

BUDAPEST SPRING SEMESTER 2010

The Central & Eastern European Business Semester

ACADEMIC INFORMATION

ACADEMIC CALENDAR

MODULES AND LECTURERS

GRADING

ACADEMIC CALENDAR

The Central & Eastern European Business Semester 2009 Spring runs from January 26 to May 20, 2010.

Please note that we recommend you to arrive one week before the classes start, because of orientation purposes (finding accommodation, dealing with administrative formalities etc.)

Orientation	January 26	-	January 28 (Participation is obligatory on 27 th January)
Classes	February 1	-	May 20 (exams included)
Exam period	May 13	-	May 20
Holidays	April 5	-	April 9

MODULES AND LECTURES

Students have to register for the chosen subjects before arrival however; some courses can be changed during the first week of the academic semester.

Students are advised to register for 30 ECTS per semester.

Modules	Hours/ECTS credits
CEE Economy and Politics	42/6
Advanced International Marketing <ul style="list-style-type: none"> ▪ International marketing ▪ Brand management ▪ Product innovation 	42/6 (only for graduate students)
Introduction to International Trade	42/6 (only for graduate students)
International Human Resource Management	42/6
European Business and Law	42/6
Business Strategy Game	28/4 (only for graduate students)
The Various Types of Marketing <ul style="list-style-type: none"> ▪ Marketing of Services ▪ B2B marketing & Industrial Marketing ▪ E-marketing 	42/6
CEE and its Relations with the World <ul style="list-style-type: none"> ▪ CEE and Asia/Far East 	42/6
Doing Business in CEE <ul style="list-style-type: none"> ▪ Doing Business in Hungary ▪ Doing Business in Slovakia and the Czech Republic 	42/6
Introduction to Hungarian Culture and Society	28/3
Hungarian Language	30/3
French Language - Beginner	42/4
French Language - Intermediate	42/4
International Finance	42/6
Cross Cultural Management	42/6
Basics in Computer, IT and networking	21/3
Operations Management	21/3
Accounting & Costing	21/3

GRADING

Transcripts will use grading scale from 1 to 20.

For any details concerning validation of ECTS credits at your home institution, please ask your local study abroad advisor.

In order to be awarded the official "**Central and Eastern European Business Semester Certificate**", students must acquire 30 ECTS credits and obtain an overall average of 10 or above.

Session 5	Media and Democracy – European Public Sphere
Session 6	National and European Identity
Session 7	The Future Shape of the European Union

SKILLS TO BE ACQUIRED

Ability to understand and analyze economic policies, the patterns of economic development in the new member countries of the EU as well as public affairs and political issues in general and in European matters in particular.

LINKS WITH THE CORPORATE WORLD

A number of case studies, presentations by the students and statistical analyses help them to understand the relevance for firms of economic policies and development in the new member countries of the EU

THE INTERNATIONAL DIMENSION

East Central Europe in the first place, the entire European Union in the second, with references to economic development and politics in other regions

EDUCATIONAL METHODS

Lectures by the course leaders; interactive dialogs, presentations and teamwork by the students; literature research

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE

Participation in the lectures and the subsequent discussions, preparation of presentations

EVALUATION

On the basis of: 1. presentations; 2. an essay by each student on one selected topic; 3. a written exam at the end of the course and 4. participation

BIBLIOGRAPHY

Csaba, László (2005): *The New Political Economy of Emerging Europe*. Akadémiai Kiadó, Budapest.

Duff Andrew: *The Struggle for Europe's Constitution*. Federal Trust, London, 2005

Hegedűs István: *European Ideas – Hungarian Realities*. European Essays No. 1, The Federal Trust, London, 1999

Kohli Martin: *The battlegrounds of European identity*. *European Societies*, 2/2000

Landesmann, Michael A. – Rosati, Dariusz K. (eds., 2004): *Shaping the New Europe. Economic Policy Challenges of European Union Enlargement*. Palgrave Macmillan, Houndmills, Basingstoke – New York, NY.

