

Course title:		Hungarian:		Matematika		Code:	GT_AGMNE010	
		English:		Mathematics I.				
Institute:				University of Debrecen Faculty of Business Economics, Institute of Methodology and Business Digitalization				
Prerequisites:				-		Code:		
Division		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
Daytime	x	per week	2	per week	2	Exam	5	English
Correspondent		Semiannually		Semiannually				
Responsible instructor				Name:		Dr. Sándor Kovács	post	associate professor
Instructor				Name:		-	post	-
Course goals:								
The main goal of this subject is that the students could be introduced to the basic methods and terminology of definitions in mathematics which can be used in economics. The differential calculus of one-variable functions and its practical application is in the center of interest as well as the extreme value and elasticity calculation of one-variable functions. During the course of practical lessons students should gain experience in problem solving from the various topics of the subject.								
Competences:								
Knowledge:								
Students should get acquire the mathematical, statistical methods which are needed to analyse and cope with problems in Rural Development and Agriculture.								
Skills:								
Student will be qualified for plannig and oragnizing Rural Development programmes and for allocating resources, making professional proposals, drawing conclusions.								
Attitude:								
Student should be more cooperative in solving problems from the field of Rural Development and Quality Assurance. Students become opened to the innovative and scientific approaches and sensitive to the new features.								
Autonomy and responsibility:								
Students will be able to plan economic processes and to control purchasing and marketing processes								
Course content , topics:								
Theory of sets. Sets of numbers, Classification and characteristics of one-variable real functions. Theorems of limit calculation. Mathematics of Finance. Limit calculation, continuity and derivate of functions. Examination of functions, elasticity. Extrame values calculation of functions with practical applications. Practical applications of the differential calculus. Indefinite integrals.								
Learning methods:								
The theoretical background should be taught on the lectures, the translation of theory into practice happens on the seminars. Each and every topic involves special work problems and the tests include only these work problems and not the definitions and theorems of the lectures. Students should write two test from the work problems that were solved during the seminars. For plotting functions WINPLOT software is used. Problem solving on the semiaris requires individual work from the students and the use of claculator.								
Assessment								

The attendance on every lecture and practice is compulsory for the students as the different topics are built upon one another. A catalogue is being made during the lectures and seminars. Each student MUST SIGN the form and should not miss more than 4 occasions. Each student could get a recommended grade which will be based on the midterm and endterm tests (work problems and multiple choice questions). In order to fulfill the subject every student should receive a signature which has two conditions. There should not be more than 4 uncertified absence from the courses and from the lectures and 20 percent should be obtained from the total score of the two tests. Evaluation in the learning period will be made mainly according to the results of the midterm (in the 8th week) and endterm (in the last week) tests written on the seminars but the students could gather extra points by solving tests for plus points. The lecturer will provide at least 10 tests for plus points and if a student solves them 100% correctly or only one question per test was wrong, he/she will obtain one point after the tests. This means that if a student solves all 10 tests 100% correctly (or made only 1 mistake per test), he/she will obtain 10 plus points. In case the final score from both tests reaches at least the half of the obtainable total the student gets a passing recommended grade between 2 and 5. In case the final score from both tests is between 20 and 50% of the obtainable total the student has to take an exam. Those students who were not able to obtain a passing recommended grade during the learning period or would like to improve the result, will be given 3 chances during the examining period. In case the student has already obtained a grade but would like to better the results, the better result will be valid. This means that there is no place for spoiling the accomplished result even if the second grade is worse than previous one. In case a student should take an exam, the evaluation will be based ONLY on the performance on the exams.

Compulsory readings:

E. Haeussler – R. Paul – P. Wood (2014): Introductory Mathematical Analysis for Business, Economics, and the Life and Social Sciences, 13th edition, Pearson, UK, ISBN: 978-1-29202-114-0

Recommended readings:

R.J. Harschbarger – J.J. Reynolds (2015): Mathematical application for Management, Life and Social Sciences, Brooks/Cole, USA, Belmont, CA, ISBN: 978-1305108042

S.T. Tan (2016): Applied Mathematics for Managerial, Life and Social Sciences, Cengage Learning, USA, Stamford, ISBN: 978-1-285-46464-0

K. Sydaster – P. Hammond (2016): Essential Mathematics for Economics Analysis, Pearson Education, UK, ISBN: 978-1-292-07465-8

Week	Topics
1.	LO: Algebraic preliminaries: Real number line, operations, rules for exponents and radicals, operations with algebraic expressions, factoring
2.	LO: Algebraic preliminaries II: Cartesian coordinate systems, straight lines, distance in the plane
3.	LO: Functions I: Graph and algebra of functions,
4.	LO: Functions II: application in business economics, break-even analysis, supply-demand, market equilibrium
5.	LO: Functions III: Exponential, logarithmic and logistic curves and its applications
6.	LO: Mathematics of Finance I: amount of investment, rate of interest, present value, compound interest, mathematical models
7.	Mid-term exam week
8.	LO: Mathematics of Finance II: Future Value of annuities, annuities due, loans and amortization of debts
9.	LO: Calculus: limits and continuity and derivatives

10.	LO: Differential Calculus I: rules, higher order derivatives, marginal functions in economics
11.	LO: Differential Calculus II: first and second, curve sketching
12.	LO: Differential Calculus III: optimization, elasticity and other applications in business economics
13.	LO: Indefinite Integration I: Rules of Indefinite Integration
14.	LO: Indefinite Integration II: applications of indefinite integration in business economies

*LO learning outcomes

Course title:	Hungarian:		Üzleti informatika		Code:	GT_AGMNE026		
	English:		Business Informatics					
Institute:			Faculty of Economics and Business, Institute of Methodology and Business Digitalization					
Prerequisites:			-		Code:	-		
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	1	per week	2	practical exam	3	English
Responsible instructor			name:	Szilvia, Borbásné Dr. Botos		post	associate professor	
Course goals:								
The course is designed to reach a basic level of business informatics knowledge. That knowledge will help them in the following courses and as well as in the practice. They have to learn how to collect data from the internet, and they have to solve complex exercises with the use of spreadsheet and database management program (Microsoft Excel and Access). The course is mainly application and practice oriented.								
Competences:								
Knowledge:								
It possesses the most basic information gathering, analysis, task, and problem solving methods.								
Capabilities:								
It makes simpler professional reports, evaluations, presentations, and performs.								
Attitudes:								
It is receptive to receiving new information, professional knowledge and methodologies.								
Autonomy, responsibility:								
It performs job assignment independently, prepares own professional reports, create small presentations independently. If needed, it will be required to work with a staff member or a manager.								
Course content , topics:								
Understanding the structure of the spreadsheet program, using worksheet functions and solving basic and complex worksheets. Acquiring knowledge in basic database management through the operation of Access databases, understanding the structure of databases, basic operations with data. Learning how to make reports from data, which analyze tools can be used and interpretation of results.								
Learning methods:								
The students get theoretical basic knowledge on the lectures. The practical tasks are related to the theoretical. The students get presentations on the lectures and on the practice get spreadsheets and database knowledge tasks.								
Assessment								
Participation at seminars is mandatory. For the completion of the semester students have to pass a problem solving test during the semester. 15% theoretical exam, 15% theoretical exam (Excel), 45% Excel practical exam, 25% Database practical exam The sum of points the notes are the followings:								
0 - 59 fail,								
60 -69 pass,								
70 -79 satisfactory,								
80 -89 good,								
90 - 100 excellent.								
Compulsory readings:								
The on-line seminar materials and presentations of the lecturer (available on the e-learning system)								
Department teaching materials: Business informatics, electronic booklet, 2011.								
Recommended readings:								
R. Elmasri – S. B. Navathe: Fundamentals of Database Systems, Addison Wesley, 2004.								
H. Garcia-Molina, J. D. Ullmann – J. Widom: Database Systems: The Complete Book (2nd edition), Pearson								

Prentice Hall, 2009

V. Sridhar: Emerging ICT Policies and Regulations. Springer Nature, 2019

Date, J. C.: An Introduction to Database Systems, Addison Wesley, 2004

Syllabus

Week	Topics
1.	Information, system (data, information, knowledge, system categories, system approach). Data input, data types, basic operations LO: The use of worksheets: basic formatting and data format
2.	Structure of data tables, spreadsheet function semantics. References, sorting and filtering LO: Learning the structure of functions and basic operations, data range formatted as a table
3.	Handling data tables. Date and time functions, text functions LO: Learning the use of operators and arguments in date and time functions and text functions
4.	Handling data tables. Logical functions and lookup and reference functions LO: Learning the use of conditions in functions
5.	Organizing data. Data features, tables as databases. LO: The use of database functions
6.	Data analysis and reports. LO: The use of PIVOT tables.
7.	Visualization of data. Preparing data to create graphs and charts. LO: The use and edit graphs and charts
8.	Business decision and decision support. Complex practice LO: Working with a database, create business analyses
9.	An overview. Exam on Excel LO: Assessing the ability to handle data, data tables and databases
10.	Database basics, database management systems. Relational database model, the role of keys. LO: Creating data tables, handling data sheets, fields, data types and features
11.	Multidimensional data modelling. Relations between data sheets. Queries and query types. LO: Using query types: select query, queries with calculated fields
12.	Modifying and summarizing data in database, reports for business decisions. LO: Using query types: Update, Delete, Crosstab, learning report structure
13.	Business intelligence and the ERP. Exam on Databases LO: Assessing the ability to handle databases for business purposes
14.	Summary on the usage trends regarding databases and business intelligence solutions LO: Acquire knowledge on trends of the application of data management systems

*LO learning outcomes

Course title:	Hungarian:		Bevezetés a közgazdaságtanba		Code:	GT_AGMNE032		
	English:		Introduction to Economics					
Institute:			University of Debrecen, Faculty of Economics and Business, Institute of Economics					
Prerequisites:			-		Code:			
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	2	per week	0	3	English	
Responsible instructor			name:	Levente Nádasi		academic position	assistant professor	
Instructor			name:			academic position		
Course goals:								
The course will provide the students with the basic concepts of economics: how economists think about the behavior of households, firms, how to think about markets, how to analyze the economy as a whole, what is inflation and unemployment. By the end of the course students should be able to use some basic tools of economics and apply them in solving basic economic problems.								
Competences:								
Knowledge:								
Possesses knowledge of the basic, broad concepts, theories, facts, national economic and international contexts of economics, relevant economic actors, functions and processes.								
Ability to:								
Using the theories and methods learnt, identify facts and basic relationships, organise and analyse, draw independent conclusions, make critical observations, prepare proposals for decisions, make decisions in routine and partly unfamiliar contexts, both domestic and international.								
Attitude:								
Receptive to new information, new professional knowledge and methodologies.								
Autonomy and responsibility:								
Takes responsibility for his/her analyses, conclusions and decisions.								
Course content , topics:								
The first half of the semester focuses on the principles of the economic way of thinking and the basic concepts of microeconomics, whereas the second part is concerned with the most important macroeconomic variables and their measurement. After an overview of the subject, method and principles of economic thinking the course considers the model of demand and supply and its applications. Of the many macroeconomic variables, the course concentrates on GDP and price indices. In addition, stylized facts of economic growth, the labor market, money and finance are also discussed.								
Learning methods:								
Lectures with ppt presentations together with some calculation problems.								
Assessment								
The exam is a written test which will be evaluated according to the following grading schedule:								
0 - 50% – fail (1)								
50%+1 point - 63% – pass (2)								
64% - 75% – satisfactory (3)								
76% - 86% – good (4)								
87% - 100% – excellent (5)								

Compulsory readings:

Mankiw, Gregory: Principles of Economics. Fifth Edition. South-Western, Mason, USA, 2009. ISBN-13: 978-0-324-58998-6

Recommended readings:

Heyne, Paul – Boettke, Peter – Prychitko, David: The Economic Way of Thinking. Twelfth Edition. Pearson Education International, New Jersey, 2010. ISBN-10: 0132991292

Syllabus

Week	Topic
1.	Basic concepts and fundamental questions of economics
	LO*: Economics as science and as a social science
3.	Ten principles of economics and the economic way of thinking/1.
	LO: Understanding the basic concepts of rational decisions
5.	Ten principles of economics and the economic way of thinking/2.
	LO: Understanding the market as a process of cooperation and the metaphor of the invisible hand
7.	Production possibilities frontier
	LO: Graphical representation of opportunity cost
9.	How markets work: demand and supply I.
	LO: Understanding the concept of demand and supply and their determinants
11.	How markets work: demand and supply II.
	LO: The meaning of the equilibrium (market-clearing) price, and comparative statics
13.	Measuring a nation's income
	LO: Understanding the notions of nominal and real GDP
15.	Measuring the cost of living
	LO: The meaning of the price level and inflation, GDP deflator and the consumer price index
17.	Exercises on measurement
	LO: Exercises in calculating GDP and inflation
19.	Savings and investment, and the role of the financial system
	LO: The market for loanable funds, and the determination of the real interest rate
21.	Money and inflation I
	LO: Definition of money, understanding the significance of using money in trade
23.	Money and inflation II
	LO: The role of the banking system in money creation
25.	Unemployment
	LO: The fundamentals of the labour market
27.	Summary
	LO: Systematic review of the topics discussed

*LO learning outcomes

Course title:		Hungarian:		Bevezetés az üzleti életbe			Code:	GT_AGMNE036
		English:		Introduction to Business				
Institute:				Faculty of Economics and Business, Institute of Applied Economics Sciences				
Prerequisites:				-			Code:	
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
Full-time	x	per week	2	per week	1	E	4	English
Responsible instructor				name:		Dr. Hajnalka Madai	post	Associate Professor
Instructor				name:			post	

Course goals:

The course explores the question ‘**what is a business?**’ and investigates the business functions of **human resource management, marketing, operations management, accounting and finance**. Different internal and external elements of a business are introduced, and the context in which a business operates explained. You’ll explore the common aims and characteristics of business – investigating what makes them different. Business structures, cultures and functions are identified and the political, social, economic, and technological considerations affecting business are introduced.

Competences:

Knowledge:

- He has mastered the concepts, theories, processes and characteristics of the micro and macro levels of economics and economics, and knows the key economic facts.
- He owns the modern methods of problem recognition, formulation and solution, information gathering and processing, and knows their limitations.
- Know the planning and management rules of a business, organization, and project.
- Acquired basic (functional) practical methods and solutions in the areas relevant to the training, as well as the possibilities of using them.

Capability:

- Formulate independent new conclusions, original thoughts and ways of solving, capable of applying demanding analytical, modeling methods, developing strategies for solving complex problems, making decisions, in changing domestic environments and in organizational culture.
- Practical knowledge, after having gained experience, is able to run a medium-sized and large-scale enterprise, a complex organizational unit, is able to provide a comprehensive economic function in an enterprise organization, to plan, manage and manage complex management processes.
- Knowledge, skills and skills for continuous, lifelong development.

Attitude:

- Has a critical attitude towards the work and behavior of one's own and the subordinates, is innovative and proactive in dealing with economic problems.
- Open and inclusive to new results in economics and practice.
- It is characterized by a cultured, ethical and objective attitude towards the person and the social problems.
- It seeks to develop its knowledge and working relationships, and encourages, supports and supports its employees and subordinates.
- He is committed to his profession, knows and undertakes its core values and norms, and strives for their critical interpretation and development.
- Through his professional work he is driven by the desire for curiosity, knowledge of facts and relationships.

Autonomy and Responsibility:

- It selects and applies the relevant problem solving methods independently in areas of organizational policy, strategic and management importance, and independently carries out economic analysis, decision-making and advisory tasks.
- Establishes, organizes and manages a larger enterprise or a larger organization or organizational unit independently.
- Examine, assume and manage the responsibility that results obtained through analysis and more practical procedures depend on the method chosen.
- Your work is characterized by the consideration and consideration of economic and non-economic consequences when formulating professional issues.

Course content , topics:

Dynamic Business Environment, Global Markets, Form of Business Ownership, Management, Leadership, Employee Empowerment, Organizations, Producing World-Class Goods and Services, Human Resource Management, Customer Relationships, Effective Promotional Techniques.

Learning methods:

Within the lectures and seminars the students are involved in the processing of the individual topics. By discussing practical examples, we try to deepen our knowledge further. Possibility of consultation.

Assessment**Conditions for obtaining a signature:**

- Compulsory seminar attendance (max. 3 absences)
- Problems related to the theoretical material presented at the lecture will be solved in the exercises, so the material of the lecture must be known.
- On the basis of seminar and lecture topics and handouts student have to work out a lecture (oral presentation) in groups (3-4 students in a group) in which they prepare a case study. They also have to make a 10-20 pages essay in connection to their presentation in which the students will deepen their understanding of a particular professional issue and present it through a practical example. (50%) of the final mark.
- At the end of the semester 1 compulsory practical exam. (50%) of the final mark.
- To obtain the signature, you must reach at least 60% of the above.

How to check:

To obtain a colloquium grade (K):

During the exam period the students pass a written exam.

Evaluation:

Under 59%: (1) fail

60-69%: (2) satisfactory

70-79%: (3) medium

80-89%: (4) good

90-100%: (5) excellent

Compulsory readings:

Nickels, William G. – McHugh, James M. – McHugh, Susan M. (2008): Understanding Business. Eighth edition, McGraw-Hill/Irwin, New York, selected parts. (Available at the Social Sciences Library.)

Recommended readings:

John Sloman-Elizabeth Jones: Essential Economics for Business (2014) 4th edition, Pearson

Related articles of The Economist, BusinessWeek and the Financial Times, etc.

Syllabus

Week	Topics
1.	Introduction, rules and requirements, basics LO: checking the basics
2.	Managing within the Dynamic Business Environment LO: Getting to know different business environments.
3.	How Economics Affects Business LO: Economic basics in practice.
4.	Competing in Global Markets LO: Global perspectives
5.	Choosing a Form of Business Ownership LO: Comparison of different forms of entrepreneurship, risk, capital requirement, etc.
6.	Management, Leadership, and Employee Empowerment LO: Learn and compare different types of leadership and management. Current trends in leadership.
7.	Adapting Organizations to Today's Markets; Producing World-Class Goods and Services LO: Getting to know and comparing the production and service environment.
8.	Motivating Employees and Building Self-Managed Teams LO: Need for motivation, usage of motivational tools in practice.
9.	Human Resource Management LO: Finding and Keeping the Best Employees.
10.	Marketing: Building Customer Relationships; Developing and Pricing Products and Services LO: Pricing strategies and tactics in production and service businesses.
11.	Distributing Products Quickly and Efficiently LO: Sales tools
12.	Using Effective Promotional Techniques LO: Basics of Marketing
13.	Understanding Financial Information and Accounting LO: Getting to know the financial and accounting funds. The basics of balance sheet, income statement, accounting.
14.	Financial Management LO: Financial basics.

*LO learning outcomes

Course title:		Hungarian:		Pénzügytan		Code:	GT_AGMNE110	
		English:		Introduction to Finance				
Institute:				Faculty of Economics and Business, Department of Accounting and Finance				
Prerequisites:							Code:	
Training type		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
Full time	X	per week	2	per week	2	Practicle	4	English
Correspondence		per semester	28	per semester	28			
Responsible instructor				name:		Balázs Fazekas, PhD	post	senior lecturer
Instructor				name:			post	
Course goals:								
In Finance Students get acquainted with the basic concepts of money and the time value of money, the financial system, money and capital markets, banking system, payment methods, stock exchanges and the major securities.								
Course content , topics:								
During the course Students get acquainted with money and time value calculation, the money and capital markets, financial intermediation and the major financial intermediaries, banking system and bank services, financial system, securities and stock exchange.								
Learning methods:								
Students need to process the topics discussed on the lectures at home as well. The understanding of the topics is helped by various calculation based practical exercises. Students have access to various e-learning systems.								
Assessment								
Requirements for getting the signatures:								
Requirement for getting the signature is the regular attendance of seminars in accordance to the Statue of Teaching and Examination and the Ethical Code of UD. Based on the Statue of Teaching and Examination the number of absences cannot exceed 3 occasions, otherwise the signature is denied.								
Learning materials:								
In the e-learning course the lecturers publish the learning materials of lectures and seminars. The workload of lessons and home learning is approximately 50-50%, the materials for home learning are given in compulsory readings.								
Grading system:								
Test opportunities:								
The requirement of the course is practical course grade. Based on the Statue of Teaching and Examination Students have to write a test at the final week of the teaching session. Students can retake the exam in the first week of the examination period. The second and final retake option (which is available only if the first two tests were fails) will be given until the 3rd week of the examination period and the practical grades will be registered in the Neptun system.								
Topics and structure of tests:								
Exams cover all the topics of the semester. Tests are electronic written tests via the official e-learning site of UD. Tests include theory and practical questions in 50-50% ratio. The questions are connected to the topics of lectures and seminars and to the compulsory readings.								
Evaluation of tests:								

Grade is given based on the score of the test. (Theory and practical parts have 50-50% in evaluation, but there is no minimum requirement for the theory or the practical part alone, the final score is the average of the theory and practical parts.) Based on test score the grades are the following:

under 60%:	1, fail
60-69%:	2, pass
70-79%:	3, satisfactory
80-89%:	4, good
90-100%:	5, excellent

Teachers and Students must follow the guidelines in every situation the UD's Statue of Teaching and Examination and its Ethical Code.

Compulsory readings:

Topics of the lectures and seminars.

Becsky-Nagy, P. – Fazekas, B. (2018): Exercises and Case Studies from Corporate Finance I – Time value of money and the basics of the valuation of securities. University of Debrecen, Debrecen

Becsky-Nagy, P. – Fazekas, B. (2018): Exercises and Case Studies from Corporate Finance II – Investment decisions. University of Debrecen, Debrecen

Fazekas, B. (2021): Fundamentals and Case Studies of Financial Markets I. University of Debrecen. Debrecen

Fazekas, B. (2021): Fundamentals and Case Studies of Financial Markets II. Debreceni Egyetem. Debrecen

Recommended readings:

Berk, J., DeMarzo, P., and Harford, J. (2023): Fundamentals of Corporate Finance, 6th edition, Pearson

Titman, S., Keown, A. J., Martin, J. D.(2024): Financial Management: Principles and Applications, 14th edition. Pearson

Mishkin, F. S. (2021): Economics of Money, Banking, and Financial Markets, The, 13th edition, Pearson

Syllabus

Week	Topics
1.	Syllabus. Money: functions and evolution. Modern money, inflation, exchange rates. I. LO: The Students understand the economic relevance of money and its role in the economy.
2.	Syllabus. Money: functions and evolution. Modern money, inflation, exchange rates. II. LO: The Students understand the economic relevance of money and its role in the economy.
3.	Principles of time value of money and future value LO: The Students understand the basic principles of time value.
4.	Present value and interest rates LO: Students understand basic time value calculations.
5.	Annuities LO: Students can value cash flow streams.
6.	Financial markets, financial intermediaries LO: The Students understand the logic of financial markets and financial intermediation.
7.	Banking and monetary policy I. LO: The Students understand the basics of monetary policy and banking system.
8.	Banking and monetary policy II. LO: The Students understand the basics of banking services.
9.	Basics of securities LO: The Students understand the logic of securities markets. The Students are familiar with the major securities.
10.	Bonds. LO: Students understand bond markets.
11.	Shares

	LO: Students understand stock markets.
12.	Financial intermediaries LO: Students are familiar with financial intermediaries
13.	Stock Exchanges I. LO: Students understand the basics of trading with securities on open markets.
14.	Summary

*LO learning outcomes

Course title:	Hungarian:		Üzleti kommunikáció		Code:	GT_AGMNE044		
	English:		Business Communication					
Institute:			Faculty of Economics and Business, Institute Management and Organization Sciences					
Prerequisites:			-			Code:		
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	1	per week	1	P	3	English
Responsible instructor				name:	Dr. JUHÁSZ, Csilla	post	associate professor	
Instructor				name:	Dr. FARKAS, János	post	lecturer	
Course goals:								
To study basic communication skills. Understand the process of communication. Begin practicing listening skills. Understand the importance of nonverbal communication and of improving their nonverbal communication skills. Recognize importance of intercultural diversity of communication.								
Competences:								
Knowledge:								
Graduated student should know, analyze, plan, manage the communication of organizations, and be able to recognize, analyze and solve communicational problems..								
Graduated student should know and apply communicational forms, know barriers and rules.								
Graduated student know and apply professional written and oral communication in life.								
Capabilities:								
Graduated students can analyse, plan, organise and manage the process of communication, and can solve problems.								
They are able to choose between the most efficient processes and methods for problem solving. They are able to use consciously and plan in high standard.								
They are able to use references effectively and independently.								
They are able to write reports, analyses.								
Attitudes:								
Graduated students are able to effectively use managerial methods, forms, communicational processes								
Autonomy, responsibility:								
They will be able to control processes, can manage, organise, and communicate								
Course content , topics:								
Basic communication skills. Process of communication. Active listening skills. Nonverbal communication, verbal communication skills. Communication barriers. Intercultural communication								
Learning methods:								
Lectures and trainings with practices. Essay writing								
Assessment								
Students final grade is added from their activity of middle term work.								
The calculation is the following: <60% – 1; 61% – 2; 71% – 3; 81% – 4; 91%– 5. There are two chances to retake the end-term exam.								
Compulsory readings:								
Guffey, Mary Ellen – Loewy, Dana (2018): Essential of Business Communication.								
ISBN13 (EAN): 9781337386494 South Western, 2018								
Recommended readings:								
McLean, S. (2005). The basics of interpersonal communication. Boston, MA: Allyn & Bacon								

Pearson, J., & Nelson, P. (2000). An introduction to human communication: Understanding and sharing. Boston, MA: McGraw-Hill

Remillard Vincent (2016): Human communication Across Cultures. Equinox Publishing ISBN13 (EAN): 9781781793558

Syllabus

Week	Topics
1. lecture	Basic knowledge of Communication LO: The student understands the differences between communication process
2. seminar	Requirements of essay LO: They will be able to write an essay, and understand the requirements
3. lecture	Nonverbal communication I LO: The students understands nonverbal signs
4. seminar	Students reports about nonverbal communications LO: They will be able to keep an presentation for nonverbal communication
5. lecture	Nonverbal communication II LO: They understand differences between emotions
6. seminar	Practise of nonverbal communication LO: Using nonverbal signs They recognise differences between emotions
7. lecture	Writing Communication LO: Understanding effective writing techniques
8. seminar	Practise of verbal communication LO: Using effective writing techniques
9. lecture	Oral Communication LO: Understand the roles of effective oral communication
10. seminar	Practices of Oral communication LO: Recognising of rules of effective oral communication. Developing of communication skills
11. lecture	Barriers of communication LO: Understanding the rules of communicational barriers
12. seminar	Practise of barriers of communication, distortion of information LO: Practise of avoiding of communicational distorsion.
13. lecture	Intercultural and International Business Communication LO: Understand the differences intercultural business communication
14. seminar	Practise intercultural communication LO: Developing intercultural communication skills

*LO learning outcomes

Name of the subject:		in Hungarian:		Proszeminárium		Code :	GT_AGMNE041	
		in English:		Proseminar				
Responsible educational unit:				Institute of Economics				
Name of compulsory prerequisite course:				--			Code:	
Type		Number of lectures				Requirement	Credit	Language of education
		Lecture		Seminar				
Full time	X	Weekly	0	Weekly	2	P	3	English
Correspondent		Half year		Half year				
Instructor in charge of subject			name:		Dr. Piroska Harazin		position :	assistant professor
Instructor involved in the teaching of the subject			name:				assignment	
The aim of the course is to to introduce students to advanced research methods and academic writing skills. It provides a foundational understanding of critical thinking, analysis, and synthesis of information. The course aims to prepare students for more in-depth academic research and presentations.								
The list of prescribed professional competences and competence elements to the development of which the subject typically and substantially contributes <i>Knowledge:</i> - Understanding of research methodologies. - Familiarity with academic writing standards and citation styles - And other useful methods. <i>Ability:</i> - Ability to conduct a literature review. - Proficiency in presenting research findings both in written and oral formats.. <i>Attitude:</i> - Development of critical thinking and analytical skills. - Encouragement of a professional and ethical approach to academic research. <i>Autonomy and responsibility:</i> Takes responsibility for the analyses, conclusions and decisions.								
Brief content and topics of the course The course begins with an introduction to research methods and methodologies. Students will learn about academic writing and citation standards. The course covers conducting a literature review, followed by data collection and analysis techniques. Finally, students will present their research findings.								
Planned learning activities, teaching methods The course includes lectures and interactive discussions to engage students. Group work and peer reviews foster collaborative learning. Practical assignments and exercises are designed to apply theoretical knowledge. Individual or group research projects allow for in-depth exploration of topics. Presentations and feedback sessions help improve communication skills.								
Evaluation Signature: Students are required to attend the seminars, which means they are allowed to miss three seminars at most during the semester for whatever reason. Missing four or more seminars implies a rejection of the signature. Grade: Presentation will give the final grade of the course. The results are evaluated in accordance with the following grading schedule: 0 - 50% – fail (1) 50.01% - 64 % – pass (2)								

64.01% - 76% – satisfactory (3)
76.01% - 87% – good (4)
87.01% - 100% – excellent (5)
Mandatory literature: <ul style="list-style-type: none"> John W. Creswell - Research Design: Qualitative, Quantitative, and Mixed Methods Approaches" Gerald Graff and Cathy Birkenstein-They Say / I Say: The Moves That Matter in Academic Writing Recommended literature: <ul style="list-style-type: none"> Scientific articles distributed on the seminars

Weekly topic	
1	Introduction to the Course LO: Understand the course structure and objectives.
2	Overview of Research Methods LO: Differentiate between various research methodologies.
3	Academic Writing Standards LO: Identify key elements of academic writing and citation styles.
4	A guide to start a research I. Research Question Formulation LO: Understanding steps of research, Formulate clear and concise research questions
5	A guide to start a research II. Analyzing Data LO: Understanding steps of research, Analyze data using appropriate methods
6	Conducting Literature Reviews LO: Conduct a basic literature review on a given topic.
7	Data Collection Techniques LO: Understand different data collection methods and their applications.
8	Writing Research Proposals (rules based on Thesis Work requirements) LO: Draft a comprehensive research proposal.
9	Structuring Academic Papers - How to read (and perhaps write) an economics paper LO: Structure an academic paper effectively.
10	Citation and Referencing LO: Apply proper citation and referencing techniques.
11	Presenting Research Findings TE: Develop skills to present research findings effectively.
12	Presentations LO: Synthesizing the seminar materials.
13	Presentations LO: Synthesizing the seminar materials.
14	Presentations; Summary LO: Synthesizing the seminar materials.

