process.</li> <li>6. Business solutions: network-building. Business possibilities among many partners.</li> <li>7. Knowledge and technology transfer: Information and knowledge management in the background of innovations. Models, processes and local/international strategies.</li> <li>8. Low tech innovation: Strategic behaviour of non innovation-driven braches.</li> <li>9. Organizational innovation: (Re)building the organizational structure for aiding the action in connection with research and development.</li> <li>10. Measuring the innovation: Ways and methods for calculating the level of success.</li> <li>11. Evaluating methods for new ideas: Practice of managerial (light) tools for evaluating the non-calculable factors and effects of innovation.</li> <li>12. Financing the innovation: Financial possibilities and methods. Project-approach.</li> <li>13. Managing innovation in practice: Connection with CEO, project management, QA/QC.</li> <li>14. Strategic issues: International case studies to demonstrate the success factors and barriers.</li> </ol> |   |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation.  |   |                |          |
| <b>Learning Materials:</b> Lecture notes (in pdf. Format).   |   |                |          |
| <b>Further Readings:</b>   |   |                |          |
| <ul style="list-style-type: none"> <li>- Fagerberg – Mowery – Nelson: The Oxford Handbook of Innovation, Oxford University Press, 2005. (ISBN:0-19-926455-4)</li> <li>- Terkel: Integrative management, innovation and new venturing: A guide to sustained profitability, Elsevier, 1991. (ISBN: 0444874445)</li> <li>- Nelson, R. P. (1993): National Innovation Systems. Oxford Press N.Y. (ISBN: 0195076176)</li> </ul>   |   |                |          |
| <b>Lecturer:</b>   | <b>László Berényi, Ph.D., assistant professor</b> |                |          |
| <b>Co-Lecturer:</b>  | <b>-</b>  |                |          |

|   |  |                |          |
|---|--|----------------|----------|
| <b>Subject:</b>   | <b>INTERNATIONAL ECONOMICS</b>                   | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>                        |                |          |
| <b>Recitation:</b>  | <b>Exam</b>                                      |                |          |
| <b>Semester:</b>  | <b>4.</b>  |                |          |
| <b>Preliminary learning conditions:</b> -   |  |                |          |
| <b>Brief description of the subject:</b><br>Having finished the course, the students will understand the main differences between the functioning of closed and open economies. They will be able to tell how certain factors can influence the exchange rate, and how changes in the exchange rate affect the equilibrium of the whole economy.  |  |                |          |
| <b>SUMMARY OF LECTURES:</b>   |  |                |          |
| <ol style="list-style-type: none"> <li>1. Open economies and economic consequences: an introduction to International Economics</li> <li>2. Quick summary of international division of labour. The views of Adam Smith, David Ricardo, Eli Heckscher and Paul Samuelson on the topic</li> <li>3. International flow of factors. Details of labour and capital mobility – factor price equalisation</li> <li>4. Quick introduction into the history of protectionist trade policy. Why nations apply protectionist measures?</li> <li>5. Welfare effect of tariffs and other elements of protectionist trade policy</li> <li>6. Case study and presentation of students on current issues of protectionism</li> <li>7. International balance of payments and how foreign savings effect the equilibrium of the economy</li> <li>8. Introducing exchange rates into the economic model. Definitions and basic rules of exchange rates</li> <li>9. Exchange rate regimes – the history of exchange rate regimes in Hungary</li> <li>10. Exchange rates and interest rate – an asset approach</li> <li>11. Exchange market intervention by central bank</li> <li>12. Monetary market and the exchange market</li> <li>13. The rule of one price, and the concept of real exchange rate</li> <li>14. Case study and presentation of students on current issues of exchange rate problems</li> </ol> |  |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation.   |  |                |          |
| <b>Learning Materials:</b>  |  |                |          |
| <ul style="list-style-type: none"> <li>- Lecture notes (in pdf format)</li> <li>- Paul R. Krugman – Maurice Obstfeld: International Economics – Theory and Policy. Sixth Edition, Pearson Education, 2003, pp. 43-75., 179-209., 377-595., 725-764. 8131725634</li> </ul>   |  |                |          |
| <b>Further Readings:</b>  |  |                |          |
| <ul style="list-style-type: none"> <li>- Charles van Marrewijk: International Economics – Theory, Application and Policy. Oxford University Press, 2007. (ISBN: 0199280983)</li> <li>- Husted, S. – Melvin, M.: International economics. Pearson, 2009. ISBN10: 0321614909</li> </ul>   |  |                |          |
| <b>Lecturer:</b>  | <b>Zoltán Bartha, Ph.D., assistant professor</b> |                |          |
| <b>Co-Lecturer:</b>   | <b>-</b>   |                |          |

### I.5.3 Differentiated business courses

- ***Human Resource Management***
  - Economic Management of Human Resource II
  - Organizational Behaviour
  - Problem Solving
  
- ***Change Management***
  - Coaching
  - Conflict Management
  - Change Management
  
- ***Operations management***
  - Project Management
  - Quality Management
  - Business Process Management
  
- ***Finance***
  - Corporate Finance
  - Controlling
  - International Finance
  
- ***Marketing***
  - Market Analysis & Consumer Behaviour
  - Integrated Marketing Communication
  - Business Marketing Management
  
- ***Business Development***
  - Business Planning
  - Corporate Strategy
  - Managerial Economics

|   |  |                |          |
|---|--|----------------|----------|
| <b>Subject:</b>   | <b>ECONOMIC MANAGEMENT OF HUMAN RESOURCES II</b> | <b>Credit:</b> | <b>5</b> |
| <b>No. of Lessons:</b>  | <b>12 course / 0 sem.</b>                        |                |          |
| <b>Recitation:</b>  | <b>Exam</b>                                      |                |          |
| <b>Semester:</b>  | <b>1.</b>  |                |          |
| <b>Preliminary learning conditions: Economic Management of Human Resources I (BA)</b>   |  |                |          |
| <b>Brief description of the subject:</b><br>This course helps students gain practical expertise in managing human capital in macro and micro level.   |  |                |          |
| <b>SUMMARY OF LECTURES AND SEMINARS:</b>  |  |                |          |
| <b>LECTURES 1-6</b>   |  |                |          |
| Importance of HDI in choosing a location; ways of studying labour market environment  |  |                |          |
| Study and application of labour policy and tools  |  |                |          |
| Development concepts and tools of human resources in the context of European development policy   |  |                |          |
| <b>SEMINARS 1-3</b>   |  |                |          |
| Country studies introducing ESF. Case study about application for ESF projects and project-   |  |                |          |
| Analysis of result and impact in the case of HR developments  |  |                |          |
| <b>LECTURES 7-12</b>  |  |                |          |
| Shift of the role of corporate human resource management  |  |                |          |
| System and tools of corporate social policy   |  |                |          |
| Up-to-date issues of the applicability of job evaluation systems  |  |                |          |
| <b>SEMINARS 4-6</b>   |  |                |          |
| Competence as the basis of modern HRM   |  |                |          |
| Compensation management, wages and salaries from the point of view of HAY international consulting  |  |                |          |
| E-HRM: company management systems in support of HRM   |  |                |          |
| <b>SEMINARS 7-9</b>   |  |                |          |
| Reconciliation of interests at micro-level. The case study of MÁV Hungarian Railway Company   |  |                |          |
| Progress test, student presentations  |  |                |          |
| Evaluation of student-work  |  |                |          |
| <b>Mid-semester task:</b>   |  |                |          |
| <ul style="list-style-type: none"> <li>• Assignment that accounts for 50% of the examination mark</li> <li>• Participation in 50 % or more of the lectures exempts students of writing a progress test</li> <li>• Progress test, which is 25% of the final examination mark.</li> </ul> |  |                |          |
| <b>Examination:</b>   |  |                |          |
| <ul style="list-style-type: none"> <li>• Presentation of the assignment mentioned as the first mid-semester task</li> <li>• Introducing an optionally chosen topic</li> </ul>   |  |                |          |
| <b>Learning Materials:</b> Lecture notes (in pdf format).   |  |                |          |
| <b>Further Readings:</b>  |  |                |          |
| - George J. Borjas, Labor Economics. 4 <sup>th</sup> ed., McGraw-Hill, 2008. (ISBN: 0070065977 / 0-07-006597-7)   |  |                |          |
| - Pietro Garibaldi: Personnel Economics in Imperfect Labour Markets. Oxford University Press, 2006. (ISBN: 0199280673 / 0-19-928067-3)  |  |                |          |
| - William Neilson: Personnel Economics: Incentives and Information in the Workplace. Prentice Hall, 2006. (ISBN: 9780131488564)   |  |                |          |
| - Global Employment Trends 2010, <a href="http://www.ilo.org">www.ilo.org</a>   |  |                |          |
| <b>Lecturer:</b>  | <b>Tamás Csordás, Ph.D., assistant professor</b> |                |          |
| <b>Co-Lecturer:</b>   | <b>-</b>   |                |          |

|   |   |                |          |
|---|---|----------------|----------|
| <b>Subject:</b>   | <b>ORGANIZATIONAL BEHAVIOR</b>                          | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>                               |                |          |
| <b>Recitation:</b>  | <b>Exam</b>   |                |          |
| <b>Semester:</b>  | <b>1.</b>   |                |          |
| <b>Preliminary learning conditions: Economic Management of Human Resources I (BA)</b>   |   |                |          |
| <b>Brief description of the subject:</b>  |   |                |          |
| Complex development of decision making, learning, adaptation and information management skills required for management activities through solving case studies concerning the whole organization. The main objective of the subject is to improve the teamwork, team-management and intercultural competencies of the students through situation games. |   |                |          |
| <b>SUMMARY OF LECTURES:</b>   |   |                |          |
| 1. Structural characteristics of organizational operation, organizational structures, Lifecycle of organizations  |   |                |          |
| 2. Definition of organizational behavior, organizational paradigm change, theoretical change  |   |                |          |
| 3. Comparison of organizations and management systems   |   |                |          |
| 4. Organizational performance, definition, process, characteristics and methods of individual's performance evaluation  |   |                |          |
| 5. Individual in the organization, individual decision making, components of managerial decision making, types of decision-makers, team decision supporting techniques, problem solving   |   |                |          |
| 6. Team in the organization, team-dynamics, different ways of forming a team, characteristics of good and bad team-work   |   |                |          |
| 7. Power and governance in the organization   |   |                |          |
| 8. Definitions of organizational development, misbelieves, process-orientation, OD values, PUGH matrix  |   |                |          |
| 9. Definitions and schools of organizational culture  |   |                |          |
| 10. Conflict management, definition of conflicts, advantages and disadvantages of conflicts, typical sources and process of conflicts, conflict managing styles.  |   |                |          |
| <b>Mid-semester task:</b>   |   |                |          |
| <ul style="list-style-type: none"> <li>• Written material and oral presentation in teams</li> </ul>   |   |                |          |
| <b>Learning Materials:</b> Lecture notes (in pdf format).   |   |                |          |
| <b>Further Readings:</b>  |   |                |          |
| - Mullins, L. J.: Management and Organizational Behaviour (3 <sup>rd</sup> edition, London, Pitman, 1993 (ISBN: 9780273029854)  |   |                |          |
| - Dean R. Spitzer:: Transforming Performance Measurement: Rethinking the way we measure and drive organizational success (New York, AMACOM, 2007) (ISBN: 0814408915 / 0-8144-0891-5)  |   |                |          |
| - Francesco, A.M.-Gold, B.A.: International Organizational Behavior (New Jersey, Prentice Hall, 1997) (ISBN: 9780131924857)   |   |                |          |
| <b>Lecturer:</b>  | <b>Mariann Somosi Veres, Ph.D., associate professor</b> |                |          |
| <b>Co-Lecturer:</b>   | <b>István Kunos, Ph.D., associate professor</b>         |                |          |

