

University of Debrecen
Centre of Arts, Humanities and Sciences
Debrecen, Hungary



Management and Business Administration, BA

Faculty of Economics and Business Administration

<http://englishstudies.sci.unideb.hu>

<http://www.econ.unideb.hu/eng>

Management and Business Administration, BA

Objectives and Perspectives

To prepare specialists in economics and business who, using the skills they have acquired in the fields of economics, social sciences, applied economics, methodology and their chosen specialisation, are able to plan and analyse the activities of business organisations and institutions, and to direct and organise the activities of managers and companies. Further, to provide students with the necessary background knowledge to continue to the second (MA) phase of the course.

Requirements
Duration of Studies: 6 semesters for academic studies + 1 semester for traineeship
Number of ECTS credits: 180 + 30
Number of teaching (contact) hours: 1800

Specialisation (after the 4th semester)

- Controlling
- Marketing Management
- International Business
- Business Administration and Organization

Students completing the BA course will be able to:

- fill specialised positions in business organisations,
- provide the necessary problem-solving approach to decisions taken within companies,
- communicate effectively in both domestic and international business contexts using their knowledge of foreign languages and their Information Technology skills,
- adapt to the changing environment and develop their own careers by analysing their experiences and continuing their professional education; further, to widen the knowledge they have gained on the course through practical experience,
- carry out independent work in various fields within companies,
- undertake management functions in the general management of organisations.

Graduate Study Opportunities
MSc in International Economics and Business
MSc in Management and Leadership
MSc in Finance
MSc in Accounting
MSc in Business Informatics

Background

The Faculty of Economics and Business Administration has about 40 staff members, approximately 40% of them full or associate professors. Most of them speak fluent English, and have broad educational experience. The faculty is well equipped with several computer laboratories and an extensive research library.

COURSES	A	Semesters											
		1		2		3		4		5		6	
		L+S	C	L+S	C	L+S	C	L+S	C	L+S	C	L+S	C
Mathematics I	E	2+2	4										
Mathematics II.	E			2+2	4								
Mathematics III.	E			2+2	4								
Statistics I.	E					2+2	4						
Statistics II.	E							2+2	4				
Introduction to Informatics	P	0+2	3										
Introduction to Economics	E	2+1	4										
Microeconomics	E			2+2	5								
Macroeconomics	E					2+2	5						
International Economics	E							2+1	4				
Economic Policy	E							2+0	3				
Social Science Optional I.	E	2+0	3										
Social Science Optional II.	E			2+0	3								
Social Science Optional III.	E					2+0	3						
Social Science Optional IV.	E							2+0	3				
Business Civil Law	E	2+0	3										
Business Economics	E	2+0	3										
Organizational Behaviour I.	P	2+1	4										
Accountancy I.	P	2+1	4										
Marketing	E					2+1	4						
Corporate Finance I.	P					2+1	4						
Strategic Management	E					2+0	3						
Business Process Management	E					2+0	3						
Human Resource Management I	E							2+0	3				
International Business	E							2+0	3				
Database Management and Information Systems	P									0+2	3		

Skill Development I.	P	0+2	3										
Skill Development II.	P			0+2	3								
Skill Development III.	P							0+2	3				
Business Constitutional Law	E			2+1	4								
Organizational Behaviour II.	P			0+2	3								
Accountancy II.	E			2+1	4								
Marketing Management	P							2+1	4				
Corporate Finance II.	P							2+1	4				
Management of Value Creating Processes	E									0+2	3		
Human Resource Management II.	E											1+2	4
World Economics	E					2+0	3						
Change Management	E									1+2	4		
Management Control System	E									1+2	4		
Decision Theory and Methodology	E											1+2	4
Professional Optional Courses	E/P									3+8	15	4+12	22
Extended essay consultation	-									0+2		0+2	
Total credit per semester		31		30		29		31		29		30	
Number of subjects per semester		9		8		8		9		8		8	
Number of exams per semester		5		6		7		6		6		6	

Abbreviations: A = assessment (type of exam), E = Exam, P = Practical assignment

L = number of lecture hours per week, S = number of seminar hours per week, C = credit points

Course Title: MATHEMATICS I.

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. László Losonczy	2	2	4	no	Exam	4

Course Content:

Elements of set theory and mathematical logic. Real numbers.
Sequences, convergence, monotonicity. Infinite series.
Limit and continuity of functions. Properties of continuous functions.
Differential calculus of functions of one variable. Extremum

Required reading:

Knut Sydsæter, Peter Hammond: *Mathematics for Economic Analysis*, Prentice Hall, 1995

Handouts (*theory and problems*) by the lecturer

Suggested reading:

Mike Rosser, *Basic Mathematics for Economists*, Routledge, London, 1993

Assessment:

Exam

Course Title: MATHEMATICS II.

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. László Losonczy	2	2	4	Mathematics I.	Exam	4

Course Content:

The vector space \mathbf{R}^n

Matrix calculus. Determinants.

Linear systems of equations.

Differential calculus of functions of several variables. Extrema, constrained extrema.

Vector spaces, linear transformations, matrix representation. Euclidean spaces.

Required reading:

Knut Sydsæter, Peter Hammond: *Mathematics for Economic Analysis*, Prentice Hall, 1995.

Handouts (*theory and problems*) by the lecturer

Suggested reading:

Assessment:

Exam

Course Title: MATHEMATICS III.

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Gyula Pap	2	2	4	Mathematics II	Exam	4

Course Content:

Statistical background of probability theory. Events. Kolmogorov Probability Space. Combinatorics. Conditional probability and independence. Bayes theorem. Discrete random variables, expected value, std. deviation. Frequently used discrete probability distributions. The cumulative distribution and density functions. Joint distribution function. Correlation coefficient. Moments, skewness, kurtosis, mode, median, quantiles. Multidimensional normal distribution. The most important (absolutely) continuous probability distributions and inequalities (the Cauchy-Schwarz-, the Markov- and the Chebisev inequalities). Laws of Large Numbers. Central Limit Theorems. Conditional expected value, conditional probability distribution. The regression function.

Required reading:

Feller, W.: An Introduction to Probability Theory and Its Applications, John Wiley & Sons, 1968

Suggested reading:

Billingsley, P.: Probability and measure, John Wiley & Sons, 1995

Bain, L.J. and Engelhardt, M.: Introduction to Probability and Mathematical Statistics, Duxbury Press, 2000

Assessment:

Written examination

Course Title: STATISTICS I.

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. János Kormos	2	2	4	Mathematics III.	Exam	4

Course Content:

Basic concepts of statistics; descriptive statistics: analysis of quantitative variables; stochastic relationships, graphical methods; standardisation for the decomposition of differences and ratios, value, price, and quantity indices; sampling; estimation theory, point and interval estimation, the basics of hypothesis testing, fundamental parametric tests (Z, t, and F tests), applications and case studies using SPSS

Required reading:

L.J. Bain & M. Engelhardt, Introduction to probability and mathematical statistics, Duxbury, 2nd edition, 1992

Davis R. Anderson et al, Statistics for Business and Economics, South-Western Educational Publishing, 2001

Handouts, lecture notes

Suggested reading:

J. A. Rice: Mathematical Statistics and Data Analysis, Duxbury Press, 2nd edition, 1994

Afriat, S. N: The Price Index and its Extension: A Chapter in Economic Measurement, ROUTLEDGE, 2004

SPSS Manual Books

Matthew J. Zagumny: The Spss Book: A Student Guide to the Statistical Package for the Social Sciences, Writers Club Press, 2001

Assessment:

examination

Course Title: STATISTICS II.

