

**A KREDIT-RENDSZERŰ KÉPZÉS RENDSZERE**  
**A PTE KÖZGAZDASÁGTUDOMÁNYI KAR**  
**ANGOL NYELVŰ NAPPALI TAGOZATÁN**

**GAZDÁLKODÁSI ÉS MENEDZSMENT**  
**ANGOL NYELVEN SZAK**

**NAPPALI TAGOZATOS KÉPZÉS FELÉPÍTÉSE ÉS**  
**TANTERVI KÖVETELMÉNYEI**

**Érvényes a tanulmányait a 2006-2007-es tanévtől kezdő, illetve az ehhez az évfolyamhoz csatlakozó hallgatók számára**

## **GAZDÁLKODÁSI ÉS MENEDZSMENT ALAPSZAK (ANGOL NYELVEN)**

### **BACHELOR OF ARTS HONOURS IN BUSINESS ADMINISTRATION**

#### **A szak felelős vezetői**

Bedő Zsolt, programvezető.

László Gyula, alapképzési igazgató.

#### **A képzés célja**

Ezen képzési programot azoknak ajánljuk, akik élénken érdeklődnek a gazdaság, valamint az üzleti élet szereplői és mechanizmusai iránt. A képzés, az angol akkreditációs elvárásoknak megfelelően, gyakorlatorientált, mely a szemináriumok során tartott hallgatói prezentációkban, valamint külföldi esettanulmányok elemzésében nyilvánul meg. A képzésben résztvevő külföldi hallgatókkal folytatott interaktív szemináriumok és teamwork-ök lehetőséget biztosítanak hallgatóink problémamegoldó készségének fejlesztésére. Neves külföldi egyetemekről érkezett oktatók a fejlett piaczgazdaságok értékrendjét közvetítik hallgatóink felé, mely a gyakorlati életben bizonyítottan elősegítette volt hallgatóink elhelyezkedését, valamint hatékony munkavégzését. Programunk értékét jelzi, hogy végzett hallgatóink megtalálhatóak a világ minden részén, felelős vállalati pozíciókban: Amerikai Egyesült Államok, Ausztrália, Egyesült Arab Emírátsok, Kanada, India stb. Hallgatóinknak lehetőségük van külföldi csereprogramokban való részvételre is.

#### **Képzési jellemzők**

Képzési idő: 7 félév

Képzés formája: nappali

Helyszín: a Közgazdaságtudományi Kar épülete (Rákóczi út 80.)

Foglalkozások formája: előadás/szeminárium

Foglalkozások gyakorisága: munkanapokon 8-20 között

#### **Finanszírozás**

Államilag finanszírozott, keret szám: 20<50 ill. költségtérítéses.

#### **Az oklevélben szereplő szakképzettség megnevezése**

Közgazdász, gazdálkodási és menedzsment alapszakon (BA in Management and Business Administration)

A Middlesex University által kibocsájtott diplomában: Bachelor of Arts in Business Administration

### **Elhelyezkedési lehetőségek:**

Miután hallgatóink tanulmányaik sikeres befejezése után a PTE KTK diplomája mellett a Middlesex University London, Business School diplomáját is megkapják, sikerrel helyezkednek el a Magyarországon dolgozó multinacionális vállalatoknál, pénzügyi szervezeteknél, de piacképesek a nyugat-európai illetve észak-amerikai térségben is. Volt hallgatóink dolgoznak az Egyesült Államokban, Nagy-Britanniában, Írországbán, Németországban, Norvégiában, Svédországban, Kanadában, Ausztráliában, Kínában, Törökországban, Indiában, Iránban, az Egyesült Arab Emírátsokban, Indiában. A gazdasági BA diploma kiváló alapja bármely gazdasági mesterképzésre való jelentkezésnek belföldön és külföldön egyaránt. Különösen előnyös, ha a hallgató Karunk angol nyelvű mesterképzésén folytatja tanulmányait.

### **További információk / Megjegyzés:**

Miután a képzés végén hallgatóink a Middlesex University, London diplomáját is megkapják, egyszeri regisztrációs díjat fizetnek az angol társegyetem felé: kb. 205.000- 230.000 HUF. Záróvizsga sikeres letétele az állami felsőfokú szakmai anyaggal bővített C típusú nyelvvizsga megszerzését is jelenti.

### **Képzési és kimeneti követelmények**

Az alapszak képzési és kimeneti követelményei, a hazai akkreditációból adódóan, alapvetően megegyeznek a magyar nyelvű gazdálkodási és menedzsment alapszak követelményrendszerével.

### **A jelentkezés feltételei**

Magyarországi felsőoktatási intézménybe az jelentkezhet, aki legalább érettségi bizonyítvánnyal vagy azzal egyenértékű bizonyítvánnyal, tanúsítvánnyal, oklevéllel rendelkezik. A továbbtanulásra való jogosultság szempontjából nincsen különbség az ún. „rég” típusú érettségi és a 2005-től érvényben lévő kétszintű érettségi rendszerben szerzett bizonyítvány között (a pontszámítási szabályokat lásd a Felsőoktatási felvételi tájékoztató (FFT) - Pontszámítási módszerek című fejezetében). A felvételnek nem követelménye angol nyelvvizsga megléte, de középfokú nyelvismeret ajánlott a tanulmányok megkezdéséhez.

### **Érettségi követelmények**

Két tárgyat kell választani: gazdasági ismeretek vagy matematika vagy történelem vagy egy idegen nyelv vagy szakmai előkészítő tárgy. Választható nyelvek: angol, francia, német, olasz, orosz, spanyol. Szakmai előkészítő tárgynak minősül: közgazdasági alapismeretek, közgazdasági-marketing alapismeretek, vendéglátó-idegenforgalmi alapismeretek.

### **Szükséges végzettségek képzési szintenként**

Az alábbi táblázatban összefoglaltuk, hogy adott végzettséggel milyen képzési szinten meghirdetett szakra nyújthat be jelentkezést a felvételiző. A megfelelő végzettséget igazoló dokumentumot a jelentkezés benyújtásakor, de legkésőbb a dokumentumok pótlólagos benyújtásának határidejéig (lsd. FFT) kell benyújtani.

## **Külföldön folytatott előtanulmányok**

Amennyiben a külföldön szerzett vagy a Magyarországon működő külföldi középiskola által kiadott bizonyítványnak a magyar érettségi bizonyítvánnyal való egyenértékűségét az Oktatási és Kulturális Minisztérium megállapította, a pályázónak felvételi kérelméhez csatolnia kell az erről szóló hatósági határozat vagy igazolás másolatát. Ha a pályázó külföldi bizonyítványának magyarországi elismerése nem történt meg, akkor a felsőoktatási intézménybe való jelentkezéskor a pályázónak jelentkezési lapjához csatolnia kell a külföldi bizonyítvány és a mellékletét képező tantárgyjegyzék másolatát, valamint azok hiteles fordításának másolatát (hiteles fordításnak az OFFI, a magyar külképviseleti szerv és a magyar közjegyző hitelesítési záradékával ellátott fordítás minősül).

A külföldi bizonyítvány eredményeit a felvételi szempontjából az Oktatási Hivatal minősíti. Az eljárás során az Oktatási Hivatal a felvételi tantárgyakból megállapítja az egyes tantárgyak vizsgaszintjét és százalékos eredményét.

Az idegen nyelven folytatott és befejezett tanulmányokat igazoló államilag elismert külföldi közoktatási intézményben szerzett érettségi bizonyítvány, illetve államilag elismert külföldi felsőoktatási intézményben szerzett oklevél az oktatás nyelve szempontjából államilag elismert egy nyelvű "C" típusú felsőfokú nyelvvizsgának felel meg.

## **Csatolandó dokumentumok**

A felvétel feltétele: érettségi bizonyítvány, érettségi tanúsítvány, középiskolai bizonyítvány. Többletpontokat igazoló és egyéb, jelentkezéshez kapcsolódó dokumentumok: fogyatékoság igazolása, gyermekgondozás igazolása, hátrányos helyzet igazolása, nyelvvizsgát igazoló dokumentum, OKJ bizonyítvány, sporteredmény igazolása, tanulmányi-művészeti versenyeredmény igazolása, technikusképesítő bizonyítvány.

## **Pontszámítási módszerek**

Minden képzési területen és minden szakon meghatározott pontszámítási módszerek alkalmazásával számítják ki elért eredményeik és teljesítményeik alapján a jelentkezők pontjait. Ezt a teljesítményt minden jelentkező esetében összpontszámban fejezik ki.

A jelentkezők pontszámának és jelentkezési sorrendjének figyelembevételével születik meg a felvételi döntés, ami annak a minimális ponthatárnak a meghatározását jelenti, amelynek az elérése esetén felvételt nyerhet valaki. Az a jelentkező, aki a ponthatárt eléri, felvételt nyerhet, aki nem éri el, az nem vehető fel az adott szakra, képzési szintre, munkarendre, finanszírozási formára. A felvételi ponthatárok meghatározása országosan egyszerre - kb. 2010. július 25-én - történik.

Figyelem! Bármely pontra, többletpontra, kedvezményre akkor jogosult a jelentkező, ha azt a felvételi eljárásban meghirdetett dokumentumpótlás benyújtási határidejéig (kb. 2010. július 11-ig) a megfelelő dokumentummásolatokkal igazolja.

Az angol nyelvű képzésre jelentkezőknek az angol nyelvvizsgáért nem adható többletpont.

## A képzés sajátosságainak bemutatása

A Pécsi Tudományegyetem Közgazdaságtudományi Kara (továbbiakban PTE – KTK), a Middlesex University (továbbiakban MDX), London Business School-jával együttműködve, 1996-ban indította gazdálkodási és menedzsment alapképzését angol nyelven. A két intézmény közötti intenzív oktatási és tudományos együttműködésnek köszönhetően a képzést a PTE és a Middlesex University egyaránt validálta. Ennek eredményként hallgatóink egy olyan érdekes oktatási szisztémában folytathatják tanulmányaikat, mely mind a magyar, mind az angol felsőoktatás jellegzetességeit magába foglalja. A képzés sikeres elvégzésekor a hallgatók *duál – diplomát* szereznek.

A képzés sajátosságai:

- A program a kezdetektől fogva *két lépcsős*, azaz a 2006/07-es tanévtől a hazai felsőoktatási intézmények többségében érvényes rendszer szerint működik. Ez azt jelenti, hogy hallgatóink a hároméves alapszakos, azaz Bachelor képzéssel kezdik, és az erre épülő két éves Master képzéssel folytathatják tanulmányaikat.
- Hallgatóink mind főiskolai, mind egyetemi szintű tanulmányaik sikeres befejezése után mindkét egyetem, azaz a Pécsi Tudományegyetem és a londoni Middlesex University diplomáit is megkapják.
- A magyar diplomához a 6 tanulmányi félévet követően egy féléves szakmai gyakorlatot kell teljesíteni. Az angol diplomának a szakmai gyakorlat nem feltétele.
- *Angol felsőfokú, szakmai anyaggal bővített, C típusú nyelvvizsgával* egyenértékű bizonyítványt szerez az a hallgató, aki zárószigorlatát – ez a szakdolgozat megvédését jelenti - sikeresen teljesíti.
- Az oktatás és az adminisztráció hivatalos nyelve az angol. Valamennyi tárgy foglalkozásai kizárólag *angol nyelven* folynak.
- *Nemzetköziség* – a programban rendszeresen tanulnak a világ számos országából származó hallgatók (Kanada, USA, Kína, Irán, Nigéria és Európa majd minden országa). A képzésben folyamatosan oktatnak olyan vendégelőadók, akik nemzetközi elismertségnek örvendő egyetemekről érkeznek hozzánk. Ez a multikulturális légkör nagyban erősíti hallgatóink toleranciáját, valamint kommunikációs és problémamegoldó képességét.
- *Gyakorlat-orientáltság* – a program célja elsősorban nem az, hogy elméleti közgazdászokat képezzen, sokkal inkább az, hogy a globalizálódó világgazdaság kihívásaira hatékonyan reagálni képes üzletembereket bocsásson útra. A fenti célt követve a tantárgyi struktúrában és az oktatás során alkalmazott módszerek kiválasztásakor előnyben részesítjük a csoportmunkát, az esettanulmány elemzést, a prezentációt, a kommunikációs tréninget és a szakmai gyakorlatot.
- *Ösztöndíj lehetőségek* – hallgatóinknak tanulmányaik során többször is lehetőségük adódik, hogy fél évet valamelyik külföldi partneregyetemünkön töltsenek Erasmus, Leonardo, stb. csereprogram keretében. Ez segíthet abban, hogy egy második idegen nyelvet is magas fokon elsajátítsanak és megismerjék más országok gazdasági és kulturális életét, s e nemzetközi tapasztalatokkal felvértezve, az üzleti karrierhez oly elengedhetetlenül szükséges ambícióval folytassák tanulmányaikat.
- *Családias légkör* – a tény, hogy a két program hallgatói létszáma 160-170 fő körül alakul, lehetővé teszi, hogy a hallgatók ügyeit kitüntető figyelemmel kezeljük.

## Ajánlott tanterv

A partneregyetem (MDX) követelményeinek való megfelelés érdekében a mintatanterv, a magyar nyelvű gazdálkodás és menedzsment alapszakhoz képest kevesebb tantárgyat tartalmaz. A tantárgyak alacsonyabb száma ugyanakkor nem indukál eltérést a képzés során megszerezhető tudásanyag tekintetében. A tárgyakat egységesen – kötelezőket és kötelezően választhatókat egyaránt – heti 4 órában hallgatják a hallgatók. Mindegyik tárgy – kötelezők és kötelezően választhatók egyaránt – 7 kreditnek felelnek meg. Annak érdekében, hogy a képzés sajátosságai megvalósuljanak, a tárgyak szeminárium jellegűek. A szeminarizált jelleg a számonkérés szerkezetében a szorgalmi időszakban történő hallgatói munkavégzést indukálja (projektmunkák, prezentációk, csoportmunkák, évközi dolgozatok...). A hallgatók az 5. és 6. szemeszterben diplomakonzultáción vesznek részt, mely segíti őket a diplomamunka megírásában. Ezen tárgyak 6 - 6 kreditnek felelnek meg, s így a hallgató, a magyar nyelven oktatott gazdálkodási és menedzsment alapszakhoz hasonlóan, a 6. szemeszter végén 180 kreditet szerez meg.

MINTATANTERV					
BACHELOR OF ARTS HONOURS IN BUSINESS ADMINISTRATION STRUCTURE					
Év	Szemeszter	1. tárgy	2. tárgy	3. tárgy	4. tárgy
1	1*	Quantitative Methods I. (QMT11101)	Introduction to Social Sciences (SSC11101)	Microeconomics (ECO11101)	Information Systems (INF11101)
	2*	Quantitative Methods II. (QMT11202)	Macroeconomics (ECO11202)	Introduction to Accounting (ACC11201)	EU/Business Law (SSC11202)
2	1	Foundation Marketing (MKG12101)	Banking and Finance (FIN12101)	Operational Research (QMT12103)	Organisational Behaviour (MAN12101)
	2	Business Statistics (QMT12204)	Human Resource Management (HRM12201)	International Business (ECO12203)	Kötelezően választható tárgy 1
3	1**	Strategic Management (STR13101)	Business Finance (FIN13102)	Business Economics (ECO13104)	Kötelezően választható tárgy 2
	2**	Investments (FIN13203)	Operations Management (MAN13206)	Option module 3	Kötelezően választható tárgy 3

Kötelezően választható tárgy	
1	Statistical Quality Control (QMT12205), Intercultural Business Communication (SSC12203), Advertising & Sales Promotion (MKG12202), Information Management (INF12202), Financial Accounting (ACC12202), Innovation Management (MAN12202), EU institutions and Policies (SSC12204), Knowledge Management (MAN12203), Regional Marketing (MKG12203), Global Integrated Marketing Communication (MKG12204)

2	Marketing Research (MKG13105), Business to Business Marketing (MKG13106), Management Accounting (ACC13103), Distribution Channels and Logistics Management (MKG13107), Industrial Placement (PJT13101), Project Management (QMT13106), Tourism and the Economy (MAN13104), Healthcare Management and the Context of Transition (MAN13105)
3	New Product Policy (MKG13208), Financial Analysis (FIN13204), Taxation (FIN13205), European Business and Marketing (MKG13209), Compensation (HRM13202), Multivariate Statistical Analysis (QMT13207), Tourism and the EU (MAN13207), Business Simulation Workshop (MAN13208), Principles of Holistic Planning for Green Business Development (MAN13209), Carrier Management (MAN13210), Sales Presentation and Negotiation (MKG13210)

### Tantárgyi adatok

ETR	A tantárgy címe	Tárgyfelelős	Félév	Óra	Jelleg	Vizsga	Kredit
ECO11101	Microeconomics	Erdős Katalin	1	4	ea	k	7
INF11101	Information Systems	Dobay Péter	1	4	ea	k	7
QMT11101	Quantitative Methods I.	Komlósi Sándor, Bugár Gyöngyi	1	4	ea	k	7
SSC11101	Introduction to Social Sciences	Pauker Csaba	1	4	ea	k	7
ACC11201	Introduction to Accounting	Takács András	2	4	ea	k	7
ECO11202	Macroeconomics	Mellár Tamás	2	4	ea	k	7
QMT11202	Quantitative Methods II.	Varga József	2	4	ea	k	7
SSC11202	EU/Business Law	Komanovics Adrienne	2	4	ea	k	7
FIN12101	Banking and Finance	Zeller Gyula	3	4	ea	k	7
MAN12101	Organisational Behaviour	Vitai Zsuzsanna	3	4	ea	k	7
MKG12101	Foundation Marketing	Pavluska Valéria	3	4	ea	k	7
QMT12103	Operational Research	Varró Zoltán	3	4	ea	k	7
ECO12203	International Business	Fojtik János	4	4	ea	k	7
HRM12201	Human Resource Management	Vitai Zsuzsanna	4	4	ea	k	7
QMT12204	Business Statistics	Galambosné Tiszberger Mónika	4	4	ea	k	7
ECO13104	Business Economics	Kovács Kármén	5	4	ea	k	7
FIN13102	Business Finance	Kuti Mónika	5	4	ea	k	7
STR13101	Strategic Management	Kia Golesorkhi	5	4	ea	k	7
PJM13202	Project Module I.	Kovács Kármén	5	0	k	gy	6
FIN13204	Investments	Bedő Zsolt	6	4	ea	k	7
MAN13206	Operations Management	Vörös József	6	4	ea	k	7
PJM13203	Project Module II.	Kovács Kármén	6	0	k	gy	6

ETR	A tantárgy címe	Tárgyfelelős	Félév	Óra	Jelleg	Vizsga	Kredit
ACC12202	Financial Accounting	Takács András	4	4	ea	k	7
INF12202	Information Management	Dobay Péter	4	4	ea	k	7
MAN12202	Innovation Management	Varga Attila	4	4	ea	k	7
MAN12203	Knowledge Management	Csébfalvi György	4	4	ea	k	7
MKG12202	Advertising & Sales Promotion	Pavluska Valéria	4	4	ea	k	7
MKG12203	Regional Marketing	Bakucz Márta	4	4	ea	k	7

MKG12204	Global Integrated Marketing Communication	Dévényi Márta	4	4	ea	k	7
QMT12205	Statistical Quality Control	Csébfalvi György	4	4	ea	k	7
SSC12203	Intercultural Business Communication	Dévényi Márta	4	4	ea	k	7
SSC12204	EU institutions and Policies	Bakucz Márta	4	4	ea	k	7
ACC13103	Management Accounting	Takács András	5	4	e	k	7
MAN13104	Tourism and the Economy	Bakucz Márta	5	4	ea	k	7
MAN13105	Healthcare Management and the Context of Transition	Kia Golesorkhi	5	4	ea	k	7
MKG13105	Marketing Research	Szűcs Krisztián	5	4	ea	k	7
MKG13106	Business to Business Marketing	Lányi Beatrix	5	4	ea	k	7
MKG13107	Distribution Channels and Logistics Management	Fojtik János	5	4	ea	k	7
PJT13101	Industrial Placement	Vitai Zsuzsanna	5	4	ea	k	7
QMT13106	Project Management	Csébfalvi György	5	4	ea	k	7
FIN13204	Financial Analysis	Kuti Mónika	6	4	ea	k	7
FIN13205	Taxation	Takács András	6	4	ea	k	7
HRM13202	Compensation	Vitai Zsuzsanna	6	4	ea	k	7
MAN13207	Tourism and the EU	Bakucz Márta	6	4	ea	k	7
MAN13208	Business Simulation Workshop	Kiss Tibor	6	4	ea	k	7
MAN13209	Principles of Holistic Planning for Green Business Development	Kia Golesorkhi	6	4	ea	k	7
MAN13210	Carrier Management	Vitai Zsuzsanna	6	4	ea	k	7
MKG13208	New Product Policy	Pavluska Valéria	6	4	ea	k	7
MKG13209	European Business and Marketing	Fojtik János	6	4	ea	k	7
MKG13210	Sales Presentation and Negotiation	Dévényi Márta	6	4	ea	k	7
QMT13207	Multivariate Statistical Analysis	Csébfalvi György	6	4	ea	k	7

Az első és a második szemeszterben a hallgatók Business English 1-2 tantárgyat is hallgatnak – az oktató dönthet úgy, hogy a hallgatót felmenti az óralátogatás alól, ha annak nyelvtudását megfelelőnek, elegendőnek ítéli, ebben az esetben automatikusan jeles érdemjegyet ad. A Business English 1-2 tantárgyak nem rendelkeznek kreditértékkel, de abszolválásuk kötelező a tanulmányok folytatása érdekében.

Az 5. és 6. szemeszterben a hallgatók Project Module 1 és 2 tárgyat is hallgatnak, mely a szakdolgozat-írást segíti elő. Az itt megszerzett jegyek az 1. félévben konzultációs munkából és a dolgozat első fejezetéből, a második félévben a konzultációból és szakdolgozatra kapott érdemjegyekből tevődnek össze.

### Számonkérés módjai és szabályai

**Módozatok:** órai munka, csapatmunka, évközi vizsga, projekt munka, prezentáció, házi feladat, esszé dolgozat, írásos beszámoló, vizsga.

1. A hallgató egy tantárgyból kétszer vizsgázhat maximum egy vizsgaidőszak alatt, ez azt jelenti, hogy csak 1 utóvizsga lehetősége van.
2. A hallgató egy tantárgyat maximum háromszor vehet fel tanulmányai során. Ha ez a 6 vizsga alkalom sem elegendő a tárgy sikeres abszolválásához, akkor a hallgatót a programról elbocsátjuk.



3. A hallgató köteles a legalább 20% vagy annál magasabb értékkel rendelkező számonkérés elemeket legalább 51%-os sikerrel teljesíteni. Ellenkező esetben nem vehet részt a vizsgán.
4. A hallgató köteles az órák minimum 75%-án részt venni. Ellenkező esetben nem vehet részt a vizsgán.

### **Szakmai gyakorlat**

A szak hallgatói a 7. félévben 12 hét szakmai gyakorlaton vesznek részt, amelynek kredit-értéke 30 kredit.

### **Szakedolgozat**

A szak hallgatói kötelesek szakedolgozatot készíteni, amelyet két bíráló értékeli 5-fokozatú osztályzattal. A szakedolgozat kritérium-követelmény, nem jár kredittel.

A szakedolgozat megvédésére a záróvizsgán kerül sor, természetesen angol nyelven. Ha a szakedolgozat megvédésére az abszolutorium hiánya, a szakedolgozat elégtelen minősítése miatt nem kerül sor, vagy a védés eredménytelen, új szakedolgozatot kell benyújtani.

### **Záróvizsga, Oklevél**

A záróvizsgára a végbizonyítvány (abszolutorium) birtokában és a **szakedolgozat** pozitív elbírálását követően kerülhet sor. A záróvizsga a szakedolgozat megvédését tartalmazza.