|   |   |                |          |
|---|---|----------------|----------|
| <b>Subject:</b>   | <b>PROBLEM SOLVING</b>                          | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>                       |                |          |
| <b>Recitation:</b>  | <b>Exam</b>                                     |                |          |
| <b>Semester:</b>  | <b>1.</b>                                       |                |          |
| <b>Preliminary learning conditions:</b> -   |   |                |          |
| <b>Brief description of the subject:</b><br>Students can be acquainted with the most successful and popular methods of problem solving. They are going to learn something about mental processes, psychological bases and practical aspects of problem solving. They will be capable to distinguish and identify various types of problems, use efficient ways of thinking to solve even very complex problems in different fields of life. There are plenty of practical situations where students can challenge their creativity. As a practical part of this course, students will elaborate and present concrete solutions for a complex, real life problem. One of the main advantage of this course is the wide range utilization.  |   |                |          |
| <b>SUMMARY OF LECTURES:</b>   |   |                |          |
| <ol style="list-style-type: none"> <li>1. Definition, nature and types of problems. Different approaches of problem solving.</li> <li>2. Basic thinking processes. Mental processes can be useful to solve complex problems.</li> <li>3-4. Methods to increase creativity. Scientific methods of redoubling our mental capabilities.</li> <li>5-6. Team-work methods. Efficient ways of problem solving in small groups and big teams.</li> <li>7. "Six hat" method. Theory and practices of this world wide famous method.</li> <li>8. "CORT" method. Theory and practices of this world wide famous method.</li> <li>9. The aim of thinking. Scientific methods used to determinate our final aim of thinking.</li> <li>10. Information gathering. Different ways, types and methods of collecting information.</li> <li>11. Definition of possibilities. Logical way of thinking to find out our possibilities.</li> <li>12. Useful results. Identification and selection of exploitable results.</li> <li>13. Implementation. Translation of theoretical solutions into actions. Practical considerations.</li> <li>14. Situation coding. A practical method of quick identification of different types of problems.</li> </ol> |   |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation.   |   |                |          |
| <b>Learning Materials:</b> Lecture notes (in pdf format).   |   |                |          |
| <b>Further Readings:</b>  |   |                |          |
| <ul style="list-style-type: none"> <li>- Edward de Bono: Teach Yourself to Think, Penguin Books, London, 2007. (ISBN: 0140230777 / 0-14-023077-7)</li> <li>- Edward de Bono: Six Thinking Hats, Penguin Books, London, 2008. (ISBN: 0140227962 / 0-14-022796-2)</li> <li>- Edward de Bono: How to have creative ideas, Vermilion, London, 2007. (ISBN: 009191048X)</li> </ul>   |   |                |          |
| <b>Lecturer:</b>  | <b>István Kunos, Ph.D., associate professor</b> |                |          |
| <b>Co-Lecturer:</b>   | <b>-</b>  |                |          |

|   |   |                |          |
|---|---|----------------|----------|
| <b>Subject:</b>   | <b>COACHING</b>                                 | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>                       |                |          |
| <b>Recitation:</b>  | <b>Exam</b>                                     |                |          |
| <b>Semester:</b>  | <b>2.</b>                                       |                |          |
| <b>Preliminary learning conditions: -</b>   |   |                |          |
| <b>Brief description of the subject:</b>  |   |                |          |
| <p>Coaching has become one of the most popular and efficient way of leadership development. Students finishing this course will be able to increase leaders efficiency. They can help leaders to gain deeper self-knowledge, to plan their own leadership development process and reach desired targets. This course contains a lot of internationally used coaching methods. Besides students can help leaders and managers to develop their skills, they also will be able to develop themselves and other people around them to achieve peace and harmony in our everyday life. So, the social impact of this program is also considerable. The lector of this course is a qualified, experienced businessFs coach.</p>  |   |                |          |
| <b>SUMMARY OF LECTURES:</b>   |   |                |          |
| <ol style="list-style-type: none"> <li>1. Definition, aim, role and responsibility of coaching. Different approaches.</li> <li>2. Coaching processes. General, commonly used frames of coaching.</li> <li>3. Applied methodologies, strategies and efficiency evaluation of coaching.</li> <li>4. Psychological bases of coaching. Influence of perceptions and social interactions.</li> <li>5. Role and importance of self-knowledge. Interrelations of self-knowledge.</li> <li>6-7. Self-knowledge development. Different ways to develop self-knowledge.</li> <li>8-9. Active listening, questioning techniques. Situational practices.</li> <li>10-12. Methodology of coaching. Different methods of efficient coaching used worldwide.</li> <li>13-14. Coaching in practice. Triad practices to develop coaching skills in the reality.</li> </ol> |   |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation.   |   |                |          |
| <b>Learning Materials:</b> Lecture notes (in pdf format).   |   |                |          |
| <b>Further Readings:</b>  |   |                |          |
| <ul style="list-style-type: none"> <li>- Mary Beth O'Neill: Executive Coaching, Jossey - Bass, San Francisco, 2007. ISBN 978 0 7879 8639 1</li> <li>- John Whitmore: Coaching for Performance, Nicholas Braley, London, 2009. (ISBN: 1857880137 / 1-85788-013-7)</li> <li>- Alexander G., Renshaw, B.: Super Coaching, Random House Business Books, 2005. (ISBN:978-1844137015)</li> </ul>  |   |                |          |
| <b>Lecturer:</b>  | <b>István Kunos, Ph.D., associate professor</b> |                |          |
| <b>Co-Lecturer:</b>   | <b>-</b>  |                |          |

|   |   |                |          |
|---|---|----------------|----------|
| <b>Subject:</b>   | <b>CONFLICT MANAGEMENT</b>                      | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>                       |                |          |
| <b>Recitation:</b>  | <b>Exam</b>                                     |                |          |
| <b>Semester:</b>  | <b>2.</b>                                       |                |          |
| <b>Preliminary learning conditions: -</b>   |   |                |          |
| <b>Brief description of the subject:</b>  |   |                |          |
| <p>Coaching has become one of the most popular and efficient way of leadership development. Students finishing this course will be able to increase leaders efficiency. They can help leaders to gain deeper self-knowledge, to plan their own leadership development process and reach desired targets. This course contains a lot of internationally used coaching methods. Besides students can help leaders and managers to develop their skills, they also will be able to develop themselves and other people around them to achieve peace and harmony in our everyday life. So, the social impact of this program is also considerable. The lector of this course is a qualified, experienced business coach.</p>  |   |                |          |
| <b>SUMMARY OF LECTURES:</b>   |   |                |          |
| <ol style="list-style-type: none"> <li>1. Definition and reasons of conflicts. Conflicts in connection with human nature.</li> <li>2-3. Historical background of different conflict interpretations. Ideological viewpoints.</li> <li>4. Advantages, disadvantages, phases and intensity of conflicts. Utilization of conflicts.</li> <li>5-6. Types of conflicts. Features of different types of conflicts among different parties.</li> <li>7. Psychological bases of conflict management. Better understanding of the background.</li> <li>8. Role of "Me". What can I do to avoid or handle conflicts in an adequate way.</li> <li>9. Role of "The Other". What can the other person do to avoid or handle conflicts in an adequate way.</li> <li>10. "You and Me". What can we do to avoid or handle conflicts in an adequate way.</li> <li>11. "You against Me". What can we expect if you are against me in a conflict.</li> <li>12. "Together". What can we achieve if you and me hold together. The best solution.</li> <li>13-14. Conflict management in practice. Various practices to develop competences above.</li> </ol> |   |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation.   |   |                |          |
| <b>Learning Materials:</b> Lecture notes (in pdf format).   |   |                |          |
| <b>Further Readings:</b>  |   |                |          |
| <ul style="list-style-type: none"> <li>- Jeong Ho-won: Conflict Management and Resolution, Routledge, New York, 2009. (ISBN: 9780415450416)</li> <li>- Freddie Strasser – Paul Randolph: Mediation – A psychological insight into conflict resolution, Continuum, London – New York, 2004. (ISBN: 9780826475039)</li> <li>- Gunn, T.-Calhoun, A.: Life's little lessons for making it work, Gallery Books, New York, 2010. (ISBN: 978-1439176566)</li> </ul>  |   |                |          |
| <b>Lecturer:</b>  | <b>István Kunos, Ph.D., associate professor</b> |                |          |
| <b>Co-Lecturer:</b>   | <b>-</b>  |                |          |