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. János Kormos	2	2	4	Statistics I	Exam	4

Course Content:

The most important parametric and non-parametric statistical tests (Z, t, F, chi-squares, Analysis of Variance, binomial, rank and run tests, Kolmogorov-Smirnov tests, etc.); deterministic and stochastic time-series analysis, bi- and multivariate regression analysis, correlation analysis, applications and case studies using SPSS

Required reading:

L.J. Bain & M. Engelhardt, Introduction to probability and mathematical statistics, Duxbury, 2nd edition, 1992

Davis R. Anderson et al, Statistics for Business and Economics, South-Western Educational Publishing, 2001

Handouts, lecture notes

Suggested reading:

J. A. Rice: Mathematical Statistics and Data Analysis, Duxbury Press, 2nd edition, 1994

Afriat, S. N: The Price Index and its Extension: A Chapter in Economic Measurement, ROUTLEDGE, 2004

SPSS Manual Books

Matthew J. Zagumny: The Spss Book: A Student Guide to the Statistical Package for the Social Sciences, Writers Club Press, 2001

Assessment:

Written examination

Course Title: INTRODUCTION TO INFORMATICS

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. János Kormos	0	2	2	no	Practical assignment	3

Course Content:

Computer as information processing machine, Computer architectures, Basic notion of informatics, data, program, compiler, interpreter, software, operation system, hardware, bit, byte, programming languages, spreadsheet programs, text editors, database management systems, Types and use of peripheral devices, Computer information representation, address, logical, string and numerical data, instructions, operations and programs, Basic algorithms, ordering, searching, picking, Basic knowledge of network system, Information system development.

Required reading:

J. G. Brookshear: Computer Science: An Overview, Seventh edition. Addison Wesley, 2003

Suggested reading:

L. Snyder: Fluency with Information Technology: Skills, Concepts, and Capabilities. Addison Wesley, 2004.

Assessment:

examination

Course Title: INTRODUCTION TO ECONOMICS

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. László Muraközy	2	1	4	no	Exam	4

Course Content:

the subject, method and the short history of Economics; the concept of economic agents; national income; the market mechanisms: the analysis of demand and supply; comparative static analysis; the concept of the product-, money- and labor market; the instruments of economic policy: fiscal and monetary policy; the role of the Central Bank; development of banks and the financial system; the functions of financial intermediary; the process of money creation; current issues of the Hungarian economy

Required reading:

Heyne, P. – Boettke, P. – Prychitko, D. (2002): The Economic Way of Thinking. Prentice Hall, 10th edition

Suggested reading:

Samuelson, P.A. – Nordhaus, W.D. (2001): Economics. McGraw-Hill, 17th edition

Heyne, P (1973): The Economic Way of Thinking. Prentice Hall

Buchholz, T.G. (1989): New Ideas from Dead Economists. New York: Penguin Group

Bchholz, T.G. (1996): From Here to Economy: A Shortcut to Economic Literacy. Plume

Assessment:

Final exam: written

Grade: based on the mid-term and final exam

Course Title: MICROECONOMICS

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Judit Kapás	2	2	4	Introduction to Economics	Exam	5

Course Content:

the subject and method of Microeconomics; the theory of consumer's choice; market equilibrium and efficiency; technological constraints; profit-maximizing behaviour; cost curves; supply in a competitive market; monopoly and monopolistic behaviour; oligopoly; general equilibrium theory and welfare; externalities; public goods

Required reading:

P. A. Samuelson - W. D. Nordhaus: Economics. McGraw-Hill Companies; 16th edition, 1998. (Microeconomics chapters)

Suggested reading:

Gregory Mankiw: Principles of Microeconomics (South-Western College Pub, 4th edition, 2006)
Gregory Mankiw: Principles of Microeconomics - Study Guide (South-Western College Pub, 2006)
David Besanko, Ronald R. Braeutigam: Microeconomics (John Wiley & Sons, 2nd edition, 2004)
David Besanko, Ronald R. Braeutigam: Microeconomics Study Guide. John Wiley & Sons, 2nd edition, 2004)
Gregory Mankiw: Principles of Microeconomics and Study Guide (South-Western College Pub, 4th edition, 2006)
Taylor, J. B.: Principles of Microeconomics (Boston, New York: Houghton Mifflin, 1998).

Assessment:

final exam: written
grade: based on the final and mid-term exam

Course Title: MACROECONOMICS

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Judit Kapás	2	2	4	Micro-economics	Exam	5

Course Content:

production and distribution of national income; functions of the money; the quantity theory of money; seigniorage; theories of money demand, money supply and the financial system; labour market and unemployment; macroeconomic consumption; investment; commodity market and the IS curve; the multiplier effect; aggregate demand; money market and the LM curve; inflation and the Phillips curve; fiscal and monetary policy in the IS-LM model; aggregate supply; business cycles; macroeconomic debate on economic policy; economic growth

Required reading:

N. Gregory Mankiw: Macroeconomics. Worth Publishers, New York, 2007.

Suggested reading:

R. Hall – J. B. Taylor – D. Papell: Macroeconomics. W W Norton & Co Ltd, New York, 2005.

Assessment:

final exam: written

grade: based on the final and mid-term exam

Course Title: INTERNATIONAL ECONOMICS

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Pál Czeglédi	2	1	3	Macro-economics	Exam	4

Course Content:

theories of international trade; international trade policy; balance of payments; foreign exchange rates and foreign exchange market; theories of exchange rate; price adjustment and income under flexible and fixed exchange rate system; open economy macroeconomics: adjustment policies

Required reading:

D. Salvatore: Introduction to International Economics. Wiley, Hoboken, New Jersey, 2004.

Suggested reading:

H. Jager – C. J. Jepma – E. Kamphuis: Introduction to International Economics. FT Prentice Hall, New Jersey, 2006.

P. A. Samuelson - W. D. Nordhaus: Economics. McGraw-Hill Companies; 16th edition, 1998.

P. Krugman– M. Obstfeld: International Economics: Theory and Policy. Addison Wesley, Boston, 2005.

Assessment:

final exam: written

grade: based on the final and mid-term exam

Course Title: ECONOMIC POLICY

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. László Muraközy	2	0	2	Macroeconomics	Exam	3

Course Content:

Main themes of the course:

Part I. The Rise and Fall of the Soviet Model

1. The starting point: characteristics of communist economic systems
2. Modification of the classical system: the viability of market socialism
3. The collapse of the system

Part II. Structural Reforms in Transition

4. Interlinkages between macroeconomic policy and microeconomic change
5. Corporate restructuring and privatization
6. Restructuring and privatization of financial institutions
7. Public finance reforms
8. Transition in Hungary

Part III. Challenges of the XXI. Century

9. Policy constraints for small, open economies in a globalized world
10. Economic policy alternatives for Hungary

Required reading:

Bara, Z. – Csaba, L. eds. (2000): *Small economies' adjustment to global tendencies*. Budapest: AULA.

Bokros, L. – Dethier, J. (1998): *Public finance reform during the transition : the experience of Hungary*. Washington: World Bank.

Csaba, L. (2007): *The New Political Economy of Emerging Europe*. 2nd. edition. Budapest: Akadémiai.

Kolodko, G. (2000): *From Shock to Therapy, The Political Economy of Post-Communist Transition*. Oxford: Oxford University Press.

Kornai, J. (1992): *The socialist system: the political economy of communism*. Oxford: Clarendon Press

Kornai, J. (1997): *Struggle and hope : essays on stabilization and reform in a post-socialist economy*. Cheltenham, UK: Edward Elgar.

Kornai, J. (2000): *Paying the bill for goulash-communism*. Boulder: Social Science Monographs.

Muraközy, László (2004): *Yet Another Change of System – What can be learnt from history and what cannot*. Competitio Book Series Vol. 3. University of Debrecen, Debrecen, 2004.

Assessment:

presentation, final exam

Course Title: BUSINESS CIVIL LAW

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Géza Károlyi	2	0	2	no	Exam	3

Course Content:

Property law. General rules of contracts. Individual contracts. Law relating to stocks and shares. The guarantee of collateral obligations in contracts. Breach of contract. Compensation law. Non-profit organisations. Sole traders. Partnerships. Limited companies. Companies with limited liability. Public limited companies. Bankruptcy and liquidation procedures.

Required reading:

Lecture notes prepared by the instructor

Suggested reading:

Károlyi Géza - Prugberger Tamás- Törő Emese: Gazdasági magánjog. Debreceni Egyetem Kossuth Egyetemi Kiadó. Tankönyv közgazdászhallgatóknak. 2007.