Lavigne, Marie (1999): *The Economics of Transition. From Socialist Economy to Market Economy*. Second Edition. Palgrave, Houndmills and New York, 1999.

Richardson Jeremy (ed.): *European Union. Power and policy-making*. 3rd Edition, Routledge, Oxford, 2006

Timothy Garton Ash: *The Uses of Adversity. Essays on the Fate of Central Europe*. Random House, New York, 1989

Török, Ádám (with Balázs Borsi and András Telcs, 2005): *Competitiveness in R&D. Comparisons and Performance*. Edward Elgar, Cheltenham, UK – Northampton, MA, USA. 2005.

UNCTAD (2002). *World Investment Report. Transnational Corporations and Export competitiveness*. United Nations, Geneva – New York. 346.

UNCTAD (2003): *World Investment Report. FDI Policies for Development: National and International Perspectives*. United Nations, New York and Geneva. 303.

UNCTAD (2006): *World Investment Report 2006. FDI from Developing and Transition Economies: Implications for Development*. 340.

Course : Advanced International Marketing **Semester:2**
(Strategic International Marketing, Brand Management, Product Management and Innovation)
Manager of the specialized semester: Dr. Zsuzsa Deli-Gray
Office tel.: 003612159096 – e-mail: : zsuzsa.deli-gray@essca.fr
Course led by Dr. Zsuzsa Deli-Gray, Dr. László Józsa, Árpád Papp-Váry
COURSE LANGUAGE: English **Total number of hours: 42./ECTS credits: 6**

PREREQUISITES

Introduction to Management, Marketing Essentials

EDUCATIONAL GOALS

The educational goals are to make the students familiar with the most important questions of International marketing, Brand development and management as well as the different steps of the Process of Product and Innovation management.

COURSE AGENDA

1. International marketing

Session 1	International marketing, concepts and phases
Session 2	International market research
Session 3	International market segmentation
Session 4	International mode of entry
Session 5	International marketing mix

2. Brand management

Session 1	What is a brand and what is branding? Why brands are important to customers? Why brands are important inside companies? Brand equity
Session 2	Positioning and branding – Differentiate or die! How to create and sustain a brand? Brand extension and expansion
Session 3	Brands on a global stage: Homogeneity, heterogeneity, and attitude
Session 4	Made in – What does it mean and what is it worth? Branding The Nation – Competitive Identity, Country Brand Hexagon
Session 5	Branding's future

3. Product Management and Innovation

Session 1	What does Innovation Management mean? From Schumpeter to the 21. Century
Session 2	The Steps of Product Development
Session 3	Case studies
Session 4	Innovative organisations
Session 5	The Style of Innovative Management in East and Central Europe- Case studies

SKILLS TO BE ACQUIRED

On completion of the subject the students will have a comprehensive understanding of the strategic and tactical sides of international marketing, branding and product development.

EDUCATIONAL METHODS

During the courses the theoretical background of the disciplines will be explained and the students' understanding of the topics will be facilitated by case studies discussed in class as well as company visits.

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE

Active participation is obligatory.

LINKS WITH THE CORPORATE WORLD

The course has a direct link with the corporate world. The students will get a comprehensive insight into the international marketing and product development decisions marketing managers face every day. The students' understanding of the subject is facilitated by company visits.

THE INTERNATIONAL DIMENSION

International and regional case studies are discussed.

EVALUATION

Home assignment (50%)

Written exam (50%),

BIBLIOGRAPHY

Trott, P. (2004): Innovation management and new product development, Pitman, London

Olins, W. (2005) Branding, Thames & Hudson

Cateora P. R. (2002). International marketing. McGraw-Hill Higher Education

Course : Introduction to International Trade
Manager of the specialized semester: Dr. Zsuzsa Deli-Gray
Office tel.: 003612159096– e-mail: : zsuzsa.deli-gray@essca.fr
Course led by Hayna dr BENDIG CSÁNKY
COURSE LANGUAGE: English

Semester: 2

Total number of hours: 42/ECTS credits: 6

PREREQUISITES

Marketing Essentials

PRESENTATION

To give an overall overview on the most important rules and practices of international trade from concluding the sales contract to processing it through arranging transport, financial settlement and international dispute resolution.