|   |   |                |          |
|---|---|----------------|----------|
| <b>Subject:</b>   | <b>CHANGE MANAGEMENT</b>                      | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>                     |                |          |
| <b>Recitation:</b>  | <b>Exam</b>                                   |                |          |
| <b>Semester:</b>  | <b>2.</b>                                     |                |          |
| <b>Preliminary learning conditions: -</b>   |   |                |          |
| <b>SUMMARY OF LECTURES:</b>   |   |                |          |
| <ol style="list-style-type: none"> <li><b>Exploring strategic change</b>, the nature of organization change, personal competencies. Meaning, nature and Types of Change - change programmes - change levers - change as growth - change as transformation - change as turnaround - value-based change.</li> <li><b>Mapping change</b> The role of diagramming in system investigation - A review of basic flow diagramming techniques -systems relationships - systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach.</li> <li><b>Understanding implementation choices:</b> the options to consider. Analysis the change context (time, scope, preservation, diversity, capability, capacity, readiness, power)</li> <li><b>Making change judgements.</b> Designing the transition: change levers and interventions. Managing the transition: monitoring and resourcing. Future challenge of change</li> <li><b>Learning organization.</b> The relevance of a learning organization -- kindling learning processes in organizations- strategies to build a learning organization</li> <li><b>Organisation Development (OD).</b> Meaning, Nature and scope of OD - Dynamics of planned change - Person-focussed and role-focussed OD interventions -Planning OD Strategy - OD interventions in Indian Organisations - Challenges to OD practioners.</li> <li><b>Team Building.</b> Nature and Importance of Teams - Team vs Groups - Types of teams - Characteristics of Virtual teams - Team building life cycle - role of managers as linking pins- team building skills - Perspectives on effectiveness of Team working. Virtual teams.</li> </ol> |   |                |          |
| <b>CASE STUDIES:</b>  |   |                |          |
| <ul style="list-style-type: none"> <li>Transforming Glaxo Wellcome Throught th 1990s. Clerical Medical: Change in the life insurance sector. Eastern European Case studies</li> </ul>   |   |                |          |
| <b>MID-SEMESTER TASK:</b> Case Study analysis in group of 3-4.  |   |                |          |
| <b>Learning Materials:</b>  |   |                |          |
| <ul style="list-style-type: none"> <li>Balogun J.- Hailey V.H. : Exploring Strategic Change 2004 (ISBN: 0273683276 / 0-273-68327-6)</li> <li>Lecture notes (in pdf format).</li> </ul>  |   |                |          |
| <b>Further Readings:</b>  |   |                |          |
| <ul style="list-style-type: none"> <li>Jeong Ho-won: Conflict Management and Resolution, Routledge, New York, 2009. (ISBN: 9780415450416)</li> <li>Freddie Strasser – Paul Randolph: Mediation – A psychological insight into conflict resolution, Continuum, London – New York, 2004. (ISBN: 9780826475039)</li> </ul>   |   |                |          |
| <b>Lecturer:</b>  | <b>Csaba Deák, Ph.D., associate professor</b> |                |          |
| <b>Co-Lecturer:</b>   | <b>-</b>                                      |                |          |

|   |   |                |          |
|---|---|----------------|----------|
| <b>Subject:</b>   | <b>PROJECT MANAGEMENT</b>                     | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>                     |                |          |
| <b>Recitation:</b>  | <b>Exam</b>                                   |                |          |
| <b>Semester:</b>  | <b>2.</b>                                     |                |          |
| <b>Preliminary learning conditions: -</b>   |   |                |          |
| <b>Brief description of the subject:</b>  |   |                |          |
| <p>This course examines project management roles and environments, the project life cycle and various techniques of work planning, and control and evaluation to achieve project objectives.</p> <p>The tools currently available to project managers are discussed throughout this course.</p> <p>Course Objectives:</p> <ul style="list-style-type: none"> <li>• To provide a brief introduction to general issues of project management.</li> <li>• To provide insights into problem solving and persuasive presentation of solutions.</li> <li>• To increase awareness of how people people work as team members and as individuals.</li> </ul>   |   |                |          |
| <b>SUMMARY OF LECTURES:</b>   |   |                |          |
| <ol style="list-style-type: none"> <li>1. Basics of project management (definitions and typology of project management)</li> <li>2. Functions of project management (introduction of functions, which need to be deal with by project manager and the project team)</li> <li>3. Phases of projects (definition of project phases and milestones)</li> <li>4. Determination of project goals (defining accurate and measurable objectives)</li> <li>5. Activities of project planning (time planning, planning of communication, risk management)</li> <li>6. Phases of implementation (activities in the implementation phase of projects)</li> <li>7. Human resource management in projects (team forming, conditions of efficient team work)</li> <li>8. Project management in practice (case studies, follow up activities)</li> </ol> |   |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation in teams   |   |                |          |
| <b>Learning Materials:</b>  |   |                |          |
| <ul style="list-style-type: none"> <li>- Project Management: Achieving Competitive Advantage and MS Project. Jeffrey K Pinto, Penn State University-Erie. Publisher: Prentice Hall. ISBN-10: 0132229676. ISBN-13: 9780132229678</li> <li>- Lecture notes (in pdf format)</li> </ul>   |   |                |          |
| <b>Further Readings:</b>  |   |                |          |
| <ul style="list-style-type: none"> <li>- The Portable MBA in Project Management edited by Eric Verzuh, John Wiley &amp; Sons, Inc.20032009. (ISBN: 0471268992 / 0-471-26899-2)</li> <li>- PMBOK, A Guide to the Project Management Body of Knowledge (PMBOK Guide)</li> </ul>   |   |                |          |
| <b>Lecturer:</b>  | <b>Csaba Deák, Ph.D., associate professor</b> |                |          |
| <b>Co-Lecturer:</b>   | <b>-</b>                                      |                |          |

|  |   |                |          |
|--|---|----------------|----------|
| <b>Subject:</b>  | <b>QUALITY MANAGEMENT</b>                         | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>  | <b>12 course / 0 sem.</b>                         |                |          |
| <b>Recitation:</b>   | <b>Exam</b>                                       |                |          |
| <b>Semester:</b>   | <b>2.</b>   |                |          |
| <b>Preliminary learning conditions: -</b>  |   |                |          |
| <b>Brief description of the subject:</b>   |   |                |          |
| Having finished the course students will be able to define the parameters of quality and customers satisfaction in connection with the own business. They can overlook the establishment process of the ISO 9001 standard. Business excellence evaluation show a new way of business development. Case studies and other practices draw up the main mistakes and prepare the students for being able to manage a successful quality management solution. |   |                |          |
| <b>SUMMARY OF LECTURES:</b>  |   |                |          |
| 1. Case-studies: Practical discuss of video case-studies about process-orientation.<br>1.1.Product-quality and Quality management: Element of Quality management. Quality Control (QC), Quality Assurance (QA), Quality management (QM). Historical development in the 20th century.   |   |                |          |
| 2. Basic Models of Quality Management: The 8 general principles of quality management, 5 perspectives, 8 definitions, 9M model of influence factors. PDCA-DDCA model.  |   |                |          |
| 3. Standardisation. Principles, benefits and barriers. Elements of ISO standards in general. Members of the ISO 9000 standard-family. Other standards and connections.   |   |                |          |
| 4. ISO 9001 requirements: Commitment of management, documentation system.  |   |                |          |
| 5. ISO 9001 requirements: Resources, Production, Product and Process Development.  |   |                |          |
| 6. ISO 9001 requirements: Adjusting and prevention. Models, methods and approaches.  |   |                |          |
| 7. ISO 9001 practical: analysis ISO documents. Filling forms. Design of ISO documents.   |   |                |          |
| 8. Quality audit: historical and business background. Typology. Process of the audit.  |   |                |          |
| 9. Quality audit practical I: preparations for the audit. Documents, standards, checklists.  |   |                |          |
| 10. Quality audit practical II: The audit day. Practice the roles of the auditors and company.   |   |                |          |
| 11. Quality management toolset: easy creative and statistical tools for quality management.  |   |                |          |
| 12. Business Excellence: Structure and content of Deming, Baldrige and EFQM models.  |   |                |          |
| 13. Business Excellence Evaluation: Evaluation and Self-evaluation. EFQM approach, RADAR technique. Possibilities of self-development. Connections with ISO standards.   |   |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation in teams  |   |                |          |
| <b>Learning Materials:</b>   |   |                |          |
| - Lecture notes (in pdf format)  |   |                |          |
| <b>Further Readings:</b>   |   |                |          |
| - Vivek: Quality management system handbook for product development companies CRC Press, 2005. (ISBN: 9781574443523)   |   |                |          |
| - Oakland: Total quality management, Butterworth-Heinemann, 1992. (ISBN: 0750600845 / 0-7506-0084-5)   |   |                |          |
| - Brocka B - Brocka M. S.: Quality Management - Implementing the best ideas of the masters, IRWIN Publishing, New York, 1992 (ISBN: 1556235402)  |   |                |          |
| <b>Lecturer:</b>   | <b>László Berényi, Ph.D., assistant professor</b> |                |          |
| <b>Co-Lecturer:</b>  | <b>-</b>  |                |          |

|   |   |                |          |
|---|---|----------------|----------|
| <b>Subject:</b>   | <b>BUSINESS PROCESS MANAGEMENT</b>            | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>                     |                |          |
| <b>Recitation:</b>  | <b>Exam</b>                                   |                |          |
| <b>Semester:</b>  | <b>2.</b>                                     |                |          |
| <b>Preliminary learning conditions: -</b>   |   |                |          |
| <b>Brief description of the subject:</b>  |   |                |          |
| <p>The course addresses the methods and techniques required to analyze, design, implement, automate, and evaluate business processes. Structured along the phases of the Business Process Management (BPM) life cycle, students learn to analyze organizational performance from a process perspective, redesign processes using value-focused techniques, design workflows and implement them</p> <p>Upon completion of this course students will be able to assess the efficiency and effectiveness of an organization from a process perspective, conduct process improvement projects, and determine the role of technology in supporting corporate processes.</p>  |   |                |          |
| <b>SUMMARY OF LECTURES:</b>   |   |                |          |
| <p>Operations and processes. Supply network design. New Service Development Service Operations Concepts. Process design 1 – positioning Process design 2 – analysis<br/>         Process Modeling: process reconstruction and diagrams Process Modeling: simulation<br/>         Process Modeling: simulation system dynamics case study; review and in-class exercise implementing and studying process simulations)<br/>         Product and service design processes . Supply chain management, Managing Supply &amp; Demand. Capacity management , Inventory management. Resource planning and control<br/>         Lean synchronization, Quality management<br/>         Improvement ,Process Improvement through Information Flow. Process Improvement through Quality Control. Outsourcing &amp; Offshoring. Risk and resilience, Project management</p> |   |                |          |
| <b>Case studies:</b>  |   |                |          |
| <p>AAF Rotterdam, Dresding Wilson, Delta Synthetic Fibres, North West Constructive Bank – The New Mortgage Centre, Developing Savory Rosti-crisps at Dreddo Dan’s, Supplying fast fashion, Blackberry Hill Farm , supplies4medics, subText Studios, Singapore, Boys and Boden (B&amp;B) , Turnround at the Preston Plant, Geneva Construction and Risk (GCR), The Chernobyl Failure , United Photonics Malaysia Sdn Bhd</p>   |   |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation in teams   |   |                |          |
| <b>Learning Materials:</b>  |   |                |          |
| <ul style="list-style-type: none"> <li>- Operations and Process Management: Principles and Practice for Strategic Impact. Nigel Slack Stuart Chambers Robert Johnston Alan Betts. Publisher: Financial Times Press Copyright: 2006 Format: Paper Bound w/CD-ROM; 560 pp ISBN-10: 0273684264 ISBN-139780273684268</li> <li>- Lecture notes (in pdf format)</li> </ul>  |   |                |          |
| <b>Further Readings:</b>  |   |                |          |
| <ul style="list-style-type: none"> <li>- Harmon, Paul: Business Process Change. A Guide for Business Managers and BPM and Six Sigma Professionals. 2nd Edition, Morgan Kaufmann, San Francisco, ISBN-10: 0123741521 ISBN-13: 978-0123741523.</li> <li>- Dan Madison: Process Mapping, Process Improvement and Process Management, Paton Press, 2005 (ISBN: 978-1932828047)</li> </ul>   |   |                |          |
| <b>Lecturer:</b>  | <b>Csaba Deák, Ph.D., associate professor</b> |                |          |
| <b>Co-Lecturer:</b>   | <b>-</b>                                      |                |          |