Assessment:

Written exam

Course Title: BUSINESS ECONOMICS

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. László Erdey	2	0	2	no	Exam	3

Course Content:

The domestic economic environment – The international economic environment – The structure of the economy – Organization of firms and markets – Business objectives – Demand, costs, pricing and investment in theory and practice – Government and business

Required reading:

Hornby, W – Gammine R – Wall, S.: Business Economics. FT Prentice Hall. London, New York, 2001.

Suggested reading:

Begg, D – Ward, D.: Economics for Business. The McGraw-Hill Companies, London, Boston, 2003.

Mulhearn, C – Vane, H.R – Eden, J.: Economics for Business. Palgrave, New York, 2001.

Assessment:

- 30 points: written case
- 20 points: midterm written test
- 50 points: final written exam

Course Title: ORGANIZATIONAL BEHAVIOUR I.

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Mária Ujhelyi	2	1	3	no	Practical assignment	4

Course Content:

The field of Organizational Behaviour, the definition of organizations, foundations of individual behaviour: ability, personality, attitudes, job satisfaction, learning, perception, decision making, motivation, emotions and moods; foundations of group behaviour: roles, norms, status, size, cohesiveness, group decision making, understanding teams, creating effective teams, communication, leadership, power and politics, conflict and negotiation; foundations of organization structures: common organization design, new structural options, organizational culture, organizational change and development.

Required reading:

Robbins, Stephen P. – Judge, Timothy A. (2007): Essentials of Organizational Behavior, ninth edition Person Prentice Hall

Suggested reading:

Janasz, Susanne C. – Down, Karen O. – Schneider, Beth Z. (2002): Interpersonal Skills in Organizations McGraw Hill New York

Marcic, Dorothy - Seltzer, Joe (1998): Organizational Behavior, Experiences and Cases, fifth edition South-Western College Publishing Company

Assessment:

35% midterm exam, 35% final exam, 15% class participation, 15% individual assignments

Course Title: ACCOUNTANCY I.

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Ildikó Orbán Mrs. Tamás Dékán	2	1	3	no	Practical assignment	4

Course Content:

1. Concept of accountancy
2. Property of the entrepreneur, statement of property
3. Economic transactions and their impacts on property
4. Definition of result, its classification and statement
5. Fundamental conceptions of bookkeeping
6. Phases of accounting work (documents)
7. Phases of accounting work (registering, analytic and synthetic registering, analytic and synthetic registering settlement of accounts)
8. Phases of accounting work (closing items, aggregate summaries)
9. Summing up example for presenting the connection between the bookkeeping accounts, profit and loss statement and balance sheet
10. Reporting and bookkeeping obligation. Accounting services
11. Regulation of enterprises' accountancy. Accounting system. Accounting act.
12. Basic accounting principles, accounting policy
13. Generally about bookkeeping and reporting
14. Structure and characteristics of balance sheet. Valuation of balance sheet items.

Required reading:

Lecture Note for the students.

Suggested reading:

Charles T. Horngren - Gary L. Sundem - John A. Elliott - Donna Philbrick: Introduction to Financial Accounting (9th Edition) (Charles T Horngren Series in Accounting). Prentice Hall, Inc. 2005

D. Eric Hirst - Mary Lea McAnally: Cases in Financial Reporting (5th Edition). Prentice Hall Inc. 2005

Charles T. Horngren - Walter T. Harrison (7th Edition) (MyAccountingLab Series). Prentice Hall, Inc. 2006

Assessment:

Written tests, assignments, active participation in classes

Course Title: MARKETING

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. László Erdey	2	1	3	no	Exam	4

Course Content:

Marketing, the marketing concept, marketing orientation, marketing-mix, segmentation, targeting, positioning, consumer behaviour, institutional buying behaviour, product policy, pricing, distribution, promotion, the marketing information system, marketing strategy, international marketing

Required reading:

Armstrong, G.–Kotler, P. (2007): Marketing, 8th Edition, Prentice Hall, (selected chapters)

Suggested reading:

Solomon, M.–Marshall, G.–Stuart, E. (2007): Marketing: Real People, Real Choices, 5th Edition, Prentice Hall

Hiebing, R. G.–Cooper, Scott W. (2003): The Successful Marketing Plan: A Disciplined and Comprehensive Approach, 3rd Edition, McGraw–Hill

Alsem, K. J. (2007): Strategic Marketing: An Applied Approach, 1st Edition, McGraw–Hill

Ries, A.–Trout, J. (2001): Positioning: The Battle for Your Mind, 1st Edition, McGraw-Hill

Assessment:

written exam, precondition: obligatory course work in groups

30% course work in groups, 30% midterm exam, 40% end term exam

Course Title: CORPORATE FINANCE I.

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Tibor Tarnóczy	2	1	3	Accountancy I	Practical assignment	4

Course Content:

Axioms of corporate finance. Goals of financial management. Financial statements and corporate finance. Cash-flow statement. Break-even analysis. Analysis of financial statements: likvidity ratios, long term solvency ratios, turnover measures, profitability and market value measures. Risk and returns. Financial and operational leverage. Time value of money: present value, future value, annuity, perpetuity. Long term and short term business financing. Debt, leasing, bill and factoring. General topics of short term financial management. Operational and financial cycles. Net working capital management. Cash and receivables management. Investment decisions and analysis. Financial planning. Estimation of supplementary capital needs and the business growth.

Required reading:

Ross, S.A.-Westerfield, R.W.-Jordan, B.D.: Essentials of Corporate Finance, Mcgraw-Hill/Irwin, 2007.

Suggested reading:

Block, B.S.-Hirt, G.A.: Foundations of Financial Management, Mcgraw-Hill/Irwin, 2001.
Brealey, R.A.-Myers, S.C.-Allen, F.: Principles of Corporate Finance, McGraw-Hill/Irwin, 2005.
Brigham, E.F.-Ehrhardt, M.C.: Financial Management, Theory and Practice, Harcourt College Publishers, 2002.

Assessment:

Written exam

Course Title: STRATEGIC MANAGEMENT

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr Mária Ujhelyi	2	0	2	Business Economics	Exam	3

Course Content:

Introducing strategy – The strategic position: the environment, strategic capability, expectation and prosés – Strategic choices: functional-level strategy – business-level strategy – corporate-level and international strategy – Strategy into action: organising for success, managing strategic change – How strategy develops: understanding strategy development, strategy development in organizations.

Required reading:

Johnson, G – Scholes, K – Whittington, R.: Exploring Corporate Strategy. FT Prentice Hall, London, New York, 2006.

Suggested reading:

Thompson, A – Strickland, A.J.: Strategic management. BPI Irwin, Boston, 2002.

Luffman, G – Sanderson, S – Lea, E – Kenny, B.: Business policy. Basil Blackwell, Oxford, 2003.

Assessment:

- 30 points: written case study analysis and presentation
- 20 points: midterm written test
- 50 points: final oral exam

Course Title: BUSINESS PROCESS MANAGEMENT

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Tibor Kárpáti	2	0	2	no	Exam	3

Course Content:

Processes in the organization, understanding defining and classifying processes; Subsystems and processes of classical industrial and commercial firms; Characteristics of production processes; Profile of production, verticality of production; Mass production, non-series production, repetitive production; The organizational type of the production's core processes; Defining the time for getting through the process, process management supported by computers;

Required reading:

Jeston J. – Nelis J.: Business Process Management: Practical Guidelines to Successful Implementations 2006.

Suggested reading:

Krejewski L. J. – Ritzman L. P. – Malhotra M. K.: Operations Management: Process and Value Chains 2007

Anpindi R.: Managing Business Process Flows: Principles of Operations Management 2006

Assessment:

Mid-term test and final exam

Course Title: HUMAN RESOURCE MANAGEMENT I.

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr Csaba Makó	2	0	2	no	Exam	3

Course Content:

I. Foundations and Framework:

Development of Human Resource Management (HRM) in Historical and International Perspective. The Goals of HRM. The Strategic Management and HRM. Organisational Theory. Labour Process Perspective and HRM. Human Resource Management and the Worker: Towards a New Psychological Contract? HRM and Societal Embeddedness.