* LO learning outcomes

Course title:		Hungarian:		Matematika kritériumtárgy		Code:	GT_AMATKRNE-17		
		English:		Mathematics Criterion course					
Institute:				Institute of Methodology and Business Digitalization					
Prerequisites:				-			Code:	-	
Division		Classes per week				Requirement	Credit	Language of instruction:	
		Lecture(s)		Seminar(s)					
Daytime	x	per week	0	per week	2	Practical grade	1	English	
Correspondent		Semiannually		Semiannually					
Responsible instructor				Name:		Dr. Sándor Kovács		post	associate professor
Instructor				Name:		Dr. Csaba Gábor Kézi		post	associate professor
Course goals:									
<p>This subject attempts to revise the major topics learned in high-school and introduce students to the generic terminology and concepts that will be used in their further studies. The main objective is to motivate students using their knowledge in their every day life. Problem solving approach is stressed throughout the whole course. In order to reach that goal every new concept and definition will be illustrated by numerous real-life examples and concrete appropriate applications. Special emphasis is placed on helping students to solve and interpret their own problems. During the course of practical lessons students should gain experience in problem solving from the various topics of the subject.</p>									
Competences:									
<p><i>Knowledge:</i></p> <p>Students should get acquire the mathematical, statistical methods which are needed to analyse and cope with problems in economics.</p> <p><i>Skills:</i></p> <p>Student will be qualified for plannig and oragnizing programmes and for allocating resources, making professional proposals, drawing conclusions utilizing developed mathematics.</p> <p><i>Attitude:</i></p> <p>Student should be more cooperative in solving problems from every field of economics. Students become opened to the innovative and scientific approaches and sensitive to the new features.</p> <p><i>Autonomy and responsibility:</i></p> <p>Students will be able to plan economic processes and to control purchasing and marketing processes. Students will be able to take responsibility for their decision.</p>									
Course content , topics:									
<p>The semester starts with the theory of sets and algebraic preliminaries like rules of fractions, exponents, Cartesian coordinate system, straight lines. Next we discuss classifications and characteristics of one-variable functions regarding plotting and basic function types including exponential and logarithm functions and algebra of functions. We deal also with some financial mathematics like amount of investment, rate of interest, present value, compound interest and geometric and arithmetic series. A special emphasis will also be placed on solving practical problems using multiple equations and inequalities. Trigonometrics and the fundaments of statistics will also be discussed and covered.</p>									
Learning methods:									
<p>Seminars were made by solving problems and further explanations will be made on the whiteboard. During the seminars the mathematical softwares will be used: Winplot for representing functions in 2D,3D and for nonlinear and polynomial fit. Microsoft excel will be used for other operations and solving multiple linear equation systems. Regarding calculus and analysis Wolfram Alpha will be presented. Online multiple choice questions are available through the elearning system which could help practicing for the exams.</p>									
Assessment									
<p>The attendace on every lecture and practice is compulsory for the students as the different topics are built upon one another. A catalogue is being made during the lectures and seminars. Each student MUST SIGN the form and should</p>									

not miss more than 3 occasions. Each student should get a practical grade which will be based on the midterm and endterm tests (work problems and multiple choice questions). The practical grade will be written in the Neptun System till the end of the learning period. In order to fulfil the subject every student should receive a signature which has two conditions. There should not be more than 3 uncertified absence from the courses and 20 percent should be obtained from the total score of the two tests. Evaluation in the learning period will be made mainly according to the results of the midterm (in the 5th week) and endterm (in the 10th week) tests written on the seminars. In case the final score from both tests reaches at least the half of the obtainable total the student gets a passing practical grade between 2 and 5. In case the final score from both tests is between 20 and 50% of the obtainable total the student gets a fail grade. Those students who were not able to obtain a passing grade during the learning period or would like to improve the result, will be given 2 extra chances during the examining period. In case the student has already obtained a grade but would like to better the results, the better result will be valid. This means that there is no place for spoiling the accomplished result even if the second grade is worse than that. In case a student should take an exam, the evaluation will be based ONLY on the performance on the exams.

Compulsory readings:

E. Haeussler – R. Paul – P. Wood (2014): Introductory Mathematical Analysis for Business, Economics, and the Life and Social Sciences, 13th edition, Pearson, UK, ISBN: 978-1-29202-114-0

Recommended readings:

R.J. Harschbarger – J.J. Reynolds (2015): Mathematical application for Management, Life and Social Sciences, Brooks/Cole, USA, Belmont, CA, ISBN: 978-1305108042

S.T. Tan (2016): Applied Mathematics for Managerial, Life and Social Sciences, Cengage Learning, USA, Stamford, ISBN: 978-1-285-46464-0

K. Sydaster – P. Hammond (2016): Essential Mathematics for Economics Analysis, Pearson Education, UK, ISBN: 978-1-292-07465-8

M. Spiegel – J. Schiller – A. Srinivasan (2001): Probability and Statistics, McGraw Hill, USA, ISBN: 0-07-139838-4 159 pages

S. Warner – S. R. Costenoble (2007): Finite Mathematics and applied calculus, Thomson Higher Education, USA, Belmont, CA, ISBN: 0-495-01631-4 1252 pages

Syllabus

Week	Topics
1.	Set theory, algebraic preliminaries: fractions, radicals, rational, quadratic, exponential, logarithm expressions, factor polynomials, sequences
2.	Functions and graphing: major function types and plotting
3.	Trigonometric functions, trigonometry, radians and degrees, positive and negative angles, converting degrees to angle, determining angle
4.	Linear equations, lines and practical problems, quadratic equations and problems
5.	Linear inequalities and graphing
6.	System of linear equation and practical problems
7.	Exponential and logarithm functions
8.	Financial Mathematics (percentages, ordinary annuities, compounding interest)
9.	Basic statistics: mean, median, mode, variance, relative frequency histogram
10.	Basic combinatorics and probabilities.

Course title:		Hungarian:				Code:	GT_AGMNE016	
		English:		International Financial Accounting I.				
Institute: Accounting and Finance				Faculty of Economics and Business				
Prerequisites: -				-		Code:		
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week		per week		5	English	
x		2		2				
Responsible instructor				name:	Ildikó Orbán		post	associate professor
Instructor				name:	Mirjam Hamad, Alexandra Szekeres , Bence Bács		post	assistant professor
Course goals:								
The main purpose of this subject is to provide insights into the impact of financial accounting in an international environment.								
Competences:								
Knowledge:								
The subject will provide students with an international perspective on financial accounting including theory, practice, and its applications under International Financial Reporting Standards (IFRS).								
Capabilities:								
Students will be able to understand the information presented in financial statements prepared under International Financial Reporting Standards (IFRS). Nevertheless, students will become capable of accounting for several business transactions and preparing different financial statements or extracts.								
Attitudes:								
Students will accept the importance and necessity of financial reporting and accounting under IFRS.								
Autonomy, responsibility:								
Students will become responsible for improving their knowledge in financial and corporate reporting.								
Course content , topics:								
The course will provide students with an international perspective on financial accounting including theory, practice, and its applications under International Financial Reporting Standards (IFRS) . Primary areas of study include definition and principles of accounting and double entry bookkeeping, recognition and measurement of assets, liabilities, and equity, the impact of economic transactions on different financial statements, the definition and recognition of revenue and income, accounting policies, general and special journals, the accounting cycle, and the process of preparation of different financial statements. Nevertheless, students will be introduced into several financial reporting issues under IFRS.								
Learning methods:								
Explaining the provisions of International Financial Reporting Standards (IFRS) through illustrative examples.								
Assessment								
1. Signature:								
The lecture is not compulsory.								
More than 3 missed seminars are not allowed.								
2. Grade: Exams with theoretical and practical examples with tests, essays, excel are going to be on the e-learning system and/or written on paper (60% - 2, 70% - 3, 80% - 4, 90%- 5) based on the Neptun-registration to the exam. The exam will take place at the university's computer room.								
Compulsory readings:								
David Alexander and Christopher Nobes: Financial Accounting: An International Introduction (selected, appointed								

chapters)

Suwardy, Suwardy, Harrison, Tietz, Horngren & Thomas: Financial Accounting, Global Edition, 11th Edition, 2019
(selected, appointed chapters)

Elliott & Elliott Financial Accounting and Reporting, 19th Edition, 2019 (selected, appointed chapters)

Cotter Advanced Financial Reporting: A Complete Guide to IFRS, 2019 (selected, appointed chapters)

Conceptual Framework for Financial Reporting 2010 (the IFRS Framework) approved by the IASB,
the Framework is available at <http://www.ifrs.org/News/Press-Releases/Documents/ConceptualFW2010vb.pdf>

Related International Accounting Standards/International Financial Reporting Standards: IAS 1, IAS 7, IAS 8, IAS 10, IAS 16, IAS 33, IAS 38, IAS 40, IFRS 5, IFRS 8

the standards are available at <http://www.ifrs.org/IFRSs/Pages/IFRS.aspx> (free registration required)

Study materials, illustrative examples, solutions provided by the instructor in the classes (They will be uploaded to the Moodle system)

Recommended readings:

Clyde P. Stickney, Roman L. Weil, Katherine Schipper, and Jennifer Francis: Financial Accounting: An Introduction to Concepts, Methods and Uses, South-Western Cengage Learning, 2010

Barry J. Epstein and Eva K. Jermakowicz: Wiley IFRS: Interpretation and Application of International Accounting and Financial Reporting Standards 2010, Wiley, 2010

Thomas R. Ittelson: Financial Statements: A Step-by-Step Guide to Understanding and Creating Financial Reports, Career Press, 2010

Syllabus

Week	Topics
1.	Introduction. The context of accounting, basic requirements. The purposes and users of accounting. Fundamentals of financial accounting LO: Students will be able to understand the fundamentals of financial accounting
2.	Basic financial statements, statement of financial position, statement of profit or loss, statement of cash flows LO: Students will be able to understand the basic financial statements
3.	Introduction to International Accounting Standards/International Financial Reporting Standard LO: Students will be able to understand the structure and governance of the IFRS Foundation
4.	The contents of financial statements, statement of financial position, comprehensive income (CI) other comprehensive income (OCI). LO: Students will be able to understand the the contents of financial statements under IFRS
5.	The contents of financial statements, statement of changes in equity, statements of cash-flows, Notes LO: Students will be able to understand the the contents of financial statements under IFRS
6.	Spring holiday
7.	Non-current Assets Held for Sale and Discontinued Operations (IFRS 5), Operating segments (IFRS 8), LO: Students will be able to understand the accounting treatment of Non-current Assets Held for Sale and Discontinued Operations, and the operating segments under IFRS
8.	Earnings per Share (EPS) LO: Students will be able to understand how Earnings per Share is calculated under IFRS
9.	The double-entry bookkeeping system. Journals, journalizing and posting transactions, adjusting and closing procedures, composition of financial statements I. LO: Students will be able to understand the the double-entry bookkeeping system
10.	The double-entry bookkeeping system. Journals, journalizing and posting transactions, adjusting and closing procedures, composition of financial statements II.

	LO: Students will be able to understand the the double-entry bookkeeping system
11.	Financial reporting issues, recognition of assets and liabilities, revenues/expenses I. LO: Students will be able to understand the recognition of assets, liabilities and revenues/expenses under IFRS
12.	Financial reporting issues, recognition of assets and liabilities, revenues/expenses II. LO: Students will be able to understand the recognition of assets, liabilities and revenues/expenses under IFRS
13.	Measurement of the elements of financial statements. LO: Students will be able to understand the measurement of the elements of financial statements under IFRS
14.	Depreciation of cost of assets. Measurement subsequent to initial recognition under IFRS LO: Students will be able to understand the depreciation of cost of assets

*LO learning outcomes

Course title:	Hungarian:		Szervezeti magatartás I.				Code:	GT_AGMNE039
	English:		Organizational Behavior I.					
Institute:			Faculty of Economics and Business, Institute of Management and Organizational Sciences, Department of Management Sciences					
Prerequisites:			-				Code:	-
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	2	per week	1	exam	4	English
Responsible instructor			name:		Dr. Edit Barizsné Hadházi		post	associate professor
Instructor			name:				post	
Course goals:								
Organizational Behaviour (often abbreviated as OB) studies individual behaviour in organizational settings. The goal of OB is to teach students to apply that knowledge toward improving an organization’s effectiveness. And because OB is concerned specifically with employment-related situations, it emphasizes behaviour related to jobs, work, absenteeism, employment turnover, productivity, human performance and management. OB focuses on individuals, groups and structure.								
Competences:								
Knowledge:								
Students will gain a basic understanding of the latest research findings in organizational behavior science, understand the benefits and challenges of people diversity, and how different individual characteristics and group dynamics affect organizational performance. The lectures of the course focus around three main subject areas: 1. Determinants of individual behavior. 2. The impact of groups on the behavior of individuals and the performance of the organization. 3. The impact of organizational level variables (structure and culture) on the performance of organizations.								
Capabilities:								
Students are aware of the potential effects of individual group and organizational level variables on organizational performance.								
They can place the theories they learnt within the field of science.								
Understand the limitations and possibilities of applying theories and models, their advantages and disadvantages.								
Able to analyze situations within the organization, to recognize the different forms of individual and group behavior, to acquire self-knowledge, to develop skills.								
They are able to apply the acquired knowledge in practice, in organizational situations, they are able to interpret, explain and possibly predict the future behavior of their employees.								
Using the learned theories and methods, they reveal, systematize and analyze facts and basic connections, formulate independent conclusions, critical remarks, make decision-making proposals, make decisions.								
Attitudes:								
The course helps students to develop an appropriate attitude towards the informal subsystem of organizations. They become open to self-knowledge, skill development, and conscious understanding of human behavior. As a result, the students have a foundation in economic psychology that helps them to effectively manage their interpersonal relationships in the workplace.								
Autonomy, responsibility:								
The course helps students to be innovative, inclusive, efficient and effective in their work, to form an opinion about human relationships responsibly. To be able to make decisions on their own to develop their own knowledge and competencies.								
Course content , topics:								
Within this course the following topics will be covered:								
Foundations of individual behaviour: ability, personality, values, attitudes, job satisfaction, learning, perception, decision making, motivation, emotions and moods;								
Foundations of group behaviour: roles, norms, status, size, cohesiveness, group decision making, teams, communication, leadership, power and politics, conflict and negotiation;								
Foundations of organization structures: common organization design, new structural options, organizational culture.								

organizational change and development.
Learning methods: Lectures, discussions, group assignments, role plays, paper and pencil test to evaluate students' characteristics and behavior
Assessment Short tests, written exam, and active class participation is evaluated.
Compulsory readings: Robbins, Stephen P. – Judge, Timothy A. (2018): Essentials of Organizational Behavior, Fourteenth edition. Pearson Education Limited, Harlow, England.
Recommended readings: Janasz, Susanne C. – Down, Karen O. – Schneider, Beth Z. (2002): Interpersonal Skills in Organizations McGraw Hill New York Charles C. Manz – Christopher P. Neck (2004) Masterint Self-Leadership. Empowering Yourself for Personal Excellence. Third Edition, Pearson Prentice Hall, Upper Saddle River, NJ.

Syllabus

Wee k	Topics
1.	Introduction to Organizational Behaviour, Discussion of course content LO: Understand Organizational Behaviour (OB). Able to show the value to OB of systematic study. Identify the challenges and opportunities managers have in applying OB concept.
2.	Job Attitudes LO: Contrast the three component of an attitude. Summarize the relationship between attitudes and behaviour. Compare and contrast the major job attitudes. Able to define job satisfaction and show how we can measure it.
3.	Personality Factors LO: Understand personality, the way it is measured, and the factors that shape it. Describe the MBTI and the Big Five model, and describe their strength and weaknesses. Identify the three traits of the Dark Triad. Contrast terminal and instrumental values. Identify Hofstede's five value dimensions of national culture
4.	Perceptual Processes LO: Know what perception is and able to explain the factors that influence it. Understand attribution theory, and able the describe the common shortcuts in judging others. Understand the link between perception and decision making. Able to contrast the rational model of decision making with bounded rationality and intuition.
5.	Motivation I. Basic Concepts. LO: Understand the term and the three key elements of motivation. Evaluate the applicability of early theories of motivation.
6.	Motivation II. Applied Concepts LO: Know the job characteristics model and the way it motivates by changing the work environment. Able to compare the main ways jobs can be redesign.
7.	Groups LO: Know what groups are and able to identify the five stages of group development. Understand the meaning and importance of group properties
8.	Teams LO: Understand the growing popularity of teams in organizations. Able to contrast groups and teams. Know the characteristics of effective teams
9.	Leadership LO: Understand the differences between leadership and management. Know trait, behavior and contingency theories of leadership. Able to explain and contrast charismatic and transformational leadership.

10.	<p>Power and Politics</p> <p>LO: Can contrast leadership and power. Know the five bases of power. Understand the differences among power tactics. Understand organizational politics and able to describe why it exist in organizations</p>
11.	<p>Conflict and Negotiations</p> <p>LO: Know the three types of conflict. Understand and able to analyze the conflict process. Understand the differences between distributive and integrative bargaining. Able to apply the five steps of the negotiation process.</p>
12.	<p>Structure and Organizational Behaviour</p> <p>LO: Know and understand the six elements of an organization's structure. Able to describe the characteristics of the three most common organizational design and also the new design options. Able to compare mechanistic and organic structural models.</p>
13.	<p>Organizational Culture</p> <p>LO: Able to describe the common characteristics of organizational culture. Know the factors that create and sustain an organization's culture and understand how culture is transmitted to employees.</p>
14.	<p>Organizational Change</p> <p>LO: Understand the forces that act as stimulants to change. Know the sources of resistance. Understand the main approaches to managing organizational changes.</p>

*LO learning outcomes

Course title:		Hungarian:		Matematika II.		Code:	GT_AGMNE013	
		English:		Mathematics II.				
Institute:				University of Debrecen Faculty of Business Economics, Institute of Methodology and Business Digitalization				
Prerequisites:				Mathematics I.		Code:	GT_AGMNE010	
Division		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
Daytime	x	per week	2	per week	2	Exam	5	English
Correspondent		Semiannually	28	Semiannually	28			
Responsible instructor				Name:		Dr. Sándor Kovács	post	associate professor
Instructor				Name:		-	post	-
Course goals:								
Math is an integral part of our daily life and has a great practical value. This subject attempts to illustrate this viewpoint with an applied approach. My objective is to motivate students using their knowledge in their every day life. Problem solving approach is stressed throughout the whole course. In order to reach that goal every new concept and definition will be illustrated by numerous real-life examples and concrete appropriate applications. Special emphasis is placed on helping students to solve and interpret their own problems. Mathematical concepts covered by our course are well connected with each other. One of the major issues of mathematics is the modelling approach. I must strive to develop skills to translate and convert real-life problems into mathematical models. Main topics: functions of several variables, matrix algebra, definite integration, probability counting, Markovian chains.								
Competences:								
Knowledge:								
Students should get acquire the mathematical, statistical methods which are needed to analyse and cope with problems in Rural Development and Agriculture.								
Skills:								
Student will be qualified for planning and organizing Rural Development programmes and for allocating resources, making professional proposals, drawing conclusions.								
Attitude:								
Student should be more cooperative in solving problems from the field of Rural Development and Quality Assurance. Students become opened to the innovative and scientific approaches and sensitive to the new features.								
Autonomy and responsibility:								
Students will be able to plan economic processes and to control purchasing and marketing processes								
Course content , topics:								
Definite integrals								
Matrix Algebra								
Functions of Several variables								
Combinatorics								
Probability counting								
Markov Chains.								
Learning methods:								
The theoretical background should be taught on the lectures, the translation of theory into practice happens on the seminars. Each and every topic involves special work problems and the tests include only these work problems and not the definitions and theorems of the lectures. Students should write two test from the work problems that were solved during the seminars. For fitting functions to the Data PAST software is used. Problem solving on the seminars requires individual work from the students and the use of calculator.								
Assessment								
The attendance on every lecture and practice is compulsory for the students as the different topics are built upon one another. A catalogue is being made during the lectures and seminars. Each student MUST SIGN the form and should								

not miss more than 4 occasions. Each student could get a recommended grade which will be based on the midterm and endterm tests (work problems and multiple choice questions). In order to fulfill the subject every student should receive a signature which has two conditions. There should not be more than 4 uncertified absence from the courses and from the lectures and 20 percent should be obtained from the total score of the two tests. Evaluation in the learning period will be made mainly according to the results of the midterm (in the 8th week) and endterm (in the last week) tests written on the seminars but the students could gather extra points by solving tests for plus points. The lecturer will provide at least 10 tests for plus points and if a student solves them 100% correctly or only one question per test was wrong, he/she will obtain one point after the tests. This means that if a student solves all 10 tests 100% correctly (or made only 1 mistake per test), he/she will obtain 10 plus points. In case the final score from both tests reaches at least the half of the obtainable total the student gets a passing recommended grade between 2 and 5. In case the final score from both tests is between 20 and 50% of the obtainable total the student has to take an exam. Those students who were not able to obtain a passing recommended grade during the learning period or would like to improve the result, will be given 3 chances during the examining period. In case the student has already obtained a grade but would like to better the results, the better result will be valid. This means that there is no place for spoiling the accomplished result even if the second grade is worse than previous one. In case a student should take an exam, the evaluation will be based ONLY on the performance on the exams.

Compulsory readings:

E. Haeussler – R. Paul – P. Wood (2014): Introductory Mathematical Analysis for Business, Economics, and the Life and Social Sciences, 13th edition, Pearson, UK, ISBN: 978-1-29202-114-0

Recommended readings:

R.J. Harschbarger – J.J. Reynolds (2015): Mathematical application for Management, Life and Social Sciences, Brooks/Cole, USA, Belmont, CA, ISBN: 978-1305108042

M. Spiegel – J. Schiller – A. Srinivasan (2001): Probability and Statistics, McGraw Hill, USA, ISBN: 0-07-139838-4

S. Warner – S.R. Costenoble (2007): Finite Mathematics and applied calculus. Thomson Higher Education, USA, Belmont, CA, ISBN: 0-495-01631-4

Syllabus

Week	Topics
1.	LO: Definite Integrals I: Rules of Integral calculus, Fundamental theorem of calculus, Area Under Curve
2.	LO: Definite Integrals II: Applications in business economics: continuous income streams, consumers' surplus
3.	LO: Matrix Algebra: Matrix operations and its practical applications
4.	LO: Matrix Algebra II: Gauss-Jordan elimination for solving systems of linear equations
5.	LO: Matrix Algebra III: Solving Leontief I/O models, Game theory problems
6.	LO: Functions of several variables I: 3 dim spaces and graphing, determination of the domain of a function with several variables
7.	LO: Function of several variables II: Partial derivatives, maximum and minimum of multivariable functions
8.	Mid-term exam week
9.	LO: Function of several variables III: Cobb-douglas function, Supplementary commodities, finding the maxima and minima of multivariable functions, Lagrange multiplier
10.	

	LO: Combinatorics: Permutation and combinations, Poker hands and other problems
11.	LO: Introduction to probability counting: Probability, estimated probability, odds, odds ratio
12.	LO: Classic and geometric probability: application of the classic and geometric definition to real-life problems
13.	LO: Conditional probability and probability of multiple independent events: Application of conditional probability to real-life problems
14.	LO: Probability trees and Bayes rule: application of Bayes's theorem in marketing, trading, economics

*LO learning outcomes

Course title:	Hungarian:		Mikroökonómia				Code:	GT_AGMNE033
	English:		Microeconomics					
Institute:			University of Debrecen, Faculty of Economics and Business, Institute of Economics					
Prerequisites:			Introduction to economics Mathematics I.				Code:	GT_AGMNE032 GT_AGMNE010
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	2	per week	2	exam	5	English
Responsible instructor			name:		Levente Nádas		academic position	assistant professor
Course goals:								
The course is aimed at making students familiar with the basic concepts of microeconomic analysis. Particularly, the course will be focused on the analysis of how economic actors, consumers and firms, choose between different alternatives. By the end of the course, student should be able to use the basic tools and models of microeconomics, and apply them in solving problems.								
Competences:								
Knowledge: Possesses knowledge of the basic, broad concepts, theories, facts, national economic and international contexts of economics, relevant economic actors, functions and processes.								
Ability to: Using the theories and methods learnt, identify facts and basic relationships, organise and analyse, draw independent conclusions, make critical observations, prepare proposals for decisions, make decisions in routine and partly unfamiliar contexts, both domestic and international.								
Attitude: Receptive to new information, new professional knowledge and methodologies.								
Autonomy and responsibility: Takes responsibility for his/her analyses, conclusions and decisions.								
Course content , topics:								
Principles of microeconomics, Demand-Supply and equilibrium, Price elasticity, Consumer preferences, budget constraint and consumer choice, individual demand, Consumer surplus, Production theory, Cost functions, Perfect competition, Monopoly								
Learning methods:								
Lectures, seminars, calculations, graphical illustrations								
Assessment								
The exam is a written test which will be evaluated according to the following grading schedule: 0 - 50% – fail (1) 51% - 63% – pass (2) 64% - 75% – satisfactory (3) 76% - 86% – good (4) 87% - 100% – excellent (5)								

Compulsory readings:

Perloff, Jeffrey M. (2015): Microeconomics. Seventh Edition, Pearson Education Limited
ISBN: 9781292215624

Recommended readings:

Besanko, David – Breautigam, Ronald R.: Microeconomics. Third Edition (International Student version). John Wiley and Sons, Inc., New York, 2014. ISBN: 1119666139
Besanko, David – Breautigam, Ronald R.: Microeconomics. Study Guide. Third Edition. John Wiley and Sons, Inc., New York, 2014. ISBN-10 : 1118854993

Syllabus

Week	Topics
1.	Principles of microeconomics, equilibrium analysis LO: Opportunity cost, optimisation, models
2.	Demand, supply, and equilibrium, Price elasticity and other elasticities LO: Demand, Supply, Price elasticity
3.	The budget constraint LO: Income, marginal rate of transformation, opportunity set
4.	Consumer preferences and utility LO: Indifference curves, marginal rate of substitution, marginal utility
5.	Consumer choice LO: constrained optimisation, interior solution, corner solution
6.	Individual demand curve and Engel curve LO: price-consumption curve, individual demand, income-consumption curve, Engel curve
7.	Management and owner of firms, Economic cost, Production LO: profit maximisation, explicit and implicit costs, production function, short-run, long-run
8.	Short-run production, Returns to scale LO: average product of labour, marginal product of labour
9.	Cost functions LO: marginal cost, long-run cost, economies of scale
10.	Perfect competition I. LO: Criteria of the model, price-takers, break-even point, shut-down decision
11.	Perfect competition II. LO: supply curve, industry in the long run
12.	Consumer and producer welfare LO: consumer surplus, producer surplus
13.	Monopoly LO: marginal revenue, market power, entry barriers, natural monopoly, deadweight loss
14.	Summary LO: synthesis