|  |  |                |          |
|--|--|----------------|----------|
| <b>Subject:</b>  | <b>CORPORATE FINANCE</b>                         | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>  | <b>12 course / 0 sem.</b>                        |                |          |
| <b>Recitation:</b>   | <b>Exam</b>                                      |                |          |
| <b>Semester:</b>   | <b>3.</b>  |                |          |
| <b>Preliminary learning conditions: Finance (MBA)</b>  |  |                |          |
| <b>Brief description of the subject:</b>   |  |                |          |
| The main learning objective of this subject is to demonstrate the task of a financial manager in a company. The subject focuses the three area of financial management - Investment decisions, financial decisions and working capital management. The students will be able to evaluate projects, choose among financial alternatives, and optimise the level of working capital.   |  |                |          |
| <b>SUMMARY OF LECTURES:</b>  |  |                |          |
| <ol style="list-style-type: none"> <li>1. Importance of finance in a company, the task of a financial manager, main principles of investment, financing and working capital management decisions</li> <li>2. Static and dynamic investment appraisal methods (NPV, IRR, Payback, Annuity, ARR) – how can we calculate the indicators, when can we use the indicators?</li> <li>3. Drawback and advantages of dynamic methods. Why do we think, the NPV is the best?</li> <li>4. Practical issues of investment decisions (capital constraints, working capital, inflation, timing, lifetime, sophisticated capital allocation methods, WACC calculations)</li> <li>5. NPV model – relevant and non-relevant factors, treatment of inflation and working capital, corporate taxation, liquidation, relevant hurdle rate, NPV case studies</li> <li>6. Investment decisions in an uncertain world - sensitivity analysis, break-even analysis, tornado chart, spinner chart, scenario analysis,</li> <li>7. How to use Solver for determining shadow prices, Principles of financing (MM views, MM-I, MM-II) Assumptions, arbitrage prove, examples</li> <li>8. The interaction between investment and financing decisions (ANPV, Miles-Ezzel)</li> <li>9. Alternative financing approaches (pecking order, agent theory, matching)</li> <li>10. The principles of economics in a company, ratio analysis – profitability ratios, liquidity ratios, leverage ratios, efficiency ratios, market ratios</li> <li>11. Budgeting process VAT, Corporate Tax, Personal Tax, Social Insurance, Excise Tax, Customs and Tariffs, Special taxes, EC recommendations for indirect taxes</li> <li>12. Stock and cash reserves management</li> <li>13. Debtors management Payment system, and way of payments – transfer, collection, letter of credit</li> <li>14. Cash flow analysis – EBITDA, working capital change, operational cash flow, investing cash flow, financing cash flow, stages in life cycle and the cash flow</li> </ol> |  |                |          |
| <b>MID-SEMESTER TASK:</b> Written case studies.  |  |                |          |
| <b>Learning Materials:</b>   |  |                |          |
| - Lecture notes (in pdf format)  |  |                |          |
| <b>Further Readings:</b>   |  |                |          |
| - Brealey-Myers: Principles of Corporate Finance III. edition McGraw&Hill 2001 (ISBN: 0071140530 / 0-07-114053-0)  |  |                |          |
| - Aswath Damodaran: Corporate Finance Wiley 2009 (ISBN: 0471076805 / 0-471-07680-5)  |  |                |          |
| - Stephen Lumby: Investment Appraisal and Financing Decisions Chapman&Hall 1991 IV. edition (ISBN 0421410702)  |  |                |          |
| <b>Lecturer:</b>   | <b>Sándor Bozsik, Ph.D., associate professor</b> |                |          |
| <b>Co-Lecturer:</b>  | -  |                |          |

|  |   |                |          |
|--|---|----------------|----------|
| <b>Subject:</b>  | <b>CONTROLLING</b>                      | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>  | <b>12 course / 0 sem.</b>               |                |          |
| <b>Recitation:</b>   | <b>Exam</b>                             |                |          |
| <b>Semester:</b>   | <b>3.</b>                               |                |          |
| <b>Preliminary learning conditions: -</b>  |   |                |          |
| <b>Brief description of the subject:</b>   |   |                |          |
| <p>Within the framework of the subject importance of controlling will be emphasized in decision making processes, and evaluation of an organization's performance. Having finished the course students will possess the knowledge of different cost calculation methods, as well as integrated management information systems. Students will be able to make a difference between accounting and management accounting systems. Through analyzing plan and actual data strategic decisions could be made, correcting actions could be planned and performance of the organization could be followed and evaluated as part of the management activity.</p>  |   |                |          |
| <b>SUMMARY OF LECTURES:</b>  |   |                |          |
| <ol style="list-style-type: none"> <li>1. Controlling in practice (case studies). <ol style="list-style-type: none"> <li>a. Definition of controlling, functions and tasks. Time dimensions of controlling: strategic and operative controlling.</li> </ol> </li> <li>2. Process of building a controlling system. Conditions of operating the controlling functions.</li> <li>3. Process of controlling. Controlling-oriented planning. Defining basic requirements for responsibility de-centers.</li> <li>4. Main fields of controlling planning.</li> <li>5. Cost calculation methods. (Activity Based Costing, Standard Cost Calculation, etc.) Difference-analysis. Connection of controlling to the information system of the organization.</li> <li>6. Place of controlling in the organizational structure. Connection of controlling and accounting.</li> <li>7. Controlling of different functional fields.</li> <li>8. Balanced Score Card.</li> </ol> |   |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation   |   |                |          |
| <b>Learning Materials:</b>   |   |                |          |
| <ul style="list-style-type: none"> <li>- Lecture notes (in pdf format)</li> </ul>  |   |                |          |
| <b>Further Readings:</b>   |   |                |          |
| <ul style="list-style-type: none"> <li>- Anthony, R. N.-Welsch, G. A.: Fundamentals of Management Accounting (Homewood-Illinois, Irwin- Dorsey Ltd., 1981) (ISBN: 0256024545 / 0-256-02454-5)</li> <li>- Deardren, J.: Management accounting. Text and Cases (New Jersey, Prentice Hall, 1988) (ISBN: 0135491231 / 0-13-549123-1)</li> </ul>   |   |                |          |
| <b>Lecturer:</b>   | <b>István Szintay, Ph.D., professor</b> |                |          |
| <b>Co-Lecturer:</b>  | <b>-</b>                                |                |          |

|  |  |                |          |
|--|--|----------------|----------|
| <b>Subject:</b>  | <b>INTERNATIONAL FINANCE</b>                     | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>  | <b>12 course / 0 sem.</b>                        |                |          |
| <b>Recitation:</b>   | <b>Exam</b>                                      |                |          |
| <b>Semester:</b>   | <b>3.</b>  |                |          |
| <b>Preliminary learning conditions: Finance (MBA)</b>  |  |                |          |
| <b>Brief description of the subject:</b>   |  |                |          |
| <p>The learning objectives of this subject is to give a macro and microfinance approach for analysing the characteristics of an international investments. The first half of the lectures are devoted to analyse the macroeconomic environment of international investments with special focus to the country risk. The second half of the lectures concentrates to the risk management of the particular investments. How can we measure, and how can we decrease the level of risk.</p>  |  |                |          |
| <b>SUMMARY OF LECTURES:</b>  |  |                |          |
| <ol style="list-style-type: none"> <li>1. International financial regimes – international debt crises, Washington consensus versus Maastricht criterias, main reasons and main failures in the XX. century</li> <li>2. International financial institutions – Comparison of Bretton-Woods institutions, history of IMF, and Worldbank, History of EBRD. Main functions and funding.</li> <li>3. History of European monetary union - Foudation, Werner-plan, ERM-I, currency snake, ERM-II, Delors-plan, introduction of Euro, experiences, fulfillment of criteria, convergence process</li> <li>4. Balance of payment statistics - can we analyse the balance of payment statistics</li> <li>5. Currency regimes – floating versus pegging, crawling peg, fixed rate, convertibility versus non-convertibility, level of convertibility, main types of international investments</li> <li>6. Polak-model, extended Polak-model – consolidated bank balance sheet, assumptions, twin deficit, nominal GDP versus real GDP, absorpction effect</li> <li>7. International investments</li> <li>8. Portfolio theory – Markowitz model assumptions, risk versus return, Sharpe-indicator</li> <li>9. CAPM model – assumptions, risk-free rate, beta, modified beta</li> <li>10. Risk-return relationship of an international investments – measuring currency risk</li> <li>11. International risk management – foreign direct investments versus portfolio invest.</li> <li>12. International payments – ways of letter of credits, documentary credit</li> <li>13. Currency futures, forward and swap – advantages and disadvantages</li> <li>14. Currency hedge, combined forward deals – bank treasury products to hedge</li> </ol> |  |                |          |
| <b>MID-SEMESTER TASK:</b> Written case studies.  |  |                |          |
| <b>Learning Materials:</b>   |  |                |          |
| <ul style="list-style-type: none"> <li>- Lecture notes (in pdf format)</li> </ul>  |  |                |          |
| <b>Further Readings:</b>   |  |                |          |
| <ul style="list-style-type: none"> <li>- Maurice D. Levi: International Finance, Routledge N.Y., 2009. (ISBN: 0071144919 / 0-07-114491-9)</li> <li>- Piet Sercu: International Finance, Princeton University Press, 2008. (ISBN: 9780691136677)</li> <li>- Geert Beckaert – Robert Hodrick: International Financial Management Pearson 2008 (ISBN 0136054900)</li> </ul>   |  |                |          |
| <b>Lecturer:</b>   | <b>Sándor Bozsik, Ph.D., associate professor</b> |                |          |
| <b>Co-Lecturer:</b>  | <b>-</b>   |                |          |

