

BUDAPEST SUMMER PROGRAMME (BSP)

The objective of the **Budapest Summer Programme** (from 7th May, 2012 till 8th June, 2012) is to make the students of the programme familiar with the business practice of domestic and international companies located in Hungary.

The five week long programme is open to the ESSCA Master students and also to all ESSCA's exchange partners.

There are four core courses in the programme. They are theoretical courses held in classrooms, where the students receive a comprehensive picture about how to do business in Hungary, how to manage the marketing and finance related tasks in the region and how to work in cross cultural teams. The participants of the programme also have to sign up for a "Project work", whose objective is to analyse a certain question, industry or company and to prepare and present a business project on the topic.

LIST OF COURSES

1. [Cross cultural management](#) - 3 ECTS credits, 23 hours
2. [Doing Business in CE and SME policies](#) – 3 ECTS credits, 23 hours
3. [Business Analytics](#) - 3 ECTS credits, 23 hours
4. [Business Simulation game](#) - 3 ECTS credits, 23 hours
5. [Project work](#) - 3 ECTS credits, 23 hours

The programme is taught entirely in English. Students have to obtain **15 ECTS credits** in order to receive a Certificate at the end of the programme. The **Budapest Summer Programme** is open to graduate level students from partners and non-partners institutions.

Course : Business Analytics
 Manager of the specialized semester: Dr Laszlo Arva
 Office tel.: 00 36 1 210 95 90 – e-mail: laszlo.arva@essca.fr
 Course led by Dr Geza Sebestyen
 COURSE LANGUAGE: English

Programme: BLBP
 Code: BLBP 01

Total number of hours: 23 /ECTS credits: 3

PREREQUISITES

Basic Management and Business knowledge

PRESENTATION

This course will focus on how operational research and other quantitative analytical techniques respectively enable us to get a better understanding of marketing problems in organizations. Understand why organizations should use data and models to solve some of their problems.

EDUCATIONAL GOALS

- Develop a basic understanding of what do we mean by “science” in “marketing science”
- Develop and build basic marketing models
- Appreciate the role of marketing models in supporting the decision making process
- Use and apply appropriate models for specific marketing problems

COURSE AGENDA

Session 1	Spreadsheet Modelling Skills
Session 2	Forecasting Time series methods: exponential smoothing, ARIMA methods, model selection & evaluation Causal methods: simple & multiple regression, dynamic regression, vector autoregression and artificial neural networks
Session 3	Understanding Marketing and Marketing problems Introduction to marketing modelling Marketing models and experimentation for research in consumer markets Introduction to OR techniques Application of OR techniques
Session 4	Process Analytics Solution Sales Analysis, Revenue Growth, Category / Product wise Profit analysis, revenue from new products
Session 5	Process Analytics Solution Stock availability, Inventory Analysis, Sales returns, Purchase accuracy, Forecast accuracy
Session 6	Process Analytics Solution Supplier performance, Channel wise profitability, Total cost of distribution Promotions, Total Cost of Ownership, measure of the IT Connectivity, Total operating costs Trading Summary, Like for Like Analysis, Total Cash Conversion and Flow times, Intake
Session 7	Process Analytics Solution Analysis, Margin Compensations, Buy Back deals, vendor delivery performance SC echelon capacity analysis, Days of stock cover Vs planned stock levels, Scrap / Waste Analysis, Non Sellable Stock, Shrinkage % . 'What if' allocations, overall logistics performance, defect free deliveries, Replenishment levels actual Vs planned

SKILLS TO BE ACQUIRED

To understand and to use quantitative methods in marketing and business planning

Skills to be put in practice: learn how to apply quantitative methods in business environment.

Get used to the different aspects of quantitative analysis in a company.

To set and achieve strategic and financial objectives and to verify them by using quantitative methods

LINKS WITH THE CORPORATE WORLD

Methods learnt during the course are widely used in the actual corporate world, all decisions, consequences and actions are perfectly identifying the real business world.

THE INTERNATIONAL DIMENSION

Teams are formed with international dimensions

EDUCATIONAL METHODS

Very much based on practice by individual and team work of students.