*LO learning outcomes

Course title:		Hungarian:		Gazdasági magánjog		Code:	GT_AGMNE030	
		English:		Business Civil Law				
Institute:				Faculty of Economics and Business, Institute of World Economy and International Relations				
Prerequisites:				-			Code:	-
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
Full time	X	per week	2	per week	0	collocvium	3	English
Part time								
Responsible instructor				name:	András Helmeczi, PhD		post	senior lecturer
Instructor				name:			post	
Course goals:								
The course is designed to introduce students to the particularities of legal aspects of economy, both theoretically and in practice. A broad overview over the most relevant topics in the area of legal life in economy is given.								
Competences:								
Knowledge:								
- Knows the structure and functioning of economic organisations.								
- Familiar with the tasks related to commercial activities and the basic legal regulations applicable to commercial activities.								
Capabilities:								
- Using his/her theoretical, conceptual and methodological knowledge, he/she collects and organises the facts and data needed to perform his/her tasks; he/she identifies simple causal relationships and draws conclusions and recommendations in the routine processes of the organisation.								
- Able to plan and run an individual or small business independently.								
- Collaborates effectively with colleagues and managers on project tasks and work assignments.								
Attitudes:								
- Committed to quality work, complying with relevant professional, legal and ethical rules and standards.								
- Intended to develop and adapt its commercial and marketing activities to the changing economic and legal environment.								
Autonomy, responsibility:								
- Takes responsibility for the own work and decisions.								
- Carries out the duties independently, prepares professional reports, reports and small presentations independently. Where necessary, and seeks assistance from colleagues and managers.								
- Under general professional supervision, direction and control, consciously plans, organises and regularly supervises the tasks in the job description.								
Course content , topics:								
Basic legal terms, personal law, rights in rem, contractual law, company law.								
Learning methods:								
In the lessons the students get detailed explanations with life-like examples to the most important legal aspects of economy.								
Assessment								
Presentation in the agreed legal topic (10-12 slides ppt, appr. 10 minutes).								
In case if the presentation is missing or not accepted, final <i>written test</i> at the end of the semester, with the following grades:								
points		grade						
0-7		1 (fail)						
8-9		2 (satisfactory)						
10-11		3 (fair)						
12-13		4 (good)						
14-15		5 (excellent)						

Compulsory readings:

handout (electronically sent to the students)

Recommended readings:

Syllabus

Week	Topics
1.	Legal system, basic legal terms 1: law as social rule, content and function of law, categories of legal rules LO: the knowledge of the most important legal rules and solutions according to the topic
2.	Legal system, basic legal terms 2: sources of law, legislation and jurisdiction, legal relation LO: the knowledge of the most important legal rules and solutions according to the topic
3.	The person as subject at law 1: natural person, legal capacity and competency LO: the knowledge of the most important legal rules and solutions according to the topic
4.	The person as subject at law 2: legal person, protection of personality LO: the knowledge of the most important legal rules and solutions according to the topic
5.	Rights in rem 1: the thing, possession LO: the knowledge of the most important legal rules and solutions according to the topic
6.	Rights in rem 2: ownership rights, rights of use LO: the knowledge of the most important legal rules and solutions according to the topic
7.	Contractual law 1: obligations and legal statements, representation, performance LO: the knowledge of the most important legal rules and solutions according to the topic
8.	Contractual law 2: basic rules of contracts LO: the knowledge of the most important legal rules and solutions according to the topic
9.	Contractual law 3: express contracts LO: the knowledge of the most important legal rules and solutions according to the topic
10.	Contractual law 4: liability for damages LO: the knowledge of the most important legal rules and solutions according to the topic
11.	Company law 1: common rules, organization LO: the knowledge of the most important legal rules and solutions according to the topic
12.	Company law 2: representation, termination LO: the knowledge of the most important legal rules and solutions according to the topic
13.	Company law 3: sole company types LO: the knowledge of the most important legal rules and solutions according to the topic
14.	Consultation LO: the knowledge of the most important legal rules and solutions according to the topic

*LO learning outcomes

Course title:		Hungarian:		Környezetgazdaságtan		Code:	GT_AGMNE111	
		English:		Environmental Economics				
Institute: University of Debrecen, Faculty of Economics and Business, Institute of Economics								
Prerequisites: -				-			Code:	
Type		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminars(s)				
Full time	X	Per week	2	Per week	0	exam	3	English
Responsible instructor			neve:	Andrea Bauerné Gáthy, PhD			post:	associate professor
Course goals: This course provides an introduction to economic perspectives on contemporary environmental issues. We will study economic theories related to natural resources and the environment, and their application to environmental policy. The first part of the course will focus on concepts and theory, and the second part will deal with applications including population and food supply, renewable and non-renewable resources, pollution control policy, global climate change, international trade, and environmental politics.								
Competences: <ul style="list-style-type: none">• Knowledge: Possesses knowledge of the basic, broad concepts, theories, facts, national economic and international contexts of economics, relevant economic actors, functions and processes.• Ability to: Using the theories and methods learnt, identify facts and basic relationships, organise and analyse, draw independent conclusions, make critical observations, prepare proposals for decisions, make decisions in routine and partly unfamiliar contexts, both domestic and international.• Attitude: Receptive to new information, new professional knowledge and methodologies.• Autonomy and responsibility: Takes responsibility for his/her analyses, conclusions and decisions.								
Course content , topics: Economic growth and environment; externalities; natural resources; ecological crisis; population								
Learning methods: lectures, case studies, processing of scientific articles and other sources of information. Lectures with slide presentation.								
Assessment The course ends with a written exam in the exam period. There won't be midterm test. Grade determination: 0–50% failed (1) 50,01%–64% acceptable (2) 64,01%–76% medium (3) 76,01%–87% good (4) 87,01%–100% excellent (5)								
Compulsory readings: Harris, Jonathan M. – Roach, Brian: Environmental and Natural Resources Economics: A Contemporary Approach (3rd Edition), Routledge, 2013, 584 p. ISBN-13: 978-1138659476 Recommended readings: Costanza, R., Norgaard, R., Daly, H., Goodland, R., & Cumberland, J. (2007). An Introduction to Ecological Economics (e-book). Available at: http://www.eoearth.org/view/article/150045								

Perman, R., Ma, Y., McGilvray, J., & Common, M. 2003. Natural resource and environmental economics. Pearson, 726 p. Common, M. & Stagl, S. Ecological Economics. An introduction. 2005, Cambridge University Press, 560 p.

Syllabus Week Topics

1. Introduction to Environmental Economics
LO: Recognition of ecological crisis
2. Economic Growth and the Environment
LO: To connect economic and ecological concerns of the world development
3. Sustainable Development
LO: Knowledge on wide range of sustainability concepts
4. The Theory of Externalities
LO: Examples of externalities
5. Common Property Resources
LO: An example – the tragedy of commons
6. Public Goods
LO: Knowledge on environmental management of public goods
7. Resources Allocation over Time
LO: Knowledge on role of time in management of resources
8. Valuing the Environment
LO: Tools and examples of monetary valuation
9. Ecological Economics: Basic Concepts
LO: Knowledge on ecological economics
10. National Income and Environmental Accounting
LO: Information of environmental performance of states
11. Population and the Environment
LO: Knowledge on dynamics of the population
12. Agriculture, food and environment
LO: Knowledge on food production
13. Pollution: Analysis and Policy
LO: Connection between environmental policy and the environmental economics
14. Summary
LO:

Course title:	Hungarian:				Code:	GT_AGMNE017	
	English:		International Financial Accounting II.				
Institute: Accounting and Finance			Faculty of Economics and Business				
Prerequisites: International Financial Accounting I			-		Code:		
		Classes per week			Requirement	Credit	Language of instruction:
		Lecture(s)	Seminar(s)				
		per week		per week		5	English
x		2		2			
Responsible instructor			name:	Ildikó Orbán Mrs. Tamás Dékán		post	associate professor
Instructor			name:	Mirjam Hamad		post	assistant professor
Course goals:							
The main purpose of this subject is to provide insights into the impact of financial accounting in an international environment.							
Competences:							
Knowledge:							
The subject will provide students with an international perspective on financial accounting including theory, practice and its applications under International Financial Reporting Standards (IFRS).							
Capabilities:							
Students will be able to understand the information presented in financial statements prepared under International Financial Reporting Standards (IFRS). Nevertheless, students will become capable of accounting for several business transactions and preparing different financial statements or extracts.							
Attitudes:							
Students will accept the importance and necessity of financial reporting and accounting under IFRS.							
Autonomy, responsibility:							
Students will become responsible for improving their knowledge in financial and corporate reporting.							
Course content , topics:							
The course will provide the students with an international perspective on accounting including theory, practice, and its applications under International Financial Reporting Standards (IFRS) . Students will be introduced into several financial reporting issues, such as accounting for impairment, borrowing costs, government grants, leases, inventories, financial instruments, provisions, employee benefits, and share-based payments. Topics of corporate taxation, group accounting, consolidated financial statements, foreign currency translation, the procedure of preparation of different financial statements and extracts will be discussed as well.							
Learning methods:							
Explaining the provisions of International Financial Reporting Standards (IFRS) through illustrative examples.							
Assessment							
3. Signature:							
The lecture is not compulsory. More than 3 missed seminars are not allowed..							
For the signature presentation of a chosen company's IFRS financial statement is compulsory.							
4. Grade: Exams with theoretical and practical examples with tests, essays, excel are going to be on the e-learning system and/or written on paper (60% - 2, 70% - 3, 80% - 4, 90%- 5) based on the Neptun-registration to the exam. The exam will take place at the university's computer room.							
Compulsory readings:							
David Alexander and Christopher Nobes: Financial Accounting: An International Introduction, Prentice Hall, 2016, 6 th Edition, chapters 10, 11, 12, 13, 14, 15							

Related International Accounting Standards/International Financial Reporting Standards: IAS 16, IAS 40, IAS 38, IAS 23, IAS 20, IAS 17, IAS 36, IAS 41, IAS 2, IAS 32, IAS 39, IAS 19, IAS 12, IAS 28, IAS 21, IFRS 2, IFRS 3, IFRS 7, IFRS 9, IFRS 10, IFRS 11, IFRS 13, IFRS 16,

the standards are available at <http://www.ifrs.org/IFRSs/Pages/IFRS.aspx> (free registration required)

Study materials, illustrative examples, solutions provided by the instructor in the classes (They will be uploaded to the Moodle system)

Recommended readings:

Clyde P. Stickney, Roman L. Weil, Katherine Schipper, and Jennifer Francis: Financial Accounting: An Introduction to Concepts, Methods and Uses, South-Western Cengage Learning, 2010

Barry J. Epstein and Eva K. Jermakowicz: Wiley IFRS: Interpretation and Application of International Accounting and Financial Reporting Standards 2010, Wiley, 2010

Thomas R. Ittelson: Financial Statements: A Step-by-Step Guide to Understanding and Creating Financial Reports, Career Press, 2010

Syllabus

Week	Topics
1.	Measurement of the elements of financial statements. Measurement and accounting for property, plant and equipment and intangible assets (IAS 16, IAS 38) LO: Students will be able to understand the measurement of the elements of financial statements under IFRS
2.	Investment properties LO: Students will be able to understand the accounting treatment of investment properties under IFRS
3.	Impairment of assets. Leases LO: Students will be able to understand the accounting treatment of impairment under IFRS
4.	Borrowing cost. Government grants LO: Students will be able to understand the accounting treatment of borrowing cost government grants under IFRS
5.	Inventories, counting inventory. Valuation of inventory, cost methods, using output values. LO: Students will be able to understand the accounting treatment of Inventories and biological assets under IFRS
6.	Inventories, counting inventory. Agriculture. Biological assets and agricultural produce LO: Students will be able to understand the accounting treatment of Inventories and biological assets under IFRS
7.	Financial instruments. Financial assets, cash and receivables, investments Fair value measurement LO: Students will be able to understand the accounting treatment of financial instruments and fair value measurement under IFRS
8.	Liabilities, equity, reserves and provisions. LO: Students will be able to understand the accounting treatment of liabilities, equity, reserves and provisions under IFRS
9.	Employee benefits LO: Students will be able to understand the accounting treatment of employee benefits under IFRS
10.	Income taxes, Accounting and taxation, international differences LO: Students will be able to understand the accounting treatment of income taxes under IFRS
11.	Tax rates, tax expenses and deferred tax LO: Students will be able to understand the accounting treatment of deferred tax under IFRS
12.	Revenues, Gains

	LO: Students will be able to understand the accounting treatment of revenues and gains under IFRS
13.	Foreign currency translation LO: Students will be able to understand the accounting treatment of foreign currency translation under IFRS
14.	Mock Exam

*LO learning outcomes

Subject:	Hungarian:		Statiztika I.		Neptun-code	GT_AGMNE006		
	English:		Statistics I.					
University and Department			Institute of Methodology and Business Digitalization					
Preconditions:			Mathematics I.		Code:	GT_AGMNE010		
Division		Number of lessons				Requirement	Credit	Language
		Lecture(s)		Seminar(s)				
Daytime	X	Weekly	2	Weekly	2	Exam	5	English
Correspondent		Semiannually		Semiannually				
Lecturer			Name:		Prof. Dr. Péter Balogh		Rank:	professor
Purpose of the course: The course introduces the basic statistical concepts and covers the procedures most frequently used in the descriptive analysis of cross-sectional and time-series data. The focus will be mainly put on the computation and interpretation of the most widely used statistical measures and some basic economic indicators that have importance in the socio-economic decision making process.								
Required professional competences which are established and further enhanced on the merits of this subject								
<i>Knowledge:</i> Students should get acquire the mathematical, statistical methods which are needed to analyse and cope with problems in Business and Economics.								
<i>Skills:</i> Student will be qualified for plannig and organizing business programmes and for allocating resources, making professional proposals, drawing conclusions.								
<i>Attitude:</i> Student should be more cooperative in solving problems from the field of Business and Economics. Students become opened to the innovative and scientific approaches and sensitive to the new features.								
<i>Autonomy and responsibility:</i> Students will be able to plan economic processes and to control purchasing and marketing processes								
Short subject description and main topics: The basic concepts of statistics; descriptive statistics: analysis of quantitative variables; stochastic relationships, graphical methods; sampling; estimation theory, point and interval estimation, basics of hypothesis tests.								
Planned teaching activities and methods: During the seminars we solve exercises of the book using SPSS for getting the solutions. Attending the lectures and the seminars are compulsory.								
Evaluation: The overall course grade will be based on the working on practices and the final computer exams.								
Compulsory literature: Anderson, Sweeney, Williams, Freeman and Shoesmith: Statistics for Business and Economics, Second edition, Cengage Learning EMEA, 2010. UK, 928. p. ISBN: 1408018101 Howitt, D. – Cramer D.: Introduction to Statistics in Psychology, 6/E Pearson, Harlow. 2014. 744. p. ISBN-13: 9781292000749								
Recommended literature: Field A.: Discovering Statistics Using SPSS (Introducing Statistical Methods), 5th Edition, SAGE Publications Ltd., London, 2017. 1104. p. ISBN-13: 9781526445780								

Weekly schedule	
1.	The statistical concepts and sub-areas. Statistical basic concepts of the population, criteria, parameters, sample. The statistical work phases. LO: The basic concepts of statistics. Data collection and utilization methods, data sources. Statistical opportunities in the Excel spreadsheet program. Functions and procedures, basic statistical operations.
3.	Sampling procedures, random sample, systematic error parameter. Databases. The criteria of a good database. Database design rules. LO: Independent and identically distributed samples, simple sample, stratified sample. Group of samples, non random sampling techniques, combined and artificial samples. Non-responses in the sample. Selection rate calculation.
5.	Levels of measurement data. Definition of the data for the different scales of measurement. Data Representations. LO: Definition of the data for the different scales of measurement. Creating and interpreting charts.
7.	Relative numbers. Correlations between the relative numbers LO: Distribution, coordination, comparative calculation of performance ratios. Determination of the intensity ratios.
9.	Central indicators: median, mode, mean. LO: Calculation of central indicators at different levels of measurement variables.
11.	Central values: arithmetic, geometric, harmonic, quadratic. Calculation of weighted averages. LO: Means (arithmetic mean and the main characteristics, other types of means and typical fields of application).
13.	The measures of variability: standard deviation, variance, range, absolute, relative differences in coefficient of variation, the relative coefficient of variation. LO: Calculation of dispersion from the population and sample.
15.	Measure of concentration, Lorenz curve. Herfindahl-Hirschman-index. Correlation between the concentration and dispersion. LO: The practice of concentration analysis.
17.	Indices LO: Basics of the calculation of the value-, price- and volume indices. The Laspeyres and Paasche indexes. Index relationships. The Fisher's indices.
19.	The normal distribution as a model. Distribution and density function. Skewness and kurtosis characterization. LO: Preparation of Normal Distribution. Analysis of density and distribution functions. Standardization. Calculation of skewness and kurtosis, practical interpretation.
21.	Standard values and regularities of normal distribution. Tests of normal distribution. LO: Standard values and regularities of normal distribution. Tests of normal distribution.
23.	One-sided asymmetrical and two-sided symmetrical probabilities. LO: One-sided asymmetrical and two-sided symmetrical probabilities.
25.	Student's t-distribution. The standard error of the mean. Confidence interval. Statistical hypothesis tests, non-parametric tests. Chi-square test. LO: Determination of standard error. Confidence intervals were calculated for different probabilities. Practical application of the confidence intervals. Independence testing, fit testing, homogeneity test. Chi-square tests.

* LO learning outcomes

Course title:		Hungarian:		Makroökonómia		Code:	GT_AGMNE004	
		English:		Macroeconomics				
Institute:				University of Debrecen, Faculty of Economics and Business Institute of Economics				
Prerequisites:				Introduction to Economics Mathematics I		Code:	GT_AGMNE032 GT_AGMNE010	
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
	X	per week	2	per week	2	exam	5	English
Responsible instructor				name:	Pál Czeglédi		academic position	professor
Course goals:								
The course is aimed at making students familiar with the basic issues of macroeconomics, and make them able to use those fundamental analytical tools which are needed to answer macroeconomic questions. By the end of the course the students have to be able to use a model of a closed economy in analyzing macroeconomic phenomena.								
A list of the required professional competences and competence elements (knowledge, skills, etc., KKK point 7) to which the subject typically and substantially contributes)								
Knowledge:								
He or she has learnt the basic theories and characteristics of the macro-level organisation of the economy								
Ability:								
By applying the theories and methods learnt, he or she identifies facts and basic relationships, organises and analyses, draws independent conclusions, makes critical comments, prepares proposals for decisions, and makes decisions in routine and partly unfamiliar contexts, both national and international.								
Attitude:								
He or she is receptive to new information, professional knowledge and methodologies.								
Autonomy and responsibility:								
He or she takes responsibility for his/her analyses, conclusions and decisions.								
Course content , topics:								
national income, real and nominal income, goods market, labor market, money market, inflation, monetary policy, fiscal policy, general equilibrium								
Learning methods:								
Lectures and seminars, calculations and graphical illustrations.								
Assessment								
On random occasions during the semester students will have the opportunity to solve some quizzes whose end results will be considered for the final grade. Students are required to attend the seminars, which means they are allowed to miss three seminars at most during the semester for whatever reason. Missing four or more seminars implies a rejection of the signature. The exam is a written test which, together with optional tests taken during the semester, will be evaluated according to the following grading schedule: 0 - 50% – fail (1) 50.01% – 64.00% – pass (2) 64.01% - 76.00% – satisfactory (3) 76.01% - 87.00% – good (4) 87.01% - 100% – excellent (5)								
Compulsory readings:								
Mishkin, Frederic S. (2015): Macroeconomics: Policy and Practice. Second (Global) Edition. Pearson, New York. ISBN:978-1-292-01959-8 Kaufman, Roger T. (2007): Student Guide and Workbook for Use with Macroeconomics. Worth Publisher, New York. ISBN: 978 0 7167 7339 9 0 7167 7339 2								
Recommended readings:								

Syllabus

week	Topic	
1.	The fundamental questions of macroeconomics LO: model building, main questions, brief history of macroeconomics	Mishkin, pp. 47-62 Kaufman, pp. 1-8
3.	Measuring economic activity: GDP. LO: GDP, real and nominal GDP	Mishkin, pp. 63-91 Kaufman, pp. 9-18
5.	Measuring economic activity: inflation and unemployment Aggregate production and the division of income LO: inflation, price index, labour force, unemployment rate, participation rate, aggregate production function, Euler theorem	Mishkin, pp. 63-91, 92-116 Kaufman, pp. 19-29, 30-45
7.	Saving and investment in a closed economy LO: consumption, saving, investment, government purchases	Mishkin, pp. 117-133 Kaufman, pp. 46-58.
9.	Money supply LO: definition of the money, fractional reserves, money multiplication	Mishkin, pp. 145-152, 169-187 Kaufman, pp. 59-64, 357-367.
11.	The quantity theory of money, and the Fisher effect The costs of inflation LO: nominal and real interest rate, cost of holding money, types and causes of inflation	Mishkin, pp. 153-168 Kaufman, pp. 64-79
13.	Introduction to economic fluctuations LO: short run vs. long run analysis, stagflation, potential GDP, price flexibility	Mishkin, pp. 248-274 Kaufman, pp. 159-174
15.	Aggregate demand: the IS curve LO: relation of interest rate and GDP in goods market equilibrium	Mishkin, pp. 275-294 Kaufman, pp. 175-204
17.	Monetary policy and aggregate demand LO: relation between inflation and output demand	Mishkin, pp. 295-324 Kaufman, pp. 205-220
19.	Aggregate supply and the Phillips curve LO: trade-off between unemployment and inflation	Mishkin, pp. 325-342 Kaufman, pp. 282-290.
21.	The aggregate demand and supply model I LO: equilibrium and the changes of AD and AS	Mishkin, pp. 343-370.
23.	The aggregate demand and supply model II: economic policy LO: the effects of fiscal and monetary policy	Mishkin, pp. 371-413
25.	Microeconomics of macroeconomics: consumption and saving; labour market: employment and unemployment LO: intertemporal aspect of consumption decisions; types of unemployment, rigid wages, job search	Mishkin, pp. 536-566, pp. 588-614, Kaufman, pp. 111-122

27.	Summary	
	LO: Connecting the dots	

*LO learning outcomes

Course title:		Hungarian:		Üzleti Közjog				Code:	GT_AGMNE031
		English:		Business Public Law					
Institute:				Faculty of Economics and Business, Institute of World Economy and International Relations					
Prerequisites:				-				Code:	-
		Classes per week				Requirement	Credit	Language of instruction:	
		Lecture(s)		Seminar(s)					
Full time	X	per week	2	per week	1	Exam	4	English	
Part time									
Responsible instructor				name:		Géza Károlyi, PhD	post	associate professor	
Instructor				name:		Tamás Fézer, PhD	post	associate professor	
Course goals:									
The course aims to provide for an introduction to the world of business law from an institutional angle covering problems and questions of legal sources, intergovernmental organizations and the role of the state.									
Competences:									
Knowledge:									
Capabilities:									
Attitudes:									
Autonomy, responsibility:									
Course content , topics:									
Role of states in international business, law and structure of intergovernmental organizations, procedural background to assisting international business players, international taxation.									
Learning methods:									
Students are introduced to the topic through real and hypothetical cases, structural models and analysis of relevant treaties and conventions.									
Assessment									
Final written test at the end of the semester, with the following grades:									
points grade									
0-59 1 (fail)									
60-69 2 (satisfactory)									
70-79 3 (fair)									
80-89 4 (good)									
90-100 5 (excellent)									
Compulsory readings:									
Ppts distributed among students electronically									
Recommended readings:									
Hoda, Anwarul: Tariff Negotiations and Renegotiations under the GATT and the WTO: Procedures and Practices, Cambridge University Press, 2019									
Barton – Goldstein – Josling – Steinberg: The Evolution of the Trade Regime: Politics, Law, and Economics of the GATT and the WTO, Princeton University Press, 2008									
Craig – Park – Paulsson: International Chamber of Commerce Arbitration, Oceana TM, 2011									

Syllabus

Week	Topics
1.	Sources and basic definitions of international business law LO: students get oriented on the terminology and structure of the international business law framework
2.	Players in the international market 1: states as rule and policy makers LO: students understand the dual function of states in international business
3.	Players in the international market 2: international governmental organizations LO: students get acquainted to the formation, operation, structure and legal status of IGOs
4.	Foreign investments and international safeguards: bilateral agreements, MIGA, ICSID LO: students can see the protective system internationally available to foreign investors
5.	Regulating financial transactions in the international market LO: students obtain knowledge on the legal mechanism behind cross-border financial transactions
6.	The GATT/WTO system LO: students can understand the GATT/WTO legal framework that is the basis to international commerce
7.	Intellectual property and technology transfer (TRIPS) LO: students are introduced to the regulatory framework of IP instruments
8.	International transportation and the International Chamber of Commerce LO: students gather knowledge on the ICC's role in regulating transportation law
9.	The International Chamber of Commerce Arbitration LO: students can understand the advantages of ICC's arbitration procedure
10.	Competition/antitrust law (GATT/EU) LO: students get an overview on the differences in the competition law frameworks of GATT and EU
11.	International tax law LO: students understand the basic principles of taxation attached to international commercial activities
12.	International procedure 1: jurisdiction, forum selection, governing laws LO: students become familiar to the nature of litigation in front of municipal courts
13.	International procedure 2: act of state, forum non conveniens, anti-suit injunction LO: students understand the special practical considerations of litigation in Anglo-Saxon jurisdictions
14.	Summary LO: students can draw a map on their knowledge related to international business law

*LO learning outcomes

Course title:		Hungarian:		Vállalati pénzügyek I.				Code:	GT_AGMNE008
		English:		Corporate finance I.					
Institute:				Faculty of Economics and Business, Department of Accounting and Finance					
Prerequisites:								Code:	
Training type		Classes per week				Requirement	Credit	Language of instruction:	
		Lecture(s)		Seminar(s)					
Full time	X	per week	2	per week	1	Exam	4	English	
Correspondence		per semester	28	per semester	14				
Responsible instructor				name:		Patricia Becsky-Nagy, PhD		post	associate professor
Instructor				name:				post	
Course goals:									
In Corporate Finance I Students get acquainted with the basic concepts of financial management, the financial processes of companies and the related analytical methods. Students meeting the requirements of the course are able to comprehend and evaluate the financial aspects of corporate economic decisions and their effects.									
Course content , topics:									
During the course Students get acquainted with the financial statements and the methods used to analyze them. Topics like time value calculations and the numerous investment decision methods are the fundamentals of long term financial decisions. The semester also includes the discussion of the most important securities; stocks and bonds.									
Learning methods:									
Students need to process the topics discussed on the lectures at home as well. The understanding of the topics is helped by various calculation based practical exercises. Students have access to various e-learning systems.									
Assessment									
<u>Requirements for getting the signatures:</u>									
Requirement for getting the signature is the regular attendance of seminars in accordance to the Statue of Teaching and Examination and the Ethical Code of UD. Based on the Statue of Teaching and Examination the number of absences cannot exceed 2 occasions, otherwise the signature is denied.									
<u>Learning materials:</u>									
In the e-learning course the lecturers publish the learning materials of lectures and seminars. The workload of lessons and home learning is approximately 50-50%, the materials for home learning are given in compulsory readings.									
<u>Grading system:</u>									
<u>Exam opportunities:</u>									
For passing the course the requirement is to take a successful exam. Exam dates will be published for every week during the exam period. The limit of exams is 1.5 times the number of Students who are entitled for taking the exam. The exam dates will be published in the Neptun for the Students in the final week of the term-time. After that the limits won't be extended and further exam dates won't be published. Only those Students are entitled for participating on the exam, who registered for the given exam in the Neptun. Based on the Statue of Teachings and Examination if the number of Students registered for the exam is below 10 the teachers are not liable to keep the exam.									
<u>Topics and structure of tests:</u>									
Exams cover all the topics of the semester. Tests are electronic written tests via the official e-learning site of UD. Tests include theory and practical questions in 50-50% ratio. The questions are connected to the topics of lectures and seminars and to the compulsory readings.									

Evaluation of tests:

Exam grade is given based on the score of the test. (Theory and practical parts have 50-50% in evaluation, but there is no minimum requirement for the theory or the practical part alone, the final score is the average of the theory and practical parts.) Based on test score the grades are the following:

under 60%:	1, fail
60-69%:	2, pass
70-79%:	3, satisfactory
80-89%:	4, good
90-100%:	5, excellent

Teachers and Students must follow the guidelines in every situation the UD's Statue of Teaching and Examination and its Ethical Code.

Compulsory readings:

Topics of the lectures and seminars.

Berk, J., DeMarzo, P., and Harford, J. (2023): Fundamentals of Corporate Finance, 6th edition, Pearson

Becsky-Nagy, P. – Fazekas, B. (2018): Exercises and Case Studies from Corporate Finance I – Time value of money and the basics of the valuation of securities. University of Debrecen, Debrecen

Becsky-Nagy, P. – Fazekas, B. (2018): Exercises and Case Studies from Corporate Finance II – Investment decisions. University of Debrecen, Debrecen

Recommended readings:

Titman, S., Keown, A. J., Martin, J. D.(2024): Financial Management: Principles and Applications, 14th edition. Pearson

Mishkin, F. S. (2021): Economics of Money, Banking, and Financial Markets, The, 13th edition, Pearson

Syllabus

Week	Topics
1.	Syllabus, Corporate finance and the financial manager LO: The Students get acquainted with the basic principle of financial management
2.	Financial statements, cash flow statement LO: The Students become familiar with the financial statements with special emphasis on the cash flow of companies.
3.	Introduction to financial statement analysis I. LO: The Students are able to use financial indicators in order to analyze various aspects of the operation of companies, e.g. liquidity, capital structure, profitability.
4.	Introduction to financial statement analysis II. LO: The Students are adept in reading financial statements and in the use of various financial indicators, including turnover ratios, cash-flow based ratios, market based indicators and the Du Pont identity.
5.	The time value of money: An introduction LO: Students know the basic principles and methods of time value calculations.
6.	Time value of money: valuing cash flow streams LO: Students are able to comprehend and value more complex cash flow streams, annuities, growing annuities and perpetuities.
7.	Interest rates and bonds I LO: Students are familiar with the types and features of bonds. They are able to model the cash flows of bonds.
8.	Bonds II LO: Students are capable of computing intrinsic value and various descriptive indicators of bonds.
9.	Stock Valuation I LO: Students are familiar with the types and features of stocks. They are able to model the cash flows of stocks.