|   |  |                |          |
|---|--|----------------|----------|
| <b>Subject:</b>   | <b>MARKET ANALYSIS &amp; CONSUMER BEHAVIOR</b> | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>                      |                |          |
| <b>Recitation:</b>  | <b>Exam</b>                                    |                |          |
| <b>Semester:</b>  | <b>3.</b>                                      |                |          |
| <b>Preliminary learning conditions: -</b>   |  |                |          |
| <b>Brief description of the subject:</b>  |  |                |          |
| <p>The course introduces a wide range of behavioral concepts, and explores the strategic implications of customer behavior for marketers. Key to the course is demonstrating how an understanding of buyer behavior can help to improve strategic decision making. Learning Objectives: To gain an understanding of the theories and concepts of buyer behavior; To apply buyer behavior concepts to what customers do in "the real world"; To improve skills in the research and analysis of customer segments, demand, and market potential; To utilize knowledge of buyer behavior to enhance strategic decision making</p>  |  |                |          |
| <b>SUMMARY OF LECTURES:</b>   |  |                |          |
| <ol style="list-style-type: none"> <li>1. Introduction The issues involved in consumer analysis; the role of customer consumer behaviour;</li> <li>2. The Hungarian consumer market; sources of consumer information in Hungary and Europe;</li> <li>3. Environmental Influences on Consumer Behaviour : Social and cultural influences on consumer behaviour; reference groups influence; the nature of family influence; the role of personal influence in consumption behaviour.</li> <li>4. Individual Determinants of Consumer Behaviour Personality and self-concept; motivation and involvement; information processing;</li> <li>5. Learning and memory; orientation within the concept of market orientation; typologies of attitudes measurement and management.</li> <li>6. Consumer Decision Processes Problem recognition; search and evaluation; the purchasing process; post purchase behaviour.</li> <li>7. The family and consumer behaviour. Changes in the structure and role orientation of families today. The family life cycle and consumer behaviour. Marital roles and decision making in households. Children and family purchase decisions.</li> <li>8. Social Classification - its prevalence and determinants. Social mobility. The impact of social class on consumption. The income versus social class debate. The impact of age on consumer behaviour. The teenage and senior markets.</li> <li>9. Tailoring marketing strategies for younger and older consumer segments. Gender and consumer behaviour. The concept of culture as it affects consumer behaviour. Cultural components, myths and ritual.</li> <li>10. Values as a key component of culture. Gift-giving rituals and consumer culture. The emergence of lifestyle and psychographics as alternative techniques to personality.</li> <li>11. Psychographic analysis. Lifestyle segmentation. Geographic and regional influences on consumer lifestyles.</li> <li>12. Porter's 5 forces model</li> </ol> |  |                |          |

13. Aaker's market analysis

14. Current market trends, Trends in consumer behaviour

**MID-SEMESTER TASK:** Written material and oral presentation

***Learning Materials:***

- Lecture notes (in pdf format)
- M. Solomon, G. Bamossy, S Askegaard, M. K. Hogg: Consumer Behaviour, A European Perspective, Prentice Hall, 2010, ISBN 978-0-273-71726-3
- L. G. Schiffman, L. L. Kanuk: Consumer behaviour, Pearson Prentice Hall, 2010, ISBN 978-0-13-700670-0

**Further reading:**

- M. R. Solomon: Consumer behaviour, Buying, having and being, Pearson Prentice Hall, 2010, ISBN 978-0-13-703496-3

**Lecturer:** Szabolcs, Nagy Dr., PhD., associate professor

**Co-Lecturer:** -

|  |  |                |          |
|--|--|----------------|----------|
| <b>Subject:</b>  | <b>INTEGRATED MARKETING COMMUNICATION</b>              | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>  | <b>12 course / 0 sem.</b>                              |                |          |
| <b>Recitation:</b>   | <b>Exam</b>  |                |          |
| <b>Semester:</b>   | <b>3.</b>  |                |          |
| <b>Preliminary learning conditions: Marketing Management (MBA)</b>   |  |                |          |
| <b>Brief description of the subject:</b>   |  |                |          |
| Having finished the course students will possess higher knowledge of communication strategy, and will know how to create and organise the communication activities of enterprises and organizations. Students can be prepared to managing the Corporate Identity concept and master the practice of several communicational tools.   |  |                |          |
| <b>SUMMARY OF LECTURES:</b>  |  |                |          |
| <ol style="list-style-type: none"> <li>1. Strategy and tactics in communication politics. How to assemble the strategy.</li> <li>2. Planning of Integrated Communication. Linking with management process.</li> <li>3. Integrated Communication –Principles, goals, and strategic directions in integration.</li> <li>4. The organizational realisation of Integrated Communication in enterprises.</li> <li>5. Personnel conditions, motivations of Integrated Communication realisation.</li> <li>6. Measuring of IC outcomes. Quantitative and qualitative technics.</li> <li>7. Communication tools in Integrated Communication strategy</li> <li>8. Working out Integrated Communication casework in team-work</li> <li>9. Working out Integrated Communication casework in team-work</li> <li>10. Working out Integrated Communication casework independently</li> <li>11. Presentation and discussion</li> <li>12. Presentation and discussion</li> <li>13. <a href="#">Evolutionary</a> tendencies,</li> <li>14. Perspectives in Integrated Communication</li> </ol> |  |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation   |  |                |          |
| <b>Learning Materials:</b>   |  |                |          |
| <ul style="list-style-type: none"> <li>- Piskóti, I.: Integrated marketing communication (note)</li> <li>- Linton, I., Morley, K.: Integrated Marketing Communication (1995) (ISBN: 0750619384 / 0-7506-1938-4)</li> <li>- Smith, PR.: Marketing Communication An Integrated Approach (1994) (ISBN: 0749407751 / 0-7494-0775-1)</li> <li>- Bruhn, Manfred: Unternehmens- und Marketingkommunikation Verlag Franz Vahlen München (2005) ISBN-10: 3800637197 ISBN-13: 978-3800637195</li> </ul>  |  |                |          |
| <b>Lecturer:</b>   | <b>Rita Gulyás Kerekes, Ph.D., assistant professor</b> |                |          |
| <b>Co-Lecturer:</b>  | <b>-</b>   |                |          |

|   |   |                |          |
|---|---|----------------|----------|
| <b>Subject:</b>   | <b>BUSINESS MARKETING MANAGEMENT</b>            | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>                       |                |          |
| <b>Recitation:</b>  | <b>Exam</b>                                     |                |          |
| <b>Semester:</b>  | <b>3.</b>                                       |                |          |
| <b>Preliminary learning conditions: -</b>   |   |                |          |
| <b>Brief description of the subject:</b>  |   |                |          |
| Business Marketing Management is the practice of individuals, or organizations, including commercial businesses, governments and institutions, facilitating the sale of their products or services to other companies or organizations.   |   |                |          |
| <b>SUMMARY OF LECTURES:</b>   |   |                |          |
| <ol style="list-style-type: none"> <li>1. Introduction. The nature of business markets, a definition of business marketing.</li> <li>2. Understanding costumers, the importance of purchasing and suppliers.</li> <li>3. Managing relationships with costumers. Auditing business relationships.</li> <li>4. Customer value management, costumer lifetime management, segmentation.</li> <li>5. Transferring the offering: fulfilling the promise. Difficulties in fulfillment.</li> <li>6. Products, research and development, innovation, special products and markets.</li> <li>7. Price, costs and value in business marketing. The problems of pricing.</li> <li>8. Sales management in practice. Buying Center. Selling Center.</li> <li>9. Key Account Management. Costumer Relationship Management.</li> <li>10. Business to business marketing communication. Interactive marketing.</li> <li>11. Business to business brands, difficulties and specialties of branding.</li> <li>12. Difficulties of business to business marketing and market research.</li> <li>13. Quality of relations, measuring of satisfaction, recommendation and repurchasing.</li> <li>14. International ethics and global trends in business marketing.</li> </ol> |   |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation  |   |                |          |
| <b>Learning Materials:</b>  |   |                |          |
| <ul style="list-style-type: none"> <li>- Lecture notes (in pdf format)</li> <li>- David Ford: The Business Marketing Course, John Wiley &amp; Sons, 2002. (ISBN: 0471877220 / 0-471-87722-0)</li> <li>- David Ford (edited by): Understanding Business Marketing and Purchasing, Thomson Learning, 2002. (ISBN: 1861527691 / 1-86152-769-1)</li> </ul>  |   |                |          |
| <b>Lecturer:</b>  | <b>Szabolcs, Nagy, PhD, associate professor</b> |                |          |
| <b>Co-Lecturer:</b>   | <b>László Molnár, assistant professor</b>       |                |          |