## 1. sz. Melléklet

Code	ACC11201	ECTS Credit	7	HUN Credit	7
Module Title:	INTRODUCTION TO ACCOUNTING				
Module Leader:	Iván Bélyácz, DSc. Professor of Finance András Takács Teaching Assistant	Office Hours:	agreed with students		
Telephone:	+36-72/501-599, 3398	E-mail:	takacs@ktk.pte.hu		
Short Description:	This module is aimed to provide some fundamental knowledge in the area of accounting. We primarily focus on interpreting and analysing financial information, which students will definitely need in their future business activities or in their further studies.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	The purpose of accounting.				
2.	The content of annual reports.				
3.	Content of the balance sheet. Valuation of items in the balance sheet.				
4.					
5.	Content of the income statement.				
6.					
7.	Deferrals and accruals.				
8.	Midterm exam.				
9.	The basics of book-keeping: the accounting cycle, T-accounts, journal.				
10.	Recording transactions affecting fixed assets.				
11.	Recording transactions affecting current assets.				
12.	Recording transactions affecting shareholders' equity. The closing process.				
13.	Recording transactions affecting liabilities.				
14.	Summary of the semester, practicing exercises for the final exam.				
Rationale Including Aims:	The most important aim of the module is to teach the basics of accounting, focusing on how to produce financial information.				
Learning Outcomes: Knowledge	Students will understand: <ul style="list-style-type: none"><li>➤ the relationship between accounting and the business environment</li><li>➤ the role of accounting information</li><li>➤ the structure of annual reports</li><li>➤ the ways to obtain and interpret financial information from financial statements</li></ul>				
Learning Outcomes:	Students will be able to: <ul style="list-style-type: none"><li>➤ record the most important transactions on T-accounts and in a journal</li></ul>				

<b>Skills</b>	<ul style="list-style-type: none"> <li>➤ prepare trial balances</li> <li>➤ prepare balance sheets and income statements</li> <li>➤ calculate ratios and trends in order to analyse the company's performance</li> <li>➤ Teamwork, including the ability to lead, team selection, delegation, development and management.</li> </ul>
<b>Teaching and Learning Strategies:</b>	Beyond weekly lectures, we put special emphasis on practical exercises and case studies that help students deepen their knowledge in the given topic.
<b>Assessment Scheme:</b>	<ul style="list-style-type: none"> <li>➤ Midterm exam 40% (60 minutes)</li> <li>➤ Final exam 60% (90 minutes)</li> </ul>
<b>Core Learning Materials:</b>	TAKÁCS, A.: "Introduction to Accounting", University of Pécs, Faculty of Business and Economics, 2005 (notes)

Code	ACC13102	ECTS Credit	7	HUN Credit	7
Module Title:	FINANCIAL ACCOUNTING				
Module Leader:	Iván Bélyácz, DSc. Professor of Finance András Takács Teaching Assistant	Office Hours:	agreed with students		
Telephone:	+36-72/501-599, 3398	E-mail:	takacs@tkk.pte.hu		
Short Description:	This course is intended to give students a chance to get a proper insight into the Hungarian accounting system. For local students, it is a good opportunity to acquire the basic knowledge and skills that is necessary to do accounting tasks at firms operating in Hungary, while other students can see and compare the Hungarian rules with their own countries' system.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Basic expressions in the Hungarian Accounting Law.				
2.	The prescribed form and content of the balance sheet. Rules for the valuation of assets.				
3.	The possible forms and content of the income statement.				
4.	Basic rules of book-keeping, the prescribed chart of accounts.				
5.	Accounting for tangible assets.				
6.					
7.	Accounting for inventories.				
8.					
9.	Midterm exam.				
10.	Accounting for long-term and short-term investments.				
11.					
12.	Accounting for receivables, liabilities and cash (including foreign currency items).				
13.					
14.	Summary of the semester, practicing exercises for the final exam.				
Rationale Including Aims:	The most important aim of the course is to give students a detailed knowledge in Hungarian financial accounting.				
Learning Outcomes: Knowledge	Within this course, the basic rules prescribed by the Hungarian Accounting Law are discussed. First, some important expressions related to the Hungarian system are defined, and the detailed forms of statements (balance sheet, income statement) are shown and explained to students. Then the typical book keeping entries related to different types of assets are discussed, applying the official Hungarian chart of accounts.				
Learning	Students will be able to record the necessary book-keeping entries in				

<b>Outcomes: Skills</b>	connection with the continuous operations of a Hungarian firm (the typical entries related to tangible assets, inventories, long-term and short-term investments, receivables, liabilities and cash). Thus they will be able to create the necessary basic information needed for the preparation of the annual report.
<b>Teaching and Learning Strategies:</b>	The course is primarily focusing on practical skills. The necessary theoretical background of each topic will be presented by the lecturer in short, which will always be followed by many practical exercises.
<b>Assessment Scheme:</b>	Coursework: 10% (individual exercises during the classes) Midterm exam: 30% (60 minutes) Final exam: 60% (90 minutes)
<b>Core Learning Materials:</b>	<i>TAKÁCS, A.: "The Hungarian Accounting System", Part I, University of Pécs, Faculty of Business and Economics, 2006 (notes)</i>

Code	ACC13203	ECTS Credit	7	HUN Credit	7
Module Title:	MANAGEMENT ACCOUNTING				
Module Leader:	Iván Bélyácz, DSc. Professor of Finance András Takács Teaching Assistant	Office Hours:	agreed with students		
Telephone:	+36-72/501-599, 3398	E-mail:	takacs@kthk.pte.hu		
Short Description:	This course is aimed to illustrate the way of creating and analysing accounting information in the Hungarian accounting system. The topics discussed will give students the necessary knowledge and skills needed for producing adequate financial information for managerial decision-making.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Accounting for costs with the production cost method.				
2.	Accounting for costs with the sales cost method.				
3.	Accounting for wages and salaries.				
4.	Year-end adjusting entries and the closing process.				
5.					
6.	Preparing the balance sheet and the income statement based on the trial balance.				
7.					
8.					
9.	Midterm exam.				
10.	The role and content of the Hungarian cash flow statement.				
11.	Analysing companies based on the figures of financial statements.				
12.	Business planning: the general content of a business plan, especially focusing on short-term and long-term cash-flow plans.				
13.					
14.	Summary of the semester, practicing exercises for the final exam.				
Rationale Including Aims:	The major aim of the course is to give students the necessary practical skills in the field of Hungarian managerial accounting.				
Learning Outcomes: Knowledge	Students will learn the process of cost accounting, the year-end closing procedure, the rules related to the preparation of the balance sheet, of the income statement and of the cash-flow statement, and the possible ways of analysing and planning financial figures.				
Learning Outcomes: Skills	Based on the Hungarian rules, students will be able to <ul style="list-style-type: none"><li>➤ record the necessary book-keeping entries related to manufacturing costs,</li><li>➤ record the year-end adjusting entries,</li><li>➤ prepare the balance sheet and the income statement from the trial</li></ul>				

	balance, ➤ prepare the cash flow statement ➤ analyse the company's financial position based on financial ratios, ➤ create short-term and long-term financial plans.
<b>Teaching and Learning Strategies:</b>	The course is primarily focusing on practical skills. The necessary theoretical background of each topic will be presented by the lecturer in short, which will always be followed by many practical exercises.
<b>Assessment Scheme:</b>	Coursework: 10% (individual exercises during the classes) Midterm exam: 30% (60 minutes) Final exam: 60% (90 minutes)
<b>Core Learning Materials:</b>	TAKÁCS, A.: "The Hungarian Accounting System", Part II, University of Pécs, Faculty of Business and Economics, 2006 (notes)

Code	ECO11101	ECTS Credit	7	HUN Credit	7
Module Title:	MICROECONOMICS				
Module Leader:	Zoltán Schepp, PhD. Associate professor	Office Hours:	Thursday 14:00-16:00		
Telephone:	72 501 599/3348	E-mail:	schepp@ktk.pte.hu		
Short Description:	The aim of this course is to provide the students with an understanding of basic concepts and principles of microeconomics. The course gives the students the ability to handle the tools (e.g. curves, functions) and to make simple consumer and business decisions.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Registration. Introduction: Program schedule, learning supports.			Textbook: BDF	
	Economics and the economy: Production, resources and factors. Scarcity. Decreasing returns of scale. The production possibility frontier. Income distribution. Market.			Ch. 1. (pp. 3-13.)	
2.	Tools of economic analyses: Data, indexes, nominal and real variables. Measuring and modelling.			Ch. 2. (pp. 14-24.)	
	Demand, supply and the market: Demand curve and supply curve Market forces behind the curves, Equilibrium on the market.			Ch. 3. (pp. 26-36.)	
3.	Elasticities of demand and supply: Price, income and cross price elasticity. Elasticity and revenue. The midpoint method for comparative static.			Ch. 4. (pp. 41-54)	
	Practice: Examples, calculations with demand and supply curves. Calculations with elasticity.			Homework	
4.	Consumer choice and demand decision:  Adjustment to income or price changes. Market demand curve. Complements and substitutes.			Ch. 5. (pp. 55-70.)	
	Practice: Examples, calculations with household decisions, indifference curves and budget line. Consumer surplus.			Homework	
5.	Consumer choice with measurable utility: Utility maximisation. Indifference curves and budget line. Gossen's laws.			App. Ch.5. (pp.70-72.)	
	Practice: Examples and calculations with known total utility functions.			Homework	
6.	Business organisation:  Liability, Capital, Depreciation, Balance sheet. Revenues, cost, profit. Marginal cost and marginal revenue			Ch. 6. (pp. 73-85)	
	Practice: Cost analysis, marginal cost and marginal revenue.			Homework	



	Average, variable and fixed cost.	
7.	Costs and supply:  Short-run and long run cost curves. The firm's short and long run output decisions.	Ch. 7. (pp 86-100.)
	<b>Practice:</b> Determine shutdown point and normal profit. Profit and loss calculation.	Homework
8.	<b>Midterm exam</b>	
9.	<b>Perfect competition and pure monopoly:</b> Comparison of supply decision and social costs.	Ch. 8. (pp. 101-118.)
	<b>Market structure and imperfect competition:</b> Minimum efficient scale and market structure. Monopolistic competition and oligopoly.	Ch. 9. (pp.119-135.)
	<b>Practice:</b> Output decisions on different kinds of market.	Homework
10.	<b>Labour market</b> Demand curve for and supply curve of labour. Labour market disequilibrium.	Ch. 10. (pp. 136-151.)
	<b>1<sup>st</sup> Classwork</b> Modern theories about the labour market: Human capital; discrimination; bargaining.	Ch. 11. (pp. 155-166.)
11.	<b>Factor markets and income distribution:</b> Physical capital, rentals, interest rates, asset prices. Equilibrium and adjustment in the market for capital services	Ch. 12. (pp. 167-183.)
	<b>Practise:</b> Factor market decisions. Links between input and output market decisions. Calc. interest rate.	Homework
12.	<b>2<sup>nd</sup> Classwork</b>	Ch. 13. (pp. 184-198.)
	<b>Risk and information</b>  <b>The information economy</b> Consuming and distributing information	Ch. 14. (pp. 199-210.)
13.	<b>Welfare economics:</b> Equity and Pareto efficiency. The second best. Externalities. Missing markets.	Ch. 15. (pp. 213-228.)
	<b>Role of governments</b> Taxation and government spending. The principles of taxation. Political economy.	Ch. 16. (pp. 229-243.)
14.	<b>Industrial and competition policy.</b> <b>Natural monopoly:</b> public versus private.	Ch. 17. (pp. 244-257.) Ch. 18. (pp. 258-269.)
	<b>Practise:</b> Calculations with the effects of taxes.	Homework
15.	<b>Exam orientation.</b> Final examination: January 200X	
<b>Rational Including Aims:</b>	The module will introduce the basic micro mechanisms that drive the macro economy. Student will get acquainted with the behaviour of the different groups in the economy. Te module further aims to introduce students to the quantitative analysis of microeconomic factors.	
<b>Learning</b>	The student will be able to understand and use the marginal categories, to	

<b>Outcomes: Knowledge</b>	make basic microeconomic optimum calculations. They will recognize and assess the logic of cost and production analysis, the theoretical and practical differences between the most important market types. Finally they will understand the importance of normative issues and identify the sources and the effect of government actions.
<b>Learning Outcomes: Skills</b>	Student will be able to define economic problems, the source of the problem, and the appropriate tools that are necessary to access the situation. After pinpointing the problem students will be able to apply writing skills and substantial quantitative skills to reach the solution. Through out the module students will have the opportunity to present and to argue for their viewpoints which will improve their communication skills.
<b>Teaching and Learning Strategies:</b>	The joint application of theoretical and practical teaching methods should enable students to understand the main economic forces. After every practise session (the most of the weeks) the students receive homework papers to practise the calculations and the microeconomic decisions. The chief questions: household decisions, consumer choice; firm's output and input decisions on different kinds of market; production factor demand and supply decisions; portfolio selection, micro-effects of taxation, externalities.
<b>Assessment Scheme:</b>	<b>20%</b> of final grade is calculated from the valuation in the lectures (homework, and the two works in class). <b>Midterm exam (VIII<sup>th</sup> week, November):</b> will be a 60 minutes paper (3 sections) with definitions, curves, examples, calculations and theoretical questions. Subject: <b>demand and cost analyses, supply decision under perfect competitions</b> . It gives <b>30%</b> of the final grade. The <b>final examination (January):</b> will be a 100 minutes paper with some detailed theoretical questions, more complex calculations and examples. It gives the remaining <b>50%</b> of the final grade.
<b>Core Learning material:</b>	David Begg – Stanley Fischer – Rudiger Dornbusch: Economics. Part 1-3. McGraw-Hill. ( <u>seventh</u> or newer edition).
<b>Optional material:</b>	Economics workbook of Smith – Begg. McGraw-Hill. Exercise book from Mach-Schepp (forthcoming!)
<b>Useful Websites:</b>	<a href="http://highered.mcgraw-hill.com/sites/0077099478/student_view0/">http://highered.mcgraw-hill.com/sites/0077099478/student_view0/</a> The online learning centre for students. Further support available through the Faculty network (I/work/BAI/Economics)

Code	ECO11202	ECTS Credit	7	HUN Credit	7
Module Title:	MACROECONOMICS				
Module Leader:	Zoltán Schepp, PhD. Associate professor		Office Hours:	Thursday 12:00-14:00	
Telephone:	72 501 599/3348		E-mail:	schepp@ktk.pte.hu	
Short Description:	Macroeconomics focuses on getting the student to understand the economy as whole: basic models, the fiscal and monetary decisions, the real and the money market and the principles of foreign trade.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Registration. Introduction: Program schedule, learning supports.			Textbook: BDF	
	Introduction to macroeconomics: Big issues and facts. National income accounting.			Ch. 19. (pp. 273-286.) Homework	
2.	Output and aggregate demand: Aggregate demand and the multiplier. Equilibrium on the real market.			Ch. 20. (pp. 287-298.)	
	Practice: Calculations with consumption and saving functions, determining equilibrium.			Homework	
3.	Fiscal policy and foreign trade: Affecting aggregate demand through fiscal policy. Budget deficit and the government's debt. Automatic stabilizers.			Ch. 21. (pp.299 -312)	
	Practice: Deriving the multiplier types under different assumptions, and calculate with them.			Homework	
4.	Money and banking: Functions of money, money creation and multiplication. The demand for money.			Ch. 22. (pp. 313-325.)	
	Practice: Calculations with the money multiplier and with money demand functions.			Homework	
5.	1 <sup>st</sup> Classwork Interest rates and monetary transmission: The central bank and the money supply. Equilibrium in financial markets.			Ch.23. (pp.326-331.)	
	Monetary control: Targets and instruments of monetary policy. The transmission mechanism.			Ch.23. (pp.332-338.)	
6.	Monetary and fiscal policy: The IS-LM model.			Ch. 24. (pp. 339-350)	
	Practice: Calculation of simultaneous equilibrium in real and financial markets.			Homework	
7.	Practice: Affecting output through monetary policy. Describing the adjustment of real and financial			Homework	

	markets.	
8.	<b>Midterm exam</b>	
9.	<b>Aggregate supply, prices and adjustment to shocks:</b> Aggregate supply and equilibrium inflation. The labour market and wage behaviour.	Ch. 25. (pp. 351-365.)
	<b>Practice:</b> Calculations with macroeconomic production function in resource-limited closed economy.	Homework
10.	<b>Inflation, expectations and credibility I:</b> Money and inflation. Inflation and interest rates. Inflation and deficit. The costs of inflation.	Ch. 26. (pp. 366-371.)
	<b>Inflation, expectations and credibility II:</b> Inflation and unemployment: the short-run and long run Phillips curves.	Ch. 26. (pp. 372-383.)
11.	<b>Practice:</b> Calculation with prices and inflation.	Homework
	<b>Unemployment:</b> Voluntary and involuntary unemployment. The natural rate of unemployment. Cost of unemployment.	Ch. 27. (pp. 384-396.)
12.	<b>Practise:</b> Exercises about unemployment. Determine the natural rate of unemployment.	Homework
	<b>2<sup>nd</sup> Classwork</b> <b>Practise:</b> An example of complex macroeconomic calculations.	Homework
13.	<b>Foreign exchange rate and the balance of payments</b> Forex market, trade balance and capital account.	Ch. 28. (pp. 397-409.)
	<b>Practise:</b> Calculations with balance of payments and FX rates.	Homework
14.	<b>Open economy macroeconomics:</b> Fixed and floating exchange rates. Government economic policy in an open economy. The Mundell-Fleming model	Ch. 29. (pp. 410-422.)
	<b>Practise:</b> Exercises about the Mundell-Fleming model	Homework
15.	<b>Economic growth.</b> <b>Business cycles.</b>	Ch. 30. (pp. 423-436.) Ch. 31. (pp. 437-446.)
	<b>Macroeconomics: taking stock</b> Different schools of macroeconomic thought.	Ch. 32. (pp. 447-458.)
16.	<b>Exam orientation.</b> Final examination: June 200X	
<b>Rational Including Aims:</b>	The module heavily built on the knowledge and skills that were acquired in the microeconomic module as it creates interconnection between micro mechanisms to highlight their macroeconomic effects. The module further aims to put national, regional mechanisms into a wider international context.	
<b>Learning Outcomes: Knowledge</b>	The students will understand and will be able to pursue IS-LM analysis, apply the model with macroeconomic demand and aggregate supply schedules. Student will also get acquainted with open economy theories, the foreign trade theories, and the different types of exchange rate policies.	

	By understanding macroeconomic assessment methods students will be able to assess and make productions on a national and international context.
<b>Learning Outcomes: Skills</b>	Student will be able to define economic problems, the source of the problem, and the appropriate tools that are necessary to access the situation. After pinpointing the problem students will be able to apply writing skills and substantial quantitative skills to reach the solution. Through out the module students will have the opportunity to present and to argue for their viewpoints which will improve their communication skills.
<b>Teaching and Learning Strategies:</b>	The joint application of theoretical and practical teaching methods should enable students to understand the main economic forces. The lectures of macroeconomics are focused to the chief theories (keynesian, new-classical, monetarist, the new classical synthesis, the supply side economics and the rational expectations) in a closed and in an open economy. Every week the students receive homework papers to practise the calculations and have readings about macroeconomic problems.
<b>Assessment Scheme:</b>	<b>20%</b> of final grade is calculated from the valuation in the lectures (homework, and the two works in class). <b>Midterm exam (VII<sup>th</sup> week, March):</b> will be a 60 minutes paper (3 sections) with definitions, curves, examples, calculations and theoretical questions. Subject: <b>Output determination, multipliers, fiscal and monetary policy actions.</b> It gives <b>30%</b> of the final grade. The <b>final examination (January):</b> will be a 100 minutes paper with some detailed theoretical questions, more complex calculations and examples. It gives the remaining <b>50%</b> of the final grade.
<b>Core Learning Material:</b>	David Begg – Stanley Fischer – Rudiger Dornbusch: Economics. Part 4. McGraw-Hill. ( <u>seventh</u> or newer edition).
<b>Optional material:</b>	Economics workbook of Smith – Begg. McGraw-Hill. Exercise book from Mach-Schepp (forthcoming!)
<b>Useful Websites:</b>	<a href="http://highered.mcgraw-hill.com/sites/0077099478/student_view0/">http://highered.mcgraw-hill.com/sites/0077099478/student_view0/</a> The online learning centre for students. Further support available through the Faculty network (I/work/BAI/Economics)

Code	ECO12203	ECTS Credit	7	HUN Credit	7
Module Title:	INTERNATIONAL BUSINESS				
Module Leader:	Dr János Fojtik Senior Lecturer in Marketing	Office Hours			
Telephone:	+36 72 501-599/3276	e-mail:	janos.fojtik@ktk.ptt.hu		
Short Description:	This module has been designed for second level undergraduate students. The module introduces students to the important area of international business. The factors influencing the firm's decision as to the degree of internationalization and the methods adopted are considered, as is the theoretical and institutional framework within which international business must operate. External challenges to the international firm are examined, such as those in the economic, political, cultural, ethical and legal fields. Possible internal responses to these challenges are considered, including strategic, human relations, marketing, accounting, and logistical responses. The importance of multi-disciplinary perspective for purposes of analysis will be adopted throughout, as will the use of up-to-date case study and applied materials. Students should gain an appreciation for the complexity of the international environment facing businesses in our 21st century. Business principles learned in other modules are applied here, but from an <i>international</i> perspective.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Introduction - basic ideas and facts				
2.	The theory of international trade and investment				
3.	International institutions as elements of the international business' environment				
4.	Economic integration - the European Union				
5.	National trade and investment policies				
6.	The cultural environment of the international business				
7.	Technology environment of international business – the Internet				
8.	International business entry				
9.	Multinational corporations				
10.	International logistics				
11.	International financial management				
12.	International accounting and taxation				
13.	International human resource management				
14.	Organisation and control in international operations				

<b>Rationale Including Aims:</b>	<p>This module aims to:</p> <ul style="list-style-type: none"> <li>(i) Define the academic framework within which international business has developed, and distinguish between this type of business and globalisation.</li> <li>(ii) Provide analytical tools for systematically dissecting the various motivations behind international business development.</li> <li>(iii) Emphasise the various ways in which companies seek to gain competitive advantage at the international level.</li> <li>(iv) Apply current research innovations to interpretations of international business strategies</li> </ul>
<b>Learning Outcomes: Knowledge</b>	<p>On the successful completion of the module students will be able to:</p> <p>Will have an insight into the theoretical and managerial field of international business, and in particular to appreciate the distinctive characteristics of managerial processes within the international business environment. Understanding will be gained how companies are managed in today's volatile environments; what type of analysis is needed to enter foreign markets and how best can companies manage their foreign operations. The appreciation of issues of international trade, the trading blocks especially the European Union and the role of international organizations on company strategy will be gained. Students will assess the foreign investment decisions of international business in terms of the aims and structuring and evaluating options. The application of analytical frameworks in the study of cases will be pursued.</p>
<b>Learning Outcomes: Skills</b>	<p>Working in teams using ICT in the preparation and writing of academic essays which strengthen writing skills of students. The importance of company level strategic thinking will be emphasized in the following areas: the entry strategies; export related issues, strategic alliances and global marketing and research issues. Students will be expected to have an understanding of the impact of cultural differences and how companies handle cross cultural communication and negotiations.</p>
<b>Teaching and Learning Strategies:</b>	<p>The module will be delivered through lectures and seminars. The latter will comprise a combination of tasks, discussions and quizzes on topical issues in the international business issues, and case study analysis for group work. The emphasis will be on assisting students to 'make sense' of the world of international business. Thus extensive use will be made of the business news media (e.g. Financial Times and the Economist) in order to ground student learning through the identification of topical and recognisable examples. Consultative sessions prior to and following delivery of the group assessment will also feature in the teaching programme.</p>
<b>Assessment Scheme:</b>	<p>The module assessment consists of a mixture of coursework (40%) and examination (60%). Coursework includes case discussion, country report presentation (group work), and individual contribution.</p> <p><b>Further on Assessment:</b> The examination contains a range of questions designed to cover the learning outcomes of the module. Questions are designed to test the student's basic knowledge and comprehension of the material taught. Answers require an application of theory/model, or number when appropriate. Questions are designed to assess critical and analytical ability and provide a means to 'stretch' good students.</p> <p>In order to pass the module a student must get at least 51% in each of the two elements.</p>

<b>Core Learning Materials:</b>	Wild, J.J., Wild, K.L., & Han J.C.Y. (2006), <i>International Business</i> (3/e.), Upper Saddle River, NJ: Pearson Prentice Hall
<b>Case Studies:</b>	To be distributed on week-by-week basis.
<b>Optional Learning Material:</b>	Hughes, Michael D. & James H. Taggart (eds.), <i>International Business: European Dimensions</i> , Basingstoke: Palgrave Macmillan, 2001 Samii, M & Karush, G (2004), <i>International Business and Information Technology</i> , New York: Routledge
<b>Useful Websites:</b>	<a href="http://www.worldbank.org">www.worldbank.org</a> <a href="http://www.imf.org">www.imf.org</a> <a href="http://www.wto.org">www.wto.org</a>



Code	ECO13104	ECTS Credit	7	HUN Credit	7
Module Title:	BUSINESS ECONOMICS				
Module Leader:	László Szerb, PhD. Associate professor Zsolt Bedo, PhD. candidate Teaching Assistant	Office Hours:	Wednesday: 8–10am		
Telephone:	72/501 599, ext.3436	E-mail:	zsoltbedo@ktk.pte.hu		
Short Description:	The module is designed to analyse the impact of business objectives and of the firm's internal organizational structure on business decision making, and to consider the competitive environment within which business decisions are made and the manner in which government interventions both direct and indirect affect the environment and the making of business decision.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Business Economics: The concept. Introduction of the subject. Market environment. The structure-conduct-performance hypothesis.				
2.	Theories of firm. Microeconomics and business decision making.				
3.	Production and cost analysis.				
4.	Demand and revenue analysis.				
5.	Market structure and firm decision making. The effect of demand, price and free entry.				
6.	Separation of ownership and control. Corporate objectives. Corporate governance and the value of the firm.				
7.	Pricing decisions Advertising and branding decisions. The effect of advertising.				
8.	Midterm exam, presentations				
9.	Investment and financial decisions				
10.	Mergers and multinational strategies. Vertical integration, conglomerate diversification. Strategic alliance..				
11.	Spring break				
12.	The labour market decision of the firm				
13.	The effect of industrial and competition policies on the firm. Government deregulation and privatization.				
14.	Final presentations				
Rationale Including Aims:	To make the interconnection between microeconomics and the functional areas of business disciplines. To introduce student to the interaction between firm decision making and the competitive environment.				

<b>Learning Outcomes: Knowledge</b>	To critically evaluate the implications of a marketing or operation management or any other internal decision on the performance of the firm. To assess how the changing decision can alter the market in which the firm operates in. To analyse the interaction between competitors, their possible actions, and behaviour. The module will further build on the comprehension of the above mentioned relationships and mechanisms to highlight the strategic decision making that is pursued by organizations on an international level.						
<b>Learning Outcomes: Skills</b>	Students will be able to pursue quantitative analysis of decisions of management that are concerned with the functional areas of the firm. After the quantitative analysis students will argue for or against real life business decisions presented in the forms of case studies. Students will critically evaluate the microeconomic assumptions in the real life setting and also will define the shortcomings of some theories. Due to the emphasis on teamwork, student will acquire the ability to lead, to select team, to delegate and to manage decision processes.						
<b>Teaching and Learning Strategies:</b>	The module builds on the knowledge acquired in basic economic (micro, macro) and management (corporate finance, marketing, operations management, organisational behaviour) modules to enable students to quantitatively assess the interaction of these fields with the application of case study analysis. Emphasis is put on group work and group presentation besides the individual written assignments. Individual, group assignments will require the student to use journal, other information databases to learn the application of IT in business analysis and business decision making.						
<b>Assessment Scheme:</b>	<p>The grade will be based on the following weights:</p> <table> <tr> <td>Midterm exam + presentation:</td> <td>30%</td> </tr> <tr> <td>Final exam:</td> <td>60%</td> </tr> <tr> <td>Final presentation:</td> <td>10%</td> </tr> </table>	Midterm exam + presentation:	30%	Final exam:	60%	Final presentation:	10%
Midterm exam + presentation:	30%						
Final exam:	60%						
Final presentation:	10%						
<b>Core Learning Materials:</b>	David Brewster: "Business Economics, Decision making and the firm." Dryden Press, 1997.						
<b>Optional Learning Material:</b>	<p>Joseph Nellis, David Parker: "Principles of Business Economics", Person Education Ltd. 2002.</p> <p>John Old, Tony Shafto: "Introduction to Business Economics", Stanley Thornes, 1990.</p> <p>Harry Towsend: "Foundations of Business Economics", Routledge, 1995.</p>						

Code	FIN12101	ECTS Credit	7	HUN Credit	7
Module Title:	BUSINESS FINANCE				
Module Leader:	Iván Bélyácz, DSc Professor of Finance Mónika Kuti, PhD Teaching assistant	Office Hours:	To be scheduled upon request		
Telephone:	N/A	E-mail:	<a href="mailto:kutim@ktk.pte.hu">kutim@ktk.pte.hu</a>		
Short Description:	Introduction to financial statement analysis, financial markets, and basic financial principles. Introduction of corporate finance as one of the most important business function. Highlight the interconnection between financial decisions and the financial environment.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Introduction to Finance, Chapter 1. pp. 2-29. Financial Statements, Chapter 2. pp. 30-67.				
2.	Financial Statement Analysis, Chapter 3. pp. 68-107. Working Capital Management, Chapter 16 & 17. pp. 612-697.				
3.	IBM case study (available via the course website) Long-Term Finance & Financial Markets, pp. 255-261, 307-314, pp. 109-151.				
4.	Time Value of Money, Chapter 6. pp. 204-251. Time Value of Money (Problem Solving)				
5.	Risk and Return, Chapter 5. pp. 152-203. Risk and Return (Problem Solving)				
6.	Preparation for the 1 <sup>st</sup> Midterm Exam 1 <sup>st</sup> Midterm Exam				
7.	Bond and Stock Valuation, Chapter 7. pp. 252-305, Chapter 8. pp. 306-347. Bond and Stock Valuation (Problem Solving)				
8.	Capital Budgeting, Chapter 10. pp. 386-421. Capital Budgeting (Problem Solving)				
9.	Cost of Capital (WACC), Chapter 9. pp. 350-385. Cost of Capital (Problem Solving),				
10.	Leverage, Chapter 13. pp. 490-539. Dividend Policy, Chapter 14. pp. 540-579.				
11.	Multinational Financial Management, Chapter 18. pp. 702-729. Hybrid Financing: Preferred Stocks, Leasing, Warrants, and Convertibles, Chapter 20.				
12.	Derivatives, Chapter 19. pp. 734-762. Mergers and Acquisitions, Chapter 21. pp. 800-833.				