10.	Stock Valuation II LO: Students are capable of computing intrinsic value and various descriptive indicators of stocks.
11.	Investments decision rules I LO: Students become aware of the main factors needed to be taken into consideration while making investment decisions. NPV method.
12.	Investments decision rules II LO: Students are able to use numerous investment decision methods that are common in corporate practice (NPV, IRR, PI). They are able to compare investment opportunities.
13.	Fundamentals of capital budgeting LO: Students are familiar with the fundamentals of capital budgeting
14.	Summary LO: Students are able to synthesize the gained knowledge and think in the complex system of finance.

*LO learning outcomes

Course title:		Hungarian:		Marketing		Code:	GT_AGMNE011	
		English:		Marketing				
Institute:				Faculty of Economics and Business, Institute of Marketing and Commerce				
Prerequisites:				-			Code:	
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
full-time	X	per week	2	per week	1	examination	4	English
Responsible instructor				name:		Dr. Kiss Marietta	post	associate professor
Course goals:								
The aim of the course is to provide the students with an insight into the language and issues of marketing with an emphasis on learning to develop responsive marketing strategies that meet customer needs.								
Competences:								
Knowledge:								
From the textbook, participation assignments/homework, and class discussions, students will learn about the decisions that marketers must make and tools/frameworks that will assist them in making those decisions effectively.								
Capabilities:								
The course aims to develop analytical, communication, and presentation skills (through use of technological aids, such as Microsoft Word, PowerPoint, and the Internet)—the basic tools of marketing. Beside this, students will be able to work in teams.								
Attitudes:								
Students will be able to analyze the role of marketing within the firm and society. On the practical side, this new understanding of marketing should make each of them a more knowledgeable consumer.								
Autonomy, responsibility:								
By the end of the course, students should understand the complexity and challenges associated with making marketing decisions as well as ways to design effective marketing strategies.								
Course content , topics:								
The course focuses on basic marketing concepts and the role of marketing in the organization. Topics include market segmentation, product development, distribution, and pricing. Other topics, which will be incorporated into the course, are external environment (which will focus on integrative topics with marketing, such as economics, politics, government, and nature) and marketing research.								
Learning methods:								
Lecture presentations (students are provided with lecture slides), class discussions, team work (case study analysis and discussion), and e-learning materials including the e-book, online assignments/homework and online study plan with additional exercises to practice.								
Assessment								
Composition of the final grade:								
<ul style="list-style-type: none">End term test: 70%Seminar work, including case analysis/detailed written and/or oral group presentation: 30%Extra credit questions via MyLab Marketing: +10%								
The final result will be evaluated according to the following schedule:								
0-50% – 1								
51-62% – 2								
63-74% – 3								
75-86% – 4								

87-110% – 5

Attendance is expected and is taken at the beginning or the end of each class. More than three absences from seminar classes for any reason will result in signature denied. Class participation will be evaluated based on the quantity and the quality of individuals' contribution. Participation is particularly important in our case study coverage. Late assignments will incur a penalty. The amount of the penalty will be a minimum of 50% of the assessed mark for the first week of lateness.

Make-up assignments will not normally be given. The only exception will be natural disaster, documented serious emergency or illness of the student or immediate family member. In all relevant cases physician's confirmation will be required. Make-ups will absolutely not be given because the date of assignment happen to clash with student's travel plans, sports activities or work schedules. All requests for make-up assignments will need to be thoroughly documented and confirmed by independent third party.

There is a zero tolerance cheating policy during this course. Students caught violating the academic honesty policy will face severe penalty. Any offense will result in a 0 on an assignment or test.

Compulsory readings:

KOTLER, P.—ARMSTRONG, G. (2020): Principles of Marketing. Global Edition, 18/E, Pearson, ISBN-13: 9781292341132 (print) or 9781292345895 (eText)

Recommended readings:

KOTLER, P.—ARMSTRONG, G. (2020): Principles of Marketing. Pearson MyLab Marketing without Pearson eText. Global edition, 18/E, Pearson, ISBN-13: 9781292341187

KOTLER, P.—KELLER, K. L.—BRADY, M.—GOODMAN, M.—HANSEN, T. (2019): Marketing Management. 4th European edition, Pearson/Prentice Hall, Harlow, ISBN: 9781292248448

KOTLER, P.—KELLER, K. L.—CHERNEV, A. (2022): Marketing Management. Global edition, 16th edition, Pearson/Prentice Hall, Boston, ISBN-13: 9781292404813

Syllabus

Week	Topics
1.	Orientation, course overview. Introduction to the use of MyLab Marketing LO: Students have a basic overview of the semester's topic and they are introduced to the use of the e-learning materials.
2.	<i>Part 1: Defining Marketing and the Marketing Process</i> Marketing: Creating Customer Value and Engagement LO: Students are able to define marketing, marketing process, and basic concepts of marketing (needs, wants, demand, market, exchange, and customer value). They are introduced to the marketing management orientations.
3.	Company and Marketing Strategy: Partnering to Build Customer Engagement, Values, and Relationships LO: Based on the companywide strategic planning process, students are introduced to the marketing planning process, including basic concepts such as segmentation, targeting, positioning, and integrated marketing mix.
4.	<i>Part 2: Understanding the Marketplace and Consumer Value</i> Analyzing the Marketing Environment LO: Students know the two levels of the marketing environment: Microenvironment (the company, suppliers, marketing intermediaries, competitors, publics, customers) and Macroenvironment (demographic, economic, natural, technological, political and social, cultural environments).
5.	Managing Marketing Information to Gain Customer Insights LO: Students understand the marketing information system and its parts (internal databases, marketing intelligence, and marketing research). They know the marketing research process.
6.	Consumer Markets and Buyer Behavior LO: Students know the Model of Consumer Behavior and the characteristics of its parts.
7.	Business Markets and Business Buyer Behavior LO: Students are able to distinguish between business markets and consumer markets, and they know the

	Model of Business Buyer Behavior and its parts.
8.	<i>Part 3: Designing a Customer Value-Driven Strategy and Mix</i> Customer-Driven Marketing Strategy: Creating Value for Target Customers LO: Students understand the three parts of the value creating marketing strategy (segmentation, targeting and positioning).
9.	Products, Services, and Brands: Building Customer Value LO: Students are able to define and classify products and they understand basic product decisions (attributes, branding, packaging, labeling, and support services).
10.	New-Product Development and Product Life-Cycle Strategies LO: Students know the new product development process and product life cycle strategies.
11.	Pricing: Understanding and Capturing Customer Value LO: Students are able to define pricing and they know basic pricing strategies.
12.	Pricing Strategies: Additional Considerations LO: Students are introduced to additional considerations affecting pricing decisions and special pricing strategies (new-product pricing, product mix pricing, price adjustments, and price changes).
13.	Marketing Channels: Delivering Customer Value LO: Students are able to define supply chain and intermediaries, and distinguish among types of distribution systems. They understand channel design decisions and marketing logistics.
14.	Retailing and Wholesaling LO: Students are able to distinguish between wholesaling and retailing activities, and identify and characterize different wholesalers and retailers.

*LO learning outcomes

Course title:	Hungarian:		Szervezeti magatartás II.		Code:	GT_AGMNE040		
	English:		Organizational Behavior II.					
Institute:			Faculty of Economics and Business, Institute of Management and Organizational Science, Department of Management Science					
Prerequisites:			-		Code:	-		
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	0	per week	2	practical grade	3	English
Responsible instructor			name:	Dr. Edit Barizsné Hadházi		post	associate professor	
Course goals:								
<p>Organizational Behaviour (often abbreviated as OB) studies individual behaviour in organizational settings. The goal of OB is to teach students to apply that knowledge toward improving an organization's effectiveness. And because OB is concerned specifically with employment-related situations, it emphasizes behaviour related to jobs, work, absenteeism, employment turnover, productivity, human performance and management. OB focuses on individuals, groups and structure.</p> <p>Organizational Behaviour I. introduced the most important theories of this research field and explained the impact of different issues on performance. Organizational Behaviour II. tends to provide practical experience to students, let them understand individual differences, the impact of teams on performance, and all the other topics OB I. discussed.</p>								
Competences:								
<p><i>Knowledge:</i></p> <p>Students will gain a basic understanding of the latest research findings in organizational behavior science, understand the benefits and challenges of people diversity, and how different individual characteristics and group dynamics affect organizational performance. The lectures of the course focus around three main subject areas: 1. Determinants of individual behavior. 2. The impact of groups on the behavior of individuals and the performance of the organization. 3. The impact of organizational level variables (structure and culture) on the performance of organizations.</p> <p><i>Capabilities:</i></p> <p>Students are aware of the potential effects of individual group and organizational level variables on organizational performance.</p> <p>They can place the theories they learnt within the field of science.</p> <p>Understand the limitations and possibilities of applying theories and models, their advantages and disadvantages.</p> <p>Able to analyze situations within the organization, to recognize the different forms of individual and group behavior, to acquire self-knowledge, to develop skills.</p> <p>They are able to apply the acquired knowledge in practice, in organizational situations, they are able to interpret, explain and possibly predict the future behavior of their employees.</p> <p>Using the learned theories and methods, they reveal, systematize and analyze facts and basic connections, formulate independent conclusions, critical remarks, make decision-making proposals, make decisions.</p> <p><i>Attitudes:</i></p> <p>The course helps students to develop an appropriate attitude towards the informal subsystem of organizations. They become open to self-knowledge, skill development, and conscious understanding of human behavior. As a result, the students have a foundation in economic psychology that helps them to effectively manage their interpersonal relationships in the workplace.</p> <p><i>Autonomy, responsibility:</i></p> <p>The course helps students to be innovative, inclusive, efficient and effective in their work, to form an opinion about human relationships responsibly. To be able to make decisions on their own to develop their own knowledge and competencies.</p>								
Course content , topics:								
<p>Within this course the following topics will be covered:</p> <p>Foundations of individual behaviour: ability, personality, values, emotions, attitudes, job satisfaction, learning, perception, decision making, motivation, emotions and moods;</p> <p>Foundations of group behaviour: roles, norms, status, size, cohesiveness, group decision making, teams, communication, leadership, power and politics, conflict and negotiation;</p>								

<p>Foundations of organization structures: common organization design, new structural options, organizational culture, organizational change and development.</p> <p>Within this course each student will be assigned to a team, which will work together to understand and analyse individual, team and organizational behaviour. During the semester students have to work together and study themselves as a team. They have to write a team paper (no fewer than 10 pages) on their findings, explaining the individual characteristics of the team members, their interactions with each other, the process of their own team development, team roles, conflicts, leadership and power within the team.</p>
<p>Learning methods:</p> <p>Discussions, group assignments, role plays, paper and pencil test to evaluate students' characteristics and behavior will be used</p>
<p>Assessment</p> <p>Two midterm tests, team performance, team assignment, and active class participation is evaluated</p>
<p>Compulsory readings:</p> <p>Robbins, Stephen P. – Judge, Timothy A. (2018): Essentials of Organizational Behavior, Fourteenth edition. Pearson Education Limited, Harlow, England.</p>
<p>Recommended readings:</p> <p>Janasz, Susanne C. – Down, Karen O. – Schneider, Beth Z. (2002): Interpersonal Skills in Organizations McGraw Hill New York</p> <p>Charles C. Manz – Christopher P. Neck (2004) Masterint Self-Leadership. Empowering Yourself for Personal Excellence. Third Edition, Pearson Prentice Hall, Upper Saddle River, NJ.</p>

Syllabus

Week	Topics
1.	Introduction of the course, discussion of course content. Forming teams. Introducing each other to team members, designing logo and name for the team LO: Understand how the course will be structured. Learn about each other.
2.	Individual characteristics, personality, ability. Values, attitudes, emotions and moods LO: Understand diversity and similarity within the teams. Analyze and evaluate individual characteristics. Explain its advantages and disadvantages.
3.	Perception, decision making, learning. Case analyzis LO: Understand the impact of different perception on decision making
4.	Motivation tests, exercises explaining motivation theories. LO: See differences in motivation. Understand how the situation influences our motivation.
5.	Communication LO: Understand the impact of verbal and nonverbal communication.
6.	Groups and teams LO: Experience team work, solve exercises, tasks in teams, understand the advantages and disadvantages on team work.
7.	1. midterm exam LO: get feedback about performance
8.	Teams LO: Understand the growing popularity of teams in organizations. Able to contrast groups and teams. Know the characteristics of effective teams
9.	Leadership LO: Through exercises better understand concrete leadership models. Analyze the informal leader's style.
10.	Power and Politics LO: Observe team members power tactics and political behavior
11.	Conflict and Negotiations LO: Consciously listen to conflict handling intentions of team members, and give feedback about how

	successful they are.
12.	Organizational Culture LO: Evaluate and explain the national cultural differences of team members. Analyze how these differences influenced their interactions.
13.	2. midterm test. Team presentation. LO: Students job is to find clues to help them learn as much as they can about themselves, their team, and understand how these issues influence the effectiveness of an organization.
14.	Team presentation. LO: Students job is to find clues to help them learn as much as they can about themselves, their team, and understand how these issues influence the effectiveness of an organization.

*LO learning outcomes

Course title:	Hungarian:		Nemzetközi közgazdaságtan				Code:	GT_AGMNE005-E
	English:		International Economics					
Institute:			University of Debrecen, Faculty of Economics and Business, Institute of Economics					
Prerequisites:			-				Code:	
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	2	per week	2	exam	4	English
Responsible instructor			name:		Levente Nádasi		academic position	assistant professor
Instructor			name:				post	
Course goals:								
The course is aimed at making students familiar with the basic concepts of international economics. Particularly, the course will be focused on the theories of international trade, the tools of trade policy, international finance and open-economy macroeconomic policy.								
Competences:								
Knowledge: Possesses knowledge of the basic, broad concepts, theories, facts, national economic and international contexts of economics, relevant economic actors, functions and processes.								
Ability to: Using the theories and methods learnt, identify facts and basic relationships, organise and analyse, draw independent conclusions, make critical observations, prepare proposals for decisions, make decisions in routine and partly unfamiliar contexts, both domestic and international.								
Attitude: Receptive to new information, new professional knowledge and methodologies.								
Autonomy and responsibility: Takes responsibility for his/her analyses, conclusions and decisions.								
Course content , topics:								
Classical model of international trade, Comparative advantage, Heckscher-Ohlin theorem, Leontief paradox, International trade policy, Tariffs, Nontariff barriers, Balance of payments, Exchange rate, Flexible and Fixed exchange rate system, Purchasing Power Parity, Real exchange rate, Interest parity, International monetary system								
Learning methods:								
Assessment								
0 - 50% – 1 50% - 63% – 2 64% - 75% – 3 76% - 86% – 4 87% - 100% – 5								
Compulsory readings:								
Husted, Steven – Melvin, Micheal: International Economics. 8th edition. Addison Wesley, 2010. ISBN10: 027376828X Husted, Steven – Melvin, Micheal: Study Guide for International Economics. Prentice Hall, 2009.								

ISBN-10: 0321613325

Recommended readings:

Syllabus

Week	Topics	Chapter
1.	Principles of international economics LO: trade patterns, figures of international relations	1.
2.	The classical model of international trade, theory of comparative advantage LO: Adams Smith, absolute advantage, comparative advantage, Ricardo model	2. 3.
3.	The general equilibrium solution of the classical model LO: marginal rate of transformation, production possibilities frontier	2. 3.
4.	Standard model of international trade LO: increasing marginal rate of transformation, community indifference curve	2. 3.
5.	Heckscher-Ohlin theorem, Leontief paradox LO: factor endowment, factor intensity, Stolper-Samuelson effect	4. 5.
6.	No class LO:	
7.	International trade policy, tariffs LO: tariffs, effects of tariff on social welfare	6.
8.	Nontariff barriers and arguments for protection LO: quotas, infant industry protection	7.
9.	The balance of payments LO: current account, capital account, financial account, deficit of BoP	12.
10.	Exchange rate, foreign-exchange market, exchange rate determination LO: spot exchange rate, forward rates, arbitrage, depreciation, appreciation	13.
11.	Purchasing power parity, real exchange rate LO: absolute and relative PPP, undervalued currency, overvalued currency	14.
12.	Interest parity LO: uncovered interest rate parity, covered interest rate parity	15.
13.	Basic theories of balance of payments LO: elasticities approach to the balance of trade, J curve effect, absorption approach	17.
14.	International monetary system LO: Gold Standard, Interwar period, Bretton Woods Agreement, Exchange rate regimes	19.

*LO learning outcomes

Course title:	Hungarian:		gazdaságpolitika				Code:	GT_AGMNE034
	English:		Economic Policy					
Institute:			Institute of Economics Faculty of Economics and Business					
Prerequisites:			Introduction to Economics				Code:	GT_AGMNE032
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	2	per week	0	terminal examination	3	English
Responsible instructor			name:	Czeglédi, Pál			academic position	professor
Instructors			name:				academic position	
<p>The course deals with the fundamental reasons of government intervention into the economy. Students will learn how to use the basic techniques of micro- and macroeconomics to analyse the effects of government intervention. By the end of the course the students should be able to discuss basic economic policy questions by using the fundamental positive and normative tools of economics.</p>								
Course content , topics:								
<p>The course applies an efficiency point of view to deal with different areas and reasons of government intervention of the economy. After a general overview of the efficiency and possible inefficiencies of markets, students will learn about taxation and its effects, with a special emphasis on tax incidence. A substantial part of the course is devoted to the analysis of specific market failures. Finally the course introduces the students to the debates macroeconomists have had over the role of fiscal and monetary policies in economic stabilization.</p>								
A list of the required professional competences and competence elements (knowledge, skills, etc., KKK point 7) to which the subject typically and substantially contributes)								
<i>Knowledge:</i>								
<p>He or she knows the basic, broad concepts, theories, facts, national economic and international contexts of economics, as regards the relevant economic actors, functions and processes.</p>								
<i>Ability:</i>								
<p>He or she follows and interprets world economic and international business processes, changes in economic policy and related policies and legislation relevant to the field, their effects, and takes them into account in his or her analyses, proposals and decisions.</p>								
<i>Attitude:</i>								
<p>He or she is receptive to new information, new professional knowledge and methodologies, open to new tasks and responsibilities requiring autonomy and cooperation. He or she seeks to develop his or her knowledge and working relationships and to cooperate with his or her colleagues.</p>								
<i>Autonomy and responsibility:</i>								
<p>He or she takes responsibility for his or her analyses, conclusions and decisions.</p>								
Assessment								
<p>During the semester the students will have the opportunity to solve some take-home problems on the e-learning site of the course, the results of which will be added to the exam percentage (provided that that is not a fail (1)). These extra points could be 20 % points at most. The final grade is based on the written test and will be evaluated as the following:</p> <p>0 - 50% – fail (1) 50.01% point - 64% – pass (2) 64.01% - 76% – satisfactory (3) 76.01% - 87% – good (4) 87.01% - 100% – excellent (5)</p>								
Compulsory readings:								
<p>Hillman, A. (2019). Public Finance and Public Policy: A Political Economy Perspective On the Responsibilities and Limitations of Government. Third Edition. Cambridge: Cambridge University Press. ISBN: 978-1-316-50180-1 (chapters as indicated in the schedule)</p>								

Mankiw, G. (2007). *Macroeconomics*. Sixth Edition. New York: Worth Publisher. ISBN: 978 0 7167 6213 3 0 7167 6213 7 (chapters as indicated in the schedule).

Recommended readings:

Coyle, D. (2020). *Markets, State, and People: Economics for Public Policy*. Princeton, NJ: Princeton University Press. ISBN: 9780691179261
 Friedman, M., (2002). *Capitalism and freedom*. The University of Chicago Press, Chicago. ISBN: 0226264203
 Gruber, J. (2013). *Public Finance and Public Policy*. New York: Worth Publishers. ISBN: 978-1464143335
 Mises, L. von (2006): *Economic Policy: Thoughts for Today and Tomorrow*. Irvington, NY: Free Market Books 1995; Regnery/Gateway, 1979. ISBN 13: 978-1-933550-01-5

Syllabus

week	topics	readings
1	Markets: personal finance LO: Why are markets efficient? Why the government? Rent-seeking and natural monopoly, some historical trends of government intervention	Hillman 2019, chapter 1
2	Markets: personal finance LO: Why are markets efficient? Why the government? Rent-seeking and natural monopoly, some historical trends of government intervention	Hillman 2019, chapter 1
3	Taxation I LO: Understanding the excess burden of taxation, the role of demand and supply elasticities in tax incidence	Hillman 2019, chapter 2
4	Taxation II LO: Government borrowing, deficit, debt, Ricardian equivalence	Hillman 2019, chapter 2
5	Public goods I LO: Criterion of the optimality of public good provision, free riding and its consequences	Hillman 2019, chapter 3
6	Public goods II LO: Understanding the Lindahl solution and the public good prisoners' dilemma	Hillman 2019, chapter 3
7	Social costs and benefits I LO: The meaning and taxonomy of externalities, the Pigouvian analysis, the Coase theorem	Hillman 2019, chapter 4
8	Social costs and benefits II LO: Corrective public policies to address externalities, international negotiations	Hillman 2019, chapter 4
9	Information and efficiency I LO: Understanding the Clarke tax and the main principles of finding out opportunity cost without market prices.	Hillman 2019, chapter 6
10	Information and efficiency II LO: Understanding the role of compensation and the choice of government in finding an efficient level of public goods	Hillman 2019, chapter 6
11	Monetary policy I LO: The roles of central banks and the tools of monetary policy	lecture presentation and lecture slides
12	Monetary policy I LO: The roles of central banks and the tools of monetary policy	lecture presentation and lecture slides
13	Macroeconomic debates on monetary and fiscal policy LO: Main ideas about stabilization policy since J. M. Keynes	Mankiw, chapter 14-15.
14	Summary	

	LO: Looking back on the course to see the relationships between the topics, different policies, and the tools applied in their analysis	
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*LO learning outcomes

Course title:		Hungarian:		Világgeográfia		Code:	GT_AGMNE014	
		English:		World Economy				
Institute:				Faculty of Economics and Business, Institute of World Economy and International Relations				
Prerequisites:				-			Code:	
Type		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
Full time	x	per week	2	per week	1	K	3	English
Part-time								
Responsible instructor			name:		Dr (habil.) László Erdey		academic position	associate professor
Course goals:								
This comprehensive course explores contemporary topics and perspectives relating to the world economy. We provide a solid theoretical and practical foundation for understanding the global economy in an era of shifting borders, restructuring economies, and regional realignments. Economic theory is combined with geography and history to address critical problems of growth, distribution, development, and their impact on international business.								
Course content, topics:								
The Historical Development of Capitalism, Population, Resources and Environment, Agriculture, Manufacturing, Services, Cities and Urban Economies, Transportation and Communication, Consumption, International Trade and Investment, International Trade Patterns, Development and Underdevelopment in the Developing World								
Competences:								
Knowledge:								
The student will know the basic, comprehensive concepts, theories, facts, national economic and international contexts of economics, relevant economic actors, functions and processes, and the essential frameworks of the world economy								
Capabilities:								
The student will follow and interpret the world economic trends.								
Attitudes:								
The student is receptive to the views of others, sectoral, regional, national and European values (including social, societal and ecological, sustainability aspects). International openness, loyalty and social responsibility play an essential role in their behaviour								
Autonomy, responsibility:								
The student will independently follow the most important movements in the world economy concerning their job and job responsibilities. They take responsibility for their analyses, conclusions and decisions. They are autonomous in their decisions, conclusions, analyses and conclusions. They participate independently and responsibly in professional fora within and outside the business organization.								
Learning methods:								
Interactive lectures								
Assessment								
The calculation of the final grade is as follows:								
Weekly tests: the sum of the results of the best ten tests						100%		
The final result will be evaluated according to the following schedule: 0-50%– 1, 51-63%– 2, 64-76%– 3, 77-88%– 4, 89-100%– 5.								
Students with a final result under 51% lose all points collected during the semester. They may assign for 1-hour make-up exam in the examination period. Make-up exams include multiple-choice, short essay questions, and solving short case studies.								
Compulsory readings:								
Rubenstein, James (2019): The Cultural Landscape: An Introduction to Human Geography, Global Edition, Pearson, ISBN-13: 978-1292162096								
Warf, Barney (2021): Human Geography – A Serious Introduction, 3 rd Edition, Cognella								
Stutz, Frederick P.—Warf, Barney (2014): The World Economy, Pearson New International Edition (6th). ISBN 13:								

978-1-292-02119-5

Recommended readings:

The instructor may provide a few additional readings during the semester.

The continuously updated content in the Facebook group: DEGTTKTKNG

Syllabus

Week	Topics
1.	Introduction LO: To introduce capitalism as a system that forms the major focus of the course To note the various dimensions of globalization
2.	The Historical Development of Capitalism LO: To explore the historical context of capitalism, including its feudal origins To provide an overview of the characteristics of capitalist economies To document the importance of the Industrial Revolution and its impacts To shed light on the relations between colonialism and capitalism
3.	Population LO: To describe and account for the world distribution of human populations To examine the economic causes and consequences of population change To describe the Malthusian argument, its extensions, and weaknesses To describe the major demographic and economic characteristics of a population To outline the Demographic Transition To discuss the growth and impacts of the baby boom To describe and explain economic migrations, past and present
4.	Resources and Environment LO: To describe the nature, distribution, limits of the world's resources To examine the nature and extent of world food problems and the difficulties of solving them To describe the distribution of strategic minerals and the time spans for their depletion To consider the causes and consequences of the energy crisis and to examine alternative energy options To examine the major causes of environmental degradation
5.	Agriculture LO: To discuss the world's preindustrial agricultural forms and regions To acquaint you with commercial agricultural practices and world regions To describe the agricultural policies of the United States and their shortcomings To summarize sustainable agriculture as an ecologically friendly alternative to contemporary forms of food production
6.	Manufacturing LO: To acquaint you with the major manufacturing regions of the world To summarize deindustrialization in the developed world and the industrialization of parts of the developing world To reveal sector-specific dynamics through five industry analyses To show the trend toward flexible manufacture and flexible labor
7.	Services LO: To illustrate the difficulties in defining and measuring services To assess the diversity of services, including the range of industries and occupations To explore the reasons for the growth of services To describe the world of labor in services To provide case studies of finance and several producer services sectors To examine the globalization of services To sketch the nature of consumer services and tourism
8.	Transportation and Communications LO: To place modern transportation systems in a historical perspective To illustrate the nature of cost-space and time-space convergence or compression To demonstrate the relationship between transport and economic development To emphasize the critical role of transportation policy To examine communications innovations and online computer networks

	To summarize the social and economic impacts of the Internet
9.	<p>Cities and Urban Economies</p> <p>LO: To explore the relationship between modern urban growth and the development of capitalism</p> <p>To analyze how cities are linked together through their economic bases and export sectors</p> <p>To describe how the supply and demand for housing is related to residential space</p> <p>To summarize the causes and consequences of suburbanization and urban sprawl</p> <p>To address the reasons, costs, and benefits of gentrification</p> <p>To illustrate the reasons for inner-city poverty and the multiple problems of the ghetto</p> <p>To discuss global cities in light of the current round of globalization</p> <p>To introduce the concept of urban sustainability</p>
10.	<p>Consumption</p> <p>LO: To offer a historical overview of consumption and consumerism</p> <p>To summarize sociological, neoclassical, and Marxist views of consumption</p> <p>To analyze the geographies of consumption at multiple spatial scales</p> <p>To note the environmental impacts of mass consumption</p>
11.	<p>International Trade and Investment</p> <p>LO: To explain the theoretical bases of international trade and factor flows, including comparative competitive advantage</p> <p>To examine the effects of trade barriers such as tariffs, quotas, and nontariff barriers</p> <p>To present the dynamics of foreign direct investment</p> <p>To understand the financing of international trade, including the impacts of exchange rates</p> <p>To know the role of trade organizations such as cartels, and the World Trade Organization (WTO), and regional trade agreements</p>
12.	<p>International Trade Patterns</p> <p>LO: To describe the evolving pattern of international commerce</p> <p>To document the emerging markets for global exports</p> <p>To examine global trade flows of six different commodities groups</p>
13.	<p>Development and Underdevelopment in the Developing World</p> <p>LO: To outline the multiple definitions of development</p> <p>To acquaint you with the major economic problems inhibiting development in vast parts of the world that are economically underdeveloped</p> <p>To describe the major theories and perspectives on development</p> <p>To examine the causes of poverty in the world today</p> <p>To explore the role of women in the world economy and gender roles in the workplace</p> <p>To shed light on development strategies such as in East Asia</p> <p>To introduce sustainable development as an important strategy in light of the world's limits on growth</p>
14.	Summary and Assessment

*LO learning outcomes

Course title:		Hungarian:		Vállalati pénzügyek II.		Code:	GT_AGMNE009	
		English:		Corporate finance II.				
Institute:								
Faculty of Economics and Business, Department of Accounting and Finance								
Prerequisites:				Corporate finance I			Code:	GT_AGMNE008
Training type		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
Full time	X	per week	2	per week	1	Exam	4	English
Correspondence		per semester	28	per semester	14			
Responsible instructor				name:	Patricia Becsky-Nagy, PhD		post	associate professor
Instructor				name:			post	
Course goals:								
The goal of the course is to introduce the students the basics of the corporate finance, calculation and meaning of the long-term financing.								
Course content , topics:								
During the course Students get acquainted with capital markets, risk and return, Markowitz portfolio theory and the Capital Asset Pricing Model. Students will learn about the funding forms, capital structure and the cost of capital. By using WACC and free cash flows Students will learn the basics of project and firm valuation.								
Learning methods:								
Students need to process the topics discussed on the lectures at home as well. The understanding of the topics is helped by various calculation based practical exercises. Students have access to various e-learning systems.								
Assessment								
Requirements for getting the signatures:								
Requirement for getting the signature is the regular attendance of seminars in accordance to the Statue of Teaching and Examination and the Ethical Code of UD. Based on the Statue of Teaching and Examination the number of absences cannot exceed 2 occasions, otherwise the signature is denied.								
Learning materials:								
In the e-learning course the lecturers publish the learning materials of lectures and seminars. The workload of lessons and home learning is approximately 50-50%, the materials for home learning are given in compulsory readings.								
Grading system:								
Exam opportunities:								
For passing the course the requirement is to take a successful exam. Exam dates will be published for every week during the exam period. The limit of exams is 1.5 times the number of Students who are entitled for taking the exam. The exam dates will be published in the Neptun for the Students in the final week of the term-time. After that the limits won't be extended and further exam dates won't be published. Only those Students are entitled for participating on the exam, who registered for the given exam in the Neptun. Based on the Statue of Teachings and Examination if the number of Students registered for the exam is below 10 the teachers are not liable to keep the exam.								
Topics and structure of tests:								
Exams cover all the topics of the semester. Tests are electronic written tests via the official e-learning site of UD. Tests include theory and practical questions in 50-50% ratio. The questions are connected to the topics of lectures and seminars and to the compulsory readings.								
Evaluation of tests:								

Exam grade is given based on the score of the test. (Theory and practical parts have 50-50% in evaluation, but there is no minimum requirement for the theory or the practical part alone, the final score is the average of the theory and practical parts.) Based on test score the grades are the following:

under 60%:	1, fail
60-69%:	2, pass
70-79%:	3, satisfactory
80-89%:	4, good
90-100%:	5, excellent

Teachers and Students must follow the guidelines in every situation the UD's Statue of Teaching and Examination and its Ethical Code.