|   |   |                |          |
|---|---|----------------|----------|
| <b>Subject:</b>   | <b>BUSINESS PLANNING</b>                            | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>                           |                |          |
| <b>Recitation:</b>  | <b>Exam</b>   |                |          |
| <b>Semester:</b>  | <b>4.</b>   |                |          |
| <b>Preliminary learning conditions: -</b>   |   |                |          |
| <b>Brief description of the subject:</b>  |   |                |          |
| The main objectives of this module are as follows:  |   |                |          |
| <ul style="list-style-type: none"> <li>- to know the legal conditions of entrepreneurship within the European Union,</li> <li>- to be able to prepare a good business plan as the basic document for starting the business and get financing from banks,</li> <li>- to know how to prepare a financial plan.</li> </ul> |   |                |          |
| <b>SUMMARY OF LECTURES:</b>   |   |                |          |
| 1. LEGAL ASPECTS OF ENTREPRENEURSHIP  |   |                |          |
| 1.1.LEGAL BASES OF SMALL BUSINESS   |   |                |          |
| 1.2.PROCESS OF STARTING UP THE BUSINESS   |   |                |          |
| 1.3.LEGAL BASES OF E-BUSINESS   |   |                |          |
| 1.4.COMPETITION, PATENTS AND COPYRIGHT  |   |                |          |
| 2. BUSINESS PLANNING  |   |                |          |
| 2.1.WHAT DOES IT MEAN A BUSINESS PLAN?  |   |                |          |
| 2.2.BUSINESS PLAN FUNCTIONS   |   |                |          |
| 2.3.FORMS OF A BUSINESS PLAN  |   |                |          |
| 2.4.INVESTORS CRITERIA AND SUSPENSE   |   |                |          |
| 2.5.DIFFERENCES IN BUSINESS PLANS RELATING TO THE RECIPIENT   |   |                |          |
| 2.6.FULL BUSINESS PLAN  |   |                |          |
| 3. FINANCIAL PLANNING   |   |                |          |
| 3.1.WHAT A FINANCIAL PLANNING?  |   |                |          |
| 3.2.TIME HORIZON AND PLANNING SCHEDULE  |   |                |          |
| 3.3.WHAT ARE THE STEPS IN DEVELOPING A FINANCIAL PLAN?  |   |                |          |
| 3.4.PLANNING CASH FLOWS   |   |                |          |
| 3.5.PLANNED FINANCIAL FLOWS – EXPENDITURES  |   |                |          |
| 3.6.FINANCIAL FLOWS PLANNING - INCOME   |   |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation  |   |                |          |
| <b>Learning Materials:</b>  |   |                |          |
| <ul style="list-style-type: none"> <li>- Lecture notes (in pdf format)</li> <li>- Business Planning (Chapter 1-3.). Series “European Entrepreneurship Education” Erasmus Project, 2009</li> </ul>   |   |                |          |
| <b>Lecturer:</b>  | <b>Ildikó Gáll Pelcz, PhD., associate professor</b> |                |          |
| <b>Co-Lecturer:</b>   | <b>-</b>  |                |          |

|   |  |                |          |
|---|--|----------------|----------|
| <b>Subject:</b>   | <b>CORPORATE STRATEGY</b>                      | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>                      |                |          |
| <b>Recitation:</b>  | <b>Exam</b>                                    |                |          |
| <b>Semester:</b>  | <b>4.</b>                                      |                |          |
| <b>Preliminary learning conditions: Business Economics</b>  |  |                |          |
| <b>Brief description of the subject:</b>  |  |                |          |
| Describe the characteristics of strategic decision and define what is mean by strategy and strategic management   |  |                |          |
| Explain the elements of the strategic management model and understand how the strategy develops   |  |                |          |
| Provide opportunity to deal with strategic problems through such means as case study work or projects, or, if they are practising managers through their involvement in their own organizations   |  |                |          |
| <b>SUMMARY OF LECTURES:</b>   |  |                |          |
| 1. Introducing Strategy   |  |                |          |
| a. Strategy lenses  |  |                |          |
| 2. The strategic position   |  |                |          |
| a. The environment  |  |                |          |
| b. Strategic capability   |  |                |          |
| c. Expectations and purposes  |  |                |          |
| 3. Strategic choises  |  |                |          |
| a. Corporate-level and international strategy   |  |                |          |
| b. Business-level strategy  |  |                |          |
| c. Directions and methods of development  |  |                |          |
| 4. Strategy into action   |  |                |          |
| a. Organising for success   |  |                |          |
| b. Enabling success   |  |                |          |
| c. Managing strategic change  |  |                |          |
| 5. How strategy develops  |  |                |          |
| a. Understanding strategy development   |  |                |          |
| <b>CASE STUDIES</b>   |  |                |          |
| 1. The global pharmaceutical industry – the global forces at work in the ethical pharmaceutical industry  |  |                |          |
| 2. The Formula One constructors – developing the capabilities for competitive success in a high-tech industry   |  |                |          |
| 3. BMW – driving organic growth through market development in the automotive industry   |  |                |          |
| 4. Xelibri – Siemens launches an innovative phone into sophisticated international markets  |  |                |          |
| 5. Sony – a diverse high-tech multinational responds to change with repeated reorganizations  |  |                |          |
| 6. Marks&Spencer – can new initiations and new management reverse a decline?  |  |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation  |  |                |          |
| - Presence on the lectures in the term-time   |  |                |          |
| - To study and analyze an independently chosen case in team work (5-6 students), present it based on the negotiated program, submit the written version of the case study (25-30 pages) to the lecturer by the end of the term-time,Written exam combination with oral exam in the case of high performance |  |                |          |
| <b>LEARNING MATERIAL:</b>   |  |                |          |
| - Johnson, G. – Scholes, K. – Whittington, R.: <i>Corporate Strategy</i> . Prentice Hall, London, 2006.   |  |                |          |
| - Mintzberg, H. – Alstrand, B. – Lampel, J.: <i>Strategy Safari</i> . The Free Press, New York, 2005. (ISBN: 9780273656364)   |  |                |          |
| - Tompson, A. – Strickland, A.: <i>Strategic management. Concepts and cases</i> . BPI-IRWIN, Boston, 2006. (ISBN: 0-256-08493-9)  |  |                |          |
| - Jauch, L. – Glueck, W.: <i>Strategic management for decision making</i> . McGraw Hill, New York, 2008. (ISBN: 0-07-100507-2)  |  |                |          |
| <b>Lecturer:</b>  | <b>Gyula Fülöp, Ph.D., associate professor</b> |                |          |
| <b>Co-Lecturer:</b>   | -  |                |          |

|   |   |                |          |
|---|---|----------------|----------|
| <b>Subject:</b>   | <b>MANAGERIAL ECONOMICS</b>   | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>12 course / 0 sem.</b>   |                |          |
| <b>Recitation:</b>  | <b>Exam</b>   |                |          |
| <b>Semester:</b>  | <b>4.</b>   |                |          |
| <b>Preliminary learning conditions:</b>   | <b>-</b>  |                |          |
| <p><b>Brief description of the subject:</b><br/> <b>The main purpose of teaching of this subject</b> is to survey the most important knowledge that is necessary for managerial activities, at the same time to develop those skills that are necessary for comprehension of economic connections, phrasing of information for decisions and elaboration of decision-making aspects. This subject applies so approach that is claps the fields of management and emphasizes the presentation of the connections of theory and practice, and analysis of several calculations and estimate methods of practice. The central problem of it is the economic requirement of return. The subject examines and interprets this question in different dimensions.</p> <p><b>SUMMARY OF LECTURES:</b></p> <ol style="list-style-type: none"> <li>1. Requirement of return as global business guiding principle. Expressive and deceptive profitability indicators. Measuring problems of profitability. The main elements of company's interest structure, connections of interest and decision-making. Ownership and management control.</li> <li>2. Cost terminology relationships. Business costs versus economic costs. Cost of capital. Discount rate versus WACC. (Opportunity cost of capital and main components of WACC.) Costs and returns.</li> <li>3. The connections of recourses with the capital need and the production costs. Long term decisions. The special meaning of net present value and internal rate of return in orthodox cash flow projects, and reduction possibilities of estimation methods. Unorthodox cash flows. The payback method. Methods of investments risk analysis.</li> <li>4. Investing versus financing. Leasing versus buying. Selecting alternative technologies.</li> <li>5. Cost behaviour and cost-volume-profit relationships. Cost curves. Short-run cost functions in the real life. The methods of estimating linear cost functions.</li> <li>6. Break even chart. Three variants of break even point. Break even points in multi-product firms. Cost concepts for decision making. Interest effects on costs appearances.</li> <li>7. Analysis the profitability of products. Deceptive ranking indicators.</li> <li>8. Product costing. Product cost variants. Opportunity cost concept in product costing.</li> <li>9. Pricing of products and services. The structural problems of pricing approach.</li> <li>10. The main causes of the difference between market value and book value of resources.</li> </ol> <p><b>MID-SEMESTER TASK:</b> Regular preparation to the lectures and seminars in order to discussing of the topics and solution of tasks.</p> |   |                |          |
| <p><b>LEARNING MATERIAL:</b></p> <ul style="list-style-type: none"> <li>- Lecture notes (in pdf format)</li> <li>- Mulligan, James G.: Managerial Economics. Strategy for Profit. International Student Edition, 1989.</li> <li>- Garrison, Ray H.: Managerial Accounting. Concepts for Planning, Control, Decision Making. Business Publications, Inc. Plano, Texas, 1988.</li> <li>- Arnold, John – Hope, Tony: Accounting for Management Decisions, Prentice Hall International (UK) Ltd, 1990</li> </ul>  |   |                |          |
| <b>Lecturer:</b>  | <b>Mária Illés, Ph.D., professor</b>  |                |          |
| <b>Co-Lecturer:</b>   | <b>Ágnes Kádár Horváth, assistant professor; Imre Kelemen, assistant lecturer; Klára Szűcs Markovics, assistant professor</b> |                |          |