<b>13.</b>	Preparation for the 2 <sup>nd</sup> Midterm Exam 2 <sup>nd</sup> Midterm Exam
<b>Rationale Including Aims:</b>	The module introduces students to the function of corporate finance, basic corporate financial decision making, the analysis of financial decisions and also the implications of these decisions on firm performance.
<b>Learning Outcomes: Knowledge</b>	<p>Student will understand the basic corporate financial theories that lay behind the operative and strategic decisions of the firm. As a result on the completion of this course students should be able to:</p> <ul style="list-style-type: none"> <li>➤ analyse financial statements and their interrelationships,</li> <li>➤ understand the flow of funds in a company,</li> <li>➤ outline the basic principle of corporate finance such as the time value of money, the cost of capital, the capital budgeting techniques, etc.,</li> <li>➤ interpret the value creation chain in a firm.</li> </ul>
<b>Learning Outcomes: Skills</b>	Student will be able to evaluate the effectiveness of strategies in corporate finance. Student will have a generalized knowledge on financial mechanisms which will allow them to argue for operative and strategic decisions. As team projects are used students will be to apply their teambuilding and selection and delegation skills to solve business problems.
<b>Teaching and Learning Strategies:</b>	The course will be based on lectures, problem solving exercises, and interactive participation. Students are advised to read the pertinent chapters to enhance their learning process.
<b>Assessment Scheme:</b>	There will be three exams, two during the semester and one during final exam week. The assessment components are as follows: 1st midterm exam (20 points), 2nd midterm exam (20 points), the final exam (60 points).
<b>Core Learning Materials:</b>	Brigham E.F. – Houston J.F: Fundamentals of Financial Management, The Dryden Press, 1998.
<b>Optional Learning Material:</b>	<p>Emery – Finnerty – Stowe: Principles of Financial Management Prentice Hall, 1998</p> <p>Brealey R.A. – Myers, S.C.: Principles of Corporate Finance, Irwin McGraw-Hill, 2000.</p> <p><a href="http://www.nyse.com">www.nyse.com</a>, <a href="http://finance.yahoo.com">finance.yahoo.com</a>, <a href="http://www.thestreet.com">www.thestreet.com</a>, <a href="http://money.cnn.com">money.cnn.com</a></p>

Code	FIN12202	ECTS Credit	7	HUN Credit	7
Module Title:	FINANCIAL ANALYSIS				
Module Leader:	Iván Bélyácz, DSc Professor of Finance Mónika Kuti, PhD Teaching Assistant	Office Hours:	To be scheduled upon request		
Telephone:	---	E-mail:	kutim@ktk.pte.hu		
Short Description:	Corporate reporting, creative accounting, and stock market reactions will be in the focus of the course. Regulatory requirements will be discussed that concern corporations in the provision of basic financial information. Case like Enron or WorldCom will be discussed to highlight the bad practice, which has serious implication for theoretical and practical issues.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Introduction to Corporate Reporting Financial Statements and Empirical Research. - Chapter 5.				
2.	Corporate Reporting & Stock Markets: “The Wall Street Fix” (video) Analysis of Income Statement (BEPS, DEPS) & Cash Flows. - Chapter 2.& 3.				
3.	Ratio Analysis. – Chapter 4. Analysis of Income Taxes. – Chapter 9.				
4.	Advanced Analysis of Inventory. Chapter 6. Fixed Assets: Capitalization vs. Expensing Decision. Depreciation. - Chapter. 7.& 8.				
5.	Share Capital. Analysis of Financing Liabilities. – Chapter 10. Lease and Off-balance-sheet Debt. – Chapter 11.				
6.	Analysis of Business Combinations (M&A). – Chapter 14. Analysis of Multinational Operations. – Chapter 15.				
7.	Preparation for the exam. 1 <sup>st</sup> Midterm Exam				
8.	Pensions and Other Employee Benefits. – Chapter 12. Accounting- and Finance-based Measures of Risk. – Chapter 18.				
9.	Derivatives and Hedging Activities in Corporate Reporting. – Chapter 16 Creative Accounting, Accounting Fraud, Corporate Accountability of Auditors and Managers, Social Responsibility, Ethics for Accountants.				
10.	Financial Analysts and Corporate Reports – Handout 1. What Went Wrong with Enron? – Handout 2.				
11.	“Bigger than Enron” (video) Quality of Financial Statements – Handout 4.				

<b>12.</b>	Adjustments to Financial Statements (Synthesis). – Chapter 17. Enron and EVA. – Handout 3.
<b>13.</b>	Company Valuation Techniques I. – (1) Chapter 19. Company Valuation Techniques II.
<b>14.</b>	Preparation for the Exams <b>2<sup>nd</sup> Midterm Exam</b>
<b>Rationale Including Aims:</b>	The main aim is to highlight the web of conflicts of interests among different (financial) stakeholders in the company such as equity holders, bondholders, creditors, investment bankers, brokers, managers and auditors.
<b>Learning Outcomes: Knowledge</b>	During the course the students will develop a critical approach to the information content of corporate reports, and learn how to see through the accounting gimmicks of the financial world. The students will be able to define the limitations of accounting principles, and the scope of creative accounting, and will be able to critically evaluate the quality of financial statements.
<b>Learning Outcomes: Skills</b>	By learning about creative accounting, credit-rating techniques, and valuation methods, the students will be armed with quantitative skills useful and essential in different positions in banking (loan officers), in the stock market (stock analysts, brokers), or in corporate finance (analysts, financial manager). By actively involving students in coursework the use of advanced terminology in communication will be emphasised.
<b>Teaching and Learning Strategies:</b>	The strategy is to use a mix of lectures, interactive discussions, reading assignments, student presentations, and videos. Reading assignments are provided through the course website.
<b>Assessment Scheme:</b>	Assessment components: 1 <sup>st</sup> midterm exam (20 points), 2 <sup>nd</sup> midterm exam (20 points), the final exam (60 points). All together, the maximum is 100 points.
<b>Core Learning Materials:</b>	White, G.I, Sondhi, A.C, Fried, D: The Analysis and Use of Financial Statements, Wiley, USA 2003
<b>Optional Learning Material:</b>	Barry Elliott and Jamie Elliott: Financial Accounting and Reporting, Prentice Hall, Harlow, England 2001  www.nyse.com, finance.yahoo.com, www.thestreet.com, money.cnn.com, www.reportgallery.com, www.stockcharts.com

Code	FIN13103	ECTS Credit	7	HUN Credit	7
Module Title:	BANKING AND FINANCE				
Module Leader:	Dr. Zeller Gyula Associate Professor		Office Hours:	Thursday 10-11 B411	
Telephone:	72 / 501-599 / 3258		E-mail:	<a href="mailto:gyzeller@ktk.pte.hu">gyzeller@ktk.pte.hu</a>	
Short Description:	The course is concerned with financial markets, institutions and regulatory environment that govern the financial sector. Heavy emphasis is put on the international perspective of financial markets that determine the performance and opportunities of companies in the globalized economy.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Course profile; Why Study Money, Banking, and Financial Markets				
	An Overview of the Financial System				
2.	What Is Money?				
	Understanding Interest Rates				
3.	Portfolio Choice				
	The Behavior of Interest Rates				
4.	The Risk and Term Structure of Interest Rates				
	The Foreign Exchange Market				
5.	An Economic Analysis of Financial Structure				
	The Banking Firm and the Management of Financial Institutions				
6.	Banking Industry: Structure and Competition				
	Economic Analysis of Banking Regulation				
7.	Nonbank Financial Institutions: Mutual Funds				
	Nonbank Financial Institutions: Insurance and Finance Companies, Pension Funds				
8.	Financial Derivatives I. Futures and Swaps				
	Financial Derivatives II.: Options				
9.	The Hungarian Securities' Markets, Budapest Stock Exchange				
	Structure of Central Banks				
10.	The History and Activity of the Hungarian National Bank				
	Multiple Deposit Creation and the Money Supply Process				
11.	Determinants of the Money Supply				
	Tools of Monetary Policy				
12.	Conduct of Monetary Policy I.: Goals				

	Conduct of Monetary Policy II.: Targets
13.	The International Financial System
	The European Monetary Integration
14.	Hungary in the European Financial system Evaluation
<b>Rational Including Aims:</b>	The main aim of the module is to create interconnection between corporate finance decisions and financial market mechanisms. As students already understood basic financial concepts the analysis of risk, market turbulences, and changes in regulatory decisions will be discussed.
<b>Learning Outcomes: Knowledge</b>	The module provides students with an integrated view and appreciation of the financial institutions and monetary system. During analysis of cases the module builds on the terminology and concepts of monetary policy, securities markets and banking sector. The module will enable students to conduct assessment of basic practices and problems of financial risk management. The module will emphasize the importance of both predicting and analyzing monetary and financial tendencies in order to reduce exposure.
<b>Learning Outcomes: Skills</b>	Student will be asked to analyse financial problems in cross-cultural, globalised setting and to argue for national differences (financial systems, role of capital markets, bank vs. capital market financing...etc.). Students besides generalizing on financial mechanisms will be able to critically evaluate shortcomings of theoretical concepts. Cases will encourage creative thinking, problem solving abilities in the connected fields. Further develop presentation and team building skills through group projects, discussions and presentations.
<b>Teaching and Learning Strategies:</b>	Banking and finance as a discipline with equal theoretical and practical connotations requires a combination of lectures on the concepts and principles, discussion of their applications and analyses of some significant practical issues. In order to become familiar with the current tendencies students are required to pursue individual research and present the results on a regular basis. To show the practical applicability of theoretical conclusions some case studies will also be discussed. Students' reflections on the day's material and their contributions to the discussion are considered important elements of the learning process. Therefore, students are strongly advised to come prepared.
<b>Assessment Scheme:</b>	<p>The grade will be based on the following criteria:</p> <p style="text-align: right;">Class Participation / Midterm: 30%</p> <p style="text-align: right;">Final exam: 50%</p> <p style="text-align: right;">Research Projects / Presentations: 20%</p> <p>The instructor at his choosing may add up to 10 % points as deemed necessary for issues such as, but not limited to, class participation, pop tests, and extra credit projects.</p> <p>Assessments handed after the duration of the deadline can count max. 50% of the originals.</p>



<b>Core Learning Material:</b>	Mishkin, F.C.: The Economics of Money, Banking and Financial Markets, Addison-Wesley 2006.
<b>Optional Learning Material:</b>	Any other available textbooks are also accepted! See instructor!

Code	FIN13204	ECTS Credit	7	HUN Credit	7
Module Title:	INVESTMENTS				
Module Leader:	Iván Bélyácz, DSc. Professor of Finance Zsolt Bedő, PhD. candidate teaching assistant	Office Hours:	Wednesday 8:00-10:00 Thursday 10:00-12:00		
Telephone:	72 501 599/3436	E-mail:	<a href="mailto:zsoltbedo@ktk.pte.hu">zsoltbedo@ktk.pte.hu</a>		
Short Description:	The module discusses methods of portfolio construction, decision making and analysis. It further draws the attention of the student to financial market anomalies and the short-comings of standard financial theories. Beside the application of basic tools of financial analysis the latest methods in financial research will be discussed.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Risk and risk aversion. p.: 142 – 155, 165 – 169.				
2.	Capital allocation between risky and risk free assets. p.: 171 – 184.				
3.	Optimal risky portfolio I. p.: 192 – 210.				
4.	Optimal risky portfolio II. p.: 192 – 210.				
5.	The Markowitz portfolio selection method. p.:210 – 221.				
6.	Presentation; 1 <sup>st</sup> interim exam ()				
7.	Fall break				
8.	Capital Asset Pricing Model (CAPM). p.: 236 – 248.				
9.	Extension of CAPM. p.: 248 – 259.				
10.	Single Index Model (SIM). p.: 266 – 275.				
11.	Fama-French 3 factor model./Exam Orientation				
12.	Presentation; 2 <sup>nd</sup> interim exam ()				
13.	Arbitrage Pricing Theory (APT). p.: 289 – 298.				
14.	Efficient Market Hypothesis (EMH). P.: 338 – 351.				
15.	Presentations, Exam orientation				
Rational Including Aims:	The aim of this course is to provide students with an understanding of both advanced level of theory and the practice in portfolio decision making. The module further aims to generate critical thinking of students when analyzing standard financial decisions.				

<b>Learning Outcomes: Knowledge</b>	The combined application of advanced theory and practice will enable students to understand, and to assess highly complex market forces with the application of advanced equity evaluation methods. On the completion of this course student should be able to; analyze the corporate factors driving stock prices; determine the investment attitudes of different actors; design a portfolio for companies with different risk preferences; analyze the basic equilibrium forces of stock markets; calculate the risk return characteristic of different investment instruments; merge the theory learnt in other finance classes with practice by conducting analysis of stock markets.
<b>Learning Outcomes: Skills</b>	The students by applying substantial quantitative skills will be able to make critical evaluations of decisions in portfolio management. By conducting research in groups student will learn to collaborate, and to argue for their opinions. Group presentations will further develop individual communication skills while summary reports will force students to have advancement in their writing skill.
<b>Teaching and Learning Strategies:</b>	Due to the application of individual and group work student will experience company-like atmosphere. By requiring students to monitor financial markets on the daily basis they will develop an individual work attitude. Written examinations will develop independent writing skills.
<b>Assessment Scheme:</b>	<p>The grade will be based on the following weights: Two midterm exams 2X15%, final exam 60%, weekly papers 10%, weekly papers are to be produced with the use of Reuters database.</p> <p><b>Further on Assessment:</b></p> <p>You are required to trade on the Virtual Stock Exchange following the rules of the game. On the third week you have to submit your portfolio description and you will present your trading strategy if any. Each week we overview everyone's portfolios and talk about the ongoing events. At the end of the semester the winner of the competition will earn an extra 5% above the total 100%.</p> <p>The introduced features of Reuters database will be used by the student to apply real time data on learnt asset pricing models and to make financial</p>
<b>Core Learning Material:</b>	Zvi Bodie, Alex Kane, Alan J. Marcus: <i>"Investments"</i> , Third Edition, Irwin, 2004.
<b>Optional Learning Material:</b>	<p>Robert A. Haugen: <i>"Modern Investment Theory"</i>, Fourth Edition, Prentice Hall, 1997.</p> <p>Haim Levy, Marshall Sarnat: <i>"Portfolio and Investment Selection? Theory and Practice"</i>, Prentice Hall, 1984.</p> <p>Eugen Fama, Merton H. Miller: <i>"The Theory of Finance"</i>, Dryden Press, 1971.</p> <p>Zvi Bodie, Alex Kane, Alan J. Marcus: <i>"Essentials of Investments"</i>, First Edition, Irwin, 2004.</p>

Code	FIN13205	ECTS Credit	7	HUN Credit	7
Module Title:	TAXATION				
Module Leader:	Iván Bélyácz, DSc Professor of Finance András Takács PhD. Candidate Teaching assistant	Office Hours:	agreed with students		
Telephone:	+36-72/501-599, 3398	E-mail:	takacs@ktk.pte.hu		
Short Description:	The objective of this module is to give students a proper knowledge in the Hungarian taxation system. The topics discussed include the most important tax types, such as the personal and the corporate income tax, the value added tax, the social security payments etc. The course is primarily recommended for students who plan to work in a financial/accounting area at a Hungarian company, but it can also be useful for foreign students who would like to compare the Hungarian taxation system with their own countries' systems.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	The general framework of the Hungarian taxation system. Basic principles and rules.				
2.					
3.	The personal income tax.				
4.					
5.	The value added tax.				
6.					
7.	Midterm exam.				
8.	The corporate income tax.				
9.					
10.	Social security payments and other salary-related contributions.				
11.					
12.	The simplified corporate tax.				
13.					
14.	Summary of the semester, practicing exercises for the final exam.				
Rationale Including Aims:	The aim of the module is to give students an appropriate knowledge in the Hungarian taxation system. The topics discussed include the most important tax types, such as the personal and the corporate income tax, the value added tax, the social security payments ...etc.				
Learning Outcomes: Knowledge	Students will learn the basic principles and rules prescribed by the Hungarian taxation laws. This will allow the student to analyse financial decision making on an advanced level as the function of tax regulations. Student will be able to contest national and international regulations and				

	will be able to evaluate the differences in the environments that arise from regulatory diversities. Students will acquire the ability of calculating a firm's tax liabilities originating from different tax types, furthermore, they will be able to produce the documents (tax forms) required by the tax authority.
<b>Learning Outcomes: Skills</b>	By reviewing current tax regulations in Hungary and in the EU student will learn to make research on the consequences of laws and financial decision making. Research will require students to critically and precisely evaluate and present business problems.
<b>Teaching and Learning Strategies:</b>	The course, as discussions will be emphasised will primarily focus on practical skills. The necessary theoretical background of each topic will be presented by the lecturer in short, which will always be followed by class discussion. In order to achieve valuable discussions students will be required to read material in advance.
<b>Assessment Scheme:</b>	Coursework: 10% (individual exercises during the classes) Midterm exam: 30% (60 minutes) Final exam: 60% (90 minutes)
<b>Core Learning Materials:</b>	The learning materials (slides, handouts, exercises, case studies) will be provided by the module leader in an electronic form on the Faculty's local network.

Code	HRM 12202	ECTS Credits	7	HUN Credit	7
Module Title:	HUMAN RESOURCE MANAGEMENT				
Module Leader:	Zsuzsanna Vitai, PhD. Associate Professor		Office Hours:	Wednesday 10-11 a.m.	
Telephone:			E-mail:		
Short Description:	This module seeks to provide introductory knowledge about effective management of people at work by analysing a series of key issues relating to HRM. It examines how HRM as a business function can contribute to the competitiveness and productivity of an organisation.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Introduction, requirements Managing Human Resources Introduction				
2.	Trends in Human Resource Management, Strategic Human Resource Management				
3.	The Legal Environment US and Europe, Individual Performance and Retention				
4.	Managing Diversity and Equal Employment				
5.	Jobs, Recruitment				
6.	Selection and Placement I , II				
7.	Training, Careers and HR development				
8.	Break				
9.	Performance Management I, II				
10.	Compensation Strategies and Practices, Variable pay and Executive Compensation				
11.	Managing Employee Benefits, Health Safety and Security				
12.	Employee Rights and Discipline, Union Management Relationship				
13.	Globalization of HR Management, Focus on skills and consultation about the exam class				
14.	Student presentations,				
15.	Reading week before the exam				
Rationale Including Aims:	The module aims to develop students understanding not only of what managers have to do in relation to their employees but also the roles, activities, expectations of the individuals as a potential and an effective employee.				
Learning Outcomes: Knowledge	The module will introduce students to major issues falling within the domain of human resource management. A critical, evaluative and ability-based approach will be taken to the exploration of the range of HR activities. The intention is not simply to introduce the activities in themselves but also to develop students understanding of relevant aspects of the context in which such activities take place.				
Learning Outcomes:	Develops the general understanding of strengths and weaknesses of various techniques, concepts and theories of Human Resource Management (HRM). It will promote the realistic understanding of business as a whole, including				

<b>Skills</b>	global business issues and challenges. Module will require students to demonstrate writing skills. Teamwork and group presentations will develop the ability to lead, team selection, delegation, development and management.
<b>Teaching and Learning Strategies:</b>	There will be lectures and seminars, home works and a team project to be solved. Application of conceptual frameworks to the identification and solution of problems in HRM. As group, individual written assignment and oral presentation are applied analytical and presentation skills, written and oral communication skills are required and will be developed.
<b>Assessment Scheme:</b>	1 final exam (60%), short papers 20%, team presentation 20% Exam: 200 points, Class reminders 10 x 10 points (10 points each), speaking in class 100 points total, team presentation: 200 points total (not all team members get necessarily the same amount of points!)
<b>Core Learning Materials:</b>	Mathis, R.L., Jackson, J.H.: Human Resource Management 11th edition Thomson South-Western
<b>Optional Learning Material:</b>	Noe, R.A., Hollenbeck J.R., Gerhart, B., Wright, P.: Fundamentals of Human Resource Management, Irwin McGraw Hill 2004 Handouts and articles

Code	HRM13202	ECTS Credit	7	HUN Credit	7
Module Title:	COMPENSATION				
Module Leader:	Zsuzsanna Vitai, PhD Associate professor	Office Hours:	Wednesday 10-11 a.m.		
Telephone:	72-501-599/3198	E-mail:	-		
Short Description:	Employee compensation policy and administration is studied on a broad perspective encompassing direct financial payments, employer benefits, and non-financial (both extrinsic and intrinsic) rewards. Prerequisite HRM 121 02				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Introduction and Syllabus				
2.	Strategic Analysis				
3.	Contextual Influences				
4.	Traditional Bases for Pay: Seniority and Merit				
5.	Incentive Pay				
6.	Person-Focused Pay				
7.	Building Internally Consistent Compensation Systems				
8.	Exam I.				
9.	Building Market – Competitive Compensation Systems				
10.	Building Pay Structures That Recognize Individual Contributions				
11.	Benefits				
12.	International Compensation				
13.	Compensating Executives				
14.	Compensating the Flexible Workforce				
Rationale Including Aims:	This course is designed to acquaint students with a more in-depth understanding of compensation issues and the role compensation has in providing companies with a competitive advantage. Compensation systems that are aligned with a company’s strategic goals provide a company with an advantage over competitors, whereas compensation practices that are designed and implemented haphazardly can undermine a company’s competitive advantage.				
Learning Outcomes: Knowledge	Students will assess the different contexts of compensation practice that create competitive advantage for firms. Teams of students will apply systems of different criteria used to compensate employees. Compensation design issues and employee benefit issues will emerge as groups will have to engage in the designation of compensation systems.				



<b>Learning Outcomes: Skills</b>	Due to the emphasis on class discussions and team work analytical and presentation skills, written and oral communication skills will be developed. Problem solving in teams will put heavy emphasis on team building skills and teamwork skills.
<b>Teaching and Learning Strategies:</b>	Lectures, case studies, there will be independent analytical tasks to be solved and a term paper to hand in.
<b>Assessment Scheme:</b>	One final exam, 60% Term paper 20% Ten independent quizzes 10% Class contribution 10%
<b>Core Learning Materials:</b>	Martocchio, J. 2001 <u>Strategic Compensation: A Human Resource Management Approach</u> , 3 <sup>rd</sup> ed., Prentice Hall: Upper Saddle River, NJ. ISBN 0-13-182476-7
<b>Optional Learning Material:</b>	Handouts

Code	INF11101	ECTS Credit	7	HUN Credit	7
Module Title:	INFORMATION SYSTEMS				
Module Leader:	Peter Dobay, CSc Professor Ferenc Kruzslicz, PhD Associate professor		Office Hours:	Thursdays: 12.00 – 14.00 Mondays: 14.00-16.00	
Telephone:	Dobay 501-599 / 3420 Kruzslicz 501-599 / 3113		E-mail:	<a href="mailto:dobay@ktk.pte.hu">dobay@ktk.pte.hu</a> <a href="mailto:kruzslicz@ktk.pte.hu">kruzslicz@ktk.pte.hu</a>	
Short Description:	The course intends to present basic knowledge on modern information technology in general and an overview on business applications to establish the necessary level of understanding, the roles and potential of these technologies and methods in everyday business life. Lectures, practices and case studies will present the key steps required to gain a competitive advantage in the marketplace through the use of information techniques and IT related methods.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	<b>Lecture:</b> Computer Currents: role, potential and importance in business and in the society. The business drivers. Hardware basics. Main application fields: uses for computers <b>Practicum:</b> Information services and resources at the university. Computer architecture and applications. Library visit.				
2.	<b>Lecture:</b> Computers: how they work. From calculation to connection. Types, categories. The PC idea. Computer connections. Endusers, computer literacy. <b>Chapter 1.</b> <b>Practicum:</b> Revolution in writing: Document processing with media-rich content. Parts of structured documents. Template based business letters. <b>Chapter 5.</b>				
3.	<b>Lecture:</b> Hardware Basics 1: Inside the box. Processors and Memories. Microprocessors and technology progress <b>Chapter 2.</b> <b>Practicum:</b> Calculation and Visualisation 1: Spreadsheets for calculation. Cell references, operators and built-in business functions. <b>Chapter 6.</b>				
4.	<b>Lecture:</b> Hardware Basics 2: Peripherals, Input devices and use for business processes. Output devices: equipment and solutions. <b>Chapter 3.</b> <b>Practicum:</b> Calculation and Visualisation 2: Modeling with complex calculations. Integration of external data sources. Business graphics.				
5.	<b>Lecture:</b> Essential applications for managerial use. Word processing, calculations, graphics. <b>Practicum:</b> Different aspects of professional content: Document management with business focus. Autogeneration and reusability. Language technology support and version management.				
6.	<b>Lecture:</b> From Hardware to Data: Storage Media and Use of Mass Storage. Data management, files and databases. <b>Chapter 8.</b> <b>Practicum:</b> Presentation techniques: Elements of effective business presentations. Mastering slideshows. <b>Chapter 7.</b>				
7.	<b>Autumn break – no classes.</b>				
8.	<b>Midterm test and Coursework 1# due (40 + 10)</b> <b>Lecture:</b> Database theory. Designing databases. Enterprise database applications. <b>Chapter 8.</b> <b>Practicum:</b> testing				

9.	<p><b>Lecture:</b> Software Basics: Programs, Operation Systems development and types. Multiuser, multitask systems. Interfaces. <b>Chapter 4.</b></p> <p><b>Practicum:</b> Static Web Content: Linking and Web publishing. Company presence on the Internet. Creating a personal homepage.</p>
10.	<p><b>Lecture:</b> Networking and telecommunication. Inside the Internet and the Web. <b>Chapters 9, 10.</b></p> <p><b>Practicum:</b> Dynamic Web Content: Search technologies: Finding business information on the Web. Basics of HTML language. <b>Chapter 11.</b></p>
11.	<p><b>Lecture:</b> System design and program development. <b>Chapter 13.</b></p> <p><b>Practicum:</b> Database technology 1: Operations on lists. From lists to databases and object oriented user interface development.</p>
12	<p><b>Lecture:</b> Algorithms. Programming. System life cycle. <b>Chapter 13.</b></p> <p><b>Practicum:</b> Database technology 2: Design of a database scheme, creating tables, data types and attributes of relationships.</p>
13.	<p><b>Lecture:</b> Living with computers. Computing in work, at school and home. Buying a computer system. <b>Chapters 15, 16.</b></p> <p><b>Practicum:</b> Database technology 3: Data manipulation (insertion, deletion, modification), Queries (actions, summaries), and other database functions.</p>
14.	<p><b>Lecture:</b> Security and risks. Privacy. Ethics in computing. How to manage your home, networked PC. <b>Chapter 12.</b></p> <p><b>Practicum:</b> Database technology 4: Forms and Reports. Controls of graphical user interfaces.</p>
15.	<p><b>Lecture:</b> Computers and Society. Hardware-software trends, new applications. <b>Chapter 17.</b></p> <p><b>Practicum:</b> Database technology 5: Database documentation. Introduction to the SQL language. Database connections and interfaces.</p>
<b>Final test and Coursework #2 due (40 + 10)</b>	
<b>Rationale Including Aims:</b>	<p>The course intends to present basic knowledge on modern information technology in general and an overview on business applications to establish the necessary level of understanding, the roles and potential of these technologies and methods in everyday business life.</p> <p>The course covers the uses of data, information, technology, software, networking, manpower, organization, and will conclude by discussing information management, IT business planning, competitiveness and the problems of the Information Society.</p>
<b>Learning Outcomes: Knowledge</b>	<p>Understand the role and characteristics of IT tools and methods in business life. Present up-to-date technology development (hardware and software) and trends. Define and describe basic terms like hardware, software, data, information, information system, information management, information society. Place IS and modern info-communication technologies in the context of the business organization. Understand the IS development process, different approaches, advantages and risks.</p>
<b>Learning Outcomes: Skills</b>	<p>By completing this course students will be able</p> <ul style="list-style-type: none"> <li>➤ To understand the role and types of stand-alone and networked IT devices</li> <li>➤ To know how to use information technology to design competitive organizations</li> <li>➤ To discuss dilemmas and controversies on IT and Information Management</li> <li>➤ To use PC-based managerial support tools in their individual work.</li> </ul> <p>Students should work fluently with PC-based managerial support tools like spreadsheets, database technology, presentation tools and Internet services.</p>

<b>Teaching and Learning Strategies:</b>	Lectures (about 50% of classroom activities), practices and case studies (with individual preparatory work and homework assignments) will present the key steps required to gain a competitive advantage in the marketplace through the use of information techniques and IT related methods.
<b>Assessment Scheme:</b>	<p>There are two assessment periods with one midterm and a final test (true/false and multiple choice questions), and courseworks. Students are required to be present in lecture and lab time. On labwork time students will have to work on assignments alone, using handouts and prepared sample files.</p> <p>20% of the grade will be based on homework assignments (i.e. coursework), other 80% on the two tests.</p> <p>Presence is controlled by a series of simple Quiz-type testings.</p> <p><b>Coursework scores: 10 C1 A business plan (Word &amp; Excel &amp; PowerP)</b></p> <p><b>10 C2 Web design and attached database</b></p> <p><b>Midterm test (90 minutes) 40 and C1</b></p> <p><b>Final test (3 hours) 40 and C2 Total: 100 scores</b></p> <p>Plagiarism of homework, especially concerning written reports, is not acceptable: any failure to demonstrate academic honesty may result in sanctions up to a course grade "Failed". Student is required to achieve at least 50% (pass) of both assessment periods.</p>
<b>Core Learning Materials:</b>	<p>Beekman, G: Computer Confluence: Exploring tomorrow's technology, Prentice Hall Publishing, 2002-2005 ISBN 0-1312-7313-2</p> <p>Bott, E. and Leonhard W: Special Edition Using Microsoft Office 2000 [XP or 2003], Que and Macmillan ISBN 0-7897-1842-1</p>
<b>Optional Learning Material:</b>	Handouts for use of MS Word, Excel, Powerpoint, ACCESS and the Internet. Lecture presentation slides and worked samples are available for download from the faculty Intranet.