Compulsory readings:

Topics of the lectures and seminars.

Berk, J., DeMarzo, P., and Harford, J. (2023): Fundamentals of Corporate Finance, 6th edition, Pearson

Becsky-Nagy, P. – Fazekas, B. (2018): Exercises and Case Studies from Corporate Finance I – Time value of money and the basics of the valuation of securities. University of Debrecen, Debrecen

Becsky-Nagy, P. – Fazekas, B. (2018): Exercises and Case Studies from Corporate Finance II – Investment decisions. University of Debrecen, Debrecen

Recommended readings:

Titman, S., Keown, A. J., Martin, J. D. (2024): Financial Management: Principles and Applications, 14th edition. Pearson

Mishkin, F. S. (2021): Economics of Money, Banking, and Financial Markets, The, 13th edition, Pearson

Syllabus

Wee k	Topics
1.	Syllabus, Introduction to capital markets LO: Students become familiar with the mechanisms of capital markets.
2.	Risk and return LO: Students understand the concepts of risk and return, they are able to measure risk and return.
3.	Portfolio theory I LO: Students are familiar with the basics of portfolio theory and diversification.
4.	Portfolio theory II LO: Students are able to measure the risk and return of portfolios.
5.	Systematic risk LO: Students understand the nature of various types of risks; idiosyncratic and systematic.
6.	CAPM LO: Students are able to price assets with the CAPM.
7.	Raising equity, debt financing LO: Students are familiar with the features of the main funding forms.
8.	Capital structure LO: Students are familiar with the most important theories related to capital structure.
9.	Cost of capital LO: Students are able to measure the cost of capital using the WACC method.
10.	Valuation using FCF I LO: Students understand the economic relevance of free cash flows.
11.	Valuation using FCF II LO: By putting together the FCF and WACC students are able to value projects and firms.
12.	Working capital management LO: Students are familiar with the basic concepts of WC management.
13.	Short-term financing planning LO: Students are familiar with the basic concepts of Short-term financing planning.
14.	Summary:

	LO: Students are able to synthesize the gained knowledge and think in the complex system of finance.
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*LO learning outcomes

Subject:	Hungarian:		Statisztika II.				Code:	GT_AGMNE007
	English:		Statistics II.					
University and Department			Institute of Methodology and Business Digitalization					
Preconditions:			Statistics I., Mathematics II.				Code:	GT_AGMNE006
Division		Number of lessons				Requirement	Credit	Language
		Lecture(s)		Seminar(s)				
Daytime	X	Weekly	2	Weekly	2	Exam	5	English
Correspondent		Semiannually		Semiannually				
Lecturer				Name:		Prof. Dr. Péter Balogh	Rank:	professor
Purpose of the course: The course introduces the basic statistical concepts and covers the procedures most frequently used in the descriptive analysis of cross-sectional and time-series data. The focus will be mainly put on the computation and interpretation of the most widely used statistical measures and some basic economic indicators that have importance in the socio-economic decision making process.								
Required professional competences which are established and further enhanced on the merits of this subject <i>Knowledge:</i> Students should get acquire the mathematical, statistical methods which are needed to analyse and cope with problems in Business and Economics. <i>Skills:</i> Student will be qualified for plannig and organizing business programmes and for allocating resources, making professional proposals, drawing conclusions. <i>Attitude:</i> Student should be more cooperative in solving problems from the field of Business and Economics. Students become opened to the innovative and scientific approaches and sensitive to the new features. <i>Autonomy and responsibility:</i> Students will be able to plan economic processes and to control purchasing and marketing processes								
Short subject description and main topics: The course covers the basic concept of hypothesis tests, parametric hypothesis tests (for means, variances and population proportions) are studied, as well as some further tests for goodness of fit and independence, regression analysis, both simple and multiple ones and some basic time series methods (smoothing, trends, seasonality, forecasting).								
Planned teaching activities and methods: During the seminars we solve exercises of the book using SPSS for getting the solutions. Attending the lectures and the seminars are compulsory.								
Evaluation: The overall course grade will be based on the working on practices and the final computer exams.								
Compulsory literature: Anderson, Sweeney, Williams, Freeman and Shoesmith: Statistics for Business and Economics, Second edition, Cengage Learning EMEA, 2010. UK, 928. p. ISBN: 1408018101 Howitt, D. – Cramer D.: Introduction to Statistics in Psychology, 6/E Pearson, Harlow. 2014. 744. p. ISBN-13: 9781292000749								
Recommended literature: Field A.: Discovering Statistics Using SPSS (Introducing Statistical Methods), 5th Edition, SAGE Publications Ltd., London, 2017. 1104. p. ISBN-13: 9781526445780								

Weekly schedule	
1.	Testing Hypotheses about the Mean of a Normal Distribution, σ Known. Testing Hypotheses about the Mean of a Normal Distribution, σ Not Known. LO: Null Hypothesis and Alternative Hypothesis. Test Statistic, Critical Values, Rejection and Nonrejection Regions. Type I and Type II Errors.
3.	Comparing the Means of Two Independent Groups. Comparing Two Dependent Groups. LO: Example for Comparing the Means of Two Independent Groups and Comparing Two Dependent Groups.
5.	Comparing More Than Two Groups. The ANOVA F Test for Independent Groups. LO: Practice for ANOVA analysis
7.	Applicability conditions of the analysis of variance. The validation process. Determining an error type I. and type II. The power of analysis of variance. LO: Practice for ANOVA analysis
9.	Mixed effect ANOVA. LO: Practice for mixed effect ANOVA.
11.	Product-moment correlation coefficient: Pearson, Rank correlation: Kendall, Spearman. LO: Examples of the different correlation coefficients. The interpretation of the results.
13.	Regression analysis. Terms of the use of regression analysis. LO: Regression analysis. Terms of the use of regression analysis.
15.	Least Squares Regression. Inferences about the Slope and Intercept. Straight Lines. Linear Regression Model. Least Squares Line. Error Sum of Squares. Standard Deviation of Errors. LO: Example for simple regression models.
17.	Total Sum of Squares. Regression Sum of Squares. Coefficient of Determination. Mean, Standard Deviation and Sampling Distribution of the Slope of the Estimated Regression Equation. Inferences Concerning the Slope of the Population Regression Line. Estimation and Prediction in Linear Regression. Linear Correlation Coefficient. Inference Concerning the Population Correlation Coefficient. LO: Example for multiple regression models.
19.	Multi correlation and regression. A good model and measurement criteria. Elasticity concept, measuring. Partial elasticities. Cobb-Douglas function. LO: Example for the Elasticity. Partial elasticities. Using Cobb-Douglas function in practice.
21.	Time series analysis. Trend, cycle, seasonality and error. The decomposition of the time series. An analysis of the time series means (mean size of the phenomenon, the mean of the absolute and relative changes). LO: Example for stock and flow types of time series.
23.	Time series analysis. Trend analysis: moving averages, trend analytical calculation (linear regression). LO: Representing together the moving average method and the original time series. Example of a linear trend calculation and interpretation of the parameters.
25.	Seasonal character and measurement. Additive and multiplicative models. Seasonal differences and seasonal indices calculation, interpretation and use. Seasonal adjustment. Extrapolation. LO: Examples of seasonal differences and seasonal indices calculation and interpretation. Examples for extrapolation. Making computer time series analysis and interpretation of the outputs.

* LO learning outcomes

Course title:		Hungarian:		Marketingmenedzsment		Code:	GT_AGMNE012	
		English:		Marketing Management				
Institute:				Faculty of Economics and Business, Institute of Marketing and Commerce				
Prerequisites:				Marketing			Code:	GT_AGMNE011
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
full-time	X	per week	1	per week	2	examination	4	English
Responsible instructor			name:		Dr. Kiss Marietta		post	associate professor
Course goals:								
As this course is a sequel to Marketing, its aim is to make students able to apply their previously gained marketing knowledge in solving business problems. Beside the new topics, the course aims to deepen the marketing knowledge students already have, via lectures and seminars, including a marketing simulation game.								
Competences:								
Knowledge:								
- Students know the specificities of team and project work.								
- They know the methods and tools of professional and efficient communication.								
- From the textbook, class discussions, and the simulation game students will learn about the decisions that marketers must make.								
- They get a knowledge about tools, methods, and frameworks that will assist them in making those decisions effectively.								
Capabilities:								
- Students are able to write and present, and participate in discussions in English.								
- They are able to participate in team/project work.								
- They are able to use modern information technology tools (Microsoft Word, PowerPoint, Internet) and to communicate in a professional and efficient manner both in writing and orally.								
Attitudes:								
- Students are open to adopt and use the modern and innovative processes.								
- They are open to different opinions of others if they are well justified professionally.								
Autonomy, responsibility:								
- Students take responsibility for their professional decisions.								
- They are able to plan and manage marketing processes individually.								
- Students are able to analyze the role of marketing within the firm and society.								
- On the practical side, this new understanding of marketing should make each of them a more knowledgeable consumer.								
Course content , topics:								
The course includes the following topics: communicating customer value; advertising and public relations; personal selling and sales promotion; direct, online, social media, and mobile marketing; creating competitive advantage; the global marketplace; social responsibility and ethics.								
Learning methods:								
Lecture presentations (students are provided with lecture slides), class discussions, e-learning materials including the e-book, online assignments/homework, a study plan with additional exercises to practice, and a marketing simulation game.								
Assessment								
The calculation of the final grade is as follows:								
- Introductory test on the simulation game 5%								

- Oral presentation of team strategy 20%
- Hand-out for oral presentation 5%
- Performance in the simulation game 20%
- Examination 50%
- Extra credit questions via MyLab Marketing +10%

The final result will be evaluated according to the following schedule:

- 0-50% – 1
- 51-62% – 2
- 63-74% – 3
- 75-86% – 4
- 87-110% – 5

Attendance is expected and is taken at the beginning or the end of each class. More than three absences from seminar classes for any reason will result in denial of the signature for the class. Participation is particularly important and NOT VOLUNTARY in our simulation game. Students participate in the simulation game in teams. In the second seminar, teams have to take a short test about the simulation game rules in order to be prepared for the game.

Student grade for the seminar work is based on a peer review completed by each member of the team in the last seminar to determine whether each member of the team contributed fairly to prepare the assigned tasks (both the game and the presentation). A team member who fails to contribute can be dismissed. A dismissed team member will lose 50% of his/her grade based on the peer review and will not be credited for submitted work related to the marketing game after the dismissal. Only those students' peer reviews will be taken into account who are present and submit the review when requested.

Oral presentation on the firm strategy (preparing PowerPoint slides is compulsory!) will be graded on two parts: content and delivery. Content includes whether the presentation was accurate, complete, specific, and detailed. Delivery includes whether the presentation was interesting, lively, special, upbeat, and clear. The oral presentation cannot be skipped or rescheduled; the only date in which it should be held is the last seminar. In case of the omission of the presentation, the signature will be denied for all of the group members. The signature will also be denied if the team totally misses the presentation topic so that the presentation is valueless. Ppt slides of the presentation (i.e. hand-out) have to be submitted until the beginning of the last seminar. Late submission will result in a loss of 50% of the grade for the hand-out.

Make-up assignments will not normally be given. The only exception will be natural disaster, documented serious emergency or illness of the student or immediate family member. In all relevant cases physician's confirmation will be required. Make-ups will absolutely not be given because the date of assignment happen to clash with student's travel plans, sports activities or work schedules. All requests for make-up assignments will need to be thoroughly documented and confirmed by independent third party.

There is a zero tolerance cheating policy during this course. Students caught violating the academic honesty policy will face severe penalty. Any offense will result in a 0 on an assignment or test.

Compulsory readings:

KOTLER, P.–ARMSTRONG, G. (2020): Principles of Marketing. Global Edition, 18/E, Pearson, ISBN-13: 9781292341132 (print) or 9781292345895 (eText)

MASON, C. H.–PERREAULT, W. D. (2002): The Marketing Game! 3rd Edition. McGraw-Hill Higher Education, New York (USA), ISBN: 0 256 13988 1

Recommended readings:

KOTLER, P.–ARMSTRONG, G. (2020): Principles of Marketing. Pearson MyLab Marketing without Pearson eText. Global edition, 18/E, Pearson, ISBN-13: 9781292341187

KOTLER, P.–KELLER, K. L.–BRADY, M.–GOODMAN, M.–HANSEN, T. (2019): Marketing Management. 4th European edition, Pearson/Prentice Hall, Harlow, ISBN: 9781292248448

KOTLER, P.–KELLER, K. L.–CHERNEV, A. (2022): Marketing Management. Global edition, 16th edition, Pearson/Prentice Hall, Boston, ISBN-13: 9781292404813

Syllabus

Week	Topics
1.	Lecture: Orientation, course overview Seminar: Introduction to the use of the simulation game, forming teams LO: Students have a basic overview of the semester's topic and they are introduced to the use of the simulation game.
2.	Seminar: Simulation game trial round LO: Students have a basic insight into the most basic marketing decisions.
3.	Lecture: Engaging Customers and Communicating Customer Value Seminar: Simulation game Level1, round1 LO: Students are able to identify the elements of the integrated marketing communications, to describe the communication process, and to identify the steps in developing effective marketing communications programs.
4.	Seminar: Simulation game Level1, round2 LO: Students have a feedback on their previous marketing decisions, they have a deeper insight into the most basic marketing decisions.
5.	Lecture: Advertising and Public Relations Seminar: Simulation game Level1, round3 LO: Students understand two basic marketing communication tools (advertising and PR), their uses, advantages and disadvantages, and types.
6.	Seminar: Simulation game Level2, round4 LO: Students have a feedback on their previous marketing decisions, they have an insight into intermediate level marketing decisions.
7.	Lecture: Personal Selling and Sales Promotion Seminar: Simulation game Level2, round5 LO: Students understand two further marketing communication tools (personal selling and sales promotions), their uses, advantages and disadvantages, and types.
8.	Seminar: Simulation game Level3, round6 LO: Students have a feedback on their previous marketing decisions, they have an insight into advanced marketing decisions.
9.	Lecture: Direct, Online, Social Media, and Mobile Marketing Seminar: Simulation game Level3, round7 LO: Students know direct marketing as a communication tool and its newest forms, i.e., online, social media, and mobile marketing.
10.	Seminar: Simulation game Level3, round8 LO: Students have a feedback on their previous marketing decisions and they have a deeper knowledge about advanced marketing decisions.
11.	Lecture: Creating Competitive Advantage Seminar: Simulation game Level3, round9 LO: Students understand competitor analysis and basic competitive strategies to be able to form sound marketing strategies.
12.	Seminar: Simulation game Level3, round10 LO: Students have a feedback on their previous marketing decisions and they have a deeper knowledge about advanced marketing decisions.
13.	Lecture: The Global Marketplace. Social Responsibility and Ethics Seminar: Simulation game Level3, round11 LO: Students understand major international marketing decisions (analyzing the international marketing environment, deciding whether to go global, deciding which markets to enter, deciding how to enter the market, deciding on the global marketing program, deciding on the global marketing organization) as well as the role of social responsibility and ethics in marketing.
14.	Seminar: Team presentations, evaluation of the semester LO: Students develop their presentation skills, and receive a feedback on their personal work in the semester from the team members and from the instructor as well as on the performance of their simulated firm.

*LO learning outcomes

Course title:	Hungarian:				Code:	GT_AGMNE019		
	English:		Operations Management					
Institute:			Faculty of Economics and Business, Institute of Applied Informatics and Logistics					
Prerequisites:			-		Code:	-		
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	2	per week	2	colloquium	4	English
Responsible instructor			name:	Dr. Tímea Gál		post	Associate Professor	
Course goals:								
The aim of the course to acquaint students with the efficient management of production and service processes, make students capable of analyzing processes, controlling quality, creating value and managing the flow of information and products through the supply chain to make the business successful.								
Competences:								
Knowledge:								
Should know the importance of managing production and service processes and the supply chain.								
Should know the steps of strategy building.								
Should know the decision analysis support tools.								
Should know the methods of quality management.								
Should know the importance of process capability and statistical process control.								
Should know the designing methods of products and services.								
Should know the basics of capacity and facility panning.								
Should know the decision tools of facility location.								
Should know the current trends in human resource management.								
Should know the support tools of work measurement decision analysis.								
Should know the basics of project management.								
Capabilities:								
Should be able to control and improve production and service processes.								
Should be able to implement an effective strategy.								
Should be able to apply the tools of decision making.								
Should be able to manage quality efficiently.								
Should be able to satisfy the needs of the customers.								
Should be able to plan products, services and processes.								
Should be able to solve of problems of facility layout and location, and capacity utilization.								
Should be able to cooperate fruitfully with colleagues.								
Should be able to manage projects efficiently.								
Attitudes:								
Should be open-minded to know and apply the newest methods of management.								
Should work insisently to reach the aims of the business strategy.								
Should willingly take part in difficult decisions.								
Should pursue the goal of producing good quality.								
Should be sensible hearing the changing demand of customers.								
Should be motivated to participate actively in the planning process.								
Should call for the high level utilization of facilities.								
Should cooperate willingly with colleagues.								
Should be ready to participate in projects.								
Autonomy, responsibility:								
Should feel responsible for participate in controlling and improvement of production and service processes.								
Should contribute with self-education to improve the organization.								

Should take part in decisions confidently. Should comply with laws and ethical standards. Should work on healthy environment and prevention of accidents.
Course content , topics: Introduction to operations management. Strategy. Decision analysis support tools. Quality management. Process capability and statistical process control. Forecasting. Designing products. Designing services. Process design. Capacity and facility planning. Facility location. HR management, Work measurement. Project management.
Learning methods: Interactive lecture, discussion, consultation, and problem solving.
Assessment Colloquium The final grade is the average of the seminar grade and the lecture grade. At the seminars the active students can get maximum 4 points/seminar. The seminar work will be calculated by the sum of the collected points at the end of the semester. If a student does not attend a seminar s/he cannot get the points for the given seminar. 30% absence is accepted at the seminars.
Compulsory readings: Russell, R. S. –Taylor, B. W.: Operations and Supply Chain Management, 9th Edition, ISBN: 978-1-119-53759-5 2018. 816 Pages
Recommended readings: Heizer, J. - Barry R. - Chuck M.: Operations Management: Sustainability and Supply Chain Management (12th Edition), Pearson, ISBN-13: 978-0134130422, ISBN-10: 0134130421, 2016

Syllabus

Week	Topics
1.	LO: Introduction. The structure of value creating processes. Production processes. Service processes. The role of the operations manager. The evolution of operations management. Supply chain management. Globalisation. Productivity and competitiveness. Students should know the basic functions and features of the value creating processes, and should understand the process of the evolution of management.
2.	LO: Strategy. The steps of strategy formulation: primary task, core competencies, order winners and order qualifiers, positioning the firm, and strategy deployment. Hoshin kanri and balance scorecard as methods of strategy deployment. Operations strategy. Students should know the steps of strategy formulation, and should understand the relationships between strategy deployment and business development.
3.	LO: Decision analysis support tools and processes. Optimist and pessimist decision maker. The meaning and usage of coefficient of optimism. Decision making criteria: maximax, maximin, equal likelihood, and Hurwitz. Students should use the decision criteria to mitigate the risk, and should know the difference between pessimistic and optimistic decisions.
4.	LO: Quality and quality management. The TQM and quality management systems. Quality tools. The focus of quality management: the customer. Quality improvement. Lean six sigma. ISO 9000. Students should know the methods of quality measurement and the techniques of quality improvements,

	and should be able to conform to the changing demand of the customer.
5.	<p>LO: Process capability and statistical process control. The role of process control in the quality management. Attribute data and variable data. Construction and usage of process control charts: p, c, x mean and R diagrams. Tolerances and process capability.</p> <p>Students should know how to control production and service processes using process control charts. They should understand the importance of preventing production and service processes from defects.</p>
6.	<p>LO: Forecasting. The importance of forecasting. The factors of forecasting demand. Time-series methods: moving average, moving average, exponential smoothing, and linear trend. Regression methods: linear regression and correlation.</p> <p>Students should know how the most important forecasting methods, be able to make a forecasts from historical data.</p>
7.	<p>LO: Product design. The product design process, idea generation, feasibility study, form design, functional design, reliability, maintainability, usability, and production design. Design for environment, and design for robustness.</p> <p>Students should know the steps and interrelations of the product design, and should understand the importance of product development to adapt to the continuously changing demand of customers.</p>
8.	<p>LO: Service design. The service economy. The service design process. Tools for service design. Waiting line analysis for service improvement. Operating characteristics of the queueing system, traditional cost relationships in waiting line analysis. Psychology of waiting, queueing models.</p> <p>Students should know the characteristics of services and the tools for service design, and should able to understand the effect of waiting lines on the service provider and can improve the queueing system.</p>
9.	<p>LO: Process design and technology. Outsourcing, process selection wit break even analysis. Process analysis, using process flowcharts, process development. Technology decisions: financial justification and technology primer.</p> <p>Students should know the steps of process design. Should know how to select the best production or service process using adequate methods, and should understand the interrelations between the importance of process plan, process selection and business competitiveness.</p>
10.	<p>LO: Capacity and facilities planning. The basics of facility layouts. Basic layouts: process layouts, product layouts, and fix position layouts. Planning of process layouts, service layouts, product layouts, and hybrid layouts.</p> <p>TE: Should know the main types of facility layouts and the means of their designs, and should understand the relationship between the facility layout and the capacity utilization.</p>
11.	<p>LO: Facility location decision support tools. The types of facilities. Site selection. The factors of the global supply chain. Location analysis techniques: location factor rating, center-of-gravity technique, and load-distance technique.</p> <p>Students should know the types of facilities, the factors that influence facility locations and the techniques of facility locations, and should understand the relationship between geographic location of facilities and efficient operation of facilities.</p>
12.	<p>LO: Human resources in the operations management. HR and quality management. The changing nature of HR management. Contemporary trends in HR management. Management of diversities in HR. Job design, job analysis and the learning curve.</p> <p>Students should know the characteristics of modern HR management and the methods of work design and work analysis, and should understand the role of human resources as the primary resource in business operations.</p>
13.	<p>LO: Work measurement decision analysis support Tools. Time studies: stopwatch study, normal time, number of cycles, elemental time files, and predetermined motion times. Work sampling.</p> <p>Students should know the traditional work measurement methods, stopwatch study and work sampling, and</p>

	should understand that the traditional methods are needed presently mainly in services.
14.	<p>LO: Project management. The elements of a project plan. Global differences in project management. The control of projects: time, cost, performance, and communication. Project planning with Gannt chart and CPM/PERT. Microsoft Project. Project crashing, time-cost analysis.</p> <hr/> <p>Students should know the characteristics of projects, the procedure of project planning and the methods (Gannt diagram, CPM/PERT, Microsoft Project). They can control the project implementation, and should understand the importance of project management in the areas of production, services and researches.</p>

*LO learning outcomes

Course title:	Hungarian:	Írás és olvasás gazdasági és üzleti témában				Code:	GT_AGMNE115	
	English:	Reading and Writing in Economics and Business						
Institute:		Institute of World Economy and International Relations						
Prerequisites:		-				Code:		
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
	X	per week	0	per week	2	Practical Mark	3	English
Responsible instructor		name:		Dr. Tünde Csapóné Riskó		academic position		Associate Professor
Instructor		name:						
Course goals:								
This course is designed to enable students to take responsibility, have understanding of their own interest, read and understand business and economics journals, articles. It helps students to start reading and writing in the topic selected to their thesis work. After a successful completion of the course the students should be able to understand and interpret economic texts at an intermediate level and should be able to participate in discussions over the main topics of economics and business. The students should be able to differentiate among opinions, discussions, scientific results and predictions.								
Knowledge: Mastered the written forms of professional and effective communication. Prepared for thesis writing and independent intellectual creation in which they give account of their bibliographical background in relation to the examined topic.								
Capabilities: Ready for written presentations of professional positions, opinions, according to the rules and formulas of professional communication.								
Attitudes: Accepts and recognizes the importance of reading and reflecting. Open for lifelong learning.								
Autonomy, responsibility: Takes responsibility for professional, legal and ethical norms related to his/her work.								
Course content, topics:								
Thesis requirements; Background to Writing, Critical Reading, Avoiding Plagiarism; Finding Key Points and Note-making, Paraphrasing, Summarising, Synonyms; References and Quotations, Combining Sources, Verbs of Reference, Taking Ideas from Sources; Organising Paragraphs, Introductions and Conclusions, Rewriting and Proof-reading; Comparisons, Definitions, Examples, Generalisations; Numbers, Style, Visual Information; Working in Groups, Abbreviations, Punctuations; Time Words, Verbs – Passive, E-mails; Designing and Reporting Surveys, Writing Longer Essays;								
Learning methods:								
Lectures and exercises								
Assessment								
<ul style="list-style-type: none">- Signature requirements: regularly attending the classes (not more than 1/3 of the classes is accepted to be missed).- Final grade (practical mark): During the semester 4 individual homework must be done and uploaded to eLearning. For the 4 homework altogether 50 points can be collected.- Students working in groups have to write a so-called “mini-thesis” including the Introduction, Literature review, Material and Methods and the References chapters. Groups have to prepare presentations and introduce them on Week 12-13-14. The “mini thesis” together with the ppt must be uploaded to eLearning one week before the scheduled date of presentation. For this group work 50 points can be collected. The result of the individual and the group work must reach at least 60% separately. For active seminar participation extra 10 points can be collected.- The result of the individual and the group work must reach at least 60% separately.- 100 points – 100%								
Calculation of the final grade is as follows:								
0-59%– 1								

60-69%– 2
70-79%– 3
80-89%– 4
90-100%– 5
Compulsory readings: <ul style="list-style-type: none"> • lecture slides + uploaded teaching materials • Thesis requirements https://econ.unideb.hu/en/thesis-requirements
Recommended readings: <ul style="list-style-type: none"> • Bailey, S: Academic writing for international students of business. Routledge, 2011 • readings provided by the educator

Syllabus

Week	Topics
1.	Introduction LO: Information about the course (schedule, requirements, assessment, grading, etc.). Understand the basic concepts of academic writing
2.	Thesis requirements LO: Understand the thesis requirements of the UD Faculty of Economics and Business.
3.	Background to writing; Critical reading; Avoiding plagiarism; From understanding titles to planning LO: Understand the common types of academic writing, the structure of academic texts; how to assess texts critically; what plagiarism is; how to summarize and paraphrase
4.	Finding key points and note-making; Paraphrasing; Summarizing; Synonyms LO: Be able to make notes; understand note-making methods; the elements of effective paraphrasing and techniques for paraphrasing; understand what summarizing is and the stages of summarizing
5.	References and quotations; Combining sources; Verbs of reference; Taking ideas from sources LO: Be able to refer to sources, use quotations and organising the list of references.
6.	Organising paragraphs; Introductions and conclusions; Rewriting and proof-reading LO: Be able to organise paragraphs; understand introduction contents and structure, and conclusions; be able to rewrite and proof-read.
7.	Library Week
8.	Comparisons; Definitions; Examples; Generalisations LO: Be able to make comparisons, provide definitions, use examples and generalisations.
9.	Numbers; Style; Visual information LO: Understand the language of numbers and the suitable academic style; understand the language of change.
10.	Working in groups; Abbreviations; Punctuation LO: Be able to work in groups successfully; understand abbreviations and punctuation.
11.	Time words; Verbs-passive; e-mails LO: Be able to use time words and active and passive; understand how to write emails properly
12.	Designing and reporting surveys; Writing longer essays LO: Be able to conduct surveys and design questionnaire; able to plan longer essays.
13.	Homework discussion LO: Understand the correct answers to the homework questions.