#### **I.5.4 Optional courses**

- Entrepreneurship Policy,
- Business Ethics,
- Organizational Development,
- Business Communication,
- Network Economics,
- SAP ERP

|  |                                |                |          |
|--|--------------------------------|----------------|----------|
| <b>Subject:</b>  | <b>ENTREPRENEURSHIP POLICY</b> | <b>Credit:</b> | <b>3</b> |
| <b>No.of Lessons:</b>  | <b>9 course / 0 sem.</b>       |                |          |
| <b>Recitation:</b>   | <b>Practical mark</b>          |                |          |
| <b>Semester:</b>   | <b>1.</b>                      |                |          |
| <b>Preliminary learning conditions:</b>  | <b>-</b>                       |                |          |
| <b>SUMMARY OF LECTURES:</b>  |                                |                |          |
| <ol style="list-style-type: none"> <li>1. Development of entrepreneurship economics <ol style="list-style-type: none"> <li>1.1. How Classical Capitalism Spawned Entrepreneurship</li> <li>1.2. Neoclassical Theory's Deletion of the Entrepreneur</li> <li>1.3. How Neoclassical Theory Views Wealth Distribution and Creation</li> <li>1.4. Schumpeter's Reaffirmation of the Entrepreneur</li> <li>1.5. Entrepreneurship prior to 1980</li> <li>1.6. Growing Dissatisfaction with Neoclassical Economics</li> <li>1.7. Emerging theory of entrepreneurship economics</li> </ol> </li> <li>2. Basic definitions <ol style="list-style-type: none"> <li>2.1. The definition of an entrepreneur, entrepreneurship and SMEs</li> <li>2.2. The role of small enterprises in the economy</li> </ol> </li> <li>3. Entrepreneurship development policy and assistance to small business <ol style="list-style-type: none"> <li>3.1. Characters of small business structure in the European Union, France, Hungary, Germany, Slovakia and Romania</li> <li>3.2. The evolution of the development of entrepreneurship policy in Europe</li> <li>3.3. European Charter for small enterprises</li> <li>3.4. Small Business Act (SBA) for Europe</li> <li>3.5. Role and objectives of entrepreneurial education in EU. Instruments of the successful entrepreneurship policy</li> <li>3.6. The clusters</li> <li>3.7. The franchise</li> <li>3.8. Industrial parks</li> </ol> </li> <li>4. Reasons and motivations of being an entrepreneur <ol style="list-style-type: none"> <li>4.1. The choice of being an entrepreneur</li> <li>4.2. The factors of the entrepreneurial decision</li> <li>4.3. Myths and realities about entrepreneurs</li> <li>4.4. Success, the final frontier</li> <li>4.5. The characteristics of an entrepreneur</li> <li>4.6. The entrepreneur's creed, advices and recommendations</li> <li>4.7. The assessment of the entrepreneurial skills and competencies</li> </ol> </li> <li>5. Decisions in the entrepreneurial process <ol style="list-style-type: none"> <li>5.1. Preparation for the new enterprise</li> <li>5.2. Judiciary forms of the body of small enterprise</li> <li>5.3. Business plan</li> </ol> </li> <li>6. Entrepreneurial culture <ol style="list-style-type: none"> <li>6.1. The nature of organizational culture</li> <li>6.2. Culture and entrepreneurial activity</li> <li>6.3. The impact of cultural differences on entrepreneurship</li> <li>6.4. Measuring entrepreneurial culture</li> </ol> </li> </ol> |                                |                |          |
| <b>MID-SEMESTER TASK: -</b>  |                                |                |          |

|   |  |
|---|--|
| <b>LEARNING MATERIAL:</b>   |  |
| - Business Planning (Chapter 1-3.). Series “European Entrepreneurship Education” Erasmus Project, 2009                        |  |
| - A.Lundström-L.A.Stevenson: Entrepreneurship policy. Theory and Practice. Springer, 2005. (ISBN: 038724140X / 0-387-24140-X) |  |
| <b>Lecturer:</b>  | <b>Ildikó Gáll Pelcz, Ph.D., associate professor</b> |
| <b>Co-Lecturer:</b>   | -  |

|   |   |                |          |
|---|---|----------------|----------|
| <b>Subject:</b>   | <b>BUSINESS ETHICS</b>                              | <b>Credit:</b> | <b>3</b> |
| <b>No.of Lessons:</b>   | <b>9 course / 0 sem.</b>                            |                |          |
| <b>Recitation:</b>  | <b>Practical mark</b>                               |                |          |
| <b>Semester:</b>  | <b>2.</b>   |                |          |
| <b>Preliminary learning conditions:</b>   | <b>-</b>  |                |          |
| <b>Brief description of the subject:</b>  |   |                |          |
| <p>This course provides a multidisciplinary approach to business ethics by integrating applied ethics, economics and management. It examines the ethical aspects of corporate decision making and points to the importance of ethical behaviour in business. Having finished the course students will be familiar with the various fields and methods of business ethics. They can identify possible ethical problems in business contexts, and will be able to analyse them and find possible alternatives to resolve ethical dilemmas. They are going to get acquainted with ethical institutions which integrate ethical approach into corporate practice. The most important goal of the course is raise the ethical sensibility and awareness of students.</p>   |   |                |          |
| <b>SUMMARY OF LECTURES:</b>   |   |                |          |
| <ol style="list-style-type: none"> <li>1. Definition of business ethics. Basic issues and different approaches of business ethics.</li> <li>2. Definition of ethics. Ethical principles and ethical approaches. Related disciplines.</li> <li>3. Development process of the relationship of economy and ethics. "Two world" concept.</li> <li>4. Alternatives of "Hand of market": "Hand of government", "Hand of Management".</li> <li>5. International business ethics. Ethical issues and problems of multinational corporations.</li> <li>6. Corporate Social Responsibility: definition, approaches, practical trends of CSR.</li> <li>7. Theoretical and practical approaches of corporate ethics. Alternative corporations.</li> <li>8. Ethical sensibility. Elements and relations of corporate ethical sensibility model.</li> <li>9. Ethical management. Model of moral development. Results of empirical studies.</li> <li>10. Ethical strategy. Stakeholder management. Ethical corporate values, communication.</li> <li>11. Ethical corporate culture. Ethical institutions: code of ethics, training, ethical audit.</li> <li>12. Ethical customers, ethical shareholders. Ethical framework (law, branch regulation)</li> <li>13. Practical aspects of business ethics. Examples, articles, case studies to solve.</li> </ol> |   |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation  |   |                |          |
| <b>LEARNING MATERIAL:</b>   |   |                |          |
| - Lecture notes (in pdf format)   |   |                |          |
| <b>Further reading:</b>   |   |                |          |
| - Szegedi, K.: Business Ethics, Miskolci Egyetemi Kiadó, Miskolc, 2011. (megjelenés alatt)  |   |                |          |
| - Griseri P. –Seppala N.: Business Ethics and Corporate Social Responsibility. South-Western Vengage Learning, 2010. ISBN: 978-1-4080-0743-3.   |   |                |          |
| - Ferrel-Fraedrich-Ferrel: Business Ethics: Ethical Decision Making and Cases, Cengage Learning, 2009. ISBN-13: 978-1-4390-4281-6.  |   |                |          |
| - Jeffrey L. Seglin: The Right Thing: Conscience, Profit and Personal Responsibility in Today's Business, Spiro Press, 2003. ISBN 1 904 298 97 4.   |   |                |          |
| <b>Lecturer:</b>  | <b>Krisztina Szegedi, Ph.D. associate professor</b> |                |          |
| <b>Co-Lecturer:</b>   | <b>-</b>  |                |          |

|  |  |                |          |
|--|--|----------------|----------|
| <b>Subject:</b>  | <b>ORGANIZATIONAL DEVELOPMENT</b>                      | <b>Credit:</b> | <b>3</b> |
| <b>No. of Lessons:</b>   | <b>9 course / 0 sem.</b>                               |                |          |
| <b>Recitation:</b>   | <b>Practical mark</b>                                  |                |          |
| <b>Semester:</b>   | <b>2.</b>  |                |          |
| <b>Preliminary learning conditions:</b>  | <b>-</b>   |                |          |
| <b>Brief description of the subject:</b>   |  |                |          |
| <p>The main objective of the subject is to acquaint the students with the main tools of organization development, as well as the characteristics of organization-strategy-culture connection. A general overview of the elements required for successful organization development is given. Competencies of students are developed through case studies and situation games</p>  |  |                |          |
| <b>SUMMARY OF LECTURES:</b>  |  |                |          |
| <ol style="list-style-type: none"> <li>1. Characteristics of organizational development , rationalization, organization regulation</li> <li>2. Definition and contextual determination of organization planning and organization development</li> <li>3. Examination of factors influencing organization development</li> <li>4. Management of organizational processes, part-systems of management</li> <li>5. Organizational reactions to environmental influences, organizational characteristics and their treatment</li> <li>6. Characterization of organizational lifecycles, specialties of organizational expansion</li> <li>7. Model of change management, and its main theorems</li> <li>8. Lawrence-Lorsch thesis</li> <li>9. Process orientation of organization development</li> <li>10. OD values, basic principles</li> <li>11. Process of organization development</li> <li>12. PUGH matrix</li> <li>13. Relevance tree, Scoring and SORK methods</li> </ol> |  |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation   |  |                |          |
| <b>LEARNING MATERIAL:</b>  |  |                |          |
| - Lecture notes (in pdf format)  |  |                |          |
| <b>Further reading:</b>  |  |                |          |
| - R. Daft: Organization theory and design. West Publishing Company, fourth edition (ISBN: 0314463410 / 0-314-46341-0)  |  |                |          |
| <b>Lecturer:</b>   | <b>Mariann Somosi Veres, Ph.D. associate professor</b> |                |          |
| <b>Co-Lecturer:</b>  | <b>-</b>   |                |          |

|   |   |                |          |
|---|---|----------------|----------|
| <b>Subject:</b>   | <b>PRODUCTION MANAGEMENT</b>              | <b>Credit:</b> | <b>3</b> |
| <b>No.of Lessons:</b>   | <b>9 course / 0 sem.</b>                  |                |          |
| <b>Recitation:</b>  | <b>Practical mark</b>                     |                |          |
| <b>Semester:</b>  | <b>3.</b>                                 |                |          |
| <b>Preliminary learning conditions:</b> -   |   |                |          |
| <b>Brief description of the subject:</b><br>Objective: let the students get to know the role and the importance of production management in business enterprises using both theoretical approximations and computational examples, case studies. The students will be able to analyse production managerial processes and create simple production programmes, plans using skills, methods learned by the end of course.                                |   |                |          |
| <b>SUMMARY OF LECTURES:</b>   |   |                |          |
| <b>Module 1.</b> The role and stance of production management in operating enterprises<br>1/1. Determining the characteristics of production depending on the characters of the product<br>1/2. The structure of task and time of operative and strategic production management<br>1/3. The basic approximations of formation of production management systems (task-, consumption- and production-led production management philosophies)              |   |                |          |
| <b>Module 2.</b> The issues of production planning and programing<br>2/1. Phasing of production tasks and market needs based on product relationship model<br>2/2. Solution of computational examples using I/O model<br>2/3. Levels of performance ability, basic cases of diffusion of timebases<br>2/4. Solution of computational examples focusing on certain basic cases<br>2/5. Problemsolving of capacity management with the help of case study |   |                |          |
| <b>Module 3.</b> The role of time in managing and organising production processes<br>3/1. JIT production processes, the role of expenditure growth curve<br>3/2. Application of CPMs: presentation of logical phases through examples<br>3/3. Structure of lead-time (within and among technological phases)  |   |                |          |
| <b>Module 4.</b> Concepts and methods of organising production management<br>4/1. The nature of „push” type production system based on MRP<br>4/2. Further development of unit managerial systems type MRP (MRP II.)<br>4/3. Concept of JIT and its feasibility, Kanban system  |   |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation.   |   |                |          |
| <b>Learning Materials:</b> Lecture notes (in pdf. Format).  |   |                |          |
| <b>Further Readings:</b>  |   |                |          |
| - Ray Wild: Production and Operations Management, Cassell (ISBN: 0304315923 / 0-304-31592-3)  |   |                |          |
| - Terry Hill: Production/Operations Management Text and Cases, Prentice Hall (ISBN: 0137237278 / 0-13-723727-8)   |   |                |          |
| - Gideon Halevi: Handbook of Production Management Methods, Butterworth-Heinemann (ISBN: 9780750650885)   |   |                |          |
| <b>Lecturer:</b>  | <b>Viktor, Lates, assistant professor</b> |                |          |
| <b>Co-Lecturer:</b>   | <b>-</b>                                  |                |          |