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE

Students have to solve problems alone and in teams

EVALUATION

The evaluation is based on a written exam and on classroom activity

BIBLIOGRAPHY

Thomas H Davenport and Jeanne G Harris (2010) :Analytics at Work” Harvard Business Press, Format: Hardcover, 214pp, ISBN-13: 9781422177693 , ISBN: 1422177696

Course : Business Simulation Game
Manager of the specialized semester: Dr Laszlo Arva
Office tel.: 003612109590 – e-mail: laszlo.arva@essca.fr
Course led by Dr. István Eszes
COURSE LANGUAGE: English

Programme: BLBP
Code: BLBP 02

Total number of hours: 23 /ECTS credits: 3

PREREQUISITES

Basic Management and Business knowledge

PRESENTATION

Computer assisted complex integrative business game in 4 to 11 teams of 2-3 people. The game is based on a competitive situation on an international market; the participants' decisions are made in the areas of commercial management, production management, financial management, human resource and quality management.

EDUCATIONAL GOALS

To practice management methods in the varied areas mentioned above, to meet the complexity of a decision taking process as a company manager and face the consequences of your decision.

COURSE AGENDA

Session 1	Introduction to the game, presentation of the rules
Session 2	Practice session to get used to the game's interface and techniques, taking quiz nr. 1
Session 3	Game starts, 1 st real session in the company's life, followed by the next year
Session 4	The game is progressing by taking 2 decision sets per session
Session 5	Submitting the 3 year strategic plan to follow, decision submission
Session 6	The game is progressing by taking 2 decision sets per session
Session 7	Last sessions' decisions, taking quiz nr.2, group presentation by students

SKILLS TO BE ACQUIRED

To put into play and deepen the understanding of the theories and knowledge acquired so far during business studies. Cross cultural skills to be put in practice: learn how to work in international environment and international team-mates. Get used to the different aspects of running a company. To set and achieve strategic and financial objectives.

LINKS WITH THE CORPORATE WORLD

The game simulates the actual corporate world, all decisions, consequences and actions are perfectly identifying the real business world.

THE INTERNATIONAL DIMENSION

The game's marketplace is worldwide; activities can be pursued in North America, Latin America, Europe-Africa and Asia Pacific. Teams are formed with international dimensions: students with same nationality should not be in the same team

EDUCATIONAL METHODS

Very much based on practice by individual and team work of students.

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE

Students have to read the "Player's guide" prior to the course, to acquire the rules of the game and the high importance of respecting the decisions' deadline.

EVALUATION

The evaluation is based on an individual written report, group presentation at the end of the simulation and individual activity during the game.

BIBLIOGRAPHY

Business Strategy Game's "Player's guide".

Course : Doing Business in CE and SME policies

Manager of the specialized semester: Dr Laszlo Arva

Office tel.: 003612109590 – e-mail: laszlo.arva@essca.fr

Course led by Dr. Laszlo Arva

COURSE LANGUAGE: English

Programme: BSP

Code: BSP 03

Total number of hours: 23 /ECTS credits: 3

PREREQUISITES

The participants of the course should have a good general knowledge of macro-and microeconomics and of international economics.

PRESENTATION

The course gives a general overview the business climate in Hungary, in Slovakia and in the Czech Republic and will help the students to understand the legal and economic conditions of the three markets. The course will also help to identify international business opportunities in the regions.

EDUCATIONAL GOALS

To assist students in developing their competencies for comparing and analyzing various sources of business information and to enhance creativity that will be linked to practical international business opportunities.

COURSE AGENDA

Doing Business in Hungary

Session 1	Snapshot of the Hungarian economy: the latest developments. Hungary in the EU
Session 2	The players of the Hungarian economy: SMEs, TNCs, government organizations, professional organizations. Introduction of ITD-H, the government organization helping foreign partners and the Hungarian National Tourism Office
Session 3	Introduction of the professional organizations (Hungarian Chamber of Commerce, Amcham, Chambre du Commerce franco-hongroise, etc)

Doing Business in Slovakia , in Poland and in the Czech Republic

Session 1	Post-communist economic and social development in Czechoslovakia Political development and split of the Czechoslovak republic Privatization schemes applied in two countries
Session 2	Czech republic : Economic and social development between 1990-2000 and after 2000 Foreign direct investment – scope and structure Foreign investors in privatization processes Banking system Doing business in Czech republic – World Bank data
Session 3	Slovak republic: Economic and social development between 1990-2000 and after 2000 Foreign direct investment – scope and structure Foreign investors in privatization processes Banking system Doing business in Czech republic – World Bank data
Session 6	The core information sources on the Czech and Slovak republics Economic and social statistics CEE republics within EU25 Comparative study on last economic and social development