To discuss the typical features of the different types of international trade transactions.

EDUCATIONAL GOALS

To understand the principles and practice of international trade to be able to draft adequately the sales contracts in order to safeguard one's interest and to avoid costly disputes.

COURSE AGENDA

Session 1	International trade and its benefits. The international environment. International framework, institutions GATT/ WTO, multilateral agreements. Government's intervention in international trade: administrative and financial means. Multilateral and preferential agreements of the European Union. GSP of the EU. Community's customs rules. Indirect, direct export, non-export market entries. Market organisations abroad. Activity of the commercial representative, distributor and other specialists.
Session 2	Elements of the International trade transaction. Offer, contract of sale, its basic terms and general conditions. Contract formation and pre-contractual liability. The legal framework of the contract. The processing of the contract. Delivery terms, Incoterms 2000. The use of the terms.
Session 3	The condition of payment. The means of payment: bank transfer, Bill of Exchange, Cheque. The functions of documents in international trade. The terms of payment. Open account, Documentary Credit, Documentary Collection.
Session 4	Other terms of the contract: quantity, quality, packaging, marking transportation, cargo insurance.
Session 5	Pricing, financing; factoring, forfaiting, acceptance credit, D/A documentary collection etc. Risks and risk management: Economic-, exchange rate-, cargo-, political risks. Insurance, guarantees. Export credit insurance.
Session 6	Processing of the contract. Claims, breach of the contract. Resolving international disputes like Alternative Dispute Resolution, (ADR), Arbitration, Litigation

Session 7	Types of International Transactions: Counter trade, Reexportation, Licencing, Leasing, Lease work, Turn key transaction
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SKILLS TO BE ACQUIRED

The course will enable students to realize the risks and choose the best possible way to avoid or cover them when concluding an international contract of sale.

LINKS WITH THE CORPORATE WORLD

The acquired knowledge is essential when working in international trade.

THE INTERNATIONAL DIMENSION

Issues treated are based both on the trade policy measures and rules of the European Community and that of the International Chamber of Commerce, as well as on the international trading practice.

EDUCATIONAL METHODS

Lectures, great number of case studies.

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE

Active participation when solving the case studies.

EVALUATION

mid-term test:	50% of the final mark
final written exam:	50% of the final mark

BIBLIOGRAPHY

Guide to Export-Import Basics 2nd edition, ICC Publishing S.A. Paris, 2nd edition ICC Publication No 641, 2003,

Lecture slides.

Hand outs of case studies on international trade transaction.

recommended:

Incoterms 2000, ICC Publishing S.A. , Paris, 1999

UPC 600, ICC Publishing S.A. , Paris 2007

Course : International Human Resource Management
Manager of the specialized semester: Dr. Zsuzsa Deli-Gray
Office tel.: 003612159096 – e-mail: : zsuzsa.deli-gray@essca.fr
Course led by Judit Rácz and Jean-Yves Barbier
COURSE LANGUAGE: English

Semester:2

Total number of hours: 42./ECTS credits: 6

PREREQUISITES

Human resource management is closely linked to all other management issues of strategic importance. Therefore, familiarity with the basic issues, theories and methods of general management is a prerequisite for students to complete this course successfully.