*LO learning outcomes

Course title:		Hungarian:		Projekt menedzsment		Code:	GT_AGMNE089		
		English:		Project Management					
BA in Business Administration and Management 2025/26									
Institute:				Faculty of Economics and Business, Institute of Applied Economics Sciences, Department of Business Development					
Prerequisites:				–			Code:	–	
		Classes per week				Requirement	Credit	Language of instruction:	
		Lecture(s)		Seminar(s)					
		per week	1	per week	2	P (practical grade)	4	English	
Responsible instructor				name:		Dr. Viktória Vida, PhD		post	associate professor
Instructor				name:				post	
Course goals: The main aim of the course is to give an insight into the most widely accepted techniques and theoretical considerations of general project management. The other goal of the course is to get students acquainted with project management basics, methodology, and key project management features (e.g., project, planning, organization, implementation, monitoring, and evaluation, etc.). After acquiring the subject, students will be able to prepare and carry out projects and acquire the basic knowledge needed to make the applications.									
Competences: <i>Knowledge:</i> The student is familiar with the theory and practice of project management. The student has the professional knowledge required to preparing, implementing, evaluating and controlling projects. The student is familiar with the methodology related to the planning, management, control, monitoring and evaluation of projects. Through the course, the student gets to know the latest research results and development directions of project management. <i>Capabilities:</i> The student is able to perform complex cost / benefit analysis (CBA) of different projects at a high level, to judge the efficiency and effectiveness of each project, and to collaborate with professionals working in other fields during the preparation and implementation of a given project. The student understands the internal structural relationship of projects and is able to prepare projects related to his / her field, direct their implementation and close and evaluate the given project. The student can also apply the knowledge acquired during the study of the subject in practice, especially with regard to the methodology of project management. <i>Attitudes:</i> The course helps the student to identify with the concept of “lifelong learning” in their later studies with appropriate and comprehensive project management knowledge and attitudes. With appropriate professional experience and results, the student strives to develop independent research projects, initiate professional collaborations and form a research group. It seeks to find out the financing background related to the projects of companies and research institutes performing and developing regional, Hungarian and European project management activities, and to demonstrate environmentally and nature-conscious behavior during the planning and implementation of projects. <i>Autonomy, responsibility:</i> The student takes responsibility for the work of both himself / herself and his / her subordinates during the management of the projects, as well as responsibly ensures the infrastructural, professional and human conditions necessary for successful work. The course helps the student to be innovative and effective in their work.									
Course content, topics: Theoretical and practical knowledge about project management basic definitions, functions (definition, planning, time and cost control, project communication) and techniques (problem and objective trees, stakeholder analysis, log frame matrix, Gantt charts, time and cost control calculations). Content: – Introducing the project idea (Project scope)									

- Introducing the project team
- Problem tree
- Objective tree
- SWOT analysis
- PEST analysis
- Stakeholder analysis
- Communication plan
- Gantt chart
- Budget
- Risk analysis.

Learning methods:

Lectures are responsible for transferring theoretical knowledge and basic concepts. Seminars are part of the course, the aim of the seminars are to discuss these topics interactively as well as to solve problems related to them in teams or individually (case studies, specific methods or techniques etc.). The emphasis of the seminars is on to acquire the project planning techniques. The students prepare their project plan in team (3-4 people) under the guidance of the lecturer. To solve the tasks, the instructor also provides a consultation opportunity as needed.

Assessment

Condition for obtaining the course signature: 1) Regular attendance of classes. The administration of student's class attendance takes place in the e-learning system.

To complete successfully the course: prepare and submit a project plan to be prepared according to the instructor's instructions by the deadline.

The semester ends with a seminar grade. The seminar grade includes (1) the result of the written *project plan* prepared based on the regulations and submitted to the deadline (max. 30 points), (2) the result of the project plan's *oral presentation* (max. 10 points) and (3) the result of the *written test* (max. 60 points). The required minimum is 60% for the performance each.

(1) Project plan:

The main content and formal requirements of the project plan are contained in the appendix to the course program, which supplemented by the instructor's regulations. The project plan submitted electronically by e-learning system. The submitted project plan cannot be corrected/improved after submission. The result of the project plan determined by its professional, methodological quality. Preparing of the project plan without proper content and formal requirements and the failure to comply with the deadline will result the rejection of the project plan and the course signature too. Each team member will get the same score for the project plan.

(2) Project plan's oral presentation:

After the submission of the project plan, the students will give an oral presentation and defend their work in maximum 10 minutes. Without the presentation the project plan is not valid (if the project plan is not valid the signature will be rejected, and thus the semester uncompleted). Each team member will get the same score for the project plan's oral presentation.

(3) Written test:

The written test is an e-learning test, the questions formulated from the course topics as true-false questions, definition-type questions, and test questions. The written test is an individual work and can be retaken twice.

The written test itself is not enough to complete the course. If the students have a successful written test, but do not upload the project plan on time; or the students upload the project plan on time but do not defend the plan on the given dates, the semester is uncompleted.

The seminar grade will be calculated according to the following table:

0–59%	failed (1)
60–69%	satisfactory (2)
70–79%	average (3)
80–89%	good (4)

90–100% excellent (5).

Compulsory readings:

V. Vida: Slide of lectures and exercises (2025)

Recommended readings:

J. K. Pinto (2019): Project Management: Achieving Competitive Advantage, Global Edition, 5/e, 5th Edition, Pennsylvania State University – Erie, 2019, Pearson. ISBN: 9781292269153.
 Greg M. Horine (2022): Project Management Absolute Beginner's Guide, 5th Edition. ISBN: 9780137647019.
 Jack R. Meredith – Samuel J. Mantel. Jr. (2009): Project management – A Managerial Approach, Seventh edition, USA, John Wiley & Sons, Inc. ISBN-13 978-0-470-22621-6
 J. M. Nicholas – H. Steyn (2012): Project Management for Engineering, Business and Technology fourth edition, 2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN, ISBN: 978-0-08-096704-2
 M. C. Thomsett (1990): The Little Black Book of Project Management, AMACOM, 1990.
 Lockyer, G. – Gordon, J. (2005): Project Management and Project Network Techniques. 7th ed. Prentice Hall, London.

Syllabus

Week	Topics
1.	Lecture: Course introduction. Seminar: Belbin-test. LO*: The students will understand the course information, and gain knowledge about Belbin-test.
2.	Lecture: Definition of project, project life cycle, project strategy, SMART principles. Seminar: Forming a project strategy. LO. The students will understand the lifecycle of a project, strategy of a project and the SMART principles.
3.	Lecture: Project planning: Problem tree analysis. Seminar: Forming a problem tree, case studies. LO. Students gain knowledge about the theoretical background and the basic methods of project planning.
4.	Lecture: Project planning: Objective tree analysis. Seminar: Forming an objective tree, case studies. LO. Students gain knowledge about the theoretical background and the basic methods of project planning.
6.	Lecture: Project planning: PEST analysis. Seminar: PEST analysis in practice. LO: Students gain knowledge about the theoretical background and the basic methods of project planning.
7.	Lecture: Project planning: Stakeholders of the project. Seminar: .Exercises, case studies about project planning. LO: Students gain knowledge about the theoretical background and the basic methods of project planning.
8.	Lecture: Project organization, project management, PM team building Seminar: Team building in practice. LO: Students gain knowledge about the team building techniques.
9.	Lecture: Project communication (levels, forms, guidelines, PR), a communication plan for projects. Seminar: Project communication techniques. LO: Students gain knowledge about the theoretical background and the basic methods of project communication.
10.	Lecture: Project time schedule - Gantt-chart Seminar: Gantt-chart in practice. LO: Students gain knowledge about the theoretical background and the techniques of time schedule.
11.	Lecture: Cost planning Seminar: Cost planning in practice. LO: Students gain knowledge about the theoretical background and the techniques of project cost planning.
12.	Lecture: Project risk, and risk management Seminar: Risk management in practice.

	LO: Students gain knowledge about the theoretical background and the techniques of risk management.
14.	Lecture: Course summary Seminar: Project presentation I.
	LO: Students gain knowledge about project presentations.
15.	Lecture: Written test Seminar: Project presentation II.
	LO: Students gain knowledge about project presentations.

*LO learning outcomes

Course title:	Hungarian:		Emberi erőforrás menedzsment			Code:	GT_AGMNE020	
	English:		Human Resource Management					
Institute:			Faculty of Economics and Business, Institute of Management and Organization Sciences Department of Human Resource Management					
Prerequisites:			–			Code:	–	
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	2	per week	1	Exam	4	English
Responsible instructor			name:		Krisztina DAJNOKI		post	associate professor
Instructor			name:				post	
Course goals:								
The course outlines the basic questions and concepts of Human resource management and places emphasis on the functions of it. During the semester students will understand the complexity of HRM and its role in the organization. Through seminar work, students will also be able to gain skills in basic problem solving related to some HRM areas.								
Course content , topics:								
Theoretical and practical knowledge about the HRM models and the most important HRM functions (strategy, labour force planning, job analysis and planning, recruitment, selection, hiring, reward management, performance management, development, HR policies).								
Learning methods:								
Lectures are responsible for transferring theoretical knowledge. Seminars are there to interactively discuss these topics as well as to solve problems related to them in teams or individually (case studies, specific methods or techniques etc.).								
Assessment								
Written examination test: 100%.								
Compulsory readings:								
Armstrong, M. and Taylor, S. (2020): Armstrong's Handbook of Human Resource Management Practice. 15th ed. Kogan Page, London & Philadelphia.								
Recommended readings:								
Ehrenberg, Ronald G. – Smith, Robert S. [2014]: Modern Labor Economics: Theory and Public Policy, Global Edition, 12/e. Pearson, London.								
Lazear, Edward P. – Gibbs Mike (2015): Personnel Economics in Practice, 3rd Edition. Wiley.& Sons, New York.								
Michael Armstrong (2008): Strategic Human Resource Management. 4th edition. Kogan Page, London & Philadelphia.								
Phillips, Jean – Gully, Stan (2015): Strategic Staffing. 3rd edition. Prentice Hall, New Jersey.								

Syllabus

Week	Topics
1.	Lecture: What human resource management (HRM) is, course overview, HRM functions Seminar: Introductory case studies. LO*: The students will understand the HRM function and its role within organizations.
3.	Lecture: HRM strategies & HR planning Seminar: HR planning calculations. LO. The students will understand the concept of HRM strategies & HR planning, and will also gain insight into problem solving about workforce planning.

5.	Lecture: Analysing jobs, roles, competencies and skills. Seminar: Job analysis exercises.
	LO: Students gain knowledge about the theoretical background and the basic methods of job and role analysis.
7.	Lecture: Characteristics of people. Seminar: Personality measurement.
	LO: Students gain knowledge about the theoretical background and the basic methods of understanding individuals within organizations.
9.	Lecture: Motivation at work Seminar: Case study solving.
	LO: Students gain knowledge about the theoretical background and the basic methods of work motivation.
11.	Lecture: Job design Seminar: Case studies in job design.
	LO: Students gain knowledge about the theoretical background and the basic methods of designing jobs and roles.
13.	Lecture: Recruitment Seminar: Staffing calculations
	LO: Students gain knowledge about the theoretical background and the basic methods of recruitment.
15.	Lecture: Selection and hiring. Employee selection techniques. Seminar: Measurement in selection.
	LO: Students gain knowledge about the theoretical background and the basic methods of selection.
17.	Lecture: Performance management Seminar: Exercises in performance management
	LO: Students gain knowledge about the theoretical background and the basic methods of performance management.
19.	Lecture: Reward Management Seminar: Rewarding systems and calculations.
	LO: Students gain knowledge about the theoretical background and the basic methods of reward management.
21.	Lecture: Human resource development and learning Seminar: Case studies..
	LO: Students gain knowledge about the theoretical background and the basic methods of HR development.
23.	Lecture: Organizational commitment and culture Seminar: Diagnosing organizational culture.
	LO: Students gain knowledge about the theoretical background and the basic methods of analysing and managing organizational culture.
25.	Lecture: HRM policies Seminar: Case studies.
	LO: Students gain knowledge about the theoretical background and the basic methods of HCM and human controlling.
27.	Lecture: Looking at the big picture: the HRM function as part of the organization Seminar: Case studies.
	LO: Students integrate their knowledge about the distinct areas of HRM.

*LO learning outcomes

Course title:		Hungarian:		Kontrolling		Code:	GT_AGMNE117	
		English:		Controlling				
Institute:				Faculty of Economics and Business, Institute of Accounting and Finance				
Prerequisites:				International Financial Accounting I		Code:	GT_AGMN014-17	
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
Fulltime	x		2		1	exam	4	English
Responsible instructor			name:		Dr. Gergő Tömöri		post	Associate Professor
Course goals:								
The main goal of this subject is to allow students to gain knowledge, insights, and analytical skills in the field of controlling.								
Competences:								
Knowledge:								
He is familiar with controlling contexts, has an overview of the most important theoretical approaches, has mastered the basics of accounting-business thinking. He has mastered the theoretical foundations and practices of economic process analysis and evaluation techniques.								
Capabilities:								
By using the learned theories and methods, he discovers, systematizes and analyzes facts and fundamental relationships, formulates independent conclusions, makes critical comments, makes decision-making suggestions, makes decisions in a routine and partly unknown - domestic and international environment.								
Attitudes:								
It is open to financial planning and analysis, phenomena and problems affecting decision-making, committed to their solution.								
Autonomy, responsibility:								
Under general professional supervision, he independently carries out and organizes the tasks specified in the job description. It independently organizes the analysis of economic processes, data collection, systematization and evaluation. It takes responsibility for analysis, conclusions and decisions.								
Course content , topics:								
The subject provides concepts, text, and cases in controlling and focuses on the building and running of integrated controlling systems, nevertheless it lays emphasis on the techniques of the management control process. Students will be able to understand how a firm’s managers go about designing, implementing, and using planning and management control systems to implement the strategies.								
Learning methods:								
During the lectures, students will learn about the features, tasks and methods of controlling. In practice, they perform calculations, case studies, and solutions that ensure that they acquire sufficient practice in the field of controlling, decision support, and causal relationships.								
Personal attendance is required on the lectures and seminars. The prerequisite for obtaining a semester's signature is that the students regularly visit the practice, the unjustified absence is allowed for up to three seminars.								
Assessment								
The exam is possible during the exam period. The exam is written, the examination paper contains practical and theoretical questions and tasks, based on 50-50% of the curriculum delivered during the semester.								
The exam evaluated according to the following grading schedule:								
< 60% – 1								
60% - 69% – 2								
70% - 79% – 3								
80% - 89% – 4								
90% - 100% – 5								
Failed exams can be rewritten as regulated by the Statutes of Examination and Teaching during the examination period.								

Compulsory readings:

- [1] Lesson Material and Materials in E-learning interface: <https://elearning.unideb.hu/course/view.php?id=1403>
 [2] R., N. ANTHONY - V. GOVINDARAJAN: Management Control Systems, McGraw-Hill/Irwin, 12th Edition, 2007, New York, NY, chapters 1-11.

Recommended readings:

- Bragg, S. M. (2014): Controller's Guide to Planning and Controlling Operations, JOHN WILEY & SONS, INC, ISBN 0-471-57680-8
 Merchant, K.-Van der Stede, W.: Management Control Systems, Performance Measurement, Evaluation and Incentives, Prentice Hall, 2012.

Syllabus

Week	Topics
1.	Comparison of financial and managerial accounting, relationship with controlling. LO: The student can see the place of managerial accounting in the company.
3.	Groups of Costs, flexible cost analysis LO: The student is able to distinguish and group costs
5.	The Role of Cost Calculation in Business Life LO: The student is able to use different costing methods
7.	The concept of controlling, the essence of controlling LO: The student is able to see the role and position of the controller in the management decision support
9.	A corporate controlling organization. Enterprise controlling system and operation. I. LO: The student is able to see the functioning of different controlling organizations
11.	A corporate controlling organization. Enterprise controlling system and operation. II. LO: The student is able to see the functioning of different controlling organizations
13.	Establishing enterprise controlling systems LO: The student can play a role in the development of the controlling organization
15.	The controller and its task LO: The student can see the tasks of the controller
17.	Corporate design. Operational and strategic planning LO: The student is able to use operational and strategic planning methods
19.	Performance measurement. Enterprise Performance Measurement Systems I. LO: The student is able to use performance measurement systems
21.	Performance measurement. Enterprise Performance Measurement Systems II. LO: The student is able to use performance measurement systems
23.	IT support for controlling LO: The student learns the IT support of controlling
25.	Functional Controlling Subsystems: Financial Controlling Additional Controlling Areas LO: The student can interpret the different controlling subsystems
27.	Controlling in practice LO: The student is familiar with the controlling system of an enterprise

*LO learning outcomes

Course title:		Hungarian:		EU ismeretek		Code:	GT_AGMNE114		
		English:		EU studies					
Institute:				Faculty of Economics and Business, Institute of World Economy and International Relations					
Prerequisites:				-			Code:		
		Classes per week				Requirement	Credit	Language of instruction:	
		Lecture(s)		Seminar(s)					
full time programme	X	per week	2	per week	0	terminal examination	3	English	
Responsible instructor				name:		Dr. Tőkés Tibor		post	assistant professor
Instructor				name:		Dr. Tóth Eszter		post	senior lecturer
Course goals:									
Surveying the European Union's evolution from the Rome Treaty to the present, the course captures the full story of Europe's ongoing integration, its changing identity, and its increasing importance as a global actor in the 21st century. The course consists of the history, institutions and policies of the European Union, lays out the major elements of the European integration and explain how the European Union functions.									
Competences:									
Knowledge:									
Graduates will have acquired									
- knowledge and understanding of the basic functions, determinants and objectives of economic policy, foreign trade processes and foreign economic policy. Has the knowledge of the functioning of the European Union necessary to work effectively.									
Capabilities:									
Graduates will									
- track and interpret global economic and international business trends, changes in economic policy and related policies and legislation relevant to the field, and their effects, and take them into account in his/her analyses, proposals and decisions.									
- be are aware of the specificities of working in an international, multicultural environment.									
- have the ability to use professional foreign languages at intermediate level.									
Attitudes:									
- Receptive to new information, new professional knowledge and methodologies, open to taking on new tasks and responsibilities that require autonomy and cooperation.									
- Seek to take into account the opinions of others and sectoral, regional, national and European values (including social, societal and ecological, sustainability aspects) in a responsible way in their decision-making.									
Autonomy, responsibility:									
- In a supervised professional work environment, they will be able to work and organize activities set out in their job description independently.									
- They will take responsibility for the development and justification of professional viewpoints.									
- They will take responsibility for compliance with professional, legal and ethical norms and rules related to their work and behavior.									
- They will be able to give a presentation and manage debates independently. They will take part responsibly in the work of professional forums within or outside the business organization.									
Course content, topics:									
Theories of European Integration. The Rome Treaty and Its Original Agenda: 1957-1975. The Single European Act and the Maastricht Treaty (1975-1993). Efforts to Reach the Next Level (1994-2008). Enlargement of the European Union. Institutional Dynamics in the European Union. Electoral Politics and Public Opinion. Economic and Monetary Union. The EU Budget, Common Agricultural Policy and Cohesion Policies. External Economic Relations of the European Union. Common Foreign and Security Policy. Justice and Home Affairs.									
Learning methods:									
The course is implemented as a lecture. The participation in the lectures is not compulsory however it is highly recommended. Occasionally external speakers are invited to make the course more colorful.									
In the exam period written exams will be organized to check students' knowledge.									
Assessment									

- Individual presentation on a specific subject (optional)
- Written exam in the exam period at the end of the semester (100%), 3 exam possibilities
- Final evaluation: 0–55% failed (1), 56–65% acceptable (2), 66–75% medium (3), 76–85% good (4), 86–100% excellent (5)

Compulsory readings:

- Bulmer, S. et al eds. (2020): Politics in the European Union - 5th edition. Oxford- New York: Oxford University Press. ISBN 978-0-19-882063-5
- Baldwin, R - Wyplosz, Ch. (2020): The Economics of European Integration. 6th edition. London: McGraw-Hill Education. ISBN-13: 978-1526847218
- Horvath, Z. (2011): Handbook on the European Union. 4th edition, HVG-Orac Lapkiadó Kft, Budapest.
- Birol A. Yesilada – David M. Wood (2010): The Emerging European Union, 5th edition, Longman-Pearson, Washington.
- Jacques Pelkmans: European Integration – Methods and Economic Analysis – Part 2 (Ch 5-Ch10), Part3 Ch 11, Ch 12.; Pearson Education Canada; 3rd edition, 2006; ISBN-10: 0273694499, ISBN-13: 978-0273694496
- Handouts and presentations uploaded in the Moodle

Recommended readings:

- The official website of the EU: www.europa.eu
- EU Bookshop: www.bookshop.europa.eu
- EU Single Market: www.singlemarket20.eu
- Eurostat: www.ec.europa.eu/eurostat
- European Commission: www.ec.europa.eu

Syllabus

Week	Topics
1.	Introduction to the course
	Learning outcomes (LO): Setting goals, and being acquainted with requirements concerning the course itself. Students meet the course syllabus and requirements.
2.	<ul style="list-style-type: none"> • General Introduction of the European Union
	LO: Students learn about the essential facts and importance of the European Union. Key symbols and trends within the EU are introduced.
3.	<ul style="list-style-type: none"> • History and Development of European Integration I
	LO: Students learn about the concept and early history of the European integration.
4.	<ul style="list-style-type: none"> • History and Development of European Integration II
	LO: Students learn about the recent historical events, accessions of the European Union until today.
5.	<ul style="list-style-type: none"> • The Institutional Structure of the European Union
	LO: Students meet the top institutions of the EU responsible for the operation of the 27-member collaboration.
6.	<ul style="list-style-type: none"> • The Internal Market and the Four Freedoms
	LO: Students hear about the advantages and results of the European common market.
7.	<ul style="list-style-type: none"> • The EU and Africa
	LO: Students get to know how the historical relations between the EU and Africa changed over centuries.
8.	<ul style="list-style-type: none"> • Decision-making and Legislation in the EU, EU Law
	LO: Students have an overview of the decision-making system of the EU and get to know the “legislative triangle”.
9.	<ul style="list-style-type: none"> • The Budget of the EU
	LO: Students can imagine how the EU as an organization live from: what are the incomes and most important spendings of it.
10.	<ul style="list-style-type: none"> • The Economic and Monetary Union.
	LO: Students becomes acquainted with the economic and monetary goals of the integration.

11.	<ul style="list-style-type: none"> The Common Agricultural Policy and the Common Fisheries Policy
	LO: Students learn the details of the CAP and the most important activities regarding agriculture in the EU.
12.	<ul style="list-style-type: none"> Regional Policy – Economic, Social and Territorial Cohesion in the EU
	LO: Students can see the structure of the cohesion policy of the EU and speak about the goals of the current programming policy.
13.	<ul style="list-style-type: none"> The External Policies of the European Union, Enlargement policy
	LO: Students familiarize themselves with the concept of enlargements, and will learn about future potential members.
14.	<ul style="list-style-type: none"> Summary of the course
	LO: Summary and Assessment, conclusion and wrap-up of the introduced topics.

*LO learning outcomes

Course title:		Hungarian:		Fejlődésgazdaságtan		Code:	GT_AGMNE116	
		English:		Issues in Economic Development				
Institute:								
		Faculty of Economics and Business, Institute of World Economy and International Relations						
Prerequisites:				-			Code:	
Type		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
Full time	x	per week	2	per week	1	K		English
Part-time								
Responsible instructor				name:	Dr (habil.) László Erdey		academic position	associate professor
Course goals: <p>The course covers a wide range of topics in development economics, starting with the fundamental statistical techniques of international comparison. This is followed by the treatment of fundamental problems like income inequality, the accumulation and role of human capital, urbanization and rural-urban migration, main demographic trends.</p>								
Competences: <p><i>Knowledge:</i></p> <ul style="list-style-type: none"> - The student will know the basic, broad concepts, theories, facts, domestic economic and international contexts of economics, relevant economic actors, functions and processes. - The student will have mastered the fundamental theories and characteristics of the micro and macro levels of organization of the economy and will have mastered the basic methods of information gathering, mathematical and statistical analysis. - <p><i>Autonomy, responsibility:</i></p> <p>The student will organize the analysis of economic processes, the collection, organization, and evaluation of data independently.</p> <ul style="list-style-type: none"> - The student takes responsibility for their analyses, conclusions and decisions. - The student independently monitors changes in the socio-economic-legal environment affecting the field of specialization. - The student is partially autonomous in following and applying relevant policies. - The student will give presentations and lead discussions independently. 								
Course content, topics: <p>Introducing Economic Development: A Global Perspective, Comparative Economic Development, Poverty, Inequality, and Development, Population Growth and Economic Development: Causes, Consequences, and Controversies, Urbanization and Rural-Urban Migration: Theory and Policy, Human Capital: Education and Health in Economic Development, Agricultural Transformation and Rural Development, The Environment and Development, Development Policymaking and the Roles of Market, State, and Civil Society</p>								
Learning methods: <p>The course is highly interactive between the class and the instructors. Through case studies/presentations and problems, students will have the opportunity to use the concepts and ideas presented in class. Problem-solving sessions occur in both individual (primarily) and team (occasionally) settings.</p>								
Assessment <p>The calculation of the final grade is as follows:</p> <p>Midterm 30%</p> <p>Endterm 30%</p> <p>Classwork (seminars) 40%</p>								

<p>Class participation (lectures), 10%</p> <p>The final result will be evaluated according to the following schedule: 0-60%– 1, 61-70%– 2, 71-80%– 3, 81-90%–4, 91-110%– 5.</p> <p>Students with a final result under 61% lose all points collected during the semester. They may assign for a make-up exam in the examination period.</p>
<p>Compulsory readings:</p> <p>Michael P. Todaro—Stephen C. Smith (2020): Economic Development, 13th Edition, Pearson, selected chapters (ISBN 9781292291154)</p> <p>The instructor may provide a few additional readings during the semester</p> <p>Recommended readings:</p> <p>Abhijit V. Banerjee—Esther Duflo (2011): Poor Economics, A Radical Rethinking of the Way to Fight Global Poverty and the Ways to End It, Random House India</p> <p>David N. Weil (2013): Economic Growth, 3rd Edition, International Edition, Pearson</p> <p>Hans Rosling, Anna Rosling Rönnlund, Ola Rosling (2018): Factfulness: Ten Reasons We're Wrong About the World—and Why Things Are Better Than You Think, Flatiron Books, ISBN 9781250123817</p>

Syllabus

Week	Topics
1.	Introducing Economic Development: A Global Perspective LO: How the Other Half Live, Economics, and Development Studies, What Do We Mean by Development? The Future of the Millennium Development Goals, Sustainable Development Goals
2.	Comparative Economic Development I. LO: Defining the Developing World, Basic Indicators of Development: Real Income, Health, and Education, Holistic Measures of Living Levels and Capabilities, Characteristics of the Developing World: Diversity within Commonality,
3.	Comparative Economic Development II. LO: How Low-Income Countries Today Differ from Developed Countries in Their Earlier Stages, Are Living Standards of Developing and Developed Nations Converging? Long-Run Causes of Comparative
4.	Poverty, Inequality, and Development LO: Measuring Inequality, Measuring Absolute Poverty, Poverty, Inequality, and Social Welfare, Absolute Poverty: Extent and Magnitude, Economic Characteristics of High-Poverty Groups, Policy Options on Income Inequality and Poverty: Some Basic Considerations, Summary, and Conclusions: The Need for a Package of Policies
5.	Population Growth and Economic Development: Causes, Consequences, and Controversies LO: The Basic Issue: Population Growth and the Quality of Life, Population Growth: Past, Present, and Future, The Demographic Transition, The Causes of High Fertility in Developing Countries: The Malthusian and Household Models, The Consequences of High Fertility: Some Conflicting Perspectives, Some Policy Approaches
6.	Urbanization and Rural-Urban Migration: Theory and Policy LO: Urbanization: Trends and Living Conditions, The Role of Cities, The Urban Giantism Problem, The Urban Informal Sector, Migration and Development, Toward an Economic Theory of Rural-Urban Migration, Conclusion: A Comprehensive Urbanization, Migration, and Employment Strategy
7.	Midterm
8.	Human Capital: Education and Health in Economic Development I. LO: The Central Roles of Education and Health, Investing in Education and Health: The Human Capital Approach, Child Labor
9.	Human Capital: Education and Health in Economic Development II. LO: The Gender Gap: Discrimination in Education and Health, Educational Systems and Development, Health Measurement and Disease Burden, Health, Productivity, and Policy
10.	Agricultural Transformation and Rural Development LO: The Imperative of Agricultural Progress and Rural Development, Agricultural Growth: Past Progress and Current Challenges, The Structure of Agrarian Systems in the Developing World, The Important Role

	of Women, Core Requirements of a Strategy of Agricultural and Rural Development
11.	The Environment and Development LO: Environment and Development: The Basic Issues, Global Warming, and Climate Change: Scope, Mitigation, and Adaptation, Economic Models of Environmental Issues, Urban Development, and the Environment, The Local and Global Costs of Rain Forest Destruction, Policy Options in Developing and Developed Countries
12.	Development Policymaking and the Roles of Market, State, and Civil Society LO: A Question of Balance, Development Planning: Concepts and Rationale, The Development Planning Process: Some Basic Models, Government Failure and Preferences for Markets over Planning, The Market Economy, The Washington Consensus on the Role of the State in Development and Its Subsequent Evolution, Development Political Economy: Theories of Policy Formulation and Reform, Development Roles of NGOs and the Broader Citizen Sector, Trends in Governance and Reform
13.	Endterm
14.	Summary and Assessment

*LO learning outcomes

Course title:	Hungarian:		Minőségmenedzsment			Code:	GT_AGMNE087	
	English:		Quality Management					
Institute:			Faculty of Economics and Business,					
Prerequisites:			-			Code:		
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	2	per week	0	-	3	English
Responsible instructor			name:		Dr. Kotsis Ágnes		post	assistant professor
Instructor			name:				post	
Course goals:								
This course introduces the participants into the philosophy, the theories and the basic calculations of quality management. Lectures give opportunity to discuss the topics and to get practice in basics techniques of measuring quality, quality improvement, statistical process control, quality management, international standards of quality.								
Competences:								
Course content , topics:								
Product and service quality, quality theories, quality improvement techniques, product improvement, QFD, FMEA, statistical quality control, quality and lean management, six sigma,								
Learning methods:								
lecture, case studies								
Assessment								
Assessment on a 5 scale base, according to the students’ performance during the year.								
Compulsory readings:								
Foster S. Thomas (2017): Managing Quality. 6th edition. Pearson Prentice-Hall, New-Jersey.								
Recommended readings:								
Summers, D. C. S. (2009): Quality management. 2nd Edition, Pearson Prentice-Hall, New-Jersey.								