SKILLS TO BE ACQUIRED

- Students should be able to analyse business opportunities in the three countries
- Students should be able to understand the organizational, legal economic and social structures of the markets
- Student should be able to formulate recommendations on possible business activities in these two countries with critical overviews and risk assessment

LINKS WITH THE CORPORATE WORLD

- Cases from the real business life and corporate information from the regions will be analysed and ideas that are linked to new business opportunities will be developed during the course. Managers of foreign firms working in Hungary, representatives of chambers of commerce and other professional organizations will make presentations. Meeting with the leading representatives of the banking sector in Slovakia is considered and will be offered to all participating students

THE INTERNATIONAL DIMENSION

Strategies of transnational firms operating in Hungary will be analyzed, and international literature will be discussed. Visit to the leading Slovak banking institutions is organized.

EDUCATIONAL METHODS

Lectures and seminars with active participation of students. Students are expected to work intensively on their individual seminar projects and present them in the class. Critical comments from peers are expected. Case studies, a role play, individual and team assignments combined with the WebCT virtual forum are used as interactive learning tools related to these objectives.

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE

All students are expected to work individually and systematically. Contact with the instructor is welcomed and will be open in face-to-face way, as well as by internet communication.

Regular reading of international literature

EVALUATION

Final exam	50%
Midterm exam	40%
Classroom activities:	10%

If a student fails the final exam he/she has to take a make-up exam. For a successful end-term grade the students have to participate on the mid-term exam.

BIBLIOGRAPHY

Doing Business in Hungary:

- Hungary 2011. HITA Budapest, 2011
- General information materials for investors.. HITA, Budapest
- Hofstede, G. – Hofstede, G-J.: Cultures and Organizations. McGraw Hill, London, 2005.
- World Investment Report, UNCTAD 2011
- [Structural indicators on EU25 countries](#)
- [Doing Business – World Bank](#)
- [EU Regional Statistics](#)
- ITD-H, SARIO, Czechinvest, PAIILZ, and Invest in Romania publications and websites

Course : Project work
Manager of the specialized semester: Dr Laszlo Arva
Office tel.: 003612109590 – e-mail: laszlo.arva@essca.fr

Programme: BSP
Code: BSP 04

Course led by Dr. Zsuzsa Deli-Gray, Dr. Laszlo Jozsa, Krisztian Nyary, Geza Sebestyen,
COURSE LANGUAGE: English

Total number of hours: 23 /ECTS credits: 3

PREREQUISITES

Basic knowledge of the selected industry.

PRESENTATION

The students will have an overall understanding about the selected industry in Hungary. During the programme the students will visit several companies which operate in the chosen industry, get a lecture on the theoretical information about the industry and develop a business project.

EDUCATIONAL GOALS

To make students be able to analyze the selected industry and to develop a business plan in the chosen field.

COURSE AGENDA

Session 1	Theoretical lecture (Logistics / Car industry / Retail/Finances/Tourism)
Session 2	Company visit
Session 3	Company visit
Session 4	Company visit
Session 5	Company visit
Session 6	Business plan
Session 7	Business plan

SKILLS TO BE ACQUIRED

By the end of the semester the students will be able to analyse the selected industry in Hungary and will be able to develop a business plan.

LINKS WITH THE CORPORATE WORLD

Several companies will be visited during the programme.

EDUCATIONAL METHODS

Lectures and company visits with active participation of students. Students are expected to work intensively on their business plan.

EVALUATION

Students are going to be evaluated on the basis of the quality of their business plan.