PRESENTATION

The course builds on the belief that the efficient and innovative management of the human resources is a decisive element of the successful functioning of a company, just as it is indispensable for achieving competitive advantage. Companies and managers realize that managing human resources is far more than a way of maximizing economic return from labour: it involves elaborate methods and systems to coordinate the interests of the company and of its employees. The course covers all the main areas of HRM, following the milestones of the employee life-cycle, including the unique contribution of the discipline to the achievement of the company's strategic goals. The course offers both the micro-perspective of individual HR-tools and the macro-level aspects of global/international functioning. Planning, search and selection, induction, performance management, development, career, motivation, compensation, IT systems in HR, ethics, expat issues, change, elements of organisational behaviour are main topics of the course.

EDUCATIONAL GOALS

The course should help students to understand the strategic place and importance of HRM, possess the conceptual knowledge necessary for a comprehensive human resource management. Students acquire the necessary skills for using key HR tools, and they will have a clearer picture of the transnational and transsectoral issues.

COURSE AGENDA

Session 1	Defining the Nature and the Challenges of IHRM, Global Strategy and HRM
Session 2	Understanding National and Organisational Cultures Staffing the International Organisation
Session 3	Mastering Expatriation: Entry and Re-entry Developing Leaders with a Global Mindset
Session 4	Managing International Careers Managing Performance
Session 5	Motivation and Reward Management in the Global Context Innovation and Organisational Learning
Session 6	Managing Change and Global Integration Issues of Business Ethics within Multinationals
Session 7	The Changing Role of HRM Evaluating the Effectiveness of HRM

SKILLS TO BE ACQUIRED

As a result of the course, students will

- Understand the challenges of international HRM
- Possess the conceptual knowledge necessary for a comprehensive human resource management
- Be familiar with the main HRM tools and the new trends in HRM
- Reflecting, theorising and planning in response to experience
- Analysing and presenting concepts of HRM

LINKS WITH THE CORPORATE WORLD

The course includes invited appearance of representatives of the corporate world, to give a live picture of various aspects of their work. Moreover, the exam consists of a paper based on the students' individual research in company life and HR: they will choose a company (Hungary-based, but international), interview the HR manager (or any other competent person) and present the HR practices of that company.

THE INTERNATIONAL DIMENSION

All aspects are presented and discussed from an international perspective, taking account of differences in culture, proceedings, regulatory systems, etc. The course will consciously take advantage of the international character of the group. Case studies are all treating international/global issues.

EDUCATIONAL METHODS

The course has an explicitly practical character. Tutor's presentations are always followed by discussions (plenary or group), various group tasks with plenary debriefing. Ample space is given to questions and issues raised by the students. Exercises, games, group tasks are integral parts of the teaching methodology.

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE

Students are required to take an active part in the course. They have to come fully prepared, even if they had to miss the previous class. They have to prepare homework, take part in discussions, do presentations, prepare reviews of relevant literature. They are allowed to miss a maximum of 20% of the courses. Their presence is attested by their signature, latecomers are excluded.

EVALUATION

Students' performance is assessed

Course participation (presentations, discussions, homework, etc.)	50%
Exam paper (3000 words)	50%

BIBLIOGRAPHY

- Michael Harris (2000): *Human Resource Management: A Practical Approach*, 2nd Edition, Dryden Press.
- Beardwell, Ian – Holden, Len (2004): *Human Resource Management. A contemporary approach*. 3th Edition, Financial Times – Prentice Hall.
- Noe, Raymond A., Hollenbeck, John R., Gerhart, Barry, Wright, Patrick M. (2002). *Human Resource Management*, 4th edition, McGraw Hill
- Price, Alan (2003) *Human Resource Management in a Business Context*. 2nd ed, Thomson Learning Press.

Internet sources:

- www.bestofhr.com
- www.hr-guide.com
- www.shrm.org/hrmagazine
- www.e-reward-data.co.uk
- www.hrnetwork.co.uk
- www.inst-mgt.org.uk
- www.hrps.org
- www.ipma-hr.org
- www.psychtest.com
- <http://www.cipd.co.uk/default.cipd>

Module: European Business Law**Semester: 2****Manager of the specialized semester: Dr. Zsuzsa Deli-Gray****Office n° 00 36 1 215 90 96 – e-mail: : zsuzsa.deli-gray@essca.fr****Course led by Dr. Amir A. Abdi and Dr. Petra Bard****COURSE LANGUAGE: English****Total number of hours: 42./ECTS credits: 6****PREREQUISITES**

No background in law is required.