Code	INF 12203	ECTS Credit	7	HUN Credit	6
Module Title:	INFORMATION MANAGEMENT				
Module Leader:	Péter DOBAY, CSc Professor	Office Hours:	As requested		
Telephone:	501-599/3120	E-mail:	dobay@ktk.pte.hu		
Short Description:	Information systems play a strategic role in today businesses. The value, the effectiveness and efficiency of these systems is investigated in the course, with practical examples and cases on evaluating and auditing IT installation projects, workings of the information architecture: hardware, software and people.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	What is information? What is MIS? Components of an MIS system. Development and use, objectives. <i>Reading:</i> David M. Kroenke: Using MIS, Pearson-Prentice Hall, 2005 (later on: DK) Chapter 1.				
2.	Systems, management, decisions. Strategic Role of Information Systems in Business. Small and Large Companies. Value of information asset. <i>Case:</i> Computerizing the Ministry of Foreign Affairs <i>Reading:</i> DK, Chapter 2 and lecture notes <i>Interim paper assignment is announced.</i>				
3.	MIS technology of today: office systems, local and WAN networking, the Internet. Role of technology changes, drivers of development. <i>Reading:</i> DK, Chapter 3.				
4.	Information systems and organizations. Types of organizations. Impact of MIS on organization. <i>Case:</i> Manufacturing Planning at the Brose Group, DK, p.225. <i>Reading:</i> DK, Chapter 7				
5.	<b>Interim paper due.</b> The e-Business challenge. SCM and CRM solutions. Change management with e-Solutions. Inter-organization solutions. <i>Labwork:</i> Study of typical models and solutions. <i>Projectwork</i> on e-Business evaluation is announced. <i>Reading:</i> DK, Chapter 8.				
6.	Managing information systems resources. The information asset, resources and products. Value of information. <i>Reading:</i> DK, Chapter 10 and a fundamental article				
7.	Managing IT. Small and large businesses. The outsourcing solution development. <i>Case:</i> Marriott International, DK, p. 330 <i>Reading:</i> DK Chapter 10 and an article				
8.	System development. Fundamentals, life cycle models. <i>Reading:</i> DK Chapter 6. <i>Labwork:</i> system development technologies for small cases; data modeling				
9.	Databases, data modelling techniques. <i>Reading:</i> DK, Chapter 5.				
10.	Project management methodologies. The ITIL structure. <i>Case:</i> Sears Standardizes development , <i>DK, p. 179:</i>				
11.	Maintenance and Security of MIS <i>Reading:</i> DK, Chapter 11. <i>Labwork:</i> security systems to use				

12.	Leadership in MIS. Business intelligence. Control functions and solutions. HR policy. Strategic planning of MIS systems, the application portfolio. <i>Reading:DK, Chapter 9.</i> <b>Presentation of projectwork.</b>
13.	Managing knowledge. Terms, processes, knowledge workers. KM projects. <i>Reading:DK, Chapter 9. and articles</i> <b>Presentation of projectwork.</b>
14.	The information- and knowledge-based society. <b>Presentation of projectwork.</b>
<b>Rationale Including Aims:</b>	The course unifies the following aspects of information resource management: Information architectures (hardware and software components, with people, leadership and knowledge bases) that play a strategic role in today's businesses. The change cycle of existing (legacy) systems that is shortening from 3-5 years to 2-4. The necessity of auditing the application portfolio, evaluate costs and benefits of planned systems, highly control IT installation projects.
<b>Learning Outcomes: Knowledge</b>	The course provides insights into the development process of evaluating MIS systems, of IT management. Students get acquainted with known cost-benefit analysis methods and also with project management specialities of this field. Students will be required to conduct analysis with the application of different MIS approaches, which will allow students to have an insight into the integrated company level mechanisms.
<b>Learning Outcomes: Skills</b>	Students will have the ability of simple evaluation of small IT system installations. They will acquire skills to use auditing methods in MIS field and also will get acquainted with the proper terminology of the related MIS and business field. After each individual or group problem solving viewpoints must be argued for in order to develop communication skills.
<b>Teaching and Learning Strategies:</b>	Continuous learning–by-doing progress is required. Problems will be presented by the lecturer which will be followed by problem solving by teams of student to build research skills and deeper understanding of the business problem (cases, web-based lab work). Students work on small projects and enhance their presentation skills.
<b>Assessment Scheme:</b>	20% of class performance (presentation on project work) 20% of individual interim paper 60% of final written exam
<b>Core Learning Materials:</b>	David M. Kroenke: Using MIS, Pearson-Prentice Hall, 2005 Drucker, F. Peter: The Information Executives Truly Need, Harvard Business Review, Jan-Febr 1995
<b>Optional Learning Material:</b>	M. Earl, D. Feeny: Opinion How To Be a CEO for the Information Age, Sloan Mgmt Rev., Wntr, 2000 (13) Owen, J.M.: Knowledge Management and the Information Professional, 19 (1999) (in ed. David Best): The Fourth Resource, Information and Its Management, Aslib-Gower, 1998 Laudon, KC – Laudon, JP: Management Information Systems (The Digital Firm) Prentice Hall, 2003 Cronin B - Davenport, E.: Elements of Information Management, NY Scarecrow Press 1991 Other current articles from leading papers and web-journals. Cases delivered in class.

Code	MAN12101	ECTS Credit	7	HUN Credit	7
Module Title:	ORGANIZATIONAL BEHAVIOR				
Module Leader:	Zsuzsanna Vitai, PhD. Associate Professor	Office Hours:	Wednesday 10-11 a.m.		
Telephone:		E-mail:			
Short Description:	Students will be introduced to the conceptual and theoretical basis of organisational behaviour and organisation theory, focusing on the operation of work organisations and the particular problems and encounters associated with the human side of businesses. The module intends to show students the concepts, controversies and applications of organisational behaviour.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Introduction, requirements. Building OB up 1				
2.	Building OB up and values, attitudes and job satisfaction Personality and emotions 1				
3.	Personality and emotions 2 Perception and individual decision making				
4.	Basic motivation concepts Motivation: From concepts to applications				
5.	Learning 1 Learning 2				
6.	Term test				
7.	Foundations of group behavior Understanding work teams				
8.	Basic approaches to leadership Contemporary issues in leadership				
9.	Communication Power and politics				
10.	Conflict and negotiation Foundations of organization structure				
11.	Spring break!				
12.	Organization Theory and Scientific Management				
13.	Organizational culture Organizational change				
14.	Stress Practice and follow-up				

<b>15.</b>	Student presentations Student presentations
<b>Rationale Including Aims:</b>	The module provides a comprehensive introduction to human behaviour in organisations which serves as the starting point to further studies in the field of management. It aims to show historical aspects and important theories in this field and to cover all those topics which are important for organisations.
<b>Learning Outcomes: Knowledge</b>	On the completion of the course students will be able to: Understand the types of organisations and their structure encountered in business; insight into the historical development of both OB and OT; further understanding of individuals and group processes; acquisition of knowledge on the operations of organisational dynamics.
<b>Learning Outcomes: Skills</b>	On completion of the course students will be able to: <ul style="list-style-type: none"> <li>➤ Understand how to work better together with people,</li> <li>➤ Analyse real-life management problems,</li> <li>➤ Present alternative solutions to deal with them,</li> <li>➤ Teamwork, including the ability to lead, team selection, delegation, development and management,</li> <li>➤ Demonstrate writing skills.</li> </ul>
<b>Teaching and Learning Strategies:</b>	Directed study will be used, case study analysis, and directed discussions will accompany lectures. During lectures several exercises will demonstrate the practical applicability of themes. Students will be given additional material besides the textbook for enlarging their knowledge about specific themes. Readings will be assigned and specified at the end of each class. Class participation is expected, providing opinions, analysing case studies, partaking in active debate about issues asked.
<b>Assessment Scheme:</b>	1 final exam (60%), term test 10%, team presentation 10%, two homeworks 5% each, class participation 10%  Exam: 200 points, term test 100 points, Class reminders 8 x 10 points (10 points each), speaking in class 20 points total, team presentation: 100 points total (not all team members get necessarily the same amount of points!), two homeworks 50 points each
<b>Core Learning Materials:</b>	Robbins., S.P.: Organizational Behavior 11 <sup>th</sup> edition Handouts
<b>Optional Learning Material:</b>	Any OB book in the library that was published after 2000



Code	MAN12202	ECTS Credit	7	HUN Credit	7
Module Title:	KNOWLEDGE MANAGEMENT				
Module Leader:	Katalin Sümegi Dobrai, PhD. Assistant professor	Office Hours:			
Telephone:	72/501 599, ext.3188	E-mail:	<a href="mailto:dobrai@ktk.pte.hu">dobrai@ktk.pte.hu</a>		
Short Description:	The course is designed to analyze the most important knowledge management concepts. Students are taught the basic terminology of knowledge management, the issues of organizational learning, the kinds of knowledge, the participants and elements of the organizational knowledge processes.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Introduction to knowledge management. Basic terms of KM				
2.	Knowledge Management concepts				
3.	The learning organization and the management of knowledge				
4.	Kinds of knowledge				
5.	Knowledge creation				
6.	Knowledge sharing in organizations				
7.	The conversion of knowledge				
8.	Midterm exam				
9.	Role of management in the transfer of knowledge				
10.	Structures supporting knowledge sharing				
11.	Constraints of knowledge transfer				
12.	Technology supported knowledge management				
13.	Measuring knowledge				
14.	Organizational culture and organizational knowledge processes				
Rationale Including Aims:	The subject is aimed to supply students with knowledge which they can use successfully in their future career. For this reason it is important to introduce the significant knowledge management concepts. A special focus is placed on the practical aspects of knowledge management, which are shown through successful knowledge management projects.				
Learning Outcomes: Knowledge	Students will become acquainted with the foundations of knowledge management, and as a result they will have the basic knowledge to deal with cases or be able to deepen their knowledge in management at the L3 level.				

<b>Learning Outcomes: Skills</b>	In the course practical aspects of knowledge management are shown through successful knowledge management projects. By analyzing the elected cases students develop their problem solving capabilities and improve their skills in this field. As class discussion is emphasized and required communication skills will be developed. Group work will allow students to further understand group dynamics and problem solving in order to prepare themselves for real life situations.				
<b>Teaching and Learning Strategies:</b>	In order to reach the goals set above, theoretical descriptions will always be supported by case studies and home assignments. Students' active participation in class discussions is a requirement.				
<b>Assessment Scheme:</b>	<p>The grade will be based on the following weights:</p> <table> <tr> <td>Midterm exam + presentation:</td><td>40%</td></tr> <tr> <td>Final exam:</td><td>60%</td></tr> </table>	Midterm exam + presentation:	40%	Final exam:	60%
Midterm exam + presentation:	40%				
Final exam:	60%				
<b>Core Learning Materials:</b>	<p>Thomas H. Davenport – Laurence Prusak: Working Knowledge. How Organizations Manage What They Know. Harvard Business School Press. Boston, Massachusetts 1999.</p> <p>Sveiby, Karl Erik: The New Organizational Wealth. Berett-Koehler Publishers, Inc., San Francisco, 1997.</p> <p>Cases</p>				
<b>Optional Learning Material:</b>	<p>Edvinsson, Leif- Malone, Michael S.: Intellectual Capital. Harper Business, 1997.</p> <p>Karl M. Wiig: Knowledge Management Foundations:- Thinking about Thinking – How People and Organizations Create, Represent, and Use Knowledge. Schema Press, Arlington, Texas, 2004.</p> <p>Nonaka, I.- Takeuchi, H.: The Knowledge Creating Company. Oxford University Press, Oxford, 1995.</p>				

Code	MAN12203	ECTS Credit	7	HUN Credit	7
Module Title:	INNOVATION MANAGEMENT				
Module Leader:	Attila Varga, DSc. Professor Judit Károly Bedőné Ph.D. candidate Nikolett Varga Ph.D. candidate	Office Hours:	Monday: 9-10am Wednesday: 9-10 am		
Telephone:	72/501 599, ext.3438	E-mail:	<a href="mailto:varga@ktk.pte.hu">varga@ktk.pte.hu</a> <a href="mailto:juditkaroly@ktk.pte.hu">juditkaroly@ktk.pte.hu</a> <a href="mailto:int@ktk.pte.hu">int@ktk.pte.hu</a>		
Short Description:	The course is designed to introduce students the systems of innovation, how to think about new and better ways of doing business and to apply them in practice. Students will focus on the process (how innovation occurs), the actors (who participate), the roles, the systems and the economic consequences of innovation. Students will be able to generate both theoretical and empirical knowledge during the semester.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Introduction to the system of innovation				
2.	National and Regional Innovation Systems				
3.	Geography of innovation				
4.	Role of the Universities in the Innovation Systems				
5.	Innovation and Property rights, patents				
6.	How Innovation differs (why innovation differs across sectors)				
7.	Innovation and performance I. (Innovation and economic growth)				
8.	Innovation and performance II. (Innovation and competitiveness)				
9.	Midterm exam				
10.	Managing innovation projects I Project circle management, SWOT–analysis, Stakeholder analysis, problems tree, objects tree, logframe matrix, Gannt diagram				
11.	Managing innovation projects II casework in teams and presentation				
12.	Financing of innovation projects (business angels, tenders, spin offs ...)				
13.	Marketing innovations, dissemination of the results				
14.	Practical experiences from the field of innovation casework in teams and presentation				

<b>Rationale Including Aims:</b>	The aim of the module is to introduce students to complex business problems arising from innovation. As innovative products and services must be introduced into the market the process of introduction and diffusion requires highly special knowledge. These unique concepts will be discussed and analysed throughout this module.						
<b>Learning Outcomes: Knowledge</b>	Students will understand the changes and the answers to the environmental challenges given by advanced technological development. Besides the understanding of these complex business problems the assessment, presentation and argumentation for the solutions will be required. As EU directives on innovation policies will be analysed students will be familiar with the innovation character of the different business areas on the national and international level. With the application of innovation management problems at the University of Pecs students will have a chance to get acquainted with real life projects on the regional level.						
<b>Learning Outcomes: Skills</b>	Real business problem offered by the University of Pecs will encourage creative thinking, problem solving abilities, team building and management skills. The development of presentation and communication skills will be inevitable be required and developed during projects.						
<b>Teaching and Learning Strategies:</b>	The module will be taught through lectures, seminars and case study materials. Students will have to prepare individually and in teams for the sessions.						
<b>Assessment Scheme:</b>	<p>The grade will be based on the following weights:</p> <table> <tr> <td>Midterm exam:</td><td>20%</td></tr> <tr> <td>Final exam:</td><td>60%</td></tr> <tr> <td>Casework</td><td>20%</td></tr> </table>	Midterm exam:	20%	Final exam:	60%	Casework	20%
Midterm exam:	20%						
Final exam:	60%						
Casework	20%						
<b>Core Learning Materials:</b>	<p>Fagerberg, Mowery, Nelson (2005), The Oxford Handbook of Innovation, Oxford University Press</p> <p>Inzelt Annamária (1998): Introduction to the innovation management, Műszaki Könyvkiadó, Budapest</p> <p>Acs Z (Ed.) 2000 Regional Innovation, Knowledge, and Global Change, London: Cassel.</p> <p>Braczyk, H, Cooke, P, Heidenreich M 1998 Regional innovation systems. UCL Press</p> <p>De la Mothe, J. and Paquet G 1998 Local and regional systems of innovation. Boston: Kluwer Academic Publishers</p>						

<b>Optional Learning Material:</b>	<p>Harvard Business Review case studies,</p> <p>Working papers (University of Pecs, Faculty of Business and Economics)</p> <p>Innovation, competition, competitiveness, ed. by Annamária Inzelt</p> <p>Innovation, entrepreneurship, regions and economic development (2002): International experiences and Hungarian challenges / eds. Attila Varga, László Szerb, University of Pécs</p> <p>Acs, Z and Varga, A 2002 Geography, endogenous growth and innovation. International Regional Science Review, 25, 132 - 148</p> <p>Acs, Z and Varga, A (Eds.) 2002 A Special Issue on Regional Innovation Systems. International Regional Science Review 25 Issue 1, January</p> <p>Cooke, P 1998 Introduction: origins of the concept. In Braczyk, H, Cooke, P, Heidenreich M 1998 Regional innovation systems. UCL Press, 2-27.</p> <p>Drucker, P 1993 Post-capitalist society New York: Harper Business</p> <p>Florida R 1995 Toward the learning region. Futures 27 527-536</p> <p>Lundvall, B 1992 National systems of innovation: towards a theory of innovation and interactive learning. London: Pinter</p> <p>Nelson, R (Ed.) 1993 National innovation systems: a comparative analysis. Oxford. Oxford University Press</p> <p>Saxenian, A 1994 Regional advantage: culture and competition in Silicon Valley and Route 128. Cambridge, Harvard University Press</p> <p>Varga, A 1998 University research and regional innovation. A spatial econometric analysis of academic technology transfers. Boston: Kluwer Academic Publishers</p>
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Code	MAN13207	ECTS Credit	7	HUN Credit	7
Module title:	TOURISM AND THE ECONOMY				
Module leader:	Marta Bakucz, PhD. Associate Professor	Office Hours:			
Telephone:	72/501 599, ext. 3189	E-mail:	bakucz@ktk.pte.hu		
Brief description:	The module is designed to demonstrate the especial importance of tourism to the economy – at national, regional and community level –, to familiarise students with the most up-to-date, scientific measurements of its impacts, to analyse current policies and to consider alternative future policies.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Introduction: Tourism in general and related terminology				
2.	Measuring the direct and indirect impacts of the tourism industry.				
3.	Tourism Satellite Accounts (TSA) – the complex system of measurements of economic impacts				
4.	Measuring the economic impact of tourism projects				
5.	National perspectives for tourism, the national economic context				
6.	Regional perspectives in the tourism sector. The regional economic context – tourism products and regional economic inequalities or imbalances.				
7.	Tourism, competitiveness and societal prosperity				
8.	Mid-term examination – presentations				
9.	National tourism policies – guidelines for official tourism policies				
10.	Tourism and the City: city tourism – urban regeneration				
11.	Spring break				
12.	Culture and the economy. culture and city tourism				
13.	Analysis of the economic impacts on Pécs of the EU “Cultural Capital” project Future trends in tourism (case studies)				
14.	Final presentations				
Rationale, including aims:	To establish the interconnection between tourism and the economy; to enable the student to understand the interactive relationship between decision-making and the competitive environment in the tourism industry; to understand market trends in tourism at world, regional and local levels.				
Learning outcomes: Knowledge	To assess the implications of marketing, operation management and other internal policy on the performance of tourism-related businesses; to realize and evaluate how changes of decision can alter the market in which such tourism businesses operate and the interactions among competitors in the tourism market at world, regional and local levels, their potential actions and results, thereby developing and refining individual judgemental skills.				

<b>Learning outcomes: Skills</b>	By analysing decisions in different fields of tourism, to be able to argue rationally for or against real-life business decisions presented as case studies; to critically evaluate the economy-related assumptions in specific, real-life settings and also to discern deficiencies in certain field-related theories.
<b>Teaching and learning strategies:</b>	The strategy is to enable students, by the end of the course, to see the tourism business in general (and individual businesses in particular), as integral parts of the market environment and also to see how actors within the tourism industry shape the market with their decisions. (All theoretical arguments and contentions are to be supported by case studies and out-of-class assignments).
<b>Assessment scheme:</b>	The grade will be based on the following weights: <div style="margin-left: 40px;"> Mid-term examination  and presentation: 30%  Final examination: 60%  Final presentation: 10% </div>
<b>Core Learning Materials:</b>	Crouch, G.I. – Ritchie, J.R.B. (1999): Tourism, Competitiveness and Societal Prosperity Williams, A.M. – Shaw, G. (1991): Tourism and Economic Development Bakucz, M. (2002): Opportunities for the Future Development of Hungarian City Tourism. In Karl W. Wöber (ed.): Marketing Meets Science – Shaping the Future of the City Tourism. Conference volume. Springer-Verlag. Wien, New York. pp. 220–230.
<b>Optional Learning Material:</b>	Bakucz, M. (2005): Tourism as a Tool for the Development of Cities and their Regions PhD Thesis. (planned publication: 2006) WTO (2000): General Guidelines for Developing the Tourism Satellite Account (TSA) – Measuring Total Tourism Demand. (Vol. I). Madrid. WTO (2000): General Guidelines for Developing the Tourism Satellite Account (TSA) - Measuring Tourism Supply (Vol. II.). Madrid. WTTC and Oxford Economic Forecasting (2003): Hungary, Travel and Tourism – A World of Opportunity. The 2003 Travel and Tourism Economic Research.
<b>Useful links:</b>	World Travel & Tourism Council: <a href="http://www.wttc.org">www.wttc.org</a> World Tourism Organisation: <a href="http://www.world-tourism.org">www.world-tourism.org</a> FECTO: <a href="http://www.europeancitiestourism.com">www.europeancitiestourism.com</a>

Code	MAN13105	ECTS Credit	7	HUN Credit	7
Module Title:	HEALTHCARE MANAGEMENT AND THE CONTEXT OF TRANSITION				
Module Leader:	Kia Golesorkhi PhD. candidate	Office Hours:	Wednsdays:10–12am		
Telephone:	72/501 599, ext.3264	E-mail:	kia@ktk.pte.hu		
Short Description:	The module is designed to enrich the students' perspectives regarding an increasingly problematic but socially and economically important sector of the global economy. In light of healthcare's global context, observing transitional health systems, provides a tangible opportunity in serving the goals of the module. Maximum attention is given to building an appropriate understanding on what is meant by consumer driven “value creation and delivery” in healthcare. The students practice working out specific recommendations for hospitals, doctors, employers and policy makers.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	The Global Context of Healthcare and it's setup - An Introduction				
2.	Healthcare Organizations and their customary Forms in the Traditional contexts				
3.	The Integration of Medical Insurance and Medical Care and the Discontent of Fee For Service Medicine				
4.	Cases and Experiences on Medicare: How reform went wrong and what are the reinventions				
5.	Why is Healthcare Competition at a Wrong Level?				
6.	The principles of Value Based Competition and the Emergence of Consumer Driven Healthcare- Is it unethical to call them consumers instead of patients?				
7.	Managing Healthcare's Supply chain : A Case Study				
8.	Midterm exam, presentations				
9.	Healthcare's Workforce (1): Philosophy, Education, Training and Development				
10.	Healthcare's Workforce (2): Organizational Behaviour, understanding Healthcare's hierarchy and the areas of change				
11.	Break				
12.	Healthcare Policies , the Public and other agents of change				
13.	Planning and Implementing the change: A strategic perspective for decision makers				
14.	Final project presentations				



<b>Rationale Including Aims:</b>	To provide an understanding on the micro and macro context of healthcare with a view to the transitional contexts. To provide an understanding on the ethical and perceptual dilemmas involved in determining the traditional and emerging definitions of the services' value. To provide an understanding on the process of health care service value delivery. The importance of organizational culture the mode and ways to identify change areas and to implement the change towards achieving a consumer driven hierarchy of value creation and delivery.										
<b>Learning Outcomes: Knowledge</b>	The understanding and assessment of the context of healthcare, historical and future trends, the setup, political and legal concerns. Students will have the ability to elaborate on "Value-Based Competition and Consumer Driven Service in the context of Healthcare" by using basic theories and concepts learnt in management. The aspects and dimensions of change management in transitional Healthcare contexts will also be discussed.										
<b>Learning Outcomes: Skills</b>	Ability to identify efficient and effective healthcare setup (value based and consumer driven) at macro and micro levels; Ability to design plans for healthcare problems; To provide proposals on what to change and how to change through alternative plans. These analytical and problem solving skills will be joint by the development of communication and presentation skills as the result of individual and group presentations.										
<b>Teaching and Learning Strategies:</b>	The aim is to achieve the desired results in a gradual and step-by-step manner. Therefore the quality of class participation will have a direct effect on the students' success. The involvement in discussions, and preparedness throughout the course is considered central. The evaluation and appraisal schemes are set up in a way to assist the step by step progress of the students across the course, providing a weekly and systematic feedback to them. Students will receive complimentary case studies and relevant articles in order to obtain the necessary wider perspective on the challenges the internal stakeholders of healthcare are confronted with. Ultimately students are expected to be able to conduct an audit on a given stakeholder and propose alternative change plans for various levels.										
<b>Assessment Scheme:</b>	<p>The grade will be based on the following weights:</p> <table> <tr> <td>Group based projects &amp; presentations</td> <td>15%</td> </tr> <tr> <td>Class participation &amp; quality of discussions</td> <td>10%</td> </tr> <tr> <td>Individual projects :</td> <td>15%</td> </tr> <tr> <td>Midterm exam:</td> <td>15%</td> </tr> <tr> <td>Final exam:</td> <td>45%</td> </tr> </table> <p>The evaluation is complimented by an extended additional (0.25% - 5.0%) maximum bonus scale on 'class performance', to appreciate <u>exceptionally outstanding</u> efforts of the individual students.</p> <p>Students are able to chose cases from own experience a half a page draft to the instructor for approval, before commencing group or individual project works. The same applies to a 10-15 page paper observing one or more perspectives introduced throughout the course.</p>	Group based projects & presentations	15%	Class participation & quality of discussions	10%	Individual projects :	15%	Midterm exam:	15%	Final exam:	45%
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Final exam:	45%										
<b>Core Learning Materials:</b>	Regina E. Herzlinger, „Consumer-Driven Health Care: Implications for Providers, Payers, and Policy-Makers”, Jossey-Bass, 2004										

<b>Optional Learning Material:</b>	<p>Karen Glanz , Barbara K. Rimer Frances Marcus Lewis „Health Behavior and Health Education: Theory, Research, and Practice”, Jossey-Bass, 2002</p> <p>Michael E. Porter and Elizabeth Olmsted Teisberg „ Redefining Health Care: Creating Value-Based Competition on Results” Harvard Business School Press, 2006</p> <p>Steven G. Hillestad and Eric Berkowitz „Health Care Market Strategy,: From Planning to Action”, Jones and Bartlett Publishers, Inc., 2004</p> <p>Joseph P. Newhouse „Pricing the Priceless: A Health Care Conundrum” (Walras-Pareto Lectures) , MIT Press 2003</p>
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Code	MAN13206	ECTS Credit	7	HUN Credit	7
Module Title:	OPERATIONS MANAGEMENT				
Module Leader:	József Vörös, DSc. Professor of operations	Office Hours:	As requested		
Telephone:	501-507	E-mail:	voros@ktk.pte.hu		
Short Description:	Operations management deals with the efficient utilization of resources to produce products and services. Operations play a crucial role in achieving business objectives, helps understanding how companies should gain competitive advantage. Operations management comprehends three broad issues: how to design the operating system to serve business strategy, planning and controlling operations processes, and scheduling operations.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	What is operations management. Differences and similarities between manufacturing and services. Trends in OM. <i>Case:</i> Chad's Creative Concepts. <i>Reading:</i> Krajewski/Ritzman: <i>Operations Management</i> , 8th Edition, Pearson-Prentice Hall, 2007, (later on: KR) pp 1-30.				
2.	Operations strategy. Market analysis, competitive priorities. Shifts in competitive priorities. Positioning strategy. <i>Case:</i> The Pizza Wars Come to Campus. <i>Reading:</i> KR, 55-86.				
3.	Product Design. Process design Strategy. Major process decisions. Vertical integration. Designing processes. <i>Case:</i> Custom Molds Inc. <i>Reading:</i> KR, 87-128.				
4.	Capacity planning. Measures of capacity. Capacity strategies. Decision trees. <i>Case:</i> Fitness Plus, Part A. <i>Reading:</i> KR, 243-273. <i>Case:</i> Kemper Games Inc.				
5.	Interim paper. Facility location. Location analysis, location decisions. Locating single facility.				
6.	<i>Case:</i> Imaginative Toys. <i>Reading:</i> KR, 441-480. Facility layout. Layout types. Hybrid layout. Designing process layouts. Designing product layouts. <i>Case:</i> The Pizza Connection. <i>Reading:</i> KR, 297-340.				
7.	Supply-chain management. E-purchasing. Measures of supply chain performance. Supply chain dynamics. <i>Case:</i> Wolf Motors. <i>Reading:</i> KR, 393-434. Inventory management. Inventory records. Economic order quantity. Inventory control systems. Parts Emporium, Chinon (Harvard case study). <i>Reading:</i> KR, 657-706.				
8.	Aggregate planning. Aggregate planning problems. The objective of aggregate planning. Planning strategies. The planning process. Aggregate planning for services. Models for aggregate planning. <i>Case:</i> Memorial Hospital. <i>Reading:</i> KR, 583-621.				
9.	Resource planning. Material requirement planning. Bill of materials. Master production schedule. Outputs from MRP. MRP II. <i>Case:</i> The Chaircraft Company (Harvard case study). <i>Reading:</i> 731-756. 723-764.				
10.	Lean systems. Just in Time Systems. The essence of JIT. The Kanban system. Strategic implications. <i>Case:</i> Kopper Kettle Catering. <i>Reading:</i> KR, 481- 504.				
11.	Interim paper.				
12.	Quality. Total Quality Management. The TQM wheel. The components of TQM. The cost of quality. Improving quality through TQM. <i>Case:</i> Toyota Motor Manufacturing in USA (Harvard case). <i>Reading:</i> KR, 193-200.				
13.	Scheduling. Gantt charts. Job shop scheduling. Flow shop scheduling. Scheduling in services. <i>Case:</i> Food King. <i>Reading:</i> KR, 769-807.				
14.	Managing complex projects. Managing projects. Probabilistic time estimates. PERT/CPM methods. <i>Case:</i> The Pert Stubebaker. <i>Reading:</i> KR, 341-389.				