II. Core Process and Functions

Work Organisation and HRM. Employee Voice (Participation) Systems. Recruitment Strategy, selection decision making. Training Development and Competence. Formal Qualification Based versus Situational Learning and Knowledge. Remuneration: Pay Effects at Work and Performance Management.

III. Patterns and Dynamics

HRM and Contemporary Manufacturing. Service Strategies: Marketing, Operations, and HRM Practices. Knowledge Workers, New Public Management and HRM. Transnational Firms and Cultural Diversity. Organisational Cultures in an International Perspective.

Required reading:

Boxal, P. – Purcell, J. – Wright, P. (2008) *Oxford Handbook of HRM*, Oxford: Oxford University Press

Suggested reading:

Makó, Cs. – Moerel, H. – Illéssy, M. – Csizmadia, P. (eds.) (2007) *Working It Out? The Labour Process and Employment Relations in the New Economy*, (2007) Budapest: Akadémiai Kiadó, p. 240.

Assessment:

Essay : 40 %, presentation: 20 % and written examination: 40 %.

Course Title: INTERNATIONAL BUSINESS

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. László Erdey	2	0	2		Exam	3

Course Content:

Globalisation, international interdependencies, stylized facts of the contemporary world economy, theories of international trade, trade policy, the GATT and the WTO, the fundamentals of international marketing, foreign trade techniques, the EU's and Hungary's role in the world economy

Required reading:

Czinkota, Michael R.–Ronkainen, Ilkka A.–Moffett., Michael H. (2005): International Business, 7th Edition. New York City: Thompson-Southwestern.

Suggested reading:

The Wall Street Journal
The Economist
Fortune
Business Week
Forbes

Assessment:

30% course work in groups, 30% midterm exam, 40% end term exam

Course Title: DATABASE MANAGEMENT AND INFORMATION SYSTEMS

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. János Kormos	0	2	2	no	Practical assignment	3

Course Content:

Database system concepts and architecture, The database approach versus the file-processing methods, CODASYL DBTG model, DBS – DBMS, Data models, schemas and instances, ER model concepts, entities, attributes, relationships, structural constraints, Relational model concepts, constraints, the relational algebra, the relational calculus, Functional dependencies, normal forms based on primary keys, BCNF and further dependencies, SQL, MS ACCESS, User interface, database objects in ACCESS. Table definition, update operations, queries QBE grid and SQL Select. The ACCESS form wizard, the modification and creation of forms. The report wizard, customization of reports. Overview of the database design process

Required reading:

R. Elmasri, S.B. Navathe: Fundamentals of Database Systems, Addison Wesley, 2003
V. Andersen: How to Do Everything with Microsoft Office Access 2003, McGraw-Hill Osborne, 2003

Suggested reading:

Gábor András (szerk.): Információmenedzsment
Jeffrey D. Ullman-Jennifer Widom: Adatbázisrendszerek. Alapvetés
Hector Garcia-Molina-Jeffrey D. Ullman-Jennifer Widom: Adatbázisrendszerek megvalósítása
Bódy Bence: Az SQL példákön keresztül: kezdőknek és haladóknak
Kovácsné Cohner Judit - Kovács Tivadar - Ozsváth Miklós: Adatkezelés az MS ACCESS 2000 alkalmazásával
Pétery Kristóf: Access 2000

Assessment:

examination

Course Title: BUSINESS CONSTITUTIONAL LAW

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Géza Károlyi	2	1	3	Business Civil Law	Exam	4

Course Content:

State finances. The property of state enterprises. Taxation systems. Personal income tax. Company tax. General sales tax. Local taxes. Vehicle taxes. Capital gains taxes. Consumption taxes. Stamp duties. The central bank. Credit and financial institutions. Customs duties. Branch management.

Required reading:

Lectures notes prepared by the instructor

Suggested reading:

Károlyi Géza - Prugberger Tamás- Nagy Zoltán-Törő Emese: Gazdasági közjog. Debreceni Egyetem Kossuth Egyetemi Kiadó. Tankönyv közgazdászhallgatóknak. 2006.

Assessment:

Written exam

Course Title: ORGANIZATIONAL BEHAVIOUR II

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Mária Ujhelyi	0	2	2	Organizational Behaviour I.	Practical assignment	3

Course Content:

This seminar designed to develop and practice interpersonal skills and better understand Organizational Behaviour theories related to topics of ability, personality, perception, values, motivation decision making, group dynamics, teams, leadership, power, politics, conflicts, negotiation, organizational structures, culture, and organizational change

Required reading:

Robbins, Stephen P. – Judge, Timothy A. (2007): Essentials of Organizational Behavior, ninth edition Person Prentice Hall

Suggested reading:

Janasz, Susanne C. – Down, Karen O. – Schneider, Beth Z. (2002): Interpersonal Skills in Organizations McGraw Hill New York

Marcic, Dorothy - Seltzer, Joe (1998): Organizational Behavior, Experiences and Cases, fifth edition South-Western College Publishing Company

Assessment:

20% case studies, exercises 20% mid term exams, 20% class participation, 30% team paper

Course Title: ACCOUNTANCY II.

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Ildikó Orbán Mrs. Tamas Dékán	2	1	3	Accountancy I	Exam	4

Course Content:

1. Definition, classification and valuation of fixed assets, intangible assets and tangible assets
2. Depreciation's definition, measurement and settlement of accounts
3. Documents, registering and the applied ledger accounts for intangible assets and tangible assets
4. Accounting of intangible assets and tangible assets
5. Accounting of financial investments and securities
6. Definition, classification and valuation of inventories. Accounting of stocks purchased.
7. Accounting of self-produced stocks, and animals for breeding and fattening and other livestock
8. Definition, classification, valuation and accounting of receivables,
9. Definition, classification and accounting of liquid assets
10. Definition, classification of deferred charges and accrued income. Accounting of accrued and deferred assets.
11. Accounting of accrued and deferred liabilities.
12. Definition, classification of equity and liabilities. Accounting of Equity
13. Definition, classification and accounting of provisions
14. Definition, classification and accounting of liabilities

Required reading:

Lecture notes provided by the instructor.

Suggested reading:

Charles T. Horngren - Gary L. Sundem - John A. Elliott - Donna Philbrick: Introduction to Financial Accounting (9th Edition) (Charles T Horngren Series in Accounting). Prentice Hall, Inc. 2005

D. Eric Hirst - Mary Lea McAnally: Cases in Financial Reporting (5th Edition). Prentice Hall Inc. 2005

Charles T. Horngren - Walter T. Harrison (7th Edition) (MyAccountingLab Series). Prentice Hall, Inc. 2006

Assessment:

Written and oral exam

Course Title: MARKETING MANAGEMENT

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. László Erdey	2	1	3	Marketing	Practical assignment	4

Course Content:

Estimation and forecasting in marketing, online marketing, direct marketing, global marketing, strategy of branding, brand value management, competitor analysis, marketing strategy, marketing of services, ethics and social responsibility in marketing

Required reading:

Kotler, P.–Keller, K. L. (2006): Marketing management, 12th Edition, Prentice Hall, (selected chapters)
Mason, C. H. – Perrault, W. D. (2002): The Marketing Game! 3rd Edition, McGraw-Hill Higher Education, New York (USA).

Suggested reading:

Best, R. J. (2005): Market Based Management, 4th edition, Prentice Hall (selected chapters)
Kerin, R.–Peterson, R. (2007): Strategic Marketing Problems: Cases and Comments, 11th Edition, Prentice Hall (selected case studies)
Wood, Marian (2005): Marketing Plan Handbook and Marketing Plan Pro, 2nd Edition, Prentice Hall

Assessment:

Results and presentation of the simulation game played in groups 40%, written exam at the end of the course 60%

Course Title: CORPORATE FINANCE II.