Syllabus

Week	Topics
1.	<i>Basic issues of quality: quality of products, perspectives on quality</i> LO: Students can measure products' quality
2.	<i>Basic issues of quality: quality of services</i> LO: Students can measure services' quality
3.	<i>Quality theories- Taguchi method</i> LO: Students know different quality theories mainly the Taguchi Experience method.
4.	<i>Tools of quality I- 7 tools of quality (Ishikawa)</i> LO: Students know different quality theories mainly the 7 basic tools of Ishikawa.
5.	<i>Product Design – Paired comparison</i>

	LO: Students can identify the different weights of products' function
6.	<i>Product Design – QFD</i> LO: Students can use the model of Quality Function Deployment
8.	<i>Statistical Quality Control I(for variables)</i> LO: Students know the theory of Statistical Process control and its techniques
9.	<i>Statistical Quality Control II.(for attributes)</i> LO: Students know the theory of Statistical Process control and its techniques
10.	<i>Quality management: International Quality standards (ISO, TQM,)</i> LO: Students know the international standards of quality mainly the difference of ISO and TQM
11.	<i>Quality management: International Quality standards (Baldrige Award, EFQM)</i> LO: Students know the international models of quality mainly the American and European way
12.	<i>Quality and Lean management</i> LO: Students know the basic principles of LEAN management and its tools of quality

*LO learning outcomes

Course title:		Hungarian:		Tudásmenedzsment		Code:	GT_AGMNE703	
		English:		Knowledge Management				
Institute:		Faculty of Economics and Business, Institute of Management and Organization Sciences						
Prerequisites:		-				Code:		
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	1	per week	2	E		English
Responsible instructor				name:	dr. habil JUHÁSZ Csilla		post	associate professor
Instructor				name:	dr. habil KUN András		post	associate professor
Course goals:								
To guide students through understanding the meaning and forms of “knowledge” in economic and business disciplines, how knowledge societies and economies work, as well as the roles and functions of knowledge management within and among organizations.								
Competences:								
Knowledge:								
Graduated student should know, understand, analyze, plan, manage the knowledge of organizations, and be able to recognize, analyze and solve problems.								
Graduated student should know and apply knowledge forms, know barriers and rules.								
Capabilities:								
Graduated students are able to choose between the most efficient processes and methods for problem solving.								
They are able to use consciously and plan in high standard.								
They are able to use references effectively and independently.								
Attitudes:								
Graduated students are able to effectively use knowledge management methods, forms.								
Autonomy, responsibility:								
They will be able to control knowledge processes, can manage, organise, and communicate it.								
Course content , topics:								
Theoretical and practical knowledge about knowledge societies and economies as well as about organizational level, knowledge management models and the most important KM functions. Students will be able to identify, understand, and analyse knowledge and knowledge systems in organizations as well as in their environment. The approach of the course is introductory and complex, trying to connect the course’s knowledge material to other economic and managerial disciplines.								
Learning methods:								
lectures, trainings, case studies,								
Assessment								
Written (on-line) examination test: 100%.Grade limits: -50%: 1; 51-62%: 2; 63-74%: 3; 75-87%:4; 88+: 5.								
Compulsory readings:								
Jashapara, Ashok (2011): Knowledge Management - An integrated approach. 2nd Edition. New-Jersey. Pearson Prentice-Hall.								
Frappaolo, Carl (2006): Knowledge Management. 2nd ed. Oxford. Capstone Publishing.								

North, Klaus – Gita Kumta (2018): Knowledge Management: Value Creation Through Organizational Learning. 2nd ed. Springer, Cham, Switzerland.

Recommended readings:

Johnsen, Hans Christian Garmann (2016): The New Natural Resource: Knowledge Development, Society and Economics. Routledge, London.
 Gamble, Paul – Blackwell, John (2002): Knowledge Management. London. Kogan Page.
 Khan, B. Zorina (2020): Inventing Ideas: Patents, Prizes, and the Knowledge Economy. Oxford University Press, Oxford, USA.
 Jacobs, Ronald L. (2019): Work Analysis in the Knowledge Economy. Palgrave Macmillan, New York, NY.
 Syed, Jawad – Murray, Peter A. – Hislop, Donald – Mouzoughi, Yusra (szerk.) (2018): The Palgrave Handbook of Knowledge Management. Palgrave Macmillan, London.
 Other resources

Syllabus

Wee k	Topics
1.	Lecture: Introduction, Requirements Seminar: Knowledge societies and economies. LO: Basic concept of knowledge economy and society.
2.	Lecture: What is Knowledge Management? Seminar: Introductory case studies and exercises. LO: Understanding the KM concept.
3.	Lecture: Intellectual Capital Seminar: Case studies and exercises. LO: Understanding the IC concept.
4.	Lecture: The Evolution of KM. Theoretical background. Seminar: Case studies. LO: Understanding the place and role of KM among other managerial disciplines.
5.	Lecture: Knowledge creation Seminar: Case studies and exercises. LO: Understanding the challenges of knowledge creation.
6.	Lecture: Knowledge creation (2 nd part) Seminar: Case studies and exercises. LO: Understanding the challenges of knowledge creation.
7.	Lecture: Knowledge workers Seminar: Case studies and exercises. LO: Employees in knowledge societies: within firms and on the labour market
8.	Lecture: The SECI model in KM Seminar: Case studies and exercises. LO: Understanding the SECI model and its main critiques.
9.	Lecture: Mobilising Knowledge Seminar: Case studies and exercises. LO: Understanding knowledge mobilisation.
10.	Lecture: KM strategies Seminar: Case studies and exercises. LO: The strategic management aspects of KM.

11.	Lecture: The Knowledge Management Systems Seminar: Case studies and exercises. LO: Ability to see the “big picture” regarding KM.
12.	Lecture: Implementing Knowledge Management Seminar: Knowledge maps LO: Understanding the challenge of turning KM knowledge into action.
13.	Lecture: End-term test (MCQs) Seminar: Case studies and exercises LO: Practical knowledge about KM.
14.	Lecture: Re-take of the end-term test Seminar: Case studies and exercises. LO: Practical knowledge about KM.

*LO learning outcomes

Course title:	Hungarian:		A gazdasági teljesítmény mérése országok keresztmetszetében		Code:	GT_AGMNE072		
	English:		Measuring Economic Performance across Countries					
Institute:			Institute of Economics Faculty of Economics and Business					
Prerequisites:			-		Code:	-		
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	0	per week	2	term grade	3	English
Responsible instructor			name:	Czeglédi, Pál		academic position	professor	
Instructors			name:			academic position		
Course goals:								
In the past few decades cross-country comparisons of economic development and well-being have become popular and widely used in economics. These kinds of analyses could not be done without different cross-country databases. This course is aimed at making the students familiar with some of these databases and with the ways they can use them in economic analysis.								
A list of the required professional competences and competence elements (knowledge, skills, etc., KKK point 7) to which the subject typically and substantially contributes)								
Knowledge:								
He or she has learnt the basic theories and characteristics of the macro-level organisation of the economy								
Ability:								
By applying the theories and methods learnt, he or she identifies facts and basic relationships, organises and analyses, draws independent conclusions, makes critical comments, prepares proposals for decisions, and makes decisions in routine and partly unfamiliar contexts, both national and international.								
Attitude:								
He or she is receptive to new information, professional knowledge and methodologies.								
Autonomy and responsibility:								
He or she takes responsibility for his/her analyses, conclusions and decisions.								
Course content , topics:								
During the course we will discuss conventional and non-conventional measures of well-being and economic development and their determinants with special attention to those measures that describe the quality of institutions of different countries or regions such as the indexes of economic and political freedom or the business environment. We will also discuss how economics help us understand the construction of those measures and interpret the results that have been derived with them.								
Learning methods:								
Lectures with the help of slides, solving calculation problems.								
Assessment								
The students will be able to take quizzes during the classes on some randomly chosen occasions. The results of these tests will be considered together with those of the midterm and the endterm tests they must take. The result of these will be evaluated as the following:								
0 - 50% – fail (1)								
50.01% – 64.00% – pass (2)								
64.01% - 76.00% – satisfactory (3)								
76.01% - 87.00% – good (4)								
87.01% - 100% – excellent (5)								
Compulsory readings:								
Cheang, B., Palmer, T. G. (2023). Institutions and Economic Development: Markets, Ideas, and Bottom-Up Change. Spriner Nature Singapore. ISBN 978-981-99-0843-1, https://doi.org/10.1007/978-981-99-0844-8								

Sen, A. K. (1999). Development as Freedom. chapter 2 and 6, pp. 35-53, 146-159 ISBN: 978-0385720274

Békés, G., & Kézdi, G. (2021). Data Analysis for Business, Economics, and Policy. Cambridge University Press, Cambridge, UK, pp. 169-296. SBN 978-1-108-71620-8

Voigt, S. (2019). Institutional Economics: An Introduction. Cambridge University Press, Cambridge, UK, pp. 107-157. ISBN 978-1-108-46108-5

Recommended readings:

Berggren, N. (ed.) (2024). Handbook On the Research On Economic Freedom. Edward Elgar, Cheltenham, UK. ISBN: 978 1 80220 614 2

Coppedge, M., Gerring, J., Knutsen, G. H., Krusell, J., Medzihorsky, J. Pernes, J., Skaaning, S.-E., Stepanova, N., Teorell, J., Tzelgov, E., Wilson, S. L., Lindberg, S. I. (2019). The Methodology of “Varieties of Democracy” (V-Dem). Bulletin of Sociological Methodology, 143(1), 107-133.

Coppedge, M., Lindberg, S., Skaaning, S.-E., Teorell, J. (2015). Measuring high level democratic principles using the V-Dem data. International Political Science Review, 37(5), 580-593.

Gwartney, J., Lawson, R., Hall, J., & Murphy, R. (2021). Economic Freedom of the World: 2021 Annual Report. Vancouver: The Fraser Institute. chapter 1. <https://www.fraserinstitute.org/studies/economic-freedom-of-the-world-2021-annual-report>

Olson, M. (1996). Big Bills Left On the Sidewalk: Why Some Nations Are Rich, and Others Poor. Journal of Economic Perspectives 10. 2. 3-24. ISBN: 978-1-108-46108-5

The World Bank (2016). Worldwide Governance Indicators. <http://info.worldbank.org/governance/wgi/index.aspx#doc>

The World Bank (2021). The Changing Wealth of Nations 2021: Managing Assets for the Future. The World Bank Washington D. C. chapter 1, pp. 3-26. ISBN: 978-0-8213-8488-6. <https://openknowledge.worldbank.org/entities/publication/e1399ed3-ebe2-51fb-b2bc-b18a7flaaaed>

Voigt, S. (2018). How to measure informal institutions. Journal of Institutional Economics, 14(1), 1-22. doi:10.1017/S1744137417000248

Syllabus

Week	Topics	
1.	Introduction and overview of the course LO: The main cross-country patterns and historical development of GDP per capita	Cheang and Palmer (2023), chapter 1, pp. 1-34.
2.	Measuring GDP across countries: The Penn World Table I LO: How to use GDP figures in international comparisons	lecture and slides
3.	Measuring GDP across countries: The Penn World Table II LO: The main principles of calculating the figures in PWT	lecture and slides
4.	Measuring and comparing wealth across countries LO: The meaning of the wealth of a country and its parts; the concept of intangible wealth.	The World Bank 2006, chapter 1 and 2, pp. 3-32 The World Bank 2010, chapter 1 pp. 3-26
5.	A more general approach to measuring welfare: HDI and its theoretical basis LO: The theoretical principles of HDI. How to calculate the HDI?	Sen, 1999, Introduction and chapter 1, pp. 3-34.
6.	What are institutions and why do they matter? LO: The meaning of institutions, their economic roles in general.	Olson 1996; Voigt 2019
7.	The methodology of exploring the determinants of welfare: cross-country regressions I LO: How to read a table with results from a regressions run on cross-country data	Békés and Kézdi, chapters 7-10, pp. 171-296
8.	The methodology of exploring the determinants of welfare: cross-country regressions II LO: How to read a table with results from a regressions run on cross-country data	Békés and Kézdi, chapters 7-10, pp. 171-296
9.	Economic freedom: the concept and relevance of economic freedom LO: What is economic freedom and why is it important for	Cheang and Palmer (2023), chapter 3, pp. 61-87.

	economic development?	
10.	Economic freedom: the Fraser Institute's Economic Freedom of the World Index LO: How is economic freedom measured?	Voigt 2019, pp. 107-157
11.	Governance: The World Bank's Worldwide Governance Indicators Project LO: How does the World Bank assesses the quality of institutions?	The World Bank 2016
12.	Measuring informal institutions and culture LO: The significance of 'culture', and its quantification	Cheang and Palmer (2023), chapter 5, pp. 117-152.
13.	Why political institutions matter: Political rights and civil liberties LO: The significance of democratic institutions for economic development: opposing views	Cheang and Palmer (2023), chapter 6, pp. 153-182.
14.	Summary TE: What do we learn by the help of measuring institutions?	

*LO learning outcomes

Course title:	Hungarian:		Üzleti tervezés				Code:	GT_AGMNE018
	English:		Business Planning					
BA in Business Administration and Management 2025/26								
Institute:			Faculty of Economics and Business, Institute of Applied Economics Sciences, Department of Business Development					
Prerequisites:			Introduction to Business				Code:	-
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	1	per week	2	P (practical grade)	3	English
Responsible instructor			name:		Dr. Viktória Vida, PhD		post	associate professor

Course goals:

The aim of the course is to let and make students understand and acquire the knowledge that is connected to the business planning activities of enterprises in market economies and the theoretical knowledge these activities are based on; the main points and necessity of business planning, its information requirements, its role in how enterprises work and the details of the planning itself, on which the course wished to put special emphasis. The course creates a synthesis of a lot of the material covered by other subjects, which means the students are supposed to have become familiar with; the material of all those economic subjects that have been covered by studies prior to the course: micro- and macro-economics, finances, enterprise finance, marketing, enterprise management, accountancy, management and economic analysis. In addition, students prepare a business plan in teamwork (3-4 persons) based on the instructor's guidelines.

Required professional competencies, the development of which the subject contributes to:

Knowledge:

Graduates will be able to collect and utilize data needed to prepare business plans of the company, make strategic and tactical decisions, apply modern planning and management methods, assess the situation and make proposals for the realization of business development goals.

They will have acquired the synthesized knowledge of the fundamental, comprehensive concepts, theories, corporate-level relationships of economic science, relevant economic functions and processes.

They will have acquired a thorough knowledge of cooperation in projects, teams or work organizations; of the rules and ethical norms of project management.

As part of business planning, they will be know and apply the toolkit and methodology of marketing, recognize its role in the company's operations and its relationship with other processes and functions of the organization.

They will be familiar with the principles of corporate finance.

They will have acquired the theoretical basis and practice of the planning of real and financial processes related to business, the techniques of evaluation.

Capabilities:

Graduates will be able to plan and organize economic activities and projects. By applying principles and methods studied, they will explore, systematize and analyze facts and essential links; draw conclusions independently and make critical comments, prepare proposals for decision-making, bring decisions in a routine and also partly unknown environment.

They will be able to prepare financial and investment decisions, make and evaluate credit applications and financial plans. They will be able to get directions in the long and medium term decision making process of marketing and sales. They will be able to recognize and adapt to market changes.

Attitudes:

For delivering work to a high standard of quality, graduates will adopt a problem sensitive, proactive approach and they will be constructive, cooperative and initiative in projects or teamwork.

They will be receptive to include new information, new professional know-how and methodology; open to undertaking new and independent tasks and responsibilities requiring cooperation. They will seek to develop their knowledge base and working relations through cooperation with others.

Autonomy, responsibility:

In a supervised professional work environment, they will be able to work and organize activities set out in their job description independently. They will take responsibility for their analyses, conclusions and decisions. They will be able to work independently (methodology and technique selection; organization, planning and managing of work; data collection, systematization, analysis and evaluation; general and professional development).

Course content, topics:

- Introduction of the requirements;
- Planning in businesses, types of business plans; the process and methodology of business planning;
- Strategic planning, strategy creation in enterprises, strategic planning process, phases, strategic planning tools and methods;
- Executive summary;
- General company description;
- Sectorial analysis;
- Products and services;
- Operational plan;
- Marketing plan;
- Management and organization;
- Capitalization and structure;
- Financial plan;
- Risk management;
- Schedule of major milestones;
- Preparation and presentation of a home essay (business plan of a given business);

Learning methods:

The students prepare a business plan in a team of 3-4 people. The main content and formal requirements of the business plan are contained in the appendix to the course program, which is supplemented by the instructor's regulations. The essay can be submitted electronically via the e-learning system, on the interface of the given course. Preparing of the business plan without proper content and form requirements and failure to comply with the deadline will result in the rejection of the home essay (business plan).

Condition for obtaining the course signature: 1) Regular attendance of classes. The administration of student's class attendance takes place in the e-learning system.

To complete successfully the course: prepare and submit a business plan to be prepared according to the instructor's instructions by the deadline. Following the submission of the business plan, the students will give an oral presentation and defend their work in 10 minutes.

The theoretical questions and practical (computational) tasks in the written exam are formulated from the course topics as true-false questions, definition-type questions, test questions.

Assessment:

The semester ends with a practical (seminar) grade. The final grade includes the result of the home essay (business plan) prepared on the basis of the regulations and submitted to the deadline (max. 40 points), the result of the oral presentation (max. 10 points) and the result of a written exam (classroom test) (up to 50 points). The result of the home essay is determined by its professional, methodological quality and numerical accuracy of the data contained therein. The team members gets the same score/points for the home essay. There is no way to improve the home essay (business plan) after submission.

The date of writing the written test is in the last week of the term-time during the class. After it will be 2 other times to retake it in examination period. The semester is considered as completed if both of the business plan submitted and the written test are successful (minimum 60% performance) and the presentation is accepted too. The seminar grade will be calculated according to the following table:

Points:	0-59 points (0-59%)	(1)
	60-69 points (60-69%)	(2)
	70-79 points (70-79%)	(3)
	80-89 points (80-89%)	(4)
	90-100 points (90-100%)	(5)

Compulsory readings:

- V. Vida : Slide of lectures and exercises (2025)
- Szöllősi, L. – Kovács, K. – Vida, V.: Business Planning Basics – workbook. University of Debrecen, 2019. 64 p.

Recommended readings:

- Nábrádi, A.: Business Plan. MBA in Agribusiness Management, Warsaw Agricultural University, 2006. 61 p.

- Dewhurst, J.A.: An Introduction to Business and Business Planning – Introducing Business through the Development of a Business Plan. Bookboon, 2014. 123 p.
https://www.academia.edu/34567143/An_introduction_to_business_and_business_planning
- Whiting, I. (ed.): Start Your Own Business 2010. Crimson Publishing, 2009. 291 p.
<https://www.pdfdrive.com/start-your-own-business-e158036005.html>
- McKinney, A. (ed.): Real Business Plans & Marketing Tools. Prep Publishing, 2003. 192 p.
- McKeever, M.: How to Write a Business Plan. Nolo, 2010. 290 p.
https://www.academia.edu/35931618/How_to_Write_a_THE_LEADING_BUSINESS_PLAN_BOOK_FOR
- Friend, G. – Zehle, S.: Guide to Business Planning. The Economist, 2004. 288 p.
<https://www.semanticscholar.org/paper/Guide-to-business-planning-Friend-Zehle/6e1762df37af05db7e026a9977b454e07a131ec8>

Syllabus

Week	Topics
1.	Introduction of the requirements; Elements; LO: Students know the basic concepts and elements of business planning.
2.	Planning in businesses, types of business plans; the process and methodology of business planning; LO: Students know the various plans, their specifics and the basic relationships between them. They are familiar with the basic goals and objectives of the business planning, the main processes of planning, the necessary information and their resources, they are able to develop business concepts and know the main content and structure of business plans.
3.	Strategic planning, strategy creation in enterprises, strategic planning process, phases, strategic planning tools and methods; LO: Students know the basic methodological and professional issues of strategic planning, they are able to draft long-term vision, mission and strategic goals, and assign them medium-term goals and actions.
4.	Action planning, Business planning, business planning practice, methods and content; Executive summary; Introduction of enterprise; LO: Students know the methodological and professional issues of action (tactical) planning, know the practice, methods and detailed content of it. They know the basic professional and content elements of writing an executive summary.
5.	Analysis of business sector; LO: Students are familiar with the main professional and methodological issues of sectoral analysis, they are able to collect secondary data, to present an industry and to make findings and conclusions about the situation of the proposed enterprise within the industry.
6.	Introduction of products and services; LO: Students know the technique of presenting the product / service and the professional questions needed to present the product / service market needs. They are able to collect and process related data.
7.	Operational plan; LO: Students know the professional issues to be addressed in the operational plan. They are able to compile and professionally view the real processes of a given production / service / trade activity. They are able to identify and calculate the resources (fixed and current assets) needed to implement the business concept and their quantity.
8.	Marketing plan; LO: Students know the professional questions to be answered in the marketing plan and the methods to be applied (PEST, SWOT, Porter-five forces model). Based on this, they are able to collect data and compile a marketing situation report. They are able to formulate marketing objectives and related marketing strategy. They are familiar with the core professional issues and relationships of market segmentation, target market definition, target-market strategies, pricing and sales promotion, and marketing budgeting.
9.	Management and organizational structure; Capitalization and structure; LO: Students are able to develop and present a human resource policy and strategy related to the needs derived from the operational plan. They are familiar with the principles of corporate finance and able to make decisions about involving external financial resources.
10.	Financial plan; LO: Students know the financial statements of business activity, the data and methods necessary to prepare these statements, and the relationships between real and financial processes. They are able to compile,

	evaluate and analyze a sales plan, cost plan, profit and loss plan. They know the professional and methodological context of the compilation of a balance sheet.
11.	Risk assessment; LO: Students know the forms and types of risks that can arise in the business and the general tools and methods that can be applied to control them. They are know and able to perform critical and scenario analysis of the business plan.
12.	Road map for main phases; LO: They are able to view and timely schedule the tasks required to carry out a business concept.
13.	Written exam; Business plan submission; Student presentations; LO: Students demonstrate the knowledge they have acquired during the semester in the form of theoretical and practical assignments. During the preparation of the homework (business plan), students will be able to work with their peers in team work, share ideas with each other, and gain experience in developing a business concept of a start-up business through a practical example. As a result of the presentation, students will be able to highlight and introduce the most important relationships and develop their presentation and debate skills.

LO: learning outcomes

Content and form requirements of the business plan

The required structure and content requirements of the business plan:

Cover page;

Contents;

1. Identification data;
2. Executive summary;
3. General company description;
4. Sectorial analysis;
5. Products and services;
6. Operational plan;
7. Marketing plan;
8. Management and organization;
9. Capitalization and structure;
10. Financial plan;
11. Risk management;
12. Schedule of major milestones;

Annexes;

It is a requirement for each chapter to be elaborated in detail with the topic. Submission of a business plan with incomplete content (missing chapter) will result in the rejection of the essay.

Formal requirements of the business plan:

- Min. 25-35 page;
- Font type: Times New Roman, font size: 12, 1.5 line spacing, margin: 2.5 cm;
- For the editing of tables and figures and for other formal requirements, the formal requirements of the diploma work are guiding.
- The essay can be submitted electronically (upload in the e-learning system), which includes three files:
 - 1) Business plan in a Word document (*.doc, *.docx);
 - 2) An excel document containing figures and background calculations presented in the business plan (*.xls, *.xlsx);
 - 3) Slides of the presentation (*.ppt, *.pptx);

Course title:		Hungarian:		Nemzetközi üzleti ismeretek		Code:	GT_AGMNE022	
		English:		International Business				
Institute:				Faculty of Economics and Business, Institute of World Economy and International Relations				
Prerequisites:				-			Code:	
Type		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
Full time	x	per week	2	per week	1	K	4	English
Part-time								
Responsible instructor			name:		Dr (habil) László Erdey		academic position	associate professor
Course goals: This course will provide a broad background on a wide range of issues related to international business. We examine the challenges facing managers that are competing in a dynamic and global business environment. The study emphasizes intercultural awareness, effective work performance, and a global perspective of management, business, and careers. The course focuses on both the acquisition of knowledge and the development of skills. The goal is to improve your global competence by helping you understand: the economic, political, technological, and legal environment faced by global organizations; how culture can facilitate or hinder organizational success; approaches and options for developing effective strategies for international and global organizations; and the behavioral and human resource practices that define successful global organizations.								
Course content, topics: Globalization of Markets and The Internalization of the Firm, The Cultural Environment of International Business, Ethics, Corporate Social Responsibility, Sustainability and Governance in International Business, Theories of International Trade and Investment, Political and Legal Systems in National Environments, Government Intervention and Regional Economic Integration, Understanding Emerging Markets, The International Monetary and Financial Environment; Financial Management and Accounting in the Global Firm, Strategy, and Organization in the International Firm, Global Market Opportunity Assessment, Exporting and Global Sourcing, Foreign Direct Investment and Collaborative Ventures, Licensing, Franchising, and Other Contractual Strategies, Marketing in the Global Firm, Human Resource Management in the Global Firm								
Learning methods: The application of international business concepts will be practiced using various methods, including instructor lectures, presentations, videos, case analyses, and active in-class discussions of current international management issues.								
Competences: <i>Knowledge:</i> The student knows the essential, comprehensive concepts, theories, facts, national economic and international contexts of economics, relevant economic actors, functions and processes. The student knows and understands the principles and methods of management, organization and operation of economic processes, the methodology of analysis of economic processes, the methodological basis of decision preparation and decision support. <i>Capabilities:</i> Using the theories and methods learnt, the student will discover facts and essential relationships, organize and analyze, draw independent conclusions, make critical observations, prepare proposals for decisions, and make decisions in routine and partly unfamiliar - domestic and international - contexts. - The student follows and interprets global economic and international business developments, changes in economic policy and related policies and legislation relevant to the field, their impact, and takes them into account in their analyses, proposals and decisions. - The student can identify the complex consequences of economic processes and corporate events. - After gaining practical knowledge and experience, the student can manage a small and medium-sized enterprise or an organizational unit in a business organization. <i>Attitudes:</i> The student is problem-sensitive, proactive, constructive, cooperative and proactive in projects and group work. - The student is receptive to new information, new professional knowledge and methodologies, open to new tasks and responsibilities requiring autonomy and cooperation.								