PRESENTATION

This course consists of 45 class hours dedicated to providing a thorough and practical introduction to students with no legal background to public and private law aspects of the global trading system, as well as to the basic legal principles underlying European economic integration.

The aim of the course is to give a good, practical-based understanding of how business works in the European Union environment, and to present the parallel basic principles on the level of international law. It is not intended to give students a thorough, in-depth analysis of EU rules and regulations, but rather to provide them with an intelligent approach to the many business and commercial areas affected by EU & international law in practice.

EDUCATIONAL GOALS

- To understand the basic legal principles underlying the World Trade Organization and the European Union.
- To use the basic principles of EU law & International business law, applying them to different areas of law. Students will thus study the regime of the WTO for trade in goods and services, and the parallel regime prevailing in the European Union: The Single European Market (four freedoms – goods, workers, capital, and services (and the right to establishment). In addition, students will be led through basics of competition law, consumer protection and basics of European corporate law.
- In each case, students will be introduced to actual cases to exemplify how the European Court of Justice, the EU's court, and the Appellate Bodies at the WTO, have used their powers to create and interpret the law, and the practical impacts of their decisions.
- Other relevant areas of international commercial law will also be explored, such as the international protection of intellectual property rights, principles of international contract law, choice of law, and principles of international commercial arbitration.
- To give business students a basic understanding of how law, particularly EU law & International law, impinges upon the work of any business organization whether sole trader to multinational, wishing to trade within the European Union.

COURSE AGENDA

Session 1	Part A: Economic Law in Central and Eastern Europe: International and European Legal context Introduction: Law and business in a globalized world: On the interrelation between law and economics.
Session 2	The international legal regime governing trade: WTO Trade in Goods and Services / Basic principles
Session 3	WTO: Exceptions to the basic principles : Protection of Public Health and the environment, Dumping, Subsidies
Session 4	History of European Integration

Session 5	Horizontal and Vertical Separation of Powers, EU Institutions
Session 6	EU Legislative Process, Sources of Law
Session 7	Supremacy and Effects of EU Law, Effects of EU Law at Domestic Level, Enforcing Community Law in Community Courts
Session 8	General Principles and Fundamental Rights
Session 9	Single Market and Economic Freedoms: Free Movement of Goods and Services
Session 10	Part B: Legal Institutions of the Market , Corporations
Session 11	Contracts : Basic principles, formation
Session 12	Contracts : Breach of contracts
Session 13	Contracts : Exemptions from liability
Session 7	Competition
Session 14	Competition
Session 15	Free Movement of Persons
Session 16	Labor Rights
Session 17	Consumer Protection
Session 18	IP Rights
Session 19	IP Rights
Session 20	Dispute Settlement / Commercial Arbitration

SKILLS TO BE ACQUIRED

Skills to be acquired during the course are legal problem solving, and an awareness of the systems in which the students later intend to trade.

LINKS WITH THE CORPORATE WORLD

The course intends to introduce students into the legal dimensions of the corporate world. The course itself has no direct links to corporations, but it strives to prepare students for future work with real life scenarios.

THE INTERNATIONAL DIMENSION

The course focuses on a number of jurisdictions: The CEE region and the EU being two of the comprehensive areas. Classes are taking multicultural differences in the arena of business law, and primarily the differences or discrepancies among the different legal systems into account.

EDUCATIONAL METHODS

Lecturers ask pertinent, challenging questions, and generate discussions. The prerequisite of the method used is that students prepare in advance for the coming classes, so that meaningful debates can take place. Aside the black letter law, case studies will be presented and practice-