<b>Rationale Including Aims:</b>	The source of success at the majority of top 500 companies is inevitably based on outstanding products and/or efficient operations processes. Thus operations is one of the most important functions in a company. Additionally, any activity that has outcome is a process and the knowledge and skills provided by operations management can be applied in many other functional areas as well. This line of argument describes the basic rationale of the module.
<b>Learning Outcomes: Knowledge</b>	The course provides insights into the role of operations in the value creation process, builds knowledge to recognize different operations systems required to help achieve company aims. The learnt basic and advanced operations concepts will be applied to conduct assessment on inter-functional relations inside the company.
<b>Learning Outcomes: Skills</b>	Ability of designing and controlling operations systems, making long, medium, and short term decisions. Teamwork, including the ability to lead, team selection, delegation, development and management. Presentation, communication skills are required and further developed.
<b>Teaching and Learning Strategies:</b>	Continuous learning is required. The learning process is checked at each class through presentation, case discussions and problem solving.
<b>Assessment Scheme:</b>	Final mark: 30% of class performance + 10% of interim papers + 60% of final exam.
<b>Core Learning Materials:</b>	L. J. Krajewski and L. P. Ritzman: Operations Management, 8th ed., Pearson, Prentice Hall, 2007
<b>Optional Learning Material:</b>	R. B. Chase, F. R. Jaconbs and N. J. Aquilano: Production and Operations Management, 10th ed., Irwin 2005

Code	MAN13207	ECTS Credit	7	HUN Credit	7
Module Title:	TOURISM AND THE EU				
Module Leader:	Marta Bakucz, PhD. Associate Professor	Office Hours:			
Telephone:	72/501 599, ext. 3189	E-mail:	bakucz@ktk.pte.hu		
Short Description:	The module is designed to implant and develop in students a clear understanding of the vital role which tourism plays in many EU economies (including that of Hungary) together with its impact on Regions and individual settlements and its significance for EU Regional Policy.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Introduction: The role of the EU in tourism				
2.	Tourism policies in EU member-states				
3.	The legal regulation within HORECA (tourism and catering) sector in the EU				
4.	Tourism-related measures of the EU				
5.	Direct implications: taxation, consumer protection post-accession				
6.	European programmes targeting tourism development				
7.	Hungarian programmes to develop tourism				
8.	Mid-term examination – presentations				
9.	The connection between tourism regions and EU Regional Policy				
10.	World and European tourism organisations				
11.	Spring break				
12.	The organisational structure of tourism in Hungary				
13.	Trends within the EU tourism market				
14.	Final presentations, final assessment				
Rationale, Including Aims:	To elaborate and clarify the interest of the European Union in the Tourism Industry. The Union recognises the huge (frequently understated) importance of the sector and has a declared policy within its remit to encourage (in practical, financial) terms its development. As such, the sector has a variety of facets to show which derive from regional, cultural and agricultural (rural) interests and policies and impact upon a wide range of communities. The sector, in total, constitutes a serious area of study with a rich range of economic, cultural and other sub-sectors, and with significant economic implications for individual regions and communities.				

<b>Learning Outcomes: Knowledge</b>	The target is the acquisition by the student of a thorough understanding of the Union's role in tourism and of the complex but critical inter-relationships and interactions among the interested parties at EU, national, regional and local level. The student should ultimately appreciate the overall aims and strategy of the EU and become aware of the decision-making processes involved in their realisation. As knowledge is acquired in this special field scrutiny will be made by students in different settings described by case studies and real life examples.
<b>Learning Outcomes: Skills</b>	By acquiring such an understanding of the processes and by studying the partnership operations of the parties involved, the student should emerge with both a solid theoretical base of knowledge and with a developed appreciation of the related practical issues to be able to participate intelligently and effectively in operations directly or indirectly relating to the topic. To achieve efficient participation communication and presentation skills will be further developed.
<b>Teaching and Learning Strategies:</b>	During lectures concepts will be introduced by the lecturer who expects heavy discussions by the end of the classes as students generate insight. These discussions will serve as a base for the midterm and final presentation. Written examinations will further develop writing skills.
<b>Assessment Scheme:</b>	The grade will be based on the following weights: Mid-term examination and presentation: 30% Final examination:: 60% Final presentation: 10%
<b>Core Learning Materials:</b>	Crouch, G.I. – Ritchie, J.R.B. (1999): Tourism, Competitiveness and Societal Prosperity Williams, A.M. – Shaw, G. (1991): Tourism and Economic Development Kovács, B. (2005): Tourism in the European Union (EU Leaflets - Publication of the Hungarian Ministry of Economic Affairs)
<b>Optional Learning Material:</b>	Bakucz, M. (2005): Tourism as a Tool for the Development of Cities and their Regions PhD Thesis. (planned publication: 2006) WTTC and Oxford Economic Forecasting (2003): Hungary, Travel and Tourism – A World of Opportunity. The 2003 Travel and Tourism Economic Research. Miscellaneous current press articles
<b>Useful links:</b>	World Travel & Tourism Council: <a href="http://www.wttc.org">www.wttc.org</a> World Tourism Organisation: <a href="http://www.world-tourism.org">www.world-tourism.org</a> FECTO: <a href="http://www.europeancitiestourism.com">www.europeancitiestourism.com</a>

Code	MAN 13208	ECTS Credit	7	HUN Credit	7
Module Title:	BUSINESS SIMULATION WORKSHOP				
Module Leader:	Tibor Kiss, PhD. Associate professor		Office Hours:	Wednesday: 10–12am	
Telephone:	72/501 599, ext.3265		E-mail:	<a href="mailto:kisst@ktk.pte.hu">kisst@ktk.pte.hu</a>	
Short Description:	This workshop enhances students' understanding of the principles on which a competitive economy is based, providing experiences of the use of the tools of several functional subsystems in a simulated business environment, giving practical experience of managing an enterprise together with other decision makers. The workshop includes two business simulations: BSC (Business Simulation Challenge), and MMG (Multinational Management Game).				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Beginning of Session 1 Practice mode, basic level Strategy formulation, MMG trial session – first decision				
2.	Strategy formulation MMG trial session – second decision				
3.	Product development, production MMG – trial session – third decision				
4.	End of Session 1 Business Processes  MMG – trial session – third decision				
5.	Beginning of Session 2 Practice mode, enhanced level (with different scenario) Marketing decisions MMG – trial session – fourth decision				
6.	Marketing decisions MMG – trial session – fifth decision				
7.	Practice mode, enhanced level (with different scenario) Analysis of financial statement MMG – Competition - First decision				
8.	Beginning of Session 3 Competitive mode, basic level Analysis of financial statement MMG – Competition - Second decision				
9.	Market analysis MMG – Competition – Third decision				

<b>10.</b>	End of Session 3, , Active learning Market analysis MMG – Competition - Fourth decision										
<b>11.</b>	Beginning of Session 4 Competitive mode, enhanced level (with different scenario) Team work MMG – Competition - Fifth decision										
<b>12.</b>	Team work, Competitive mode, enhanced level MMG – Competition - Sixth decision										
<b>13.</b>	Team work, Competitive mode, enhanced level MMG – Competition - Seventh decision										
<b>14.</b>	Team work, Competitive mode, enhanced level MMG – Competition - Eights decision, Evaluation										
<b>Rationale Including Aims:</b>	The rationale of the Business Simulation Workshop is to provide an interactive learning tool for the acquisition of such managerial skills that are missing from traditional education. The business simulation demonstrates the connections between the different functional areas of a company. The management (participants) operates a simulated firm, tries strategies, starts-up a business.										
<b>Learning Outcomes: Knowledge</b>	Students will practice processes of managing a firm; techniques for analysing production, accounting and marketing data; decision making on the base of acquired and processed data. As competing firms are represented by groups of students interaction among them will create a vivid atmosphere, which requires decision making under a stressed setting.										
<b>Learning Outcomes: Skills</b>	The simulation provides the opportunity to develop managerial skills that are necessary for operating a company.										
<b>Teaching and Learning Strategies:</b>	This module is delivered by using a four hour workshops. Estimated Avg. Contact Hrs/week for students for the following activities Lecturer:0.0, Seminars:0.0, Tutorials:0.0, Workshops:4.0, Rehearsals:0.0, Other:0.0, TOTAL HRS: 4.0										
<b>Assessment Scheme:</b>	<table> <tr> <td>The BSC, basic level :</td><td>51 points</td></tr> <tr> <td>The BSC, extended (practice mode)</td><td>9 points</td></tr> <tr> <td>The BSC, competition</td><td>20 points</td></tr> <tr> <td>The MMG</td><td>30 points</td></tr> <tr> <td>Sum:</td><td>110 points</td></tr> </table>	The BSC, basic level :	51 points	The BSC, extended (practice mode)	9 points	The BSC, competition	20 points	The MMG	30 points	Sum:	110 points
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The BSC, extended (practice mode)	9 points										
The BSC, competition	20 points										
The MMG	30 points										
Sum:	110 points										
<b>Core Learning Materials:</b>	<p>Kiss, T. Player's Guide to the Business Simulation Games</p> <p>J. Bernard Keys, Robert A. Wells (1998) The multinational management game TM : A simuworld TM of global strategy MICRO Business Publ.</p> <p>Kiss, T. (2003) Business Simulation Challenge, A Green Business Simulation, PTE KTK University Press.</p>										



<b>Optional Learning Material:</b>	Kiss, T. (2003) Greening Curriculum – a Business Simulation Example 6th International Copernicus Conference, Pécs, Hungary (in English)
<b>Useful links:</b>	<a href="http://compsimgames.about.com/od/businesssimfree/http://compsimgames.about.com/cs/businessgames/tp/business.htm">http://compsimgames.about.com/od/businesssimfree/http://compsimgames.about.com/cs/businessgames/tp/business.htm</a> <a href="http://www.ingentaconnect.com/content/mcb/026/1994/00000013/00000008/art00003;jsessionid=3e37ukrk6tqfp.alice">http://www.ingentaconnect.com/content/mcb/026/1994/00000013/00000008/art00003;jsessionid=3e37ukrk6tqfp.alice</a>

Code	MAN13209	ECTS Credit	7	HUN Credit	7
Module Title:	PRINCIPLES OF HOLISTIC PLANNING AND GREEN BUSINESS DEVELOPMENT				
Module Leader:	Kia Golesorkhi PhD. Candidate External lecturer	Office Hours:	Wednsdays:10–12am		
Telephone:	72/501 599, ext.3264 70/9574021	E-mail:	kia@ktk.pte.hu		
Short Description:	This module focuses on the ways in which an increasing number of successful innovative companies are attempting to integrate the interests of the „society” and „environment” into their businesses operations in order to sustain their competitive advantage. “Green” and “Sustainable” economic growth are defined. The concept of holistic planning is introduced. Extensive attention is given to observing the constituencies of “green, sustainable business planning and development” in light of the new social / natural contexts of businesses and economies.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Planning towards Green Economics - A review of the basic concepts of Holistic Economic Planning: The ‘systems’ versus ‘sustainability’ models, green perspectives on externalities, public and private goods.				
2.	UNEP and Collectivist Solutions in a Global Environment and the need to go beyond Green Laws -The Process of Developing Sustainable Communities and their Elements				
3.	Understanding the Basics of Industrial Ecology				
4.	Product and Facilities Design concerns subject to principles of TQEM and the contents of ISO 14000- From Pollution Prevention to Product Stewardship				
5.	Green Marketing - Waste and Recycling Action Program. Creating markets for recycled products, The WRAP business plan- How Europe's Companies Reposition to Recycle?				
6.	Implementing TQEM and Industry wide product / process greening (1): Case studies on Agriculture, Textiles, Paper and Pulp industries – Approaches to Eco Innovation. Corporate case on Environmental Change Leadership				
7.	Implementing TQEM and Industry wide product / process greening (2): Case studies on Energy, Electronics and Automotive Industries – Communicating Environmental Benefits				
8.	Midterm exam, presentations				
9.	Measuring Environmental Performance and the importance of Systematic Environmental Audit				
10.	Holistic planning and CSR in Commercial Ventures with Social Objectives				
11.	Spring break				
12.	Entrepreneurship and Social Capital Providers towards strategic CSR				
13.	The importance of Non Profit Organizations in the context of Sustainability				
14.	Final presentations				

<b>Rationale Including Aims:</b>	To introduce principles of sustainable planning and development. Through theory and practice based on experiences and examples. Also to prepare an overview of sustainable policies. A review of innovative approaches for enhancing a continuous economic and business growth which does not sacrifice the strategic interests of other stakeholders, namely, the natural environment, the current and future human society. The potential benefits of such approaches include reduced raw material input costs, reduced cleanup costs, and reduced future liabilities. Another potential benefit is the value of being a good corporate citizen in the minds of the public, consumers, and/or local decision makers, which lead to improved investments as well strengthened corporate and business image. There are sufficient drivers imposing the need for a shift in the current modes of business planning and development. However, the course aims at promoting concepts that lead to the understanding of the importance of implementing change voluntarily.										
<b>Learning Outcomes: Knowledge</b>	Distinguish between green and sustainable value for businesses and economies. Also to be able to distinguish between TQM and TQEM and analyze product process designs tailored to fit TQEM. Students finishing this module should be able to answer questions on the constituencies of what is considered to be consistent with a holistic approach to planning and design. They will enjoy an understanding of the firms' / economies' social and environmental responsibilities, and the ability to suggest alternative ways for implementing the shift towards sustainability.										
<b>Learning Outcomes: Skills</b>	To assess and to analyze the implications of a marketing or operation management or any other internal decision on the performance of the firm. To be able to elaborate on how the changing decision can alter the market in which the firm operates in. To comprehend the interaction between competitors, their possible actions, and behaviour.										
<b>Teaching and Learning Strategies:</b>	The course provides a good opportunity for the BA students of business and administration to practice alternative ways of approaching the understandings of business and economics growth. In order to achieve this goal students are given the possibility of continuously integrating what they learn with their personal experiences and to also take SKEPTIC or GREENOPHIL perspectives in analyzing case studies or preparing course papers. Instead of lecturing an interactive mode is selected in order to optimize the expected outcomes.										
<b>Assessment Scheme:</b>	<p>The grade will be based on the following weights:</p> <table> <tr> <td>Group based case studies analysis:</td> <td>10%</td> </tr> <tr> <td>Group based papers:</td> <td>10%</td> </tr> <tr> <td>Individual projects :</td> <td>20%</td> </tr> <tr> <td>Midterm exam:</td> <td>15%</td> </tr> <tr> <td>Final exam:</td> <td>45%</td> </tr> </table> <p>The evaluation is complimented by an extended additional (0.25% -5.0%) maximum bonus scale on 'class performance', to appreciate <u>exceptionally outstanding</u> efforts of the individual students.</p> <p>Students are able to chose cases from own experience at a given company or industry and subject a half a page draft to the instructor for approval, before commencing group or individual project works. The same applies to a 10-15 page paper observing one or more perspectives introduced throughout the course.</p>	Group based case studies analysis:	10%	Group based papers:	10%	Individual projects :	20%	Midterm exam:	15%	Final exam:	45%
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Group based papers:	10%										
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Midterm exam:	15%										
Final exam:	45%										

<b>Core Learning Materials:</b>	<p>D. L. Rainey (2006) „Sustainable Business Development : Inventing the Future Through Strategy, Innovation, and Leadership”, Cambridge</p> <p>Dunphy, D., Griffiths, A. and Benn, S. (2003), “Organizational Change for Corporate Sustainability”, Routledge</p>
<b>Optional Learning Material:</b>	<p>Rainey D.L., (2002) „Product Innovation: Leading Change through Integrated Product Development”</p> <p>Crane, A. and Matten, D. (2004) Business Ethics: A European Perspective, Oxford University Press</p> <p>Nattrass, B. &amp; M. Altomare, (1999) "The Natural Step For Business", New Society Publishers.</p>
<b>Optional areas for papers:</b>	<ul style="list-style-type: none"> <li>➤ Corporate case on Environmental Change Leadership</li> <li>➤ Environmental Innovation and New Product Development</li> <li>➤ Creating Sustainable Social Enterprises</li> <li>➤ Environmental Product Differentiation: Implications for Corp. Strategy</li> <li>➤ Opportunities Created by the New Paradigms in Environmental</li> <li>➤ Management: Competitive Advantage and Systems Change Adopting EMAS</li> <li>➤ Eco-labels as a Driver for Change</li> <li>➤ The Starting Point for Improving the Environmental Quality of</li> <li>➤ Products: Life Cycle Analysis and Green Product Design</li> <li>➤ Tools for and Challenges of Developing Systems for Industrial Waste Exchange</li> <li>➤ Green Product Design and The Challenge of Pursuing Systems Change in an Industrial Ecosystem</li> <li>➤ Green Product Design as a Function of Product Recycling, Remanufacture and Life Extension</li> <li>➤ Ethical and Economic Decision Dilemmas in Environmental Product Design and Marketing Decision Making</li> </ul>

Code	MAN13210	ECTS Credit	7	HUN Credit	7
Module Title:	CAREER MANAGEMENT				
Module Leader:	Dr. Zsuzsanna Kurucz, PhD. Associate professor Balazs Lorand, PhD. candidate Teaching Assistant	Office Hours:			
Telephone:	72/501 599, ext.3275	E-mail:	farkasne@ktk.pte.hu		
Short Description:	The course is designed to educate and train students in the area of career management. The major focus is on the development of self management in the area of career planning. The main points are self-exploration, career goal setting, career strategies, career appraisal, stages of career development, etc.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Guide to Career Exploration. Types of Career Exploration, Self-Exploration, Techniques for Effective Self-Exploration.				
2.	Informal Self-Exploration Theme Identification, Environmental Exploration, Techniques for Effective Work Exploration, Understanding One's Preferred Work Environment, Overcoming Obstacles to Career Exploration: A Set of Guidelines, Self and Environmental Exploration: A Reciprocal Relationship.				
3.	Career Goal Setting Components of Career Goals, Development of Long-Term and Short-Term Conceptual Goals, Development of Long-Term and Short-Term Operational Goals, Are Long-Term Career Goals Necessary? Overcoming Obstacles to Goal Setting: A Set of Guidelines, Inability to Set Career Goals: Career Indecision.				
4.	Implications of Goal Setting for Organizations and their Employees Facilitate Self-Awareness, Facilitate Awareness of the Environment, Encourage Experimentation, Respond to Chronic Indecision, Discourage Career Hyper vigilance, Benefits to Organization.				
5.	Career Strategies Types of Career Strategies, Guidelines for the Development of Career Strategies.				
6.	Career Appraisal Types and Sources of Information Derived from Career Appraisal, Guidelines for Effective Career Appraisal.				
7.	Stages of Career Development Occupational Choice: Preparation for Work, Organizational Entry, The Early Career, The Midcareer, Late Career, Difficulties in Applying a Career-Stage Perspective.				
8.	Guidelines for Effective Occupational Decision Making Development of Self-Awareness, Development of Accurate Occupational Information, Effective Goal Setting, Development of Career Strategies.				

9.	<b>Theories of Organizational Choice</b> Role of Expectations in Organizational Entry, Development of Unrealistic Expectations, Organizational Entry in Later Adulthood, Organizational Actions During the Entry Process, Attraction of Job Candidates, Realistic Recruitment, Do Realistic Job Previews Work? Assessment and Selection
10.	<b>Individual Actions During the Entry Process</b> Development of Self- Awareness, Identification of Prospective Employers, Effective Job Interview Behavior, Assessing Organizations, Choosing Organization.
11.	<b>Career Development</b> Career Development Interventions, Career Development Work, Motivate Special Groups of Workers, Key Points.
12.	<b>Consultations</b>
13-14.	<b>Presentation of different topics</b>
<b>Rationale Including Aims:</b>	The overall objectives of the course are to increase students' knowledge according to the topic of career management. The module further aims on the development of self management in the area of career planning. The main points are self-exploration, career goal setting, career strategies, career appraisal, stages of career development, etc.
<b>Learning Outcomes: Knowledge</b>	The course provides special knowledge on the ability to think strategically according to the self management of career planning. Students will be able to complete job interviews successfully as they get to know the national and international recruitment processes. By the help of self-exploration students will be able to set up career goals and define their preferred work environment.
<b>Learning Outcomes: Skills</b>	By the end of the course students will be able to plan their own career and will have good communication skills due to the interactive lessons and the continuous feedback. They will be able to contribute to the competitiveness of an organization knowing how to motivate special groups of workers. As a result of permanent evaluation they can compare their own performance to the others and develop their own skills.
<b>Teaching and Learning Strategies:</b>	The mix of lectures, seminars, and consultations. Main focus is given to individual work of the students.
<b>Assessment Scheme:</b>	The grade will be based on the following weights: class participation, cases: 30% presentation of topics 20% written examination 50 %
<b>Core Learning Materials:</b>	Greenhaus, J. H. – Callanan, G. A. – Godshalk, V. M.: Career Management 3rd ed, The Dryden Press 2000.
<b>Optional Learning Material:</b>	Jackson, T.: Career Development, Institute of Personnel and Development 2000 Wolfe Konek, C. – Kitch, S. L.: Women and Careers, Sage Publications, Inc. 1994 Collin A. – Young A. R.: The Future of Career, Cambridge University Press 2000

Code	MKG12101	ECTS Credit	7	HUN Credit	7
Module Title:	FOUNDATION MARKETING				
Module Leader:	Gábor Rekettye, DSc Professor of marketing Gábor Rekettye, Jr. External lecturer	Office Hours:	Tuesdays 9-11 B244		
Telephone:	72 / 501-599 / 3267	E-mail:	ifjrekettye@ktk.pte.hu		
Short Description:	Foundation Marketing provides an introductory study of the marketing process in organizations and society. Among other topics, the course examines the marketing environment, consumer behavior, market research, and the marketing mix.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Orientation - The Concept of Marketing				
2.	The Concept of Marketing - Strategic Marketing Planning				
3.	Marketing Environment, Global Marketplace				
4.	Consumer and Business Buying behaviour				
5.	Market Information and Marketing Research				
6.	STP - Market Segmentation and Targeting, Positioning				
7.	Product Policy – Product Strategies (Field trip: Visiting local shopping centre to observe various products and product strategies used. Group activity which is to be evaluated after field trip, once groups present their findings of the field trip.)				
8.	Product Policy – Product Development (Group presentations of field trip)				
9.	Services Marketing				
10.	Pricing				
11.	Marketing Communication I				
12.	Marketing Communication II				
13.	Marketing Channels				
14.	Direct and Online Marketing (Deadline for handing in coursework papers)				
Course Objectives:	The module is to provide students with an integrated view and appreciation of the marketing process; introduce marketing terminology and concepts; introduce the basic practices and problems in marketing and to the skills involved in marketing management; emphasize the importance of both predicting and analyzing consumer's responses to marketing actions; introduce marketing research and give an opportunity to either participate in or conduct a very small scale study, and; to promote student interest in marketing as a career in such areas as sales, retailing, advertising, marketing research, wholesaling, packaging, and physical distribution.				
Learning Outcomes: Knowledge	Students upon completing this module will be able to define and recognize the marketing issues that companies deal with. They will have the ability to realize the deal with the issues marketing managers tackle with.				

<b>Learning Outcomes: Skills</b>	Students will gain the understanding and the ability to apply useful theoretical frameworks in daily business-life; the ability to solve problems through creative thinking; develop presentation and team building skills through case analysis; demonstrate writing skills as reports will be required to conclude each presentation; ability to work in teams also to include and to lead, to selection, to delegate, and finally to develop and to manage.						
<b>Teaching and Learning Strategies:</b>	The module will be taught through lectures, seminars and case study materials. Students will have to prepare individually and in teams for the sessions. Because marketing is a practical discipline that involves art as much as science, this course will be taught through a combination of lectures on the concepts and principles, discussion of their applications and analyses of some significant marketing issues. Students' reflections on the day's material and their contributions to the discussion are considered important elements of the learning process. Therefore, students are strongly advised to come prepared.						
<b>Assessment Scheme:</b>	<p>The grade will be based on the following criteria:</p> <table> <tr> <td>Class Participation / Midterm:</td><td>10%</td></tr> <tr> <td>Final exam:</td><td>70%</td></tr> <tr> <td>Projects / Presentations:</td><td>20%</td></tr> </table> <p>Assessments handed after the duration of the deadline can count max. 50% of the originals.</p>	Class Participation / Midterm:	10%	Final exam:	70%	Projects / Presentations:	20%
Class Participation / Midterm:	10%						
Final exam:	70%						
Projects / Presentations:	20%						
<b>Core Learning Material:</b>	Józsa – Piskóti – Rekettye - Veres: Decision-oriented Marketing. KJK – KERSZÖV Legal and Business Publishers Ltd. Budapest 2005. ISBN 963 224 784 1						
<b>Optional Learning Material:</b>	<p>Kotler-Armstrong-Saunders-Wong: Principles of Marketing , Prentice Hall Europe, Second European Edition (1999)</p> <p>Kotler-Armstrong: Principles of Marketing, Prentice Hall, 9th ed. 2001</p> <p>Armstrong-Kotler, Marketing, an Introduction, 8/E Prentice Hall, 2006</p> <p>Other available textbooks are also accepted! See instructor!</p>						



Code	MKG12202	ECTS Credit	7	HUN Credit	7
Module Title:	MARKETING RESEARCH				
Module Leader:	Krisztián Szűcs, PhD candidate Teaching assistant	Office Hours:	Tuesday, 12:00-14:00		
Telephone:	501-599 3115 ext.		E-mail:	szucsk@ktk.pte.hu	
Short Description:	The course covers the fundamentals of marketing research, it focuses on different types of marketing research (qualitative and quantitative methods) as well as the complex issues at each stage of the marketing research process, including research objectives, research design, questionnaire construction, sampling, data collection, statistical analysis, and the output of the research.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Introduction to Marketing Research				
2.	Defining the Marketing Research Problem and Developing an Approach				
3.	Research Design				
4.	Exploratory Research Design: Secondary Data				
5.	Exploratory Research Design: Qualitative Research				
6.	Descriptive Research Design: Survey and Observation				
7.	Measurement and Scaling: Fundamentals and Comparative Scaling				
8.	Measurement and Scaling: Noncomparative Scaling Techniques				
9.	Questionnaire and Form Design				
10.	Sampling: Design and Procedures				
11.	Sampling: Final and Initial Sample Size Determination				
12.	Field Work				
13.	Data Preparation				
14.	Report Preparation and Presentation				
Rationale Including Aims:	The aim of the module is to build the understanding and the ability to define research problems properly and to match the required methodology to these. Furthermore it is intended to enable students to evaluate research outcomes including the appropriateness of statistical analysis applied.				