Course : Cross Cultural Management
 Manager of the specialized semester: Dr. Zsuzsa Deli-Gray
 Office tel.: 003612159096 – e-mail: zsuzsa.deli-gray@essca.fr
 Course led by Dr. Balázs HEIDRICH and Ian MacDonald
 COURSE LANGUAGE: English

Semester: BSP
 Code: B213

Total number of hours: 23/ECTS credits:3

PREREQUISITES

Organizational Behaviour

PRESENTATION

Group Presentation on a given case study of international management challenges of organizations

EDUCATIONAL GOALS

This course is designed to students who have considerable international experience, they live (or lived) abroad, they work (or worked) and/or study (studied) with foreigners. The course gives a general introduction to Cross-Cultural Management, and the chosen topics emphasize the behavioural aspects of management. The purpose of the course is to increase awareness of cross-cultural issues, and to learn constructive approach to international co-operation. The course itself heavily builds on students' own experiences, while discussing some theories

COURSE AGENDA

Session 1	<p>Basic Concepts of Cross-Cultural Management (approaches to culture, universals, definitions)</p> <p>Culture and International Business (Definitions and the concept of culture, Cultural Change, Ethnocentrism, Cross-cultural scenarios)</p> <p>Not My Type- video</p> <p>Cultural Stereotypes Cultural Dimensions</p> <p>Cultural Dimensions (static vs. dynamic analysis of culture)</p>
Session 2	<p>Living and Working Abroad</p> <p>Notion of Culture Shock. Stages of Culture Shock. Coping Strategies</p> <p>Cross-cultural Scenario (The Day After-case)</p> <p>Expatriates in Budapest-Video</p> <p>Derdian Game</p>
Session 3	<p>Comparison of dimensional models (Kluckhohn, Hofstede, Trompenaars)</p> <p>Video case</p> <p>Cross-cultural Scenario</p> <p>Kulturstandard</p> <p>Intercultural Communication</p> <p>Slow and fast Messages</p> <p>Low-context and High context work cultures</p> <p>Perception Game</p> <p>Time Conception (monochronic and polychronic time concepts etc.)</p> <p>Time management differences</p> <p>Video case</p>
Session 4	<p>International Negotiations Skills Training</p> <p>Negotiations in International Settings</p> <p>Negotiation Strategies and Tactics</p>

Session 5	Working in a European Multicultural Teams Intercultural Group Dynamics (decision-making, synergy and compromise, conflicts) Multicultural Teams (definition of multicultural teams, advantages and disadvantages of cultural diversity in teams, experiences of European multicultural projects) Building a Transnational Team- video Organizational Culture Juan-Juanita Game The Change of Organizational Culture in the Transition time in Eastern-Europe Results of the GLOBE survey X-Y game
Session 6	Cultural Side of M&A's Organizational Culture and Acculturation <ul style="list-style-type: none"> • International Experiences of M&As. Reasons for Failures and Success • The corporate notion of ethnocentrism • The process of acculturation (<i>contact, conflict, adaptation</i>) • Types of acculturation (<i>assimilation, integration, separation, deculturation</i>) • Strategies for acculturation Calculation Game
Session 7	Presentations

SKILLS TO BE ACQUIRED

By the end of the course students should be able to interpret cross-cultural issues, to be sensible and open to other cultures, and different approaches. During the course heavy discussion of the topics is expected. Textbook cases, articles, and real experiences will be analyzed.

From time to time the courses build heavily on training methods of intercultural skills development.

LINKS WITH THE CORPORATE WORLD

Preparing for working multinational and transnational companies. Using case studies of multinationals and Eastern-European companies. Leading consultants of consulting companies will be involved in the course.

THE INTERNATIONAL DIMENSION

The Course itself....Students have the possibility to mirror their differences and similarities right on the course with the support of training exercises.

EDUCATIONAL METHODS

Presentation, group discussion, role plays, video analyzis, case studies

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE

EVALUATION

20% of their grade is determined by class participation

30% of their grade is determined by group presentation.

50% of their grade is determined by the final written exam.

BIBLIOGRAPHY

Heidrich, B.- Primecz, H. : Cross-Cultural Management Skills (ESSCA Budapest, 2006) is available in pdf format
Hand-outs

Further Readings

Adler, N.J.: **International Dimensions of Organizational Behaviour** (Kent Int. 2nd Ed, 1990)

Bartlett, C.A.- Ghosal, S: **Transnational Management** (Irwin, 2nd edition, 1995)

Ferraro, G.P.: **The Cultural Dimensions of International Business** (Prentice Hall, 1998, 3rd Ed.)

Heidrich, B. : **The Change of Organizational Culture in the Transition Time in Hungary**
(University of Miskolc, 1999)

Hofstede, G.: **Cultures and Organizations- Software of the Mind** (McGraw-Hill Book Co., 1991)

Hodgetts, R. M., Luthans, F. (1997): **International Management**, The McGraw-Hill Companies Inc., London