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Tibor Tarnóczy	2	1	3	Corporate Finance I	Practical assignment	4

Course Content:

Long term financing of enterprises. Shareholder equity and debt financing. Long term debt and leasing. Securities: bonds and stocks, and their valuation. Government securities, investment funds, ware receipts. Diversification and portfolio risk. Risk and risk aversion. Utility. The principle and effects of diversification. Systematic risk and beta. The security market line. Efficient portfolios. Cost of capital. Money and capital markets. The stock exchange. Derivatives (forward, futures, options and swaps) and the risk management.

Required reading:

Ross, S.A.-Westerfield, R.W.-Jordan, B.D.: Essentials of Corporate Finance, Mcgraw-Hill/Irwin, 2007.

Suggested reading:

Block, B.S.-Hirt, G.A.: Foundations of Financial Management, Mcgraw-Hill/Irwin, 2001.
Brealey, R.A.-Myers, S.C.-Allen, F.: Principles of Corporate Finance, McGraw-Hill/Irwin, 2005.
Brigham, E.F.-Ehrhardt, M.C.: Financial Management, Theory and Practice, Harcourt College Publishers, 2002.

Assessment:

Written exam

Course Title: MANAGEMENT OF VALUE CREATING PROCESSES

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Tibor Kárpáti	2	0	3	Process Management	exam	3

Course Content:

The objective of production management; Designing the production task; Planning production and services; Planning and analysing product structure; The characteristics and design of the core production processes; Planning costs and benefits; Stock management; Site and development of establishments; Quality insurance and TQM; Fundamental concepts and areas of logistics; Fundamental concepts of project management; Computerised production management systems;

Required reading:

Jeston J. – Nelis J.: Business Process Management: Practical Guidelines to Successful Implementations 2006.

Suggested reading:

Krejewski L. J. – Ritzman L. P. – Malhotra M. K.: Operations Management: Process and Value Chains 2007

Anpindi R.: Managing Business Process Flows: Principles of Operations Management 2006

Assessment:

Mid-term test and final exam

Course Title: HUMAN RESOURCE MANAGEMENT II.

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr Csaba Makó	1	2	3	Human Resource Management I.	Exam	4

Course Content:

Historical development; models of Human Resource Management; human resource strategy; job analysis, human resource planning; recruiting, staffing; motivational strategies, compensation; appraising employee performance; carrier planning; international human resource management; challenges in the XXI century; case studies

Required reading:

Robert L. Mathis, John H. Jackson: Human Resource Management, South Western Publishing, 2007.

Suggested reading:

Case studies and articles about current problems and challenges in Human Resource Management

Assessment:

Individual assignment 30%, presentation 10% written exam 60%

Course Title: WORLD ECONOMICS

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Mihály Fülöp	2	0	2	-	Exam	3

Course Content:

History and development of the world economy; dependence and transnationalization; international allocation of factors of production; foreign direct investments; asymmetrical interdependencies in the world economy; globalization.

Required reading:

Szentes, Tamás: World Economics 1: Comparative Theories and Methods of International and Development Economics. Akadémiai Kiadó, Budapest, 2002.

Szentes, Tamás: World Economics 2: The Political Economy of Development. Globalization and System Transformation. Akadémiai Kiadó, Budapest, 2003.

Suggested reading:

Assessment:

Written exam

Course Title: CHANGE MANAGEMENT

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Mária Ujhelyi	1	2	3	Organizational Behaviour II.	Exam	4

Course Content:

The purpose of this course is to teach students the current knowledge of change management. To show alternative ways of managing changes and compare the advantages and disadvantages of the different methods. To teach different organisation development interventions. To analyze case studies in order to understand practical examples of change management problems. To discuss the role of consultants, the conditions and the future of organizational development

Types of organisational changes, their comparison

Types of learning and change models

The purpose of resistance to change, overcome resistance

The process of organisation development

Diagnostic activities

OD interventions

OD consultant

The conditions of OD

The future of OD

Required reading:

Robbins S. P. – Judge, T. A. (2007): *Essentials of Organizational Behavior*, Pearson Prentice Hall, Upper Saddle River, New Jersey

French, Wendell L. – Bell, Cecil H. (1995): *Organizational Development, Behavioral Science Interventions for Organization Improvement*, Prentice Hall, Englewood Cliffs, New Jersey

Suggested reading:

French, Wendell L. – Bell, Cecil H. (1995): *Organizational Development, Behavioral Science Interventions for Organization Improvement*, Prentice Hall, Englewood Cliffs, New Jersey

French, Wendell L. – Bell, Cecil H. – Zawacki, Robert A. (eds.) (1989): *Organizational Development, Theory, Practice and Research*, Third edition, Irwin Inc., Homewood, Illinois,

Assessment:

15% class participation, 15% individual assignments, 15% case analysis, 45% final exam

Course Title: MANAGEMENT CONTROLL SYSTEM

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Tibor Tarnóczy	1	2	3	Corporate Finance I. Database Management and Information Systems	Exam	4

Course Content:

System thinking. What is the controlling? Controller functions. Corporate controlling organizations. Designing and functioning of a corporate controlling system. Kommunikation and controlling. Strategical, tactical and operational business planning. Cost management. Traditional cost management. Activity based cost management. Activity based management. Transfer pricing. Strategical and operational performance measurement. Corporate evaluation (DCF, ROI, CFROI, EVA, MVA, etc.). Balanced Score Card. Skandia Navigator. Evaluation and decision making development. Incentive methods. Computer support in controlling.

Required reading:

Anthony, R.N.-Govindarajan, V.-Anthony, R.: Management Control Systems, Richard D. Irwin Inc., 2007.

Additional readings will be distributed or made available online throughout the course.

Suggested reading:

Flamholtz, E.G.: Effective Management Control, Kluwer Academic Publishers, 1996.

Merchant, K.-Van der Stede, W.: Management Control systems, Performance Measurement, Evaluation and Incentives, Prentice Hall, 2007.

Assessment:

Written exam

Assessment:

Course Title: DECISION THEORY AND METHODOLOGY

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Tibor Kárpáti	1	2	3	-	Exam	4

Course Content:

Problem solving and decision making, types of problems, levels, methods and phases of decision making; theoretical conceptions; theory of bounded rationality, creative decision making, psychology of decision making: question of rationality, role of perception, heuristics, alternative decision making models; group decision making, risk. Review of the software solutions which are aimed to help the employees' decision making. Demonstration of the software products which are incorporating strategic and operative management tools. Presentation of these solutions using the IDES model company of SAP enterprise resource planning system.

Required reading:

White, D. (2006): Decision Theory. Aldine Transaction.

Suggested reading:

Meier, M. – Sinzig, W. – Mertens, P. (2003): Enterprise Management with SAP SEMTM/ Business Analytics. Berlin: Springer Verlag.

Assessment: end term exam

The qualification takes into account students achievement during the term as well: mid term paper result, solution of the tasks and case studies.

SOCIAL SCIENCE OPTIONALS

Course Title: ECONOMIC HISTORY I: The Economic History of the World

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Mihály Fülöp	2	0	2	-	Exam	3

Course Content:

Introduction: basic facts about development and underdevelopment, the relations of economic history to economics; economic development in ancient times; economic development in medieval Europe; Non-Western Economies on the Eve of Western Expansion; Europe's Second Logistic; Economic Nationalism and Imperialism; the Dawn of Modern Industry; Economic Development in the 19th Century; Patterns of Development: Early Industrializers, Patterns of Development: Latecomers and No-Shows; the Growth of the World Economy; The World economy in the 20th century.

Required reading:

Cameron, Rondo – Neal, Larry: A Concise Economic History of the World: From Paleolithic Times to the Present. Oxford University Press, USA, 2002.

Suggested reading:

Assessment:

Exam

Course Title: ECONOMIC HISTORY II: The Modern History of Eastern Europe and Hungary

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Mihály Fülöp	2	0	2	-	Exam	3

Course Content:

The Emerging West as an Ideal and Model for the East, Romanticism and Nationalism in Eastern and Western Europe; Uprisings and Reforms: the Struggle for Independence and Modernization; Economic Modernization in the Half Century before World War I; Social Changes: "Dual" and "Incomplete" Societies; The Political System: Democratization versus Authoritarian Nationalism; Protectionism and Nationalism Between the two World War; Varieties of Communist Dictatorship; the Fall of the Communist System; On the way to Europe: Central and Eastern Europe in the Nineties.