<b>Learning Outcomes: Knowledge</b>	<p>By completing this module students will</p> <ul style="list-style-type: none"> <li>➤ be able to translate a marketing problem into a feasible research question</li> <li>➤ be able to appreciate marketing research as a process that involves a sequence of activities, each compatible with the preceding stage</li> <li>➤ have a thorough understanding of the strengths and weaknesses of alternative research designs</li> <li>➤ be aware of the many sources of marketing information and be aware of the various means for gathering such information</li> <li>➤ be more sensitive to the biases and limitations of marketing data and data analysis</li> <li>➤ be able to design and execute a basic survey research project</li> </ul>
<b>Learning Outcomes: Skills</b>	<p>The module builds on the basic theoretical knowledge acquired in marketing and management classes to further develop analytical skills, information scanning, organizing, recording and storing abilities. Students by facing complex business problems will further strengthen their strategic vision not only in marketing issues but in other functional areas of business. Team work and projects will allow students to further learn to collaborate, argue and to compete. Problem solving will require students to demonstrate their presentation and writing skills.</p>
<b>Teaching and Learning Strategies:</b>	<p>There are parallel sessions of theory and practice as students learn the basic theoretical aspects they get to know about how to handle SPSS. Attendance is compulsory.</p>
<b>Assessment Scheme:</b>	<p>Final mark: 25% from assignments, 40% final exam and 20% report on research, 15% presentation</p>
<b>Core Learning Materials:</b>	<p>Naresh K. Malhotra: Basic Marketing Research - Application to Contemporary Issues with SPSS 10.0, Prentice Hall 2002</p>
<b>Optional Learning Material:</b>	<p>Cahill, D: When to use qualitative methods: a new approach. Marketing Intelligence and Planning 14/6 1996 p.16-20.</p> <p>Hofstede et al.: An investigation into the association pattern technique as a quantitative approach to measure means-end chains. International Journal of Research in Marketing 15 1998 p.37-50</p> <p>Gibson, L.D.: Quo Vadis, Marketing Research? Marketing Research, Spring 2000 p. 36-41</p> <p>Wilson, A., Laskey N.: Internet base marketing research: a serious alternative to traditional research methods? Marketing Intelligence and Planning 21/2 2003 p.79-84</p>

Code	MKG12203	ECTS Credit	7	HUN Credit	7
Module Title:	REGIONAL MARKETING				
Module Leader:	Marta Bakucz, PhD. Associate Professor	Office Hours:			
Telephone:	72/501 599, ext. 3189	E-mail:	bakucz@ktk.pte.hu		
Short Description:	To provide the students with solid and comprehensive information on the theories and methods concerning the development of spatial and city competitiveness on the basis of European and domestic experience; to develop the planning and organisational skills regarding regional and place-marketing; to develop skills in order to be able to utilise relevant specialised literature and to produce presentations and essays on the topic.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	The driving forces of European city development, the components of spatial and urban policy.				
2.	The introduction of place-marketing and the stages of its development.				
3.	The city and the region as unique products.				
4.	The planning process of place-marketing.				
5.	The planning process of place-marketing.				
6.	Market research methods in place-marketing.				
7.	Market segmentation and competition analysis, objectives and strategies in place-marketing.				
8.	Mid-term examination – presentations				
9.	Image and CI. Local identity.				
10.	Promotion campaigns of European metropolitan areas in relation to different target groups.				
11.	Spring break				
12.	Cities, regions and competitiveness.				
13.	Organisational issues in place-marketing. Techniques of place-marketing publication.				
14.	Final presentations – Final assessment				
Rationale, Including Aims:	To establish a clear understanding in students' minds of the specific and individual characteristics of Regional Marketing and of the concomitant concept of City Marketing. The significance of these topics to the European Union should be fully recognised, giving the student a comprehensive but clear perspective of their value to the overall economy of the member-state and of the Union itself.				

<b>Learning Outcomes: Knowledge</b>	By investigating in depth the marketing methods used by regions and cities, to acquire a better understanding of the complex interrelationships involved in formulating and realising marketing strategies appropriate to individual circumstances.						
<b>Learning Outcomes: Skills</b>	By analysing the processes, content and outcomes of strategic policy and decision-making, to be able to evaluate rationally the theoretical and practical bases for policy-decisions and so to be better prepared for possible involvement in this field of economic activity, which is of especial importance to Hungary. Module is to further develop the planning and organisational skills regarding regional and place-marketing; to develop skills in order to be able to utilise relevant specialised literature and to produce presentations and essays on the topic.						
<b>Teaching and Learning Strategies:</b>	<p>The strategy is to enable students, by the end of the course, to have a mature and well-informed perspective of the significance of regional issues from the standpoint of the EU and, by extension, of the value of appropriate marketing strategies to assist both region and city in the struggle to become and remain competitive.</p> <p>Contemporary developments in the form of case studies will, as far as possible, be used in order to stimulate a sense of actuality and relevance.</p>						
<b>Assessment Scheme:</b>	<p>The grade will be based on the following weights:</p> <table> <tr> <td>Mid-term examination and presentation:</td> <td>30%</td> </tr> <tr> <td>Final examination::</td> <td>60%</td> </tr> <tr> <td>Final presentation:</td> <td>10%</td> </tr> </table>	Mid-term examination and presentation:	30%	Final examination::	60%	Final presentation:	10%
Mid-term examination and presentation:	30%						
Final examination::	60%						
Final presentation:	10%						
<b>Core Learning Materials:</b>	<p>Ashworth, G. J. – Voogd, H. (1997): Selling the City. Belhaven. London.</p> <p>Ashworth, G. J. - Voogd, H. – Pellenbarg, P. (to be published 2007): Place Marketing (Marketing in the Planning and Management of Places). Routledge, Taylor and Francis Group.</p> <p>Ashworth, G. J. – Voogd, H. (1994): Marketing and Place Promotion. In Gold, J. R. and Ward, S. V. (eds.): The Use of Publicity and Marketing to Sell Towns and Regions. Wiley &amp; Sons Ltd. Chichester, England. pp. 39–52.</p>						
<b>Optional Learning Material:</b>	<p>Kotler, P. – Haider, D. H. – Rein, I. (1993): Marketing Places, Attracting Investment, Industry and Tourism to Cities, States and Nations</p> <p>Parkinson, M. (2003): Cities, Regions and Competitiveness</p> <p>Parkinson, M. (2004): Competitive European Cities</p> <p>van der Berg, L. – Braun, E. (1999): Urban Competitiveness, Marketing and the Need for Organising Capacity.</p>						

Code	MKG12204	ECTS Credit	7	HUN Credit	7
Module Title:	GLOBAL INTEGRATED MARKETING COMMUNICATIONS				
Module Leader:	Dr. Márta Dévényi, PhD. Assistant Professor	Office Hours:	Monday, 10.00-11.00		
Telephone:	72/ 501-599/3254	E-mail:	<a href="mailto:devenyi@ktk.pte.hu">devenyi@ktk.pte.hu</a>		
Short Description:	The course covers issues of global marketing communications. The objective is to familiarise students with the new paradigm, which is cultural segmentation of the markets and to analyse the ways of developing culture-fit marketing communication strategies.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Course objectives. The paradoxes in global marketing communications				
2.	Definitions and characteristics of culture. Global culture				
3.	Dimensions of time. High-context and low-context cultures				
4.	Hofstede's five dimensions of national culture. Cross-cultural value research				
5.	Culture and consumer behavior				
6.	The purpose of marketing communication				
7.	Advertising and the media				
8.	Midterm exam				
9.	Value paradoxes in advertising appeals – consequences for advertising concepts				
10.	Culture and the seven basic advertising forms				
11.	Spring break				
12.	From value paradox to marketing communication strategy				
13.	Local products – local marketing communications. Global products – global marketing communications and adapted marketing communications				
14.	Global integrated marketing communications – conclusions				
Rationale Including Aims:	The issues of global marketing communications are central in the global economy of the twenty-first century. The aim of the module is to teach students how to develop culture-fit marketing communication strategies in cross-cultural business.				

<b>Learning Outcomes: Knowledge</b>	To understand the impact of culture on global marketing communications and to critically evaluate cultural dimensions, the role of advertising and the media and the ways of developing culture-fit marketing communication strategies.
<b>Learning Outcomes: Skills</b>	To develop marketing communication skills and sensitivity to culture-specific values. Presentations and essays will further develop students' communication, presentation and writing skills. As team work will be the dominant form of project work team building, leading skills will be developed as other graduate skills like negotiation, persuasion.
<b>Teaching and Learning Strategies:</b>	The module includes introductory lectures, presentations given by the students, discussions of the relevant issues and case studies.
<b>Assessment Scheme:</b>	<ul style="list-style-type: none"> <li>➤ Presentation and classroom work – 40%</li> <li>➤ Midterm exam +</li> <li>➤ Final written examination (essay questions and short case study analyses) – 60%</li> </ul>
<b>Core Learning Material:</b>	<p>Mooij, de Marieke: Global Marketing and Advertising. Understanding Cultural Paradoxes. Sage, London, 2005</p> <p>Handouts, lecture notes, presentation notes</p>
<b>Optional Learning Material:</b>	<p>Gesteland, Richard R., Cross-Cultural Business Behavior, Handelshojskolens Forlag, Copenhagen, 1996</p> <p>Hofstede, Geert, Cultures and Organizations - Software of the Mind, McGraw-Hill International (UK) Limited, 1991</p> <p>Lewis, R.D., When Cultures Collide, 2003</p> <p>Mole, John, Mind Your Manners, Nicholas Brealey Publishing, London, 1998</p> <p>Morrison, Terri, Conaway, Wayne A. and Borden, George A., Kiss, Bow or Shake Hands – How to do Business in Sixty Countries, Adams Media Corporation, Holbrook, 1994</p> <p>Richmond, Yale, From Da to Yes - Understanding the East Europeans, Intercultural Press Inc., Yarmouth, 1995</p> <p>Trompenaars, Fons, Riding the Waves of Culture, Nicholas Brealey Publishing Ltd, London, 1993</p>

Code	MKG13105	ECTS Credit	7	HUN Credit	7
Module Title:	ADVERTISING AND SALES PROMOTION				
Module Leader:	Gábor Rekettye, DSc Professor of marketing Gábor Rekettye, Jr. External lecturer	Office Hours:	Tuesdays 9-11 B244		
Telephone:	72 / 501-599 / 3267	E-mail:	<a href="mailto:ifjrekettye@ktk.pte.hu">ifjrekettye@ktk.pte.hu</a>		
Short Description:	This course is designed to develop an overall perspective of advertising as a communication process and the relationship of advertising to the marketing process. Specifically, students should gain knowledge in the resources and tools that are available to advertisers and how these are used to make strategic advertising decisions. Students should also gain an awareness of the role of advertising within society and the marketplace in general and the relationship between advertising and the individual consumer in particular.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Orientation - The Concept of Advertising				
2.	Advertising and the Marketing Process				
3.	Advertising Background				
4.	Planning and Strategy				
5.	Advertising Media				
6.	Print Media, Broadcast and Interactive Online Media				
7.	Field Trip (Examining and analysing current and local (Pécs) advertising) To be carried out in groups and presented for discussion afterwards.				
8.	Group presentations of Field Trip / Midterm exam				
9.	Creative Advertising I				
10.	Creative Advertising II				
11.	IMC Elements, Promotions				
12.	IMC Elements, Public Relations				
13.	IMC Elements, Retail and B to B Advertising				
14.	International Advertising (Deadline for handing in coursework papers)				

<b>Rational including aims:</b>	<p>The course is divided into five broad, but overlapping and interactive areas. The first deals with advertising and its role in our society and the marketplace, with particular emphasis on its relationship with the consumer. Second, we will examine the components of the advertising process including research, market analysis, product investigation, marketing strategies, consumer behaviour, and the communication process. Third, the function of media as carriers of advertising messages will be examined including gaining an understanding of media characteristics, audience characteristics, and the determination of media effectiveness. Fourth, the creation and production of advertising for the various media, the creative process, creative strategy, and campaign planning will be discussed. Fifth, the role of advertising and other marketing communication elements working together in the marketplace to assist brands to grow. Although it is useful in the study of advertising to divide it into these areas, it is also important at the outset of this course that you recognize the interrelationship of these areas and the dependency of one upon the others.</p>						
<b>Learning Outcomes: Knowledge</b>	<p>By the end of this course students will know and have an understanding of the advertising process, while at the same time they will gain knowledge about the individual parts that make the process work. Based on the understanding of advanced advertising processes student will be able to conduct thorough scrutiny of advertising campaign with an intercultural appreciation. In order to develop this intercultural sensitivity national and international advertising campaigns will be assessed.</p>						
<b>Learning Outcomes: Skills</b>	<p>Application of theoretical frameworks in marketing and advertisement in daily business-life. During the analysis of advertisement campaigns the ability to apply creative thinking, and the development of problem solving abilities in the connected fields. Develop presentation and team building skills, communication and negotiation techniques.</p>						
<b>Teaching and Learning Strategies:</b>	<p>Because advertising is a practical discipline that involves art as much as science, this course will be taught through a combination of lectures on the concepts and principles, discussion of their applications and analyses of some significant marketing (advertising) issues. Students' reflections on the day's material and their contributions to the discussion are considered important elements of the learning process. Therefore, students are strongly advised to come prepared. Students are expected to have read in advance of class the chapter assignments so that we may have meaningful discussions in class and we can address any questions you might have regarding the material. The module will be taught through lectures, seminars and. Students will have to prepare individually and in teams for the sessions.</p>						
<b>Assessment Scheme:</b>	<p>The grade will be based on the following criteria:</p> <table> <tr> <td>Class Participation / Midterm:</td> <td>10%</td> </tr> <tr> <td>Final exam:</td> <td>60%</td> </tr> <tr> <td>Projects / Presentations:</td> <td>30%</td> </tr> </table> <p>Assessments handed after the duration of the deadline can count max. 50% of the originals.</p>	Class Participation / Midterm:	10%	Final exam:	60%	Projects / Presentations:	30%
Class Participation / Midterm:	10%						
Final exam:	60%						
Projects / Presentations:	30%						



**Core Learning  
Material:**

**WELLS-BURNETT-MORIARTY: Advertising, Principles and Practice,**  
Prentice Hall Europe, Fifth Edition (2000)

Code	MKG13106	ECTS Credit	7	HUN Credit	7
Module Title:	DISTRIBUTION CHANNELS AND LOGISTICS MANAGEMENT				
Module Leader:	Dr János Fojtik Senior Lecturer in Marketing		Office Hours:		
Telephone:	+36 72 501599/3276		E-mail:	janos.fojtik@ktk.pte.hu	
Short Description:	The module has been designed for third level undergraduate students and is dedicated to distribution and logistics issues. Marketing concerns the identification, anticipation and satisfaction of customers' needs and wants, profitably. It is not possible for a company to satisfy needs and wants of customers without having a distribution and logistics strategy, which are to have the right product, at the right time, at the right price and in the right place. The speed of organisational and technological change brings new challenges to all areas of the business: marketing channel management is no exception. These new challenges and opportunities will be fully explored within this module.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Course Introduction and Overview – Why Channels Exist				
2.	Channel Concepts and Distribution Players				
3.	Role, Power and Conflicts in Distribution Systems				
4.	Principles of Channel Design				
5.	Distribution Strategy Issues				
6.	Selecting, Motivating and Evaluating Channels Members				
7.	Marketing Channels as a Place for Promotion				
8.	The Context of Logistics Integrating the Supply Chain				
9.	Procurement Strategy and Supplier Choice				
10.	Inventory Strategy and Management				
11.	Transportation Management				
12.	Warehousing, Packaging and Materials Handling				
13.	Network Integration on e-Commerce Basis				
14.	Global Issues in Distribution and Logistics Management				
Rationale Including Aims:	The aim of this module is to provide an overview of the process by which materials move from producers to users and the various exchange processes that occur as this system evolves. Students will study the qualitative and quantitative factors involved in selecting, developing, managing, and maintaining channels of distribution. Special focus will be placed on the role that relationships and trust between firms play in establishing a competitive advantage. The module also is to introduce students to the philosophy of logistics and enable them to differentiate between transport and logistics management.				
Learning Outcomes: Knowledge	Knowledge On completion of the module students should be able to: (i) Demonstrate their understanding of the components of the supply chain.				

	<p>(ii) Identify and analyse marketing channel problems.</p> <p>(iii) Demonstrate that they have acquired the conceptual tools needed to analyse the channel strategy needs of suppliers of goods and services in relation to their differing products and markets (both business-to-consumer and business-to-business).</p> <p>(iv) Demonstrate awareness of the differences between transport management and logistics management by comparing and contrasting the functions of each.</p> <p>(v) Analyse evolution of logistics practices.</p> <p>(vi) Evaluate the trade-offs inherent in logistics management.</p>
<b>Learning Outcomes: Skills</b>	<p>On completion of the module students should be able to:</p> <p>(i) Critically recommend marketing channel alternatives which are consistent with the overall aims and objectives of the firm.</p> <p>(ii) Evaluate the practical implications of any marketing channel decision taken by a marketing management team.</p> <p>(iii) Develop realistic implementation plans for a preferred marketing channel option(s).</p> <p>(iv) Apply their knowledge of different transport modes to the 'choice of mode' question and to assess the implications of this choice for the environment using impact assessment methods.</p> <p>(v) Find, organize, utilise and store information to develop rational arguments for essays and class discussions.</p> <p>(vi) Work to set schedules to complete essays and class activities.</p>
<b>Teaching and Learning Strategies:</b>	<p>The four hours each week will be split into a number of activities including lectures, seminars and group discussions. Seminars will apply the theory in the context of case studies and students' own experience. Each student is expected to read and to be prepared to discuss all text and case material assigned to each class period. Guest speakers from business practice will be invited regularly.</p>
<b>Assessment Scheme:</b>	<p>The module assessment consists of a mixture of coursework (40%) and examination (60%). Coursework includes case discussions (group work), and several forms of individual contribution.</p> <p><b>Further on Assessment:</b></p> <p>The examination contains a range of questions designed to cover the learning outcomes of the module. Questions are designed to test the student's basic knowledge and comprehension of the material taught. Answers require an application of theory/model, or number when appropriate. Questions are designed to assess critical and analytical ability of students.</p>
<b>Core Learning Materials:</b>	<p>Coughlan, A.T., Anderson, E.W., Stern, L.W. &amp; El-Ansary, A. (2006), Marketing Channels, 7/e., Upper Saddle River, NJ: Prentice Hall</p> <p>Christopher, M and Peck, H (2003), Marketing Logistics 2/e, Oxford: Butterworth-Heinemann</p> <p>Case studies: To be distributed on a week-by-week basis</p>
<b>Optional Learning Material:</b>	<p>Harrison, A and Hoek, R van (2005), Logistics Management and Strategy, 2/e., Harlow: Financial Times Prentice Hall</p> <p>New, S and Westbrook, R (eds.), Understanding Supply Chains: Concepts, Critiques, &amp; Futures, Oxford: Oxford University Press, 2004</p>

Code	MKG13107	ECTS Credit	7	HUN Credit	7
Module Title:	BUSINESS TO BUSINESS MARKETING				
Module Leader:	Gábor Rekettye, DSc Professor of marketing Beatrix Lányi, PhD candidate Teaching assistant		Office Hours:		
Telephone:	72 / 501-599 / 3182		E-mail:	<a href="mailto:lanyi@ktk.pte.hu">lanyi@ktk.pte.hu</a>	
Short Description:	This course will provide an understanding of the marketing issues businesses face when their customers are other businesses. The module will enable students to identify and analyse the main characteristics of Business-to-Business (B2B) Marketing. The objective of the course is for students to develop a sound understanding of how companies operate in business-to-business markets, how they manage their current business-to-business operations, and how they plan for their future operations. The students will have an opportunity to examine how companies operate as network partners and how they build relationships in business-to-business markets.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Identifying the industrial, marketing, and business terms and concepts that are significant within the field of industrial marketing or: Business-to-Business				
2.	Characteristics and importance of organisational markets				
3.	Character of business marketing				
4.	Environmental forces, organisational forces, group and individual forces				
5.	Segmenting the industrial market, organisational demand analysis				
6.	Organisational buyer behaviour				
7.	Understanding generic buying strategies, the purchasing function				
8.	Developing and managing products				
9.	Pricing and negotiating value				
10.	Business marketing channels: Partnership for customer service				
11.	Marketing communication on the business market				
12.	Creating customer dialogue				
13.	Value and vendor analysis, competitive bidding				
14.	Customer retention and maximisation				
Rationale Including Aims:	The aim of the module is to provide students the knowledge about the characteristics of business markets. They will understand the framework of B to B business. Students will get an insight into the business market management as the process of understanding, creating, and delivering value to clients.				

<b>Learning Outcomes: Knowledge</b>	Students will have a knowledge and appreciation of theories and practices of business in the globalized world, with special knowledge of B2B with a sound methodological background. The students will be provided with the latest research findings from the examined field. Students will be able to determine the globalized and national business functions and processes appropriate to business operations in the B2B environment.
<b>Learning Outcomes: Skills</b>	Emphasis will be laid on analytical skills, students will work in small groups, which will allow them to develop team building, leading skills. Substantial quantitative skills will be built due to the heavy use of models of business situations. Graduate skills including communication, listening, negotiating, persuading and influencing others will result by the end of the course.
<b>Teaching and Learning Strategies:</b>	A mix of lectures and seminars will help and improve the decision-making skills of students. Case studies will be used to develop the analytical skills. The four hours each week will be split into a number of activities including lectures, seminars and group discussions. Seminars will apply the theory in the context of case studies and students' own experience. Each student is expected to read and to be prepared to discuss all text and case material assigned to each class period.
<b>Assessment Scheme:</b>	25% - group work 15% - case discussion 60% - two-hour unseen examination
<b>Core Learning Material:</b>	Dwyer F. R., Tanner J. F. (2006) Business marketing – connecting strategy, relationships and learning, McGraw-Hill, New York Jenster P. (1995) European casebook on managing industrial and business to business marketing, Prentice Hall

Code	MKG13208	ECTS Credit	7	HUN Credit	7
Module Title:	NEW PRODUCT POLICY				
Module Leader:	Gábor Rekettye, DSc. Professor of marketing Gábor Rekettye Jr. External lecturer	Office Hours:	Monday 10-11 a.m.		
Telephone:	501-599/3267	E-mail:	<a href="mailto:ifjrekettye@ktk.pte.hu">ifjrekettye@ktk.pte.hu</a>		
Short Description:	The course provides a deep insight into the product management, the new product development process, and the pricing function of business organizations. The course introduces important concepts such as the Product Life Cycle Concept. Positioning and perceptual mapping, along with the product strategy concepts will be introduced. New product development will be explored extensively throughout the semester. This course is helpful for all students who wish to get a deep understanding of how products are managed and what strategies are necessary throughout their life cycles.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Orientation, Introductory lecture: the marketing system. The place of product, new product, and price policy in this system				
2.	Market oriented concept of products, product classifications, product mix				
3.	The product life cycle in theory and practice Positioning and perceptual mapping				
4.	New Product Development I The nature and management of the new product development process				
5.	New Product Development II New product strategy				
6.	Midterm exam				
7.	Case discussion				
8.	Guest Lectures				
9.	Product Management From test marketing to the deletion decision				
10.	Pricing in the new globalized World				
11.	Spring break!				
12.	Pricing of new products Student presentations				
13.	Case discussion Student presentations				
14.	Pricing in the channels, price negotiations Student presentations				

<b>Rationale Including Aims:</b>	<ul style="list-style-type: none"> <li>➤ To describe the emergence of global competition.</li> <li>➤ To define the contribution of marketing to competitive success.</li> <li>➤ To define these marketing functions, their importance and their role in companies.</li> <li>➤ To provide students with a working vocabulary of terms and concepts of product and price management.</li> <li>➤ To help students understand the process of product management, new product development and commercialization, price management, and acquire a practical skill in these functions.</li> <li>➤ To establish the nature and importance of product strategy and management.</li> </ul>
<b>Learning Outcomes: Knowledge</b>	Upon completion of the course students will be able to list and critically evaluate the process of product management, new product development and commercialization, price management, and recognize the necessary skills in these functions.
<b>Learning Outcomes: Skills</b>	<p>Upon completion of the course students will be able to:</p> <ul style="list-style-type: none"> <li>➤ Use the vocabulary of terms and concepts of this course</li> <li>➤ Be able to interpret and implement the acquired knowledge for work</li> <li>➤ Apply the necessary tools of product strategy in order to be competitive in today's business world.</li> <li>➤ Teamwork, including the ability to lead, team selection, delegation, development and management.</li> </ul>
<b>Teaching and Learning Strategies:</b>	Classes will normally be conducted utilizing a combination of lecture and discussion. For the classroom experience to be meaningful and interesting, students MUST come to class prepared. Students are expected to attend class in a timely manner and actively participate in class discussions. Students are unable to receive the full benefit of the course without attending class and becoming engaged with the topics. Missing case discussions can be made up later!
<b>Assessment Scheme:</b>	Final Exam (60%), class participation 10%, team projects / presentation 20%, two home works 5% each
<b>Core Learning Materials:</b>	<p>Recommended text book: Baker, Hart, Product Strategy and Management, Prentice Hall 1999</p> <p>Teaching Notes, Case Studies, Journal Articles, distributed to the students during the semester, or uploaded to their net-directory</p>