<p>The student is open to changes in the job's broader economic and social environment, work organization or enterprise, and seeks to follow and understand these changes.</p> <ul style="list-style-type: none"> - The student will seek to consider the opinions of others, sectoral, regional, national and European values (including social, societal and ecological, sustainability aspects) in responsibly making decisions. <p><i>Autonomy, responsibility:</i></p> <ul style="list-style-type: none"> - Under general professional supervision, the student independently carries out and organizes the tasks defined in the job description. - The student organizes the analysis of economic processes, the collection, organization and evaluation of data independently. - The student takes responsibility for their analyses, conclusions and decisions. - The student independently monitors changes in the socio-economic-legal environment affecting the field of specialization. 	
<p>Assessment</p> <p>The calculation of the final grade is as follows:</p> <p>Tests 70%</p> <p>Case analysis detailed (10-15 minutes, not using any notes) oral presentation 30%</p> <p>Class Participation 10%</p> <p>The final result will be evaluated according to the following schedule:</p> <p>0-50%– 1, 51-63%– 2, 64-76%– 3, 77-88%– 4, 89-110%– 5</p> <p>Students with a final result under 51% lose all points collected during the semester. They may assign for a 90-minute make-up exam in the examination period. Make-up exams include multiple-choice, short essay questions, and solving short case studies.</p>	
<p>Compulsory readings:</p> <p>S. Tamer Cavusgil, Gary Knight, John R. Riesenberger (2020): International Business: The New Realities, Global ed., 5th edition, Pearson, [2020], ISBN: 978-1292303246</p>	
<p>Recommended readings:</p> <p>The instructor may provide a few additional readings during the semester. The continuously updated content in the Facebook group: DEGKKTKNG</p>	

Syllabus

Week	Topics
1.	Introduction: What is International Business? LO: Describe the key concepts in international business. Understand how international business differs from domestic business. Identify major participants in international business. Describe why firms internationalize. Appreciate why you should study international business.
2.	Globalization of Markets and the Internationalization of the Firm LO: Understand market globalization as an organizing framework. Know the drivers of globalization. Understand technological advances and globalization. Comprehend the dimensions of globalization. Appreciate firm-level consequences of market globalization. Understand the societal consequences of globalization.
3.	The Cultural Environment of International Business LO: Understand culture and cross-cultural risk. Learn the dimensions of culture. Appreciate the role of language and religion in culture. Appreciate culture's effect on international business. Learn models and explanations of culture. Understand the managerial implications of culture.
4.	Ethics, Corporate Social Responsibility, Sustainability, and Governance in International Business LO: Appreciate ethical behavior and its importance in international business. Recognize ethical challenges in international business. Understand corporate social responsibility. Understand sustainability. Know the role of corporate governance. Learn about a framework for making ethical decisions.
5.	Theories of International Trade and Investment LO: Appreciate why nations trade. Learn about how nations can enhance their competitive advantage. Understand why and how firms internationalize. Explain the strategies internationalizing firms use to gain and sustain competitive advantage.

6.	<p>Political and Legal Systems in National Environments</p> <p>LO: Distinguish political and legal environments. Understand political systems. Understand legal systems. Know the participants in political and legal systems. Identify types of country risk produced by political systems. Identify types of country risk produced by legal systems. Know about managing country risk.</p>
7.	<p>Government Intervention and Regional Economic Integration</p> <p>LO: Understand the nature of government intervention. Know the instruments of government intervention. Explain the evolution and consequences of government trade intervention. Describe how firms can respond to government trade intervention. Understand regional integration and economic blocs. Identify the leading economic blocs. Understand the advantages and implications of regional integration.</p>
8.	<p>Understanding Emerging Markets</p> <p>LO: Understand advanced economies, developing economies, and emerging markets. Know what makes emerging markets attractive to international business. Learn how to assess the true potential of emerging markets. Evaluate the risks and challenges of emerging markets. Learn the success strategies for emerging markets. Understand corporate social responsibility, sustainability, and the crisis of global poverty.</p>
9.	<p>Global Market Opportunity Assessment</p> <p>LO: Understand analyzing organizational readiness to internationalize. Determine the suitability of products and services for foreign markets. Describe screening countries to identify target markets. Understand assessing industry market potential. Explain about choosing foreign business partners. Know about estimating company sales potential.</p>
10.	<p>Exporting and Global Sourcing</p> <p>LO: Understand exporting as a foreign market entry strategy. Describe how to manage export-import transactions. Explain identifying and working with foreign intermediaries. Understand outsourcing, global sourcing, and offshoring. Describe the benefits and risks of global sourcing. Understand global sourcing strategies and supply-chain management.</p>
11.	<p>Foreign Direct Investment and Collaborative Ventures</p> <p>LO: Understand international investment and collaboration. Describe the characteristics of foreign direct investment. Explain the motives for FDI and collaborative ventures. Identify the types of foreign direct investment. Understand international collaborative ventures. Discuss the experience of retailers in foreign markets.</p>
12.	<p>Licensing, Franchising, and Other Contractual Strategies</p> <p>LO: Explain contractual entry strategies. Understand licensing as an entry strategy. Describe the advantages and disadvantages of licensing. Understand franchising as an entry strategy. Explain the advantages and disadvantages of franchising. Understand other contractual entry strategies. Understand the infringement of intellectual property, a global problem.</p>
13.	<p>Marketing in the Global Firm</p> <p>LO: Explain the global market segmentation. Understand the standardization and adaptation of international marketing. Describe global branding and product development. Explain international pricing. Understand international marketing communications. Describe international distribution.</p>
14.	<p>Human Resource Management in the Global Firm</p> <p>LO: Understand the strategic role of human resources in international business. Explain international staffing policy. Know about the preparation and training of international employees. Discuss performance appraisal and compensation of international employees. Understand international labor relations. Describe diversity in the international workforce.</p>

*LO learning outcomes

Course title:	Hungarian:		Döntéelmélet		Code:	GT-AGMNE015		
	English:		Decision Theory and Methodology					
Institute:			Faculty of Economics and Business,					
Prerequisites:			-		Code:	-		
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	1	per week	2	practical course mark	4	English
Responsible instructor			name:	Dr. Futó Judit Edit futo.judit@econ.unideb.hu		post	assistant professor	
Course goals:								
The goal of the course is to make students able to formalize and solve decision problems. Types of problems, levels, methods and phases of decision making; theoretical conceptions and applications are addressed.								
Competences:								
Knowledge: Explain the fundamental principles of decision theory, including normative, descriptive, and prescriptive models. Describe key concepts such as utility, risk, uncertainty, rationality, and preferences.								
Capabilities: Apply quantitative tools to model and solve decision-making problems under risk and uncertainty.								
Attitudes: Develop a critical and reflective approach toward complex decision-making situations.								
Autonomy, responsibility: Take responsibility for the consequences of decisions made in analytical and practical contexts.								
Course content , topics:								
Demonstration of the mathematical background of Decision Theory: multicriteria decision problems, decision making under uncertainty, optimisation with constraints. Review of the software solutions which are aimed to help the employees' decision making.								
Learning methods:								
The focus of the course lies at practical problem-solving. Through real-life examples various theoretical concepts and their mathematical background are introduced and explained. Students also use software tools that support decision-making in different frameworks.								
Assessment								
2 mid term tests during the semester. at least 50% of both tests has to be reached to pass the course.								
0 - 50% – 1								
50,01% - 64% – 2								
64,01% - 76% – 3								
76,01% - 87% – 4								
87,01% - 100% – 5								
Compulsory readings:								
[1] Lecture slides – to be made available by the instructors								
[2] Paul Goodwin & George Wright (2014): Decision Analysis for Management Judgment, 5th Edition, Wiley, ISBN: 978-1118740736								
[3] White, D. (2006): Decision Theory. Aldine Transaction								
Recommended readings: [4] Cooke, S – Slack, N. (1991): Making Management Decisions, Prentice Hall								

Syllabus

Week	Topics
1.	Introduction, discussion of topics and requirements LO: understanding the topics and problems addressed
2.	Basic concepts of multicriteria decision making LO: framework of multicriteria decision problems
3.	Practical problem solving with basic tools LO: gain experience in simple support methods
4.	Group decisions, Ranking methods LO: understanding the relationship between ranking methods and decision support LO: understanding the main features group decisions
5.	The Electre method I. LO: getting acquainted with a developed support method
6.	The Electre method II. LO: gaining practice
7.	Practice for the mindterm test
8.	1st midterm test
9.	Uncertainty and Consumer Utility LO: understanding the role of uncertainty in decision making
10.	Decisions under Uncertainty. Decision Trees, Expected Utility LO: understanding the framework of decision trees and its use in practice, modelling decision maker's behaviour
11.	Basic Concepts of Mathematical Programming; Optimization with Excel Solver Tool LO: mathematical background of conditional optimization; gaining practical problem-solving experience
12.	Practice
13.	2nd midterm test
14.	Summary

*LO learning outcomes

Course title:	Hungarian:		Szabályozásgazdaságtan				Code:	GT_AGMNE119
	English:		Regulation Theory					
Institute:			Faculty of Economics and Business, Institute of Economics					
Prerequisites:			-				Code:	
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
	X	per week	2	per week	0	end term-test	3	English
Responsible instructor			name:	Judit Futó, Phd futo.judit@econ.unideb.hu			post	assistant professor
Instructor			name:	Judit Futó, Phd			post	assistant professor
Course goals:								
The course is aimed at making students familiar with the basic concepts of economic regulation. The course will be focused on the theoretical bases of regulation, the welfare effects of regulation and the rationales for regulation of industries. By the end of the course, student should be able to use the basic models in order to reveal the effects of real-life economic regulation.								
Course content , topics:								
Market failures, Public vs private interest theory, Capture theory, Natural monopoly, Rate of return regulation, Price-cap regulation, EU competition policy, Market power, Relevant market, Network industries								
Learning methods:								
Learning from books, ppt slides and notes.								
Assessment								
Terminal examination: written test, containing definitions, essays and figures. In case of <u>the exam that reach at least 40%</u> of the points, we can add extra points (up to plus 10) based on uploaded presentation. Those, who have arranged a presentation topic on the first 2 weeks, can gain further max.10% extra points, if they make a presentation and upload them to the e-learning <u>after having approval</u> of the teacher. Work on them during the semester, don't postpone it to the last week, because it takes some time to be checked. No further presentations can be arranged. The course grades (based on test points and extra points) are given according to the following schedule: 0 - 49% – 1 50% - 63% – 2 64% - 75% – 3 76% - 86% – 4 87% - 100% – 5								
Compulsory readings:								
Viscusi, W.K. – Vernon, J.M. – Harrington, J.E. (2018): Economics of regulation and antitrust. Cambridge, Mass.: MIT Press, ISBN: 978-0262220750 Carlton, D.W. – Perloff, J.M. (2005): Modern industrial organization. Boston: Pearson/Addison Wesley ISBN: 978-0321180230 Motta, M. (2004): Competition policy: theory and practice. Cambridge: Cambridge University Press, ISBN: 978-0521016919								
Recommended readings:								

Syllabus

Week	Topics
1	Introduction to regulation, Microeconomic foundations LO: Clarifying course requirements, basic questions of regulation, Principles of microeconomics
2	Market failures and Public interest theory LO: Public goods, externalities, monopoly, information asymmetry
3	Government failures LO: Types and examples of government failures
4	Motivation behind economic regulation: capture theory of regulation, historical background LO: Motivation of interest groups, ways of capturing regulators
5	Regulating natural monopolies LO: Natural monopoly, welfare losses, economies of scale, economies of scope
6	Rate of return, Averch-Johnson effect LO: RoR, Averch-Johnson effect, overcapitalization, gold-plating
7	Price cap LO: Price-cap regulation, X-factor
8	Competition policy LO: Sources of EU Competition Law, EC Treaty articles (101-109)
9	Market definition, Market power and welfare LO: SSNIP test, relevant market, Measuring market power, concepts of dominance
10	Network industries, network externalities LO: Network effects, Lock-in, Path dependency
11	Case studies LO: team work presentation
12	Case studies LO: team work presentation
13	Case studies LO: team work presentation
14	Summary

*LO learning outcomes

Course title:	Hungarian:				Code:	GT_AGMNE123		
	English:		Entrepreneurship Theory and Application					
spring semester								
Institute: University of Debrecen			University of Debrecen, Faculty of Economics and Business Institute of Economics					
Prerequisites:			-		Code:			
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	2	per week	0	Practical exam	3	English
Responsible instructor			name:	Dr. Popovocs Péter			Associate professor	
Instructor			name:					
Course goals:								
The aim of the course is to discuss entrepreneurship. The course introduces the entrepreneurial process from idea to implementation. The economic theory of creative destruction is discussed in detail.								
Competences:								
Knowledge: Students get to know more about the economics and leadership of the entrepreneurship.								
Ability to: Identify facts and basic relationships, organise and analyse, draw independent conclusions and make critical observations using the theories and methods studied.								
Attitude: Inclusive of the opinions of others, sectoral, regional, national and European values (including social, societal and ecological, sustainability aspects). Strives for lifelong learning in and outside the world of work.								
Autonomy and responsibility: Assumes responsibility for its analyses, conclusions and decisions. Assumes responsibility for adhering to professional, legal and ethical standards and rules relating to work and him/herself.								
Course content , topics:								
Entrepreneurial process, innovation, micro-financing, venture capital, business angel, intellectual property rights, social entrepreneurship, authentic leadership								
Learning methods:								
Lectures with slide presentation, knowledge creation, dialogue, case study								
Assessment								
0–50% failed (1)								
50,01%–64% acceptable (2)								
64,01%–76% medium (3)								
76,01%–87% good (4)								
87,01%–100% excellent (5)								
Compulsory readings:								
Bygrave, W. – Zacharikis, A. (2019): Entrepreneurship. 2nd Edition. John Wiley & Sons, Hoboken, NJ.								
George, B (2015): Discover Your True North. John Wiley & Sons, Hoboken, NJ.								
Recommended readings: literature offered along the semester								
Metrick, A (2006): Venture capital and the finance of innovation, John Wiley & Sons								
Aulet B. (2013): Disciplined entrepreneurship. free chapters http://www.d-eship.com/en/book-workbook/								
Osterwalder, A.; Pigneur Y. (2010): Business Model Generation. ISBN 978-0470-87641-1								
Lencioni P. (2002): The five dysfunctions of a team. ISBN10 0787960756								

Syllabus

1.	Introduction
	LO: Clarifying course requirements, assessment
	Personal situations and abilities
	LO: Learning how to determine the personal situations and circumstances of an entrepreneur.
2.	Developing entrepreneurial skills
	LO: Be able to introduce the main characteristics of a typical entrepreneur.
3.	The entrepreneur and the team
	LO: Understand the different behaviour styles and their roles in a team
4.	Resource analysis
	LO: How the social resources affect entrepreneurial abilities?
5.	Opportunity recognition
	LO: Be able to argue the social good feature of business ideas
6.	The power of entrepreneurship
	LO: Introduction of the most important terms and definitions of the topic.
7.	Business Model Canvas
	LO: Ready to create and explain Business Model Canvas.
8.	Entrepreneurial Process
	LO: Should be able to introduce the elements of the entrepreneurial process
9.	Financing
	LO: Be able to make a difference between informal and formal investment, finance
10.	Entrepreneurial ecosystem
	LO: Understand the factors and the actors of the ecosystem
11.	Performance and impact measurement
	LO: Understand the selection and role of key performance indicators
12.	Summary
	LO: Can reflect on the learnings. A coherent, structured view on the course material
13.	Final Exam
	LO: Evaluation of the students

*LO learning outcomes

Course title:	Hungarian:		Stratégiai menedzsment			Code:	GT_AGMNE028	
	English:		Strategic Management					
2025/26								
Institute:			UD FACULTY OF ECONOMICS AND BUSINESS INSTITUTE OF APPLIED ECONOMICS					
Prerequisites:			-			Code:		
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
		per week	2	per week	1	E	4	English
Responsible instructor			name:		Prof. Dr. András Nábrádi	post	professor	
Course goals: Course objectives that students are completed the curriculum be aware of the main areas of strategic management, corporate strategic planning methods with, it can be used to achieve skill levels. There are three main parts: 1. strategic planning,2. strategic implementation and 3. strategic control. Within the subject students became familiar with creating mission and vision statements, external and internal analyses methods, they are known special strategic models like BCG, GE, GSM, CPM, Generic, SPACE, as well as they have information about strategic choices. Using QSPM method they also became familiar with strategic options. In the implementation stage of str. Management they acquire knowledge for planning, organizing, team building and controlling part of the subjects.								
Competences: a) Knowledge's: The student will gain a basic knowledge of the methodology by which way around corporate strategy, understanding them know the specific procedures to acquire the most modern approaches. The course lectures are focused around three main areas: 1. The strategic planning process, special procedures, 2. implementation of the strategy, organization, leadership and team building areas. 3. The process of implementing and monitoring strategies. Through the course the student learns new research directions of strategic planning and results areas as well. b) Abilities: Be aware of the corporate mission and vision of the importance of the business environment and the company's internal evaluation and analysis of competitors' methods. Students would be familiar with company's strategic directions, defensive, offensive and intensive site on the analyzes within the company. Understand the opportunities and limitations of the methods, their advantages and disadvantages. Be able to use the knowledge to analyze the business environment, and to set strategic directions, the choice of possible strategies for implementation and monitoring of the strategy. It can be applied in practice, for example. acquired knowledge of the IT industry developments, upon learning of the subject. c) Attitude: The course helps the student to appropriate knowledge management science and advanced strategic vision possession after graduation of new technical information, research results are interpreted correctly and can be assessed for further knowledge of economics. The student has an economics funds, which will help to carry out their professional duties effectively. d) Autonomy, responsibility: The course helps the students to be innovative, inclusive and also work effective, and form an opinion reasonably and responsibly on matters related to professional future construction.								
Course content , topics: Concepts of strategic management, detailed planning methods, like establishing mission and vision statement, internal-external and competitor analysis, methods of strategic directions, long-term strategic objectives, types of strategic choices, decision method. Implementation stage and finally evaluation stage of strategic management.								
Learning methods: Lectures, practical, self preparing of a strategic plan in teamwork.								
Assessment During the semester, based on the lecture, preparing a strategic plan for a specific enterprise in a teamwork. Following the submission of the plan (written evaluation) students must defend orally. The written part max. 60%, the verbal max.40% results from the final grade.								
Compulsory readings: Fred R. David, Forest R. David: Strategic management, Concepts and Cases. 17th Edition. Pearson Education Limited, 2020. ISBN: ISBN 10: 1-292-01689-2, ISBN 13: 978-1-292-01689-4								

Recommended readings: Meredith E. David, Fred R. David & Forest R. David (2016): The quantitative strategic planning matrix: a new marketing tool. Journal of Strategic Marketing. <http://dx.doi.org/10.1080/0965254X.2016.1148763>. ISSN: 0965-254X (Print) 1466-4488

Syllabus

Week	Topics
1.	LO: The concept, the areas of the strategy, the difference between the traditional and the strategic plan, the structure of the strategy.
2.	LO: Strategic analysis, formulation of business mission and vision
3.	LO: Analysis of the company's external macro environment, PEST analysis
4.	LO: Analysis of the external micro-environment of the enterprise, Porter's Five Forces Model, External Factor Evaluation Matrix
5.	LO: Analysis of internal factors of the enterprise, resource-based approach, key internal factors-based approach, value chain approach
6.	LO: Calculation of the definition of the Internal Factor Evaluation Matrix
7.	LO: Competitive Analysis, Setting up of the Competitive Profile Matrix, Radar diagram
8.	LO: Definition, methods and theoretical basis of potential strategic directions.
9.	LO: Definition of potential strategic directions, SWOT-2 matrix, BCG matrix, IE matrix, McKinsey matrix, GSM matrix, Porter's Generic strategies
10.	LO: Long-term strategic objectives, offensive strategies, integration strategies.
11.	LO: Intensive strategies, market penetration, market development, product development, related and unrelated diversifications
12.	LO: Defensive strategies, restriction, reorganization, separation, partial sales, liquidation, advantages, limitations and disadvantages. The structure of the Quantitative Strategic Planning Matrix and the possibilities of its application.
13.	LO: Implementing the Strategy
14.	LO: Checking and controlling of the implementation of the strategy

*LO learning outcomes

Course title:		Hungarian:		Szolgáltatásmarketing		Code:	GT_AGMNE090	
		English:		Services Marketing				
Institute:				Faculty of Economics and Business, Institute of Marketing and Commerce				
Prerequisites:				-			Code:	
		Classes per week				Requirement	Credit	Language of instruction:
		Lecture(s)		Seminar(s)				
full-time	X	per week	0	per week	2	P	3	English
Responsible instructor				name:	Marietta Kiss, Ph.D		post	associate professor
Course goals:								
<p>The aim of this course is to provide an up-to-date and comprehensive overview of the services marketing industry focusing strongly on customer satisfaction, service quality and customer service. The fundamentals of services marketing presented in a strategic marketing framework, however, the examples of practical application of concepts help in bridging the gap between theory and practice. Real-world examples feature a wide array of businesses representing a variety of industries: education and health services, financial activities, government, information, leisure and hospitality, professional and business services, transportation and utilities, wholesale and retail trade, and “other services”. The course introduces services marketing not only as an essential focus for service firms, but also as a source of competitive advantage for companies that market tangible products. The course aims to give students valuable insights and skills to help them understand – and succeed in – today’s business environment.</p>								
Competences:								
Knowledge:								
<ul style="list-style-type: none">- Students possess the knowledge of basic, comprehensive services marketing concepts, theories, and facts, both in national and international context.- They know the principles and methods of organizing and leading marketing activities in service firms.- Students are aware of the basics of services marketing in relation to their broad professional area.- During the class discussions and group presentations, they learn the professional and efficient communication forms, and methods of presenting data in tables and graphically.- Students have and use the basic professional language of services marketing in English.								
Capabilities:								
<ul style="list-style-type: none">- Students are able to reveal, organize, and analyze services marketing facts and basic contexts using the theories and methods learnt in the course, in the field of services marketing they draw independent conclusions and form critical remarks as well as make suggestions and decisions both in domestic and international environments.- Students are able to identify complex services marketing consequences of business processes and organizational events.- Students are able to use problem solving techniques and methods in the field of services marketing, taken into account their conditions of use and limitations.- Students participate in group work, being able to lead, organize, evaluate and control their activities.- Professional recommendations on services marketing problems are well presented by students in English according to the rules of professional communication.- Students are able to use professional English language in the services marketing field at intermediate level.								
Attitudes:								
<ul style="list-style-type: none">- Students are constructive, cooperative, and initiative in group activities.- Students are susceptible to gain new information, new professional knowledge and methods in the field of services marketing, they are open to new individual and cooperative tasks and to take responsibilities.								
Autonomy, responsibility:								
<ul style="list-style-type: none">- Students take responsibility for their analyses, conclusions, and decisions in services marketing questions.- As members of group work they fulfill their tasks individually and with responsibility.- Students present their analyses and findings to confirm their decisions related to services marketing questions.								
Course content , topics:								

The course includes the following topics: Introduction to service marketing, Consumer behavior in a service context, Positioning services in competitive markets, Developing service products and brands, Distributing services through physical and electronic channels, Setting prices and implementing revenue management, Promoting services and educating customers, Designing service processes, Balancing demand and capacity, Crafting the service environment, Managing people for service advantage, Managing relationships and building loyalty, Complaint handling and service recovery, Improving service quality and productivity, Building a world-class service organization

Learning methods:

Lecture presentations (students are provided with lecture slides and short presentation), class discussions, home learning using the compulsory and recommended readings, and e-learning materials including online assignments/homework with additional exercises to practice, end-term group presentation about a chosen service provider using the topics of the course.

Assessment

Course requirements involve:

- active participation in class (fill the attendance form during the first 20 mins)

More than three absences from classes will result in denial of the signature. More than 50% missed classes for any reason will result in denial of the signature.

- the analysis of a chosen service provider in small groups (4-5 students) at home and presenting the findings in class (using attractive Power point slides) in 10-15 minutes at the end of the semester.

Required items: •Brief introduction of the service provider (company), description of its activities •A brief presentation of the industry in which it is present •Who are your target groups? •Flower of service representation; Optional items (minimum 3 must be selected) about the company: •Positioning strategy •Brand strategy •Distribution channels •Pricing strategy •Promoting/educating tools •Process – flowchart or blueprint •Details of the service environment •Managing people strategy •Loyalty programs •Etc. – other aspects of the lessons

Beside this, after each class students are provided with online exercise sheet or quiz (homework) related to the actual lesson. The questions have to be answered/submitted online, and only once. The deadline of submitting the answers is the next seminar. The answers definitely cannot be submitted after the deadline. They earn extra points in the classroom test.

- The classroom test will contain multiple choice and true or false questions.

You should note that make-up assignments will not normally be given. The only exception will be natural disaster, documented serious emergency or illness of the student or immediate family member. In all relevant cases physician's confirmation will be required. Make-ups will absolutely not be given because the date of assignment happens to clash with student's travel plans, sports activities or work schedules. All requests for make-up assignments will need to be thoroughly documented and confirmed by independent third party.

There is a zero tolerance cheating policy during this course. Students caught violating the academic honesty policy will face severe penalty. Any offense will result in a 0 on an assignment or test.

The calculation of the final grade is as follows:

- group presentation: 10%
- classroom test: 90%
- homework quizzes/exercises: extra max.10%

The final result will be evaluated according to the following schedule:

0–50%	failed (1)
51–62%	satisfactory (2)
63–74%	average (3)
75–86%	good (4)
87–100%	excellent (5)

Compulsory readings:

WIRTZ, J.–LOVELOCK, C. H. (2017): Essentials of Services Marketing, Pearson, Boston, 3rd Edition

Recommended readings:

LOVELOCK, C. H.–WIRTZ, J. (2012): Services Marketing: People, Technology, Strategy. Pearson, Boston, 7th edition, Global edition

BARON, S.–HARRIS, K.–HILTON, T. (2009): Services Marketing: Text and Cases. Palgrave Macmillan,

Basingstoke, 3rd edition

HOFFMANN, K. D.–BATESON, J. E. G.–WOOD, E.–KENYON, A. J. (2010): Services Marketing: Concepts, Strategies and Cases. South-Western, Cengage Learning, Andover

Syllabus

Week	Topics
1.	Orientation, Course Overview. How to Prepare a Case Presentation? New Perspectives on Marketing in the Service Economy LO: Students will be able to see through the topics and the requirements of the semester. They will be able to prepare a presentation and get an insight into the importance of service economy. Services and categories of services are defined, as well as the marketing challenges posed by services. Lastly, the services marketing mix is introduced.
2.	Consumer Behavior in a Services Context LO: Students are introduced to the three step model of service consumption, each step is discussed in detail.
3.	Positioning Services in Competitive Markets LO: Basic focus strategies for services, market segmentation, targeting, and positioning strategies are introduced.
4.	Developing Service Products and Brands LO: Students are introduced to the topic of planning and creating service products, the flower of service model, branding issues of service products, and the opportunities of new service development.
5.	Distributing Services Through Physical and Electronic Channels LO: Distribution in services context, six options for service delivery, place and time decisions in case of services, delivery of services on the Internet, and distributing services internationally are discussed.
6.	Setting Prices and Implementing Revenue Management LO: Students get a knowledge about the challenges and objectives of service pricing, the pricing tripod model, the basics of revenue management, and the ethical concerns of service pricing.
7.	Promoting Services and Educating Customers LO: Students are introduced to the role and challenges of marketing communications in case of services, the marketing communications planning and marketing communications mix for services.
8.	Designing Service Processes. Balancing Demand and Capacity LO: Students will know service process management tools, namely flowcharting and blueprinting, they are introduced to some process redesign questions and to the topic of customers as co-producers, including self-service technologies. Consequences and possible solutions of fluctuating demand for services are discussed, including managing capacity and demand, queuing systems and reservations.
9.	Crafting the Service Environment LO: First, students get an insight into the purpose of service environments and customer reactions to those environments, then dimensions of service environment are discussed.
10.	Managing People for Service Advantage LO: Students will know why service employees are crucially important, they are introduced to the cycles of failure, mediocrity, and success, and the importance of and relationship with human resource management in case of services.
11.	Managing Relationships and Building Loyalty, Complaint Handling and Service Recovery LO: Students understand why customer loyalty is important, then managing customer-firm relationships is discussed. Loyalty building and customer defection reducing strategies as well as CRM strategies are also discussed. Students understand customer complaining behavior, customer responses to and principles of effective service recovery, service guarantees, and managing abusive and opportunistic customer behavior.
12.	Improving Service Quality and Productivity, Striving for Service Leadership LO: Service quality is defined, GAP model and other possibilities for measuring and improving service quality (e.g. Servqual model) are discussed. The following topics are discussed: service-profit chain; integrating marketing, operations, and human resources; creating a leading service organization; and leadership, culture and climate in service organizations.
13.	End-term presentations LO: Students will present with a ppt in groups what they have learned in classes along with real-life

	example and demonstrate their presentation-making and rhetorical ability and skills.
14.	Classroom test LO: Practice about the curriculum of lectures

*LO learning outcomes