Required reading:

Berend T., Iván: History Derailed: Central and Eastern Europe in the Long 19th Century. University of California Press, 2003.

Berend T., Iván – Csató, Gábor: Evolution of the Hungarian Economy 1848-2000. East European Monograph, 2002.

Suggested reading:

Muraközy, László: Yet Another Change of System – What can be learnt from history and what cannot. Competitio Book Series Vol. 3. University of Debrecen, Debrecen, 2004.

Assessment:

Exam

Course Title: ORGANIZATIONAL SOCIOLOGY

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Csaba Makó	2	0	2	no	Exam	3

Course Content:

Introduction, definitions, theme of the scientific investigation; rational organizational models; research on bureaucracy; empirical results of organizations, as human social systems; decision theories; organizations, their environment and power; economic view of organization theory; modern business organizations; organizational cultures; gender and ethnic roles in organizations; case studies; alternatives of the capitalistic bureaucracy

Required reading:

Halford, S. - Leonard, P.: Gender, Power and Organisations: An Introduction, Palgrave Macmillan, 2001.

Schafritz, J. (szerk.): Classics of Organization Theory, Wadsworth, 2000.

Scott, W.R.: Institutions and Organizations (Foundations for Organizational Science), Sage., 2000.

Suggested reading:

Charles Perrow: Szervezetszociológia [ford. Hercsik Attila, Kósa Klára, Szalay Ildikó], Budapest, Osiris, 2002.

Jávor, I.: A szervezetszociológia gondolati rendszerei. Nemzeti Tankönyvkiadó, 1993.

Szántó, Z. - Vedres, B. (szerk.): Kapcsolatháló, szervezeti kultúra, pénzügyi telhesítmény. Szervezetszociológiai tanulmányok a magyar távközlésfejlesztés finanszírozásáról, Aula, 2002.

Assessment:

Mid term and final exams

Course Title: PHILOSOPHY I-II

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. István Kelemen	2	0	2	no	Exam	3+3

Course Content:

What is philosophy? Is it a science? Most important epochs in the history of philosophy: the Greeks (how philosophy was born, Plato and Aristotle); the middle ages: philosophy serving theology; philosophy in modern history and the intention to make philosophy a science of fundamentals of human knowledge (Descartes, Spinoza, Pascal, Leibniz); synthesis based on Anglo-Saxon scepticism: Kant; the last attempt to gain universal knowledge: Hegel). Turning point in the second half of the 19th century: Kierkegaard, Nietzsche, Freud; the most important thinkers in the 20th century: Husserl, Heidegger, Wittgenstein, and the French philosophers.

Required reading:

Scruton, Roger: Modern philosophy: An Introduction and Survey. Allen Lane Penguin Press, New York, 1995.

Suggested reading:

Assessment:

Written exam

Course Title: INSTITUTIONS OF THE EU

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Trón Zsuzsanna	2	0	2	-	exam	3

Course Content:

European Union as a political body (federation, intergovernmentalism, subsidiarity, three pillars, common law); European Parliament; Council of Europe Union; “European Council”; European Commission; Court of Justice; Court of Auditors; European Economic and Social Committee; Committee of the Regions; European Investment Bank; European Investment Fund; European Central Bank; European Ombudsman;

Required reading:

Moussis, Nicholas (2006): Access to European Union. European Study Servis, Rexinsart.
Horváth Zoltán (2005): Handbook of the European Union. HVG ORAC Lap és Könyvkiadó Kft.

Suggested reading:

Csaba László (2007): The New Political Economy of Emerging Europe. Akadémiai Kiadó, Budapest.

Assessment:

Mid term and end term tests

SKILL DEVELOPMENT

Course Title: COMMUNICATION

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
János Farkas	0	2	2	-	Practical assignment	3

Course Content:

Introduction, the objective, the elements, the process and the types of communication.
Perception and self-concept
Listening
Verbal communication, presentation
Written communication, writing scientific papers
Non-verbal communication
Job interview
Communicating in groups
Conflict handling, negotiation
Cultural differences in communication

Required reading:

Hybels, Sandra – Weaver II, Richard L. (2006): *Communicating Effectively*, 8th edition, McGraw-Hill Inc. New York

Suggested reading:

Robbins, S. P. – Hunsaker, P. L. (1996): *Training in Interpersonal Skills, Tips for Managing People at Work*, Second edition. Prentice Hall, Upper Saddle River, New Jersey

Assessment:

Based on the written paper, presentations, class participation

Course Title: MANAGEMENT TRAINING

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Edit Hadházi, Barizsné	0	2	2	-	Practical assignment	3

Course Content:

This is a seminar designed to develop a student's abilities in the organizational and interpersonal skills necessary for effective membership and leadership in an organization. Skills covered include: time management, communication, negotiation, creative problem solving, team building, and oral presentations.

Required reading:

Robert W. W. Pike (2003): Creative Training Techniques Handbook: Tips, Tactics, and how To's for Delivering Effective Training, Human Resource Development Press

Suggested reading:

Janasz, Susanne C. – Down, Karen O. – Schneider, Beth Z. (2002): Interpersonal Skills in Organizations McGraw Hill New York

Marcic, Dorothy - Seltzer, Joe (1998): Organizational Behavior, Experiences and Cases, fifth edition South-Western College Publishing Company

Assessment:

Participation in Class and Role-playing exercises, Simulated decision-making exercises etc. (60%), and Test (40%)

Course Title: USING THE LIBRARY

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Enikő Perge	0	2	2	-	Practical assignment	3

Course Content:

Students learn to use search engines and databases to enhance their future research. The course reviews the Library's history, structure and regulations. It introduces students to various services through the Library's web page. The course also provides information about the following applications: access to economic databases, operation of the online catalogue, using various databases, e. g. Web of Science, ScienceDirect, SpringerLink, SwetsWise, Econlit, EBSCO. Students will learn about citations, about the access to other internet resources and online periodicals, e. g. Scopus, Scirus, DOAJ. The students of this course are practicing the searching methods and strategies and learn to compile bibliographies and citations correctly, which are essential for writing a thesis or an essay.

Required reading:

Watson, George [1987]: Writing a thesis: a guide to long essays and dissertations. London, Longman.

Suggested reading:

Battelle, John [2005]: The search : how Google and its rivals rewrote the rules of business and transformed our culture. Portfolio, New York.

Bradley, Phil [2004]: The advanced Internet searcher's handbook. Facet Pub., London

Assessment:

Lectures based on exercises. Students should be able to use search engines alone.

Course Title: BUSINESS ETIQUETTE AND PROTOCOL

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Gabriella Enyedi	0	2	2	no	Practical assignment	3

Course Content:

The course is designed to help students understand the importance of acting appropriately and also to offer the skills and knowledge necessary to address most business situations. Proper business protocol plays a very important role in the success or failure of individuals and corporations as well.

The course will deal with issues such as relationships at work, executive communication, image, being on time, table manners, business meals, international etiquette, executive entertaining, personality types, gift giving and receiving, leisure time, changing jobs, etc.

Required reading:

Jan Vager: Business Protocol

Linda and Wayne Phillips: The concise Guide to Executive Etiquette

Suggested reading:

David Lewis: How to Get Your Message Across

Jacqueline Whitmore (2005): Business Class: Etiquette Essentials for Success at Work, St. Martin's Press

Assessment:

Attendance is required and students are only permitted three unexplained absences over the complete course. Students are also required to complete any homework and necessary preparation for the lessons, as requested by the teacher.

Students will receive a mark at the end of the semester if they have successfully completed the requirements including a **mid-term test** (during the 6th week of the semester) and an **end term exam** to be taken during the last week of the semester.

Students who do not attend the mid-term test or the end term exam will automatically receive an unsatisfactory grade.

Course Title: HUNGARIAN CULTURE

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
János Farkas	0	2	2	no	Practical assignment	3

Course Content:

This course introduces students to Hungary, the short history of the country. Students discuss how they perceive the Hungarian culture. What kind of similarities and differences exist between cultures, how can they learn and live in a different culture

Required reading:

Course material provided by the instructor

Suggested reading:

Assessment:

Students will be evaluated based on their class participation, written project and presentations.

Course Title: TENDER PROCEDURES (Proposal writing)

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Zsuzsanna Trón		2	2	-	Practical assignment	3

Course Content:

Regional policy, Structural Funds, Cohesion Fund, Financial details of regional policies, Chance of Hungary; How to write a successful tender? How to be a successful applicant? Legal background of a tender; General forms of tenders; Tenders and proposals; Theoretical and practical questions; Basic notions; Tender-writing in the EU; Strategies, techniques and resources available for a successful fundraising campaign;

Required reading:

BARTON-FARCAS, Stephanie (1995): Guidebook to proposal writing in Central and Eastern Europe and the Soviet Union: highlighting local government and public administration project. Open Society Institute, Budapest.

BARTON-FARCAS, Stephanie (1996): Directory of Funding Sources for Public Administration and University Administration in CEE and the Former Soviet Union. Institute for Local Government and Public Service, Budapest.

EC (2005): A Project Cycle Management and Logical Framework Toolkit – A practical guide for Equal Development Partnerships. Manuscript.

Pogátsa, Zoltán (2004) Europe Now. The Preparations of Hungary for the Structural and Cohesion Funds. Savaria University Press - Magyar Tudományos Akadémia Mikrointegrációs Kutatócsoport; Szombathely.

Suggested reading:

Dezséri Kálmán (2007): New Modes of Governance and the EU Structural and Cohesion Policy in the New Member States. Akadémiai Kiadó, Budapest.

Flanagan, Joan (1999): Successful Fundraising: A Complete Handbook for Volunteers and Professionals. McGraw-Hill Trade, New York, NY.

Assessment:

Practical exercises and a written test in the end of the semester

SPECIAL OPTIONAL COURSES

Course Title: BANK MANAGEMENT I.

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Andrea Rózsa	0	2	2	Corporate Finance I., Money and Capital Markets	Exam	3

Course Content:

1. Introduction: Why are banks special?
2. The bank's regulation environment
3. Bank Performance Analysis, bank's trilemma, balance sheet and profit/loss account, CAMEL(S) criteria
4. Active and passive operations, managing and evaluating of credits
5. Banking risks
6. Principles of Asset/Liability Management
7. Capital and its requirements
8. The role and types of collaterals
9. Global banking activities, investment banking, desintermediation

Required reading:

Hempel, George H.: Bank management : text and cases, 4th ed. New York : Wiley, c1994
Koch, Timothy and S. Scott MacDonald: Bank Management, 6th Edition, The Dryden Press 2006.

Suggested reading:

Ligeti Sándor - Sulyok-Pap Márta (szerk.): Banküzemtan - egyetemi tankönyv; Budapest : Budapesti Közgazdaságtudományi Egyetem Pénzügyi Tanszék, 2006
Philippe Jorion: A kockázatos érték; Budapest : Panem, 1999
The Wall Street Journal
Business Week
Economist
Financial Times

Assessment:

Written exam.

Course Title: BANK MANAGEMENT II.

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Andrea Rózsa		2		Bankmanagement I.	Exam	3

Course Content:

Banking simulation with InterBank ® software. Groups compete as banks in a market, decide about main factors of bankmanagement as for example spreads, opening new branches, interbank lendings, etc. At the end of the course students will be able to take relevant decisions supported by professional knowledge.

Required reading:

InterBank ® manual.

Suggested reading:

Assessment:

Permanent attendance is required.

The grades depend on the bank's position in the market. Bank performance will be measured with the principles of CAMEL(S).

Course Title: INVESTMENT ANALYSIS

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Andrea Rózsa	0	2	2	Corporate Finance II	Exam	3

Course Content:

Application of portfolio theory for capital budgeting decisions. Basic types of risk adjusted methods. Relations between risk and time. CAPM and capital budgeting. Risk-return and utility theory in investment theories. Selection of projects by CAPM or APT. Capital structure, real options.

Required reading:

Bodie-Kane-Marcus: Investments, 7th ed., 2007

Suggested reading:

Bélyácz Iván: Befektetés - elmélet, Pécsi Tudományegyetem Kiadó, Pécs, 2001
Brealey – Myers: Modern vállalati pénzügyek, Budapest, 1998 (BM)

Assessment:

Written exam (on the end of the course)

Course Title: MONEY AND CAPITAL MARKETS

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Tibor Tarnóczy	1	1	2	Corporate Finance II	Exam	3

Course Content:

Financial markets and institutions. Overview of the financial system. Fundamentals of financial markets. Financial markets: money, bond, stock, mortgage markets. The foreign and Hungarian exchange market. Fundamentals of financial institutions. The financial institution system: commercial banking, savings associations and credit unions, mutual funds, insurance companies and pension funds, investment banks, security brokers and dealers, and venture capital firms. The management of financial institutions.

Required reading:

Mishkin, F.-Eakins, S.: Financial Markets and Institutions, 2008.

Suggested reading:

Bodie, Z.-Kane, A.-Marcus, A.J.: Investments, McGraw-Hill International Edition, 2002.

Assessment:

Written exam

Course Title: ECONOMIC POLICY OF THE EU

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Dóra Gyórfy	0	3	3	Macro-economics	Exam	4

Course Content:

The course covers the core economic policies of the European Union, although it cannot address all the topics of a standard manual. The first part of the course will be devoted to the evolution of European economic integration including the single market project and the monetary union. In the second part of the course emphasis will be given to primary expenditure areas involving community (agriculture and cohesion policies) and national spending (social policy, environment). Enlargement and globalization present a double challenge in all these areas so a major undercurrent will be the contradiction between economic and political rationality in adapting to these new realities. By the end of the course participants should have a general overview about the main economic policy dilemmas facing the Union and should be able to assess critically the current debates on these issues.

Main topics covered: Evolution of European economic integration; The Economic and Monetary Union; The Common Agricultural Policy and Regional Development Policies; Social Policy and the Environment; Europe in the Global Economy

Required reading:

Moussis, Nicholas (2006): *Access to European Union: Law, Economics, Policies*. 15th Edition. Rixensart: European Study Service.

Sapir, A. (2006): "Globalization and the Reform of European Social Models." *Journal of Common Market Studies*. Vol. 44. No. 2. pp. 369-390.

Csaba László (2007): *The New Political Economy of Emerging Europe*. 2nd Edition. Budapest: Akadémiai Kiadó. 242-258.

Suggested reading:

Dynan, Dinan (2004): *Europe Recast: a History of the European Union*. Boulder, Colorado: Lynne Reiner.

Wijnolds, Onno DeBeaufort (2006): "Living up to expectations? Taking stock of the international role of the euro." Paper presented at the conference "The Euro and the Dollar". University of Florida, 25 April, 2006. Available: http://www6.miami.edu/eucenter/conf/Wijnolds_euro06final.pdf

Hay, Colin, Nicola J. Smith and Matthew Watson (2006): "Beyond Prospective Accountancy: Reassessing the Case for British Membership of the Single European Currency Comparatively." *British Journal of Politics and International Relations*. Vol. 8. No. 1. pp. 101-121.

Johnson, Debra (2005): "The New Outsiders of Central and Eastern Europe, with Specific Reference to Poland" *Journal of European Integration*. Vol. 27. No. 1. pp. 111 – 131.

Daugbjerg, Carsten and Alan Swinbank (2007): "The Politics of CAP Reform: Trade Negotiations, Institutional Settings and Blame Avoidance." *Journal of Common Market Studies*. Vol. 45. No. 1. pp. 1-22.

*Swinbank, A and Daugbjerg, C. (2004): "The CAP and EU Enlargement: Prospects for an Alternative Strategy to Avoid the Lock-in of CAP Support." *Journal of Common Market Studies*. Vol. 42. No.1. pp. 99-120.