<b>Code</b>	<b>MKG13209</b>	<b>ECTS Credit</b>	<b>7</b>	<b>HUN Credit</b>	<b>7</b>
<b>Module Title:</b>	<b>EUROPEAN BUSINESS AND MARKETING</b>				
<b>Module Leader:</b>	<b>Dr János Fojtik</b> Assistant Professor		<b>Office Hours:</b>		
<b>Telephone:</b>	+36 72 501599/3276		<b>E-mail:</b>	janos.fojtik@ktk.pte.hu	
<b>Short Description:</b>	The module examines trends in European business in the single European market area within the global economy. It explores historical and contemporary trends in European business organisations through the study of the changing pattern of European business operations, emphasising marketing.				
<b>Sessions (weeks):</b>					
<b>Schedule is tentative and subject to change!</b>					
<b>1.</b>	Introduction: business and economy in the “new” Europe				
<b>2.</b>	Understanding the European Union				
<b>3.</b>	The Single European Market				
<b>4.</b>	The Euro – a currency for Europe				
<b>5.</b>	Competition, aid and industry: EU policy action				
<b>6.</b>	Technology development in the European Union				
<b>7.</b>	The European workforce: change and regulation				
<b>8.</b>	The transition economies: Central and Eastern Europe				
<b>9.</b>	Managing cultural diversity				
<b>10.</b>	Strategy and the Single European Market				
<b>11.</b>	Marketing in the “new” Europe				
<b>12.</b>	Supply chain management in the European environment				
<b>13.</b>	The greening of European business: environmental policies and management				
<b>14.</b>	European business: competing in the global marketplace				
<b>Rationale Including Aims:</b>	The module familiarises students with the unique context (environment) and changing shape of business in Europe. Real case studies provide opportunities for discussing practical business and marketing applications. The research and use of a wide range of information sources further deepens understanding of issues relevant to business in Europe. The module aims to: (a) Enable students to gain a broad knowledge and understanding of the organisation of the EU and its significance for business; the single European market (SEM), harmonisation and competition; the impact that EU policies have on business activity in Europe (b) Help students understand how the European business environment affects business operations in Europe at macro-economic and micro-economic levels. This is done by analysing such questions as harmonisation in the SEM, economic and monetary union, enlargement, trade and competition within the world economy, and strategic and management issues on transnational business (c) Identify the structure of business within the EU and raise student				



	awareness of key historical and contemporary trends in European business organisations
<b>Learning Outcomes: Knowledge</b>	<p>On the successful completion of the module students will be able to:</p> <ul style="list-style-type: none"> <li>(i) Demonstrate broad knowledge and understanding of how European integration has developed from its origins to its current form, transforming the political and economic environment within which European businesses operate.</li> <li>(ii) Have a good understanding of the highly complex policies of the European Community towards Eastern Europe and of the main issues in relations between Eastern Europe and the EC.</li> <li>(iii) Articulate current European business developments and policies in a long-term perspective.</li> <li>(iv) Scrutinize various risks and opportunities associated with cross-border business operations.</li> <li>(v) Explain the key features and consequences of marketing developments in Europe.</li> <li>(vi) Explain the fundamentals of consumer policy in Europe and the ways that it is influenced by business, legal, government, pressure groups and other interested parties.</li> <li>(vii) Conduct analysis of the economic environment facing businesses operating in a European and global market.</li> <li>(viii) Developing marketing plans and implementing marketing programmes in European Union.</li> </ul>
<b>Learning Outcomes: Skills</b>	Students will analyse and cross culturally evaluate globalized and national organizations in their business environment. The ability to identify assumptions for successful management of organizations in the international marketplace will be acquired. Students will generate practical skills like the ability of conducting research in business and management issues. Communication, presentation, team including and leading skills will also be developed.
<b>Teaching and Learning Strategies:</b>	The module will be delivered through lectures and seminars. The latter will comprise a combination of tasks, discussions and quizzes on topical issues in the European business and marketing issues, and case study analysis for group work. Thus extensive use will be made of the business news media (e.g. Financial Times and the Economist) in order to ground student learning through the identification of topical and recognisable examples. Consultative sessions prior to and following delivery of the group assessment will also feature in the teaching programme.
<b>Assessment Scheme:</b>	<p>The module assessment consists of a mixture of coursework (40%) and examination (60%). Coursework includes case discussions (group work), and individual contribution.</p> <p><b>Further on Assessment:</b></p> <p>The examination contains a range of questions designed to cover the learning outcomes of the module. Questions are designed to test the student's basic knowledge and comprehension of the material taught. Answers require an application of theory/model, or number when appropriate. Questions are designed to assess critical and analytical ability and provide a means to 'stretch' good students.</p>
<b>Core Learning Materials:</b>	<p>Johnson, D and Turner, C (2006), <i>European Business</i>, 2/e, London: Routledge</p> <p><b>Case studies:</b></p>

	To be distributed on a week-by-week basis
<b>Optional Learning Material:</b>	<p>Harris, P and McDonald, F (eds.), <i>European Business and Marketing</i>, 2/e., London: SAGE Publications, 2004</p> <p>Trevor, Sharon Loane, James Bell &amp; Colin Wheeler (eds.), <i>International Business in an Enlarging Europe</i>, Basingstoke: Palgrave Macmillan, 2005</p> <p>Woods, Lorna (2004), <i>Free Movement of Goods and Services within the European Community</i>, Aldershot: Ashgate</p>
<b>Useful Websites:</b>	<p>Financial Times - <a href="http://news.ft.com/home/europe">http://news.ft.com/home/europe</a></p> <p>The Economist – <a href="http://www.economist.com">http://www.economist.com</a></p> <p>The Wall Street Journal Europe - <a href="http://online.wsj.com/public/europe">http://online.wsj.com/public/europe</a></p> <p>European Commission Press releases at <a href="http://www.europa.eu.int">http://www.europa.eu.int</a></p> <p>Also: free subscription to <a href="http://www.eubusiness.com">http://www.eubusiness.com</a></p>

Code	MKG 13210	ECTS Credit	7	HUN Credit	7
Module Title:	SALES PRESENTATION AND NEGOTIATION				
Module Leader:	Dr. Márta Dévényi, PhD. Assistant Professor	Office Hours:	Monday, 10.00-11.00		
Telephone:	72/ 501-599/3254	E-mail:	<a href="mailto:devenyi@ktk.pte.hu">devenyi@ktk.pte.hu</a>		
Short Description:	The module is designed to analyse the concepts and practices of selling and to provide students with guidelines to preparing and giving a sales presentation including negotiation. It focuses on practice by giving the students chances to discuss cases and participate in simulating sales presentations.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Course objectives. Selling as a profession. Steps in the selling process				
2.	Sales presentation strategy				
3.	Sales presentation methods Multiple-Question Approach (SPIN)				
4.	The approach – opening the sales presentation				
5.	The sales presentation mix				
6.	Negotiations – an important part of the presentation Phases of negotiation				
7.	Objections and the sales process Negotiation tactics				
8.	Midterm exam				
9.	Essentials of closing sales – closing techniques				
10.	Case study				
11.	Spring break				
12.	Preparing for sales presentation				
13.	Sales presentation simulations 1				
14.	Sales presentation simulations 2				
Rationale Including Aims:	The aim of the module is to equip students with the basic concepts and practices of selling and to enable them to give sales presentations. It is also intended to integrate marketing, advertising and communication themes studied in previous modules in order to practice the consequences if their interrelationships.				

<b>Learning Outcomes: Knowledge</b>	To analyse the basic concepts and practices of selling and giving a sales presentation including negotiation. Students will have to combine different theories learnt in marketing and marketing related subjects to carry out efficient negotiations. During negotiations they have to apply techniques of communication with a cross cultural emphasis.
<b>Learning Outcomes: Skills</b>	To develop communication, presentation and negotiation skills and sensitivity to interpersonal communication. Students will be required to evaluate the effectiveness of strategies in sales and to defend their strategic choice.
<b>Teaching and Learning Strategies:</b>	The module includes introductory lectures, presentations given by the students, discussions of the relevant issues, case studies and simulations.
<b>Assessment Scheme:</b>	<ul style="list-style-type: none"> <li>➤ Presentation and classroom work – 40%</li> <li>➤ Midterm exam +</li> <li>➤ Final written examination (essay questions and short case study analyses) – 60%</li> </ul>
<b>Core Learning Material:</b>	<p>Futrell, Charles M.: Fundamentals of Selling. McGraw-Hill Irwin, New York, 2006</p> <p>Handouts, lecture notes, presentation notes</p>
<b>Optional Learning Material:</b>	<p>Fisher, Roger and Ury, William, Getting to Yes : Negotiating Agreements without Giving in, Penguin, New York, 1983</p> <p>Unt, Iwar: Negotiations Without a Loser. Copenhagen Business School Press, 1999</p>

Code	PJM13202, PJM13203	ECTS Credit	7	HUN Credit	7
Module Title:	PROJECT MODULE I.- II.				
Module Leader:	Bugár Gyöngyi, Ph.D. Associate Professor	Office Hours:			
Telephone:	501-599 /3289	E-mail:	<a href="mailto:bugar@ktk.pte.hu">bugar@ktk.pte.hu</a>		
Short Description:	The project module is predominantly a self managed special study leading to project report of an appropriate form. The programme provides a wide range of topics in management or business topics on an individual basis. Close supervision throughout is given, and is designed as a student's first opportunity for individual research. The overall objective for this module is to consolidate the student's learning at Bachelor's level. Within the broad objective it is possible for suitable projects to range from researching a management or business topic which is written up as a dissertation at the end. Both theoretical as well as practical topics are welcome. The attached evaluation sheets provide the formal and content requirements of the module.				
Sessions (weeks).					
Schedule is tentative and subject to change!					
Semester I.					
1.	Introduction, requirements and specialties, research design				
2-5.	Topic and supervisor selection				
6.	Research design				
7-10.	individual work, minimum 3 consultations are required during the semester				
11.	Formal requirements				
12-14.	Individual work				
15.	Signature				
Semester II.					
No set syllabus, individual work with supervisor consultations, minimum 3 consultations are required during the semester					
Rationale Including Aims:	This module is an opportunity for the students to undertake a substantial piece of independent work. It should generally be an investigation undertaken by the student into a topic or problems of his/her own choice in consultation with tutors. As the last step of the learning process at the Bachelor's level is a project through which students combine development of practical competence with enhancement of their knowledge in the area of their selected project.				
Learning Outcomes: Knowledge	The specific knowledge will be determined by the nature of the project topic or problem. Students will be expected to research the background to the project so that learning from it can be set in the wider body of knowledge and practice.				

<b>Learning Outcomes: Skills</b>	Ability to define sharply focused goals, develop strategies for their accomplishments, and then to report clearly on methods and outcomes and finally to form a critique of the outcome.
<b>Teaching and Learning Strategies:</b>	This project is an occasion for students to manage their own learning and especially, to learn from experience. They are assessed on how far they have developed their practical competence and enhanced their knowledge in the area of their project and have been able to generalise this particular experience for the benefit of a wider audience.
<b>Assessment Scheme:</b>	<p>The grade is based on two parts:</p> <ul style="list-style-type: none"> <li>➤ Course work - the student effort and performance, participation in the consultation. Students have to consult with their instructor at least three times in each of the two semesters – grade ranges from 1-5</li> <li>➤ The dissertation will be assessed by two lecturers, one of these is the project supervisor and the other will be nominated by the project leader, grades range 1-5</li> </ul> <p>The grade will be the average of the course work and the two referees' report.</p> <p>Formal requirements of the resulting thesis:</p> <ul style="list-style-type: none"> <li>➤ Two bounded copies, 30 to 60 standard typed pages — 30 lines, 60 letters/line, 1800 character/page — excluding attachments and tables</li> <li>➤ The first page is the title page, that includes the name of the university, the faculty and the programme (University of Pécs, Faculty of Business and Economics, English Language Programmes, Bachelor of Arts in Business Administration), the title, the name of the candidate, the name of the instructor, the date of the submission,</li> <li>➤ All figures and tables must be numbered continuously,</li> <li>➤ Footnotes must be at the bottom of the actual page, and must be continuously numbered,</li> <li>➤ The sources of quotations and references must be given each and every times,</li> <li>➤ The complete list of references must be given at the end of the dissertation.</li> </ul>
<b>Core Learning Materials:</b>	<p>There is no required textbook, literature is based on individual needs of the student and topic. Some important associated materials can be found:</p> <p>about Internet citation:  <a href="http://library.lib.binghamton.edu/search/citing.html#style">http://library.lib.binghamton.edu/search/citing.html#style</a></p> <p>about plagiarism:  <a href="http://www.csubak.edu/ssric/Modules/Other/plagiarism.htm">http://www.csubak.edu/ssric/Modules/Other/plagiarism.htm</a></p>

Code	PJT13101	ECTS Credit	7	HUN Credit	7
Module Title:	INDUSTRIAL PLACEMENT				
Module Leader:	Zsuzsanna Vitai, PhD. Associate professor	Office Hours:	Wednesday 10-11 a.m.		
Telephone:	72-501-599/3198	E-mail:	-		
Short Description:	The industrial placement module wants to introduce students to real-life problems, wants to familiarise them with the demands and requirements of business life and make them acquire practical skills and abilities.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1. Introduction, requirements, decision about the project to be written. 2. Progress report 1, students show the planned structure of the work to be handed in. 3. Progress report 2, written parts of the report to be shown. 4. Progress report 3, final decision about the report.					
Rationale Including Aims:	The module provides a comprehensive introduction to real work situations in organisations for undergraduate students. It aims to provide students with practical knowledge about business organisations, and wants to make them relate their theoretical knowledge to business practice in medium sized or bigger organisations. Writing up a report about the placement helps to learn to organise and present knowledge in a coherent and professional way that is of use to the organisation.				
Learning Outcomes: Knowledge	On completion of the course students will be able to: ➤ Understand the difference between theoretical knowledge and business practice, ➤ Have an insight of how these two are bound together, ➤ Compile a report on encountered work situations that shows major understanding of the assigned problem, ➤ Have a deeper understanding about certain fields of business they worked in.				
Learning Outcomes: Skills	On completion of the course students will have better skills in: ➤ Communication ➤ Presentation ➤ Real-life problem solving ➤ Team working ➤ Planning ➤ Time management ➤ Handling stressful situations				
Teaching and Learning Strategies:	Students have to participate in a work placement of six weeks' duration during the summer period. Starting in September they have to prepare a report about the placement till the end of semester and have to formally present it to the lecturer in writing. During the semester the student has to appear at a minimum of four consultations. The length of the paper about the placement should be a minimum of 10, maximum of 25 pages.				

<b>Assessment Scheme:</b>	The student has to provide an assessment of his/her own work by the company supervisor by the beginning of the next academic year (that is by September) and has to write a 10-20 pages report about the placement. Deadline of handing in the report is: 15 October. The report will be evaluated by a lecturer of the Faculty of the specific field the student worked at. The report's requirements: written in Times New Roman 12 characters, one and half spacing. Maximum 2 pages company introduction then description of the job the student had done. Evaluation of the work will be on a pass-fail basis. Failure to provide any of the documents by the given deadline is automatic failure.
<b>Core Learning Materials:</b>	Company manuals, and material Handouts



Code	QMT11101	ECTS Credit	7	HUN Credit	7
Module Title:	QUANTITATIVE METHODS I.				
Module Leader:	Sándor Komlósi, CSc. Professor of mathematics Gyöngyi Bugár, PhD. Associate Professor	Office Hours:	Tuesdays: 8 -10		
Telephone:	501-599 / 3141	E-mail:	komlosi@ktk.pte.hu		
Short Description:	This module provides students with the necessary theoretical basis for mathematical applications in business. It covers all the relevant areas of Function Theory, Optimization Theory, Matrix algebra and Probability Theory at introductory level.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Brief review of the basic concepts of Mathematics: introduction to the theory of sets, numbers and functions. Elementary theory of functions: basic concepts and business applications.				
2.	Elementary theory of matrices. Determinants, Cramers Rule.				
3.	The elements of linear and nonlinear programming. Graphical solution methods.				
4.	Introduction to differential calculus. Basic concepts and calculus rules.				
5.	Differential calculus for functions with several variables. Seeking for extremum. Business applications, microeconomic analysis: cost, revenue and profit function.				
6.	Integration and its business applications.				
7.	Systems of linear equations. Solution methods. Business applications.				
8.	The inverse of a matrix. Numerical methods for computing the inverse matrix. First test.				
9.	Introduction to Probability Theory. Basic concepts and applications. Elements of Combinatorics.				
10.	Conditional probabilities, the Bayesian approach in decision making under uncertainty. Business applications.				
11.	Theory of random variables. Binomial, Poisson, normal and exponential distributions. Business applications.				
12.	Expected value, variance, covariance and correlation. The portfolio selection problem.				
13.	Regression and correlation techniques. Business applications. Second test.				
14.	Basic concepts of Statistics: population, sample. The mean and the standard deviation of the sample.				
Rationale Including Aims:	To make students aware of the usefulness of mathematics as an aid of formulating and solving business-related problems.				

<b>Learning Outcomes: Knowledge</b>	To enable students to understand the main features of random phenomena and investigate stochastic models. To collect, display and analyze numerical data. To provide a service to other subjects which use mathematical/statistical techniques, e.g. Economics, Finance, Operations Research, Operations Management, Accounting, Psychology, etc. An appreciation of the mathematical/statistical theory underlying the topics listed in the syllabus.						
<b>Learning Outcomes: Skills</b>	Ability to analyse and solve simple optimizing models, investigate and model random phenomena and apply the basics of Probability Theory, interpret and analyse statistical data, make simple statistical inference. Substantial quantitative skills including the use of models of business situations.						
<b>Teaching and Learning Strategies:</b>	There will be weakly lectures (4 hrs/week) and seminars (2 hrs/week). Short exercises will be set on each lecture topic and these will form the basis for discussion.						
<b>Assessment Scheme:</b>	<p>Students will do two closed book written tests during the semester on selected problems. At the end of the term there will be a written examination (final exam). The grade will be based on the following weights:</p> <table> <tr> <td>First test:</td><td>15 %</td></tr> <tr> <td>Second test:</td><td>25 %</td></tr> <tr> <td>Final exam:</td><td>60 %</td></tr> </table>	First test:	15 %	Second test:	25 %	Final exam:	60 %
First test:	15 %						
Second test:	25 %						
Final exam:	60 %						
<b>Core Learning Materials:</b>	<p><b>S. Komlósi</b>, <i>Quantitative methods for Business studies</i>, Lecture Notes, Pécs, 2005.</p> <p><b>A. Francis</b>, <i>Business Mathematics and Statistics</i>, DP Publications Ltd, 1998</p>						
<b>Optional Learning Material:</b>	<b>K.Sydsaeter &amp; P.J.Hammond</b> , <i>Mathematics for Economic Analysis</i> , Prentice Hall, 1995						

Code	QMT 11202	ECTS Credit	7	HUN Credit	7
Module Title:	QUANTITATIVE METHODS II.				
Module Leader:	Dr. József Varga, CSc. Professor of mathematics	Office Hours:			
Telephone:	501-599/3142	E-mail:	varga@ktk.pte.hu		
Short Description:	The module builds on Level 1 QM for Business, concerning the use of decision analysis, Markov analysis, and business forecasting. Statistical tools will further support statistics related modules throughout the studies of students.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Review of basic concepts, theorems and methods in probability theory.				
2.	Concept of decision analysis. Decision making under uncertainty.				
3.	Decision making using utility.				
4.	Estimating an individual's utility function.				
5.	Stochastic dominance rules.				
6.	Sequential decisions. Decision trees.				
7.	Bayesian analysis. Expected value of sample information. Applications in business and finance. Using LINGO to compute posterior probabilities.				
8.	Incorporating risk attitudes into decision tree analysis				
9.	Decision making with the normal distribution.				
10.	Markov chains. Classifications of states in a Markov chain.				
11.	Forecasting future states.				
12.	Use of steady state probabilities in decision making				
13.	Absorbing states. Applications in finance. The bad debt example.				
14.	Using Markov chains for work-force planning.				
Rationale Including Aims:	To develop students' knowledge of managerial decision theory and its issues. To introduce the most common techniques of operations management. To give experience in the formulation of problems, the selection of an appropriate method for their solution and the interpretation of results.				
Learning Outcomes: Knowledge	Understanding the concept of decision analysis, Markov analysis and business forecasting. Paying attention to assumptions and to the validity of results.				
Learning Outcomes: Skills	Recognition and formulation of problems, selection of technique and acquisition of data for their solution (when appropriate with computer) presentation and interpretation of results.				

<b>Teaching and Learning Strategies:</b>	Two separate lectures per week in which theory is explained and applications are demonstrated. An exercise comprising several problems issued at each lecture will form the basis of the follow-up seminars. Students will be expected to extend their knowledge of computer programs to solve some of these problems.
<b>Assessment Scheme:</b>	Two 2 hour tests an individual element 25% 3 hour unseen examination 75%
<b>Core Learning Materials:</b>	Varga, J. Quantitative Methods for Business, Economics and Finance, Manuscript, PTE KTK, Pécs J. Curwin & R. Slater: Quantitative Methods for Business Decisions, Thomson, 1995 Wayne L. Winston: Operation Research-Applications and Algorithms, Duxbury Press, 1993

Code	QMT12103	ECTS Credit	7	HUN Credit	7
Module Title:	OPERATIONAL RESEARCH				
Module Leader:	Dr. Zoltán Varró Assistant Professor	Office Hours:	Tuesdays: 10-12 am		
Telephone:	501-599/3140	E-mail:	varro@ktk.pte.hu		
Short Description:	The aim of the course is to provide a foundation of the deterministic optimization models, to improve model building skills and ability to evaluate computer solutions.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Introduction to Operational Research. The Methodology of OR, The Evolution of MS/OR, Taxonomy of OR Models, Introduction to Linear Programming, Product Mix Problem.				
2.	The Graphical Solution of Two-Variable Linear Programming Problems. Alternative Optimal Solutions, Infeasible and Unbounded Problems. The LINDO and LINGO Computer Package.				
3.	Basic Linear Algebra: Matrix Operations, Systems of Linear Equations, The Gauss-Jordan Method and Pivoting, The Inverse of a Matrix.				
4.	The Simplex Algorithm. Minimization Problems, Alternative Optimal Solutions, Unbounded LPs, Degeneracy, The Two-Phase Simplex Method. Test 1.				
5.	Model Formulations: Diet, Work-Scheduling, Capital Budgeting, Short-Term Financial Planning, Production Process, Inventory Problem (Sailco), Multiperiod Financial, Multiperiod Work Scheduling Problem.				
6.	Sensitivity Analysis. Graphical Introduction, Changes in the Objective Function, Changes in the RHS Values. Test 2.				
7.	Duality. The Dual of an LP Problem, Economic Interpretation of the Dual Problem, The Dual Theorem, Complementary Slackness, Dual (Shadow) Prices and Reduced Costs. Parametric programming. Data Envelopment Analysis.				
8.	Autumn break				
9.	Midterm exam				
10.	Transportation Problem. Model Formulation, Methods for Finding a Basic Feasible Solutions, Transportation Simplex Method. Assignment Problem and the Hungarian Method. Transshipment Problem. Test 3.				
11.	Network Models and Basic Definitions. Dijkstra's Algorithm for Shortest Path Problems, LP formulation of Maximum Flow and Minimal Cost Network Flow Problems. Minimal Spanning Tree Problem.				
12.	Integer Programming. Formulating Integer Programming Problems. The Branch and Bound Method for Pure and Mixed IP Problems, Knapsack and Traveling Salesman Problem. Test 4.				
13.	LINGO Solution to IP Problems: Capacitated Plant Location, Fixed-Cost Product Mix , Traveling Salesman Problem.				
14.	Multiobjective Programming. Goal Programming.				

<b>15.</b>	Deterministic Dynamic Programming. Shortest Path Problem, Inventory Problem, Resource Allocation Problem.
<b>Rationale Including Aims:</b>	Introduction of the most important mathematical models and solution techniques. Improve the model building skills and the ability to make right business decisions based on quantitative analysis.
<b>Learning Outcomes: Knowledge</b>	Understanding of those deterministic models and solution methods that are particularly important in business and financial decision making, and appreciation of their values and limitations.
<b>Learning Outcomes: Skills</b>	Formulation of mathematical models, solution of the models using the LINDO and LINGO software packages, interpretation of shadow prices and reduced costs. Ability to analyze and effectively present results to the management.
<b>Teaching and Learning Strategies:</b>	The module is delivered by using a one-hour lecture and three hours seminar. Lectures and seminars are combined according to needs.
<b>Assessment Scheme:</b>	The grade will be based on the following weights: Homeworks (4 Tests) 20% Mid-term examination 30% Two-hour final examination 50%
<b>Core Learning Materials:</b>	Wayne L. Winston – Munirpallam Venkataramanan: Operations Research, Fourth Edition, Duxbury Press, 2003. LINDO & LINGO User's Manual Handouts (Slides, Supplements, Midterm and Final examination problems with solutions)

Code	QMT12204	ECTS Credit	7	HUN Credit	7
Module Title:	BUSINESS STATISTICS				
Module Leader:	Gábor Rappai, CSc. Associate Professor Barnabás Ács Ph.D. Candidate	Office Hours:	Monday 8-10		
Telephone:	72 501 599/3144	E-mail:	<a href="mailto:rappai@ktk.pte.hu">rappai@ktk.pte.hu</a> , <a href="mailto:acsbarnabas@ktk.pte.hu">acsbarnabas@ktk.pte.hu</a>		
Short Description:	The aim of this course is to provide you with an understanding of both the theory and practice of Business Statistics. Using the MS Excel as a statistical tool, the student will be able to use the special features of a commonly used program, and in the same time, he will get an overview over the background of the calculations.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	The Role of Statistical Thinking in Management and Business				
2.	Graphical Displays and Numerical Descriptors of Data				
3.	Sampling methods, and Sampling Distributions				
4.	Confidence Intervals				
5.	Hypothesis Testing: Introduction and One-Population Tests				
6.	Hypothesis Testing: Comparing Two Populations				
7.	Hypothesis Testing: ANOVA and More-Population Tests				
8.	First interim exam				
9.	Correlation Analysis				
10.	Nonparametric Statistics				
11.	Regression Analysis				
12.	Multiple Regression Analysis				
13.	Time Series: Descriptive Analysis				
14.	Time Series: Models and Forecasting				
15.	Presentations				
Rationale Including Aims:	The main focus of the module is to introduce students to the tools of statistics to enable them to research business and management problems in their further studies. Material will be covered with the appreciation of studied techniques and methods in other quantitative modules.				

<b>Learning Outcomes: Knowledge</b>	<p>On the completion of this course students should be able to:</p> <ul style="list-style-type: none"> <li>➤ Know the theoretical background of different statistical methods in order to be able to recognize/formulate and solve business problems with the help of Excel</li> <li>➤ Explain and discuss and different outcomes of analyses</li> <li>➤ Present the results to a general audience in a proper way</li> <li>➤ Create and administer statistical datasets</li> </ul>
<b>Learning Outcomes: Skills</b>	<p>On the completion of this module substantial quantitative skills will be generated by the students. The ability to conduct research into different business and management areas will emerge. The ability of scanning, gathering, organizing, recording and storing information will also be acquired by students.</p>
<b>Teaching and Learning Strategies:</b>	<p>The joint application of theoretical and practical teaching methods should enable students to understand mechanisms of business decision making applying statistical methods. To achieve this objective lectures and applications will be carried out in the form of seminars.</p>
<b>Assessment Scheme:</b>	<p>The grade will be based on the following weights:</p> <ul style="list-style-type: none"> <li>▪ Class participation 5%</li> <li>▪ 1<sup>st</sup> interim exam 30%,</li> <li>▪ presentation 15%,</li> <li>▪ final exam during the exam period 50%.</li> </ul> <p>Student is required to achieve at least 50% (pass) of the total amount of available points, and do his/her presentation in order to accomplish the class.</p> <p><b>Further on Assessment:</b></p> <p>The presentation is going to be held on a particular regression or time series database, which will be published three weeks prior to the presentation. The student should be able to analyze the database, draw the consequences and present them to the class in ten minutes.</p> <p>Several aspects will be considered when assessing the presentation: keeping it to the available time, result relevancy, interest raised, style of presentation.</p>
<b>Core Learning material:</b>	<p>Pelosi; Marilyn K., Theresa M. Sandifer: "Doing Statistics for Business with Excel", Second Edition, New York, 2002.</p>
<b>Optional material:</b>	<p>David R. Anderson, Dennis J. Sweeney, Thomas A. Williams: "Modern Business Statistics",; 2 edition, South-Western College Pub, 2005</p> <p>McClave; James T., P. George Benson: "Statistics for Business and Economics", Fourth Edition, Macmillan Canada, 1988</p> <p>Plane; Donlad R., EdwardB. Oppermann: "Business and Economic Statistics", Third Edition, Plano Texas, 1986</p>



Code	QMT12205	ECTS Credit	7	HUN Credit	7
Module Title:	STATISTICAL QUALITY CONTROL				
Module Leader:	György Csébfalvi, CSc Associate Professor		Office Hours:		
Telephone:	501-599/3153		E-mail:	cseb@ktk.pte.hu	
Short Description:	The module will cover the most important Statistical Models of the Statistical Quality Control from Managerial point of view. Case studies are provided to illustrate core competencies necessary to solve quality control problems from management, financial, marketing, and managerial point of views.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Statistical Quality Control				
2.	Statistical Background				
3.	Central Limit Theorem				
4.	Process Variability				
5.	Process Control using Variables				
6.	Mean Chart				
7.	Standard Deviation Chart				
8.	Other types of Control Charts for Variables				
9.	Process Control By Attributes				
10.	Charts for Non-Conforming Units				
11.	Charts for Non-Conformities				
12.	Charts for Non-Conformities per Units				
13.	Cumulative Sum Charts				
14.	Process Capability				
15.	Process Improvement				
Rationale Including Aims:	The module heavily builds on the quantitative subjects studied in previous years to apply these methods and techniques in Quality Control issues. Interconnection will be made between the different methods in order to see and to conduct analysis of business problems with the use of advanced computer software.				
Learning Outcomes: Knowledge	By completing the module students will have the ability to: ➤ Design research with the application of SPSS software, ➤ Determine the required data set, ➤ Select the different analytical tools studied in quantitative subjects, ➤ Critically evaluate results of computer applications.				