|  |  |                |          |
|--|--|----------------|----------|
| <b>Subject:</b>  | <b>NETWORK ECONOMICS</b>                         | <b>Credit:</b> | <b>3</b> |
| <b>No.of Lessons:</b>  | <b>9 course / 0 sem.</b>                         |                |          |
| <b>Recitation:</b>   | <b>Practical mark</b>                            |                |          |
| <b>Semester:</b>   | <b>4.</b>  |                |          |
| <b>Preliminary learning conditions:</b>  | <b>-</b>   |                |          |
| <b>Brief description of the subject:</b>   |  |                |          |
| Having finished the course, the students will understand how a company can make best use of its intellectual properties and information products. They will be able to make a difference between sunk costs and reproduction costs; identify possible lock-in opportunities for their companies; make versioning plans for their own products.   |  |                |          |
| <b>SUMMARY OF LECTURES:</b>  |  |                |          |
| <ol style="list-style-type: none"> <li>1. Knowledge and information – definitions and examples</li> <li>2. Information or network economy – does it really exist, is there anything new to it?</li> <li>3. Intellectual capital in business. Examples and analogies that may be used</li> <li>4. Pricing information – the theory of increasing returns</li> <li>5. Main differences between producing and reproducing knowledge</li> <li>6. Versioning information – offering a menu of products which are really similar to each other in most characteristics</li> <li>7. Case study and presentation of students on popular examples versioning in information business</li> <li>8. Lock-in – one of the main features of the information age</li> <li>9. Managing lock-ins – the example of Cisco Systems</li> <li>10. Network externalities – the theory of externalities in economics</li> <li>11. Positive externalities – some examples</li> <li>12. Cooperate or compete? Some instances when it actually pays off to cooperate with your main competitors</li> <li>13. Waging a standards war – major successes and fails of the past decades</li> <li>14. Case study and presentation of students on major IT companies</li> </ol> |  |                |          |
| <b>MID-SEMESTER TASK:</b> Written material and oral presentation   |  |                |          |
| <b>LEARNING MATERIAL:</b>  |  |                |          |
| <ul style="list-style-type: none"> <li>- Lecture notes (in pdf format)</li> <li>- Carl Shapiro - Hal R. Varian: Information Rules. A Strategic Guide to the Network Economy. Harvard Business School Press, 1999. (ISBN: 9780875848631)</li> </ul>   |  |                |          |
| <b>Further reading:</b>  |  |                |          |
| <ul style="list-style-type: none"> <li>- Joseph P. Bailey: Internet Economics. MIT Press, Cambridge, MA, 1997. (ISBN: 0262631911 / 0-262-63191-1)</li> <li>- Nagurney, A.: Network Economics: A Variational Inequality Approach, second and revised edition, Kluwer Academic Publishers, Dordrech, 1999 (ISBN: 9780792383505)</li> </ul>   |  |                |          |
| <b>Lecturer:</b>   | <b>Zoltán Bartha, Ph.D., assistant professor</b> |                |          |
| <b>Co-Lecturer:</b>  | <b>-</b>   |                |          |

|   |                          |                |          |
|---|--------------------------|----------------|----------|
| <b>Subject:</b>   | <b>SAP ERP</b>           | <b>Credit:</b> | <b>3</b> |
| <b>No.of Lessons:</b>   | <b>9 course / 0 sem.</b> |                |          |
| <b>Recitation:</b>  | <b>Practical mark</b>    |                |          |
| <b>Semester:</b>  | <b>4.</b>                |                |          |
| <b>Preliminary learning conditions: -</b>   |                          |                |          |
| <b>Brief description of the subject:</b>  |                          |                |          |
| Objective: let the students get to know the tasks and possibilities of enterprise resource management through the SAP ERP enterprise information system. The student will be able to understand the structure of SAP ERP, learn its modules, and the preliminary conditions using them, the common administration tasks and the related reports and features.                                   |                          |                |          |
| <b>A GYAKORLATOK TARTALMA:</b>  |                          |                |          |
| 1. Enterprise resource planning with SAP ERP. The brief history of SAP Ag., the presentation of SAP R/3, SAP ERP and SAP Netweaver technology. Overview of SAP ERP: organization structure, master data, transactions, reports. The components and using of SAP GUI.  |                          |                |          |
| 2. Procurement in SAP ERP. The related organization levels. Material and vendor master data, purchasing documents. The procurement process. Goods receipt, good transfer. Invoice verification and cash payment. Reports related to the procurement process.  |                          |                |          |
| 3. Material requirement planning. Material master data, bill of materials. The process of material requirement planning. Sales and production planning.   |                          |                |          |
| 4. Life-cycle management. The components of life-cycle management. Document management, product structure management. Product and configuration change management. Product classification.  |                          |                |          |
| 5. Production in SAP ERP. The related organizational levels, and master data. Bill of materials, work centers and routes. Production order processing. Production cost calculation.   |                          |                |          |
| 6. Warehouse and inventory management in SAP ERP. Stock transfer. Stock transport. One-step and two-step procedures. Physical inventory support.  |                          |                |          |
| 7. Sales orders: organization levels, distribution channels. Plant and storage location. Sales order process. Sales reports.  |                          |                |          |
| 8. Human capital management. Enterprise structure, personnel structure, organization structure. Infotypes, infotype maintenance, personnel file. Processes in human capital management.   |                          |                |          |
| 9. Financial accounting in SAP ERP. G/L accounts in financial accounting. Company codes, business areas, controlling. General ledger, accounts. A/P invoices, processing in the procurement process. A/R invoice, customer accounts. Assets in financial accounting. Balance sheet and profit/loss statement.   |                          |                |          |
| 10. Management accounting in SAP ERP. Comparison of management and financial accounting. Value flow, integration with other SAP ERP components. Cost centers, integrated planning process, cost allocation. Internal orders, types, planning. Profit centers, integrated planning, G/L functions, reports. Profitability analysis, per segment market. Product cost controlling, cost planning. |                          |                |          |
| <b>Mid-semester task:</b>   |                          |                |          |
| During the semester the students learn the information system of an example company, and solve the practical problems on it, in the computer lab.   |                          |                |          |

|   |   |
|---|---|
| <b>Learning Materials:</b> Gyórfy Ildikó – Lates Viktor: SAP resource administration, lecture notes.                |   |
| <b>Further Readings:</b>  |   |
| - Glynn C. Williams: Implementing SAP ERP Sales and Distribution, McGraw-Hill Osborne 2008, ISBN: 0071497056        |   |
| - Sinha R. Magal – Jeffrey Word: Integrated Business processes with ERP systems, Wiley 2010, ISBN 978-0-470-47844-8 |   |
| <b>Lecturer:</b>  | <b>Viktor, Lates, assistant professor</b> |
| <b>Co-Lecturer:</b>   | <b>Ildikó Gyórfy, assistant lecturer</b>  |

### **I.5.5 Seminars**

- Seminar 1,
- Seminar 2 (Degree Work),

|   |                         |                |          |
|---|-------------------------|----------------|----------|
| <b>Subject:</b>   | <b>SEMINAR 1</b>        | <b>Credit:</b> | <b>5</b> |
| <b>No.of Lessons:</b>   | <b>6 cons.</b>          |                |          |
| <b>Recitation:</b>  | <b>Grading</b>          |                |          |
| <b>Semester:</b>  | <b>3.</b>               |                |          |
| <b>Preliminary learning conditions: -</b>   |                         |                |          |
| <b>Brief description of the subject:</b>  |                         |                |          |
| <p>The aim of the subject is to help students in preparations for the tasks related to the thesis and give them support and information about the formal and content requirements, the deadlines, the themes, and the consultants</p> |                         |                |          |
| <b>MID-SEMESTER TASK:</b>   |                         |                |          |
| <p>To submit the theme choice form till the deadline, to get in contact with the consultant, and be in relevant progress in the elaborating of thesis.</p>  |                         |                |          |
| <b>Learning Materials: -</b>  |                         |                |          |
| <b>Further Readings: -</b>  |                         |                |          |
| <b>Lecturer:</b>  | the prospective referee |                |          |
| <b>Co-Lecturer:</b>   | -                       |                |          |

|   |                                |                |           |
|---|--------------------------------|----------------|-----------|
| <b>Subject:</b>   | <b>SEMINAR 2 (DEGREE WORK)</b> | <b>Credit:</b> | <b>15</b> |
| <b>No.of Lessons:</b>   | <b>6 cons.</b>                 |                |           |
| <b>Recitation:</b>  | <b>Grading</b>                 |                |           |
| <b>Semester:</b>  | <b>4.</b>                      |                |           |
| <b>Preliminary learning conditions:</b>   | <b>Seminar 1</b>               |                |           |
| <b>Brief description of the subject:</b>  |                                |                |           |
| <p>The aim of the subject to foster the students with the help of the appointed consultant in elaborating the proper thesis fitting to the thesis determination form and the thesis regulation.</p> |                                |                |           |
| <b>MID-SEMESTER TASK:</b>   |                                |                |           |
| <p>To submit the thesis till the deadline, to be in touch with the consultant continuously.</p>   |                                |                |           |
| <b>Learning Materials: -</b>  |                                |                |           |
| <b>Further Readings: -</b>  |                                |                |           |
| <b>Lecturer:</b>  | the prospective referee        |                |           |
| <b>Co-Lecturer:</b>   | -                              |                |           |