- Paraskevopoulos, Christos J. (2005): "Developing Infrastructure as a Learning Process in Greece." *West European Politics*. Vol. 28. No. 2. pp. 445-470.
- Kaufman, Alexander and Petra Wagner (2005): "EU Regional Policy and the Stimulation of Innovation: The Role of the European Regional Development Fund in the Objective 1 Region Burgenland." *European Planning Studies*. Vol. 13, No. 4. pp. 581-599.
- Woolfson, Charles (2006): "Working Environment and 'Soft Law' in the Post-Communist New Member States." *Journal of Common Market Studies*. Vol. 44. No. 1. pp. 195-215.
- Falkner, Robert (2007): "The Political Economy of 'Normative Power' Europe: EU Environmental Leadership in International Biotechnology Regulation." *Journal of European Public Policy*. Vol. 14. No. 4. pp. 507-526.
- Inglis, Kirstyn (2004): "Enlargement and the Environment Aquis." *Review of European Community and International Environmental Law*. Vol. 13. No. 2. pp. 135-151.
- Baldwin, Matthew (2006): "EU Trade Politics – Heaven or Hell?" *Journal of European Public Policy*. Vol. 13. No. 6. pp. 926-942.
- Young, A. (2004): "The Incidental Fortress: The Single European Market and World Trade." *Journal of Common Market Studies*. Vol. 42. No. 2. pp. 393-414.
- Raveaud, Gilles (2007): "[The European Employment Strategy: Towards More and Better Jobs?](#)" *Journal of Common Market Studies*. Vol. 45. No. 2. pp.411-434.
- Archibugi, D. and Coco, A. (2005): "Is Europe Becoming the Most Dynamic Knowledge Economy in the World?" *Journal of Common Market Studies*. Vol. 43. No. 3. pp. 433-459.

Assessment:

Assessment is based on participation in the seminar, presentation of a paper of the required readings, a final exam, and a final essay.

Course Title: SAP APPLICATION

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Tibor Kárpáti	0	2	2	no	Practical assignment	3

Course Content:

Description of the features of Enterprise Resource Planning Systems (2 classes), review of the SAP AG's brief history and the specialities of its R/3 system (2 classes). Providing application skills of SAP R/3 system (20 classes). This includes the demonstration of functions available in the basic SAP window, system navigation, data input possibilities, reporting using standard reports, setting background data processing, report printing, creating report variants, basics of general ledger accounting, simpler cases of customer and vendor invoice and payment recording.

Required reading:

Notes made on the lectures and articles handed out.

Suggested reading:

Schicht, G. – Schmieden, A. (1999): Flying Start with SAP R/3. Addison-Wesley-Longman Verlag GmbH, Germany.

Assessment:

Terminal examination

The final grade is calculated having regard to the mid-term written examination as well.

Course Title: QUALITY MANAGEMENT

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Balázs Siklós	2	0	2	no	Exam	3

Course Content:

The Basics of Quality Management; TQM, Quality Control Systems, EFQM, Quality Prizes, Standardization, Quality Costs, Methods of Quality Management, Special topics: Quality of Services, Quality of Higher Education, Quality in Libraries, Quality in Public Services

Required reading:

David L. Goetsch, Stanley Davis, Stanley Davis (2005): Quality Management. Prentice Hall Publishing

Suggested reading:

Assessment:

Written examination; multiple choices and essay

Course Title: KNOWLEDGE MANAGEMENT

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Edit Hadházi, Barizsné	0	2	2	no	Practical assignment	3

Course Content:

Learning, knowledge, the types of knowledge, learning models, the process of learning, the organizational knowledge, learning organisations and their characteristics, factors impeding and supporting learning.

Required reading:

Easterby-Smith, Mark – Lyles, Marjorie, A. (2005): The Blackwell handbook of organizational learning and knowledge management, Malden MA, Blackwell Publication
Argyris, Chris (1999): On organizational learning, Malden, Blackwell Publication

Suggested reading:

Assessment:

Class participation (20%), Individual report (30%) and Test (50%)

Course Title: LEADING AND ORGANIZING FIRMS IN PRACTICE

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Mária Ujhelyi	0	2	2	Organizational Behavior II.	Practical assignment	3

Course Content:

This course tries to approach leadership from the side of practice through case studies. It raises important questions like creating strategies, developing the organizational structure, managing change processes, solving organizational conflicts. The analysed examples are partly classical foreign cases, partly Hungarian examples. The course builds on the knowledge students acquired earlier in previous subjects and tries to help to practice this knowledge.

Required reading:

Robbins S. P. – Judge, T. A. (2007): *Essentials of Organizational Behavior*, Pearson Prentice Hall, Upper Saddle River, New Jersey

Case studies of: *IBM, COMPAQ, ABB, Iggy's Bread, and Hungarian companies*

Suggested reading:

Cairncross, F. (2002): *The Company of the Future*. Harvard Business School Press, Boston

Magretta, J. (2002): *What Management Is*. The Free Press, New York

Mintzberg, H. (1985): *The Organization as Political Arena*. *Journal of Management Studies*, 2. sz.

Jonassen, D.: *Learning to Solve Problems*. Pfeiffer, 2004.

Assessment:

Based on class participation, case analysis, and results of short exams

Course Title: REGIONAL POLICY AND SPATIAL DEVELOPMENT

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. István Süli-Zakar		2	2	no	Exam	3

Course Content:

Notion of region; Introduction of regional science; Growth theories, Development theories, Classical location theories, New economic geography; Regional Policy in the EU; Regional policy in Hungary; Tools and institutions in regional policy; regional problems; programming; planning; implementation; monitoring;

Required reading:

Enyedi György – Tózsza István (szerk) (2004): The Region. Regional Development, Policy, Administration and E-Government Transition, Competitiveness and Economic Growth. Akadémiai Kiadó, Budapest.

Suggested reading:

Armstrong, Harvey – Taylor, Jim (2000): Regional economics and policy. Blackwell, Oxford.

Assessment:

Practical exercises and a written test in the end of the semester

Course Title: DEVELOPMENT ECONOMICS

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Péter Földvári	2	0	2		Exam	3

Course Content:

1. Economics, Institutions, and Development: A Global Perspective.
2. Comparative Development: Differences and Commonalities among Developing Countries.
3. Classic and Contemporary Theories of Economic Development.
4. Poverty, Inequality, and Development. Population Growth and Economic Development: Causes, Consequences, Controversies.
5. Urbanization and Rural-Urban Migration: Theory and Policy.
6. Human Capital: Education and Health in Economic Development.
7. Agricultural Transformation and Rural Development. The Environment and Development.
8. Development Policymaking and the Roles of Market, State, and Civil Society.
9. Trade Theory and Development Experience. The Trade Policy Debate: Export Promotion, Import Substitution, and Economic Integration.
10. Balance of Payments, Developing Country Debt, and Issues in Macroeconomic Stabilization.
11. Foreign Finance, Investment, and Aid: Controversies and Opportunities.
12. Financial Reform and Fiscal Policy.

Required reading:

Todaro, M.P. and Smith, S .C: Economic Development, Addison-Wesley, 2006

Assessment:

Written examination

Course Title: INTRODUCTION INTO THE THEORY OF ECONOMIC GROWTH

Course coordinator	Hours per week			Prerequisite	Assessment	Credit
	Lecture	Seminar	Total			
Dr. Péter Földvári	2	0	2		Exam	3

Course Content:

1. Empirics: differences in welfare, how welfare is measured?
2. Factor accumulation. The Harrod-Domar and the basic Solow model.
3. Economic growth and population.
4. Human capital. Health and education. The Lucasian model of growth.
5. Productivity, growth accounting.
6. The role of technological development. Romer's model of economic growth.
7. Economic growth in an open economy
8. The role of government in economic development.
9. Income inequality. Its measures and effects on economic growth.
10. Culture, Geography and Climate.
11. Natural resources and the role of resource constraints.

Required reading:

Weil, David N.: Economic Growth, Addison-Wesley, 2005

Suggested reading:

Jones, Charles I.: Introduction to Economic Growth, W. W. Norton and Co., 2002

Assessment:

Written examination