<b>Learning Outcomes: Skills</b>	Develop active problem identification and solving skills in Statistical Quality Management and Control. Improve the practical Managerial Skills and develop an active knowledge about the statistical methods and presentation tools which are important in this area. Conduct research into business and management issues.
<b>Teaching and Learning Strategies:</b>	Formal lectures, case study analysis, group work and class participation. Students are expected to work actively during classes. Extensive use of the library and the Internet is expected.
<b>Assessment Scheme:</b>	<ul style="list-style-type: none"> <li>➤ Continuous assessment, including classroom and home work (written reports), and assignments 50 %</li> <li>➤ One two hour open book examination 50 %</li> </ul>
<b>Required material:</b>	The SPSS software, ProFit programs, Excel, the current set of the selected “state-of-the-art” scientific papers and book parts.

Code	QMT13106	ECTS Credit	7	HUN Credit	7
Module Title:	PROJECT MANAGEMENT				
Module Leader:	György Csébfalvi, CSc Associate Professor	Office Hours:			
Telephone:	501-599/3153	E-mail:	cseb@ktk.pte.hu		
Short Description:	The module will cover the most important “state-of-the-art” Mathematical Models of the Project Management (CPM, PERT, Resource Constrained Scheduling, Net Present Value Maximization, ...). Case studies are provided to illustrate core competencies necessary to treat project scheduling problems from managerial and methodological point of views.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Project Management				
2.	Project Scheduling Models				
3.	Project Representation				
4.	Project Scheduling Software’s				
5.	Deterministic Project Scheduling Models (CPM)				
6.	Stochastic Project Scheduling Models (PERT)				
7.	Fuzzy Project Scheduling Models (FPS)				
8.	Costs and Resources				
9.	Resource Constrained Project Scheduling Models – Single Mode				
10.	Resource Constrained Project Scheduling Models – Multi Mode				
11.	Resource Leveling Models – Single Mode				
12.	Net Present Value Models				
13.	Multi Criteria Project Scheduling Models				
14.	Robust – Flexible Project Scheduling Models				
15.	Time – Cost Tradeoff				
Rationale Including Aims:	The module is intended to enable students to make thorough, qualitative based business decision on the project level. In order to achieve this desire heavy emphasis is put on the computer application and the interpretation of solutions.				
Learning Outcomes: Knowledge	By successfully completing this module students will have the ability to: ➤ Formulate research assumptions in the field of project management ➤ Collect the appropriate data ➤ Process the datasets to transform them to the required form ➤ Interpret the solution ➤ Redefine assumptions if required in order to achieve higher efficiency of the project				

<b>Learning Outcomes: Skills</b>	Develop active problem identification and solving skills in Project Management and Control. Improve the practical Managerial Skills and the active model building ability in the operations research (linear programming, mixed integer linear programming, and nonlinear programming). The topic covers the most important aspects of OR.
<b>Teaching and Learning Strategies:</b>	Formal lectures, case study analysis, group work and class participation. Students are expected to work actively during classes. Extensive use of the library and the Internet is expected.
<b>Assessment Scheme:</b>	<ul style="list-style-type: none"> <li>➤ Continuous assessment, including classroom and home work (written reports) ), and assignments 50 %</li> <li>➤ One two hour open book examination 50 %</li> </ul>
<b>Required material:</b>	MS-Project, ProMan, ProFun software's, the current set of the selected "state-of-the-art" scientific papers and book parts.

Code	QMT13207	ECTS Credit	7	HUN Credit	7
Module Title:	MULTIVARIATE STATISTICAL ANALYSIS				
Module Leader:	György Csébfalvi, CSc Associate Professor		Office Hours:		
Telephone:	501-599/3153		E-mail:	cseb@ktk.pte.hu	
Short Description:	The module will cover the most important Multivariate Statistical Methods (factor analysis, Multivariate linear and nonlinear regression analysis, cluster analysis, ...) may be used in the Managerial Problem Solving Process. Case studies are provided to illustrate core competencies necessary to treat management, financial, marketing problems with statistical methods.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Statistical Analysis				
2.	Descriptive Statistics				
3.	Data Management				
4.	Reports				
5.	Graphs				
6.	Fundamental Statistical Tools				
7.	Multivariate Analysis of Variance				
8.	Multivariate Linear Regression				
9.	Multivariate Nonlinear Regression				
10.	K-Means Cluster Analysis				
11.	Hierarchical Cluster Analysis				
12.	Discriminant Analysis				
13.	Factor Analysis				
14.	Correspondence Analysis				
15.	Missing Value Analysis				
Rationale Including Aims:	As business problems in any field are the functions of several factors students will learn to factor all influencing circumstances into a model and quantitatively come to a solution. The model strongly relies on software application as the tool of analysis.				
Learning Outcomes: Knowledge	By successfully completing this module students will have the ability to: ➤ Formulate research assumptions in the field of multivariate statistical analysis ➤ Collect the appropriate data, ➤ Process the datasets to transform them to the required form, ➤ Interpret the solution, ➤ Redefine assumptions if required in order to achieve higher efficiency.				

<b>Learning Outcomes: Skills</b>	Develop active problem identification and problem solving skills in Multivariate Statistical Analysis. Improve the practical Managerial and Methodological Skills in managerial problem solving process and to develop an active knowledge base in statistical computation and result presentation.
<b>Teaching and Learning Strategies:</b>	Formal lectures, case study analysis, group work and class participation. Students are expected to work actively during classes. Extensive use of the library and the Internet is expected.
<b>Assessment Scheme:</b>	<ul style="list-style-type: none"> <li>➤ Continuous assessment, including classroom and home work (written reports) ), and assignments 50 %</li> <li>➤ One two hour open book examination 50 %</li> </ul>
<b>Required material:</b>	SPSS, Excel software's, and the current set of the selected "state-of-the-art" scientific papers and book parts.

Code	SSC 11101	ECTS Credit	7	HUN Credit	7
Module Title:	INTRODUCTION TO SOCIAL SCIENCES				
Module Leader:	Dr Csaba Pauker Assistant professor	Office Hours:	Monday: 2-4 p.m. Tuesdays: 2-4 p.m.		
Telephone:	501-599 / 3102	E-mail:	pauker@ktk.pte.hu		
Short Description:	The aim of the module is to provide students with such theoretical and empirical background in the social sciences as it facilitates a deeper understanding of people on the market, in the market economy and in different organizations. Introduction into the history of social sciences, overview about the most important issues. The module is designed to expose students to the most important social and psychological issues that arise in various business contexts. Students are invited to adopt and apply knowledge in managerial problem solving.				
Sessions (weeks):					
The schedule is tentative, and subject to change!					
1.	1. Sociology as a social science. Factual, comparative, developmental and theoretical questions. Sociological imagination. Objectivity. Sociology and business studies.				
2.	2. The “ideal-type” of “Homo Oeconomicus”, “Homo Sociologicus” and “Homo Psychologicus”. Integration at micro and macro level.				
3.	3. Culture and human behaviour. Roles, values and norms. The importance of culture in business. Business values in the USA. A criticism of American business beliefs. A sociological critique. Japanese business values. British business values. The ‘British Disease’: economists’, historians’ and sociologists’ views.				
4.	4. Socialization process. Theories of child development. Freud and psychoanalysis. Personality development. The theory of G.H. Mead. Piaget: cognitive development. The stages of cognitive development. Agencies of socialisation. “Mortification of self”, “roleless role”. Character, social character, ‘other-directed character.				
5.	5. Verbal and non-verbal communication. Education, communication, mass media. Mass communication				
6.	6. Intelligence. Emotional intelligence. Interpersonal intelligence. Tests: IQ, EQ.				
7.	7. Conformity and deviance. Why do we regard Emile Durkheim’s ‘Suicide’ as a revolutionary work in the development of social sciences. Anomie-theory.				
8.	8. Social stratification and classes. American, British and Hungarian stratification models. Class or stratum. Max Weber’s theory of Status (“Stand”). Pierre Bourdieu’s Capital theory. Cultural and social capital. Symbolic capital.				
9.	9. Groups and organizations. Formalisation process. Max Weber’s ‘ideal type’ bureaucracy. Some criticism of Weber’s ‘ideal type’ bureaucracy. Carceral organizations, modern organizations. Sociological insights into organizations. The Japanese organization.				
10.	10. Work and society. The social nature of work. The motivation to work. Job enlargement. Job rotation. Job enrichment. Theory X and theory Y. Division of labour				
11.	11. Fordism. Future of work. Post-Fordism. Flexibility debate				

<b>12.</b>	12. Globalization of society
<b>13.</b>	13. Modern urbanism
<b>14.</b>	14. Social Change. Past, present, future. Post-industrial society?
<b>15.</b>	15-16. Methodology. Research process. Research methods. Case writing.
<b>Rationale Including Aims:</b>	To acquire insight into the social topics relating to the social structure and human behaviour. The aim of the module is to gain a conceptual understanding enabling students to critically evaluate theories and practice in social environment.
<b>Learning Outcomes: Knowledge</b>	Ability to understand and critically evaluate the social context in which business people operate. The different fields of activities and the rules relating there to; with special emphasis on the latest developments in Middle Europe. Analyses and evaluation of social issues in the globalised and Hungarian business environment.
<b>Learning Outcomes: Skills</b>	Encourage critical and creative thinking, problem solving abilities in the connected fields. Develop presentation and team building skills. Ability to understand the importance of social sciences and critically evaluate theories and practice in business and related contexts based on analytical skills. Demonstrate writing skills. Teamwork, including the ability to lead, team selection, delegation, development and management.
<b>Teaching and Learning Strategies:</b>	This module is delivered by using a 2 hours lecture and two hours seminar. Active participation of students is required.
<b>Assessment Scheme:</b>	The Module will assessed by two seminar papers (15-15% = 30%: grading on a scale 1-5; and minimum one seminar paper must be passed successfully), seminar work (20 %: 5 % presence, 5 %: activity, 10 %: mini lecture; grading on a scale 1-5), an unseen 2 hours examination (50 %; and the final exam must be passed successfully in order for a student to pass the module).
<b>Core Learning Materials:</b>	Giddens, Anthony Sociology, 4th Edition, Polity Press 2005
<b>Optional Learning Material:</b>	Articles from different scientific papers



Code	SSC11202	ECTS Credit	7	HUN Credit	7
Module Title:	EU/BUSINESS LAW				
Module Leader:	Adrienne Komanovics, LL.M. Assistant professor	Office Hours:	Tuesday: 13.00–15.00		
Telephone:	72/501 599, ext.3237	E-mail:	<a href="mailto:adrienne@ajk.pte.hu">adrienne@ajk.pte.hu</a>		
Short Description:	The module is designed to give an overall picture of the nature of legal norms and their application in the field of law of obligations (tort law and contract law).				
Sessions (weeks):					
The schedule is tentative, and subject to change!					
1.	Introduction (nature, definition, law and justice, categories, etc.)				
2.	Tort law: Introduction; elements of the tort of negligence				
3.	Tort law: The duty of care				
4.	Tort law: Breach of duty of care				
5.	Tort law: Causation				
6.	Tort law: Remoteness of damage; Remedies				
7.	Midterm exam				
8.	Contract law: Introduction; Offer and acceptance (I)				
9.	Contract law: Offer and acceptance (II)				
10.	Contract law: Consideration				
11.	Contract law: Privity, misrepresentation				
12.	Contract law: Terms of the contract; express and implied terms				
13.	Contract law: Unfair contract terms				
14.	Contract law: Discharge of the contract; remedies				
Rationale Including Aims:	To understand the development and application of judge-made law. To acquire insight into the basic elements of tort law and contract law. To enable students to solve hypothetical cases on the basis of the legal rules relating to tort of negligence and contract law.				
Learning Outcomes: Knowledge	Definition and nature of law. The most important rules relating to the law of obligations (tort law, contract law) with special emphasis on contemporary issues. To see how changes in the society shape legal norms.				
Learning Outcomes: Skills	Ability to analyze cases, to identify key issues and to apply the fundamental rules and principles of this field of law. Demonstrate writing skills.				
Teaching and Learning Strategies:	Lectures; case studies at the end of every major topic. Discussions relating to topical issues. Home assignments discussed in the course of the classes.				

<b>Assessment Scheme:</b>	<p>The grade will be based on the following weights:</p> <table> <tr> <td>Class activity</td><td>10%</td></tr> <tr> <td>Midterm exam:</td><td>20%</td></tr> <tr> <td>Short home assignment:</td><td>10%</td></tr> <tr> <td>Final exam:</td><td>60%</td></tr> </table>	Class activity	10%	Midterm exam:	20%	Short home assignment:	10%	Final exam:	60%
Class activity	10%								
Midterm exam:	20%								
Short home assignment:	10%								
Final exam:	60%								
<b>Core Learning Materials:</b>	<p>Catherine Elliott, Frances Quinn: Tort Law. 4th edition, ISBN 0582473314 (Paperback) June 2003</p> <p>Catherine Elliott, Frances Quinn: Contract Law. 4th edition, ISBN 0582473306 (Paperback) February 2003</p>								

Code	SSC12203	ECTS Credit	7	HUN Credit	7
Module Title:	INTERCULTURAL BUSINESS COMMUNICATION				
Module Leader:	Dr. Márta Dévényi, PhD Assistant teacher Mária Szende Assistant teacher	Office Hours:	Dr. M. Dévényi: Monday, 10.00-11.00 M. Szende: Monday, 12.45-13.45		
Telephone:	Dr. M. Dévényi: 501-599/3254, M. Szende: 501-599/3370	E-mail:	<a href="mailto:devenyi@ktk.pte.hu">devenyi@ktk.pte.hu</a> <a href="mailto:szende@ktk.pte.hu">szende@ktk.pte.hu</a>		
Short Description:	The course covers issues of cross-cultural management and international negotiations. The objective is to familiarise students with potential pitfalls and ways to avoid cross-cultural blunders.				
Sessions (weeks):					
The schedule is tentative and subject to change!					
1.	Course objectives. Categorisation and stereotyping. Definitions and characteristics of culture.				
2.	Cultural dimensions as identified by Nancy Adler, Geert Hofstede, Short case studies				
3.	Cultural dimensions as identified by Fons Trompenaars, Richard Gesteland, Lewis, R.D.Short case studies				
4.	Organizational vs national culture (Hofstede and Trompenaars), Case study Cultural variations in decision-making and strategy development, Case study				
5.	Leadership in the light of culture HR practices and motivation in the light of culture, Short case studies				
6.	Cross-cultural conflicts. Culture shock				
7.	Ethics in international business				
8.	The process of international business negotiations. Stages of negotiation				
9.	Negotiation strategies				
10.	Negotiation tactics				
11.	Negotiator profiles: the United Kingdom, Canada, Australia, the U.S.A. and Japan negotiation case study				
12.	Negotiator profiles: Germany, the Netherlands, Hungary and Austria negotiation case study				
13.	Negotiator profiles: Belgium, France, Italy, Greece, Spain and Portugal negotiation case study				
14.	Negotiator profiles: Sweden, Denmark, Norway and Finland negotiation case study				

<b>Rationale Including Aims:</b>	It is essential for managers and business people to know about and to be able to deal with cultural differences in today's global market. The course covers issues of cross-cultural management and international negotiations. The objective is to familiarise students with potential pitfalls in international management and negotiations, and ways to avoid such cross-cultural blunders. Students also learn details about several different countries, their peculiar cultural characteristics, with special attention to negotiations and management.
<b>Learning Outcomes: Knowledge</b>	They will be able to evaluate situations armed with knowledge about cultures. Their knowledge will be both academic (relevant theories, survey findings) and practical.
<b>Learning Outcomes: Skills</b>	Students will know how to relate to subordinates/superiors or negotiating partners in different cultures. They will be able to recognise and apply negotiating tactics in different cultures. They will also be able to manage people from different cultures.
<b>Teaching and Learning Strategies:</b>	Classes include introductory lectures by lecturers, discussions of relevant issues and case studies, and presentations - "negotiation profiles", articles – given by students.
<b>Assessment Scheme:</b>	<ul style="list-style-type: none"> <li>➤ Classroom work, Homework assignments – 20%</li> <li>➤ Each student is expected to give three presentations (presenting the main points of an article, presenting a negotiator profile) – 20%</li> <li>➤ Final test: a 90-minute written examination (true/false statements, essay questions relating to the main theories, short case study analyses, negotiator profiles) – 60%</li> </ul>
<b>Core Learning Materials:</b>	Handouts, lecture notes, presentation notes Gesteland, Richard R., Cross-Cultural Business Behavior, Handelshojsskolens Forlag, Copenhagen, 1996 Articles on relevant and topical issues

Code	SSC12204	ECTS Credit	7	HUN Credit	7
Module Title:	EU INSTITUTIONS AND POLICIES				
Module Leader:	Marta Bakucz, PhD. Associate Professor	Office Hours:			
Telephone:	72/501 599, ext. 3189	E-mail:	<a href="mailto:bakucz@ktk.pte.hu">bakucz@ktk.pte.hu</a>		
Short Description:	The study of the structure & institutions of the European Union involves highly theoretical concepts which, in reality, are often unrealised and which are frequently sacrificed to considerations based on political expediency. The purpose of this course is to give students a serious view of the structure of the EU and also of the problems faced by the Union as it attempts to reshape the lives of the peoples of 25 nation states.				
Sessions (weeks):					
The schedule is tentative, and subject to change.					
1.	Introduction to the theoretical workings of the decision-making apparatus of the EU.				
2.	The European Parliament – its notional powers and limitations.				
3.	The Committees of the Parliament, their mandate, operation and achievements in recent years.				
4.	The Commision – its notional powers and limitations.				
5.	The EU’s Commissioners– their responsibilities, Directorates and operations.				
6.	The Council(s) of Ministers in operation.				
7.	The problems of the 2004 enlargement and of the planned further enlargements.				
8.	Mid-term examination – presentations				
9.	The problems of the 2004 enlargement and of the planned further enlargements.				
10.	The Common Agricultural Policy in today’s EU.				
11.	Spring break				
12.	Regional Policy in the enlarged EU (1) Regional Policy (2) – cross-border cooperation in the newer member-states.				
13.	Common Foreign, Security and Defence Policy				
14.	Final presentations				
Rationale, Including Aims:	To establish a clear understanding in students’ minds of where the European Union is coming from and where it is going, of what it is and what it is not, of both its limitations and its potential. Misconceptions, often fuelled by the popular (populist?) press should be stripped away, leaving the student, as a citizen of the EU, better able to make rational judgements on the future of the Union				
Learning Outcomes: Knowledge	By investigating in depth the complex structure of the Union and the critical inter-relationships between and among the various bodies which make up the whole, to acquire a realistic and balanced view of an Institution which is of overwhelming importance to society both in macro- and micro-terms.				

<b>Learning Outcomes: Skills</b>	By analysing the processes and content of policy and decision-making within the structure of the Union, to be able to understand more clearly the potential for a region or member-state to target realistic aims and so, as an individual, to be better prepared to play an active role in a future career in an environment where corporate or institutional well-being is closely linked to membership of the EU	
<b>Teaching and Learning Strategies:</b>	The strategy is to enable students, by the end of the course, to have a mature and well-informed view of the European Union, both in terms of its broad concepts and principles and in terms of its direct bearing upon the everyday lives of individual citizens currently and in the future. The political, economic and ethical issues involved will be analysed on a continuous-flow basis, using as far as possible current issues and debates in order to stimulate a sense of actuality and relevance.	
<b>Assessment Scheme:</b>	The grade will be based on the following weights: <div>Mid-term examination and presentation: 30% Final examination:: 60% Final presentation: 10%</div>	
<b>Core Learning Materials:</b>	Leonard R. (2005): Guide to the European Union (9 <sup>th</sup> ed.) pp 1 - 310 Miscellaneous Current Press Articles (ex- Financial Times, European Voice, Economist and Business Central Europe etc)	
<b>Optional Learning Material:</b>	Miscellaneous Current Press Articles (ex- Financial Times, European Voice, Economist and Business Central Europe etc)	
<b>Useful links:</b>	<a href="http://europa.eu">http://europa.eu</a> <a href="http://europarl.europa.eu">http://europarl.europa.eu</a> <a href="http://consilium.europa.eu">http://consilium.europa.eu</a> <a href="http://ec.europa.eu">http://ec.europa.eu</a> <a href="http://curia.europa.eu">http://curia.europa.eu</a> <a href="http://eca.europa.eu">http://eca.europa.eu</a> <a href="http://ombudsman.europa.eu">http://ombudsman.europa.eu</a> <a href="http://edps.europa.eu">http://edps.europa.eu</a> <a href="http://eesc.europa.eu">http://eesc.europa.eu</a> , <a href="http://cese.europa.eu">http://cese.europa.eu</a> <a href="http://cor.europa.eu">http://cor.europa.eu</a> , <a href="http://cdr.europa.eu">http://cdr.europa.eu</a> <a href="http://bei.europa.eu">http://bei.europa.eu</a> , <a href="http://eib.europa.eu">http://eib.europa.eu</a> <a href="http://fei.europa.eu">http://fei.europa.eu</a> , <a href="http://eif.europa.eu">http://eif.europa.eu</a>	

Code	STR 13201	ECTS Credit	7	HUN Credit	7
Module Title:	STRATEGIC MANAGEMENT				
Module Leader:	Karoly Barakonyi, DSc. Professor of strategic management	Office Hours:	As requested		
Telephone:	+36 72 501-599 / 3135	E-mail:	barakonyi@ktk.pte.hu		
Short Description:	Strategic management focuses on the organization as a whole and its interactions with its environment. The corporate world is in the process of transformation driven by information technology and globalization. Strategic management takes a panoramic view of this changing terrain. It attempts to show how large and small companies can be more effective and efficient not only in today's world, but in tomorrow's as well.				
Sessions (weeks):					
Schedule is tentative and subject to change!					
1.	Basic concept of strategic management. <i>Reading:</i> Thomas L. Wheelen – J. David Hunger: Strategic Management and Business Policy (later on: Wheelen) Chapter 1. Case: Recaltritrans				
2.	Corporate governance and social responsibility. <i>Reading:</i> Wheelen Chapter 2. Case: Wallace Group.				
3.	Environmental scanning and industry analysis. <i>Reading:</i> Wheelen Chapter 3. Case: Singapur Telecom.				
4.	Internal scanning: organizational analysis. <i>Reading:</i> Wheelen Chapter 4. Case: Waterford Wedgwood.				
5.	Strategy formulation: situation analysis and business strategy. <i>Reading:</i> Wheelen Chapter 5. Case: Apple Computer.				
6.	Strategy formulation: Corporate strategy. <i>Reading:</i> Wheelen Chapter 6. Case: Harley-Davidson.				
7.	Strategy formulation: functional strategy and strategic choice. <i>Reading:</i> Wheelen Chapter 7. Case: Maytag.				
8.	Interim paper. Case: Wal-Mart.				
9.	Strategy implementation: organizing for action. <i>Reading:</i> Wheelen Chapter 8. Case: Adrenalin Air Sport.				
10.	Strategy implementation: Staffing and directing. <i>Reading:</i> Wheelen Chapter 9. Case: Vermont Teddy Bear.				
11.	Evaluation and control. <i>Reading:</i> Wheelen Chapter <i>Reading:</i> Wheelen Chapter 10. Case: The Boeing Commercial Airplanes.				
12.	Strategic issues in managing technology and innovation. <i>Reading:</i> Wheelen Chapter 11. Case: Mercedes-Benz and Swatch.				
13.	Strategic issues in entrepreneurial ventures and small business <i>Reading:</i> Wheelen 12.Chapter 12. Case: Tyson Food.				
14.	Strategic issues in not-for profit organizations. <i>Reading:</i> Wheelen Chapter 13. Case: Hersey Food.				
Rationale Including Aims:	Strategic management primarily concerned with environment, corporate objectives, resources, core competencies, and competition, organization and corporate culture. Aim: How to compose these components to be successful in the international competition.				

<b>Learning Outcomes: Knowledge</b>	After completing this module, students will be familiar with the environmental factors, the strategy making process: how to formulate and implement strategies in a rapidly changing competitive international environment.
<b>Learning Outcomes: Skills</b>	The students will be able to analyse and handle complex strategic situations in an international environment, will be able to apply up to date strategic management principals and tools. Teamwork, including the ability to lead, team selection, delegation, development and management.
<b>Teaching and Learning Strategies:</b>	The course consists of lectures, case study analysis, group work, presentations. Continuous learning is required: the learning process is checked at each class through presentation, case discussions and problem solving.
<b>Assessment Scheme:</b>	Final mark: 30% of class performance + 20% of interim papers + 50% of two hours final exam.
<b>Core Learning Materials:</b>	Thomas L. Wheelen – J. David Hunger: Strategic Management and Business Policy. Pearson-Prentice Hall, 2004
<b>Optional Learning Material:</b>	<p>The HBR List – Breakthrough Ideas for 2004. HBR February 2004.</p> <p>Ashton, James E. - Frank X. Cook, Jr - Paul Schmitz: Uncovering Hidden Value in a Midsize Manufacturing Company. HBR June 2003 111-119.</p> <p>Boyd, Gavin and John H. Dunning (ed.): Structural Change and Cooperation in the Global Economy. "New Horizons in International Business Series", 1999</p> <p>Cohen, Stephen S. and Gavin Boyd (ed.): Corporate Governance and Globalization. "New Horizons in International Business Series", 2000</p> <p>Farrel, Diana: The Real New Economy. HBR October 2003. 104-112.</p> <p>Ghemawat, Pankaj: The Forgotten Strategy. HBR Nov 2003.</p> <p>Nohria, Nitin -William Joyce - Bruce Robertson: What Really Works HBR Jul 43-52, 2003</p> <p>Pillmore, Eric M.: How We're Fixing Up Tyco? HBR Dec 2003 96-103.</p> <p>Porter, Michael: Strategy and the Internet. HBR, March, 2001.</p> <p>Prahalad, C. K. - Kenneth Lieberthal: The End of Corporate Imperialism. HBR August 2003</p> <p>Role in CEO Succession. HBR May-June 1999 96-105.</p> <p>Wartick, Steven - Donna J. Wood: International Business and Society. Blackwell, Oxford, UK, 1998 (chapters 1-4, 6-7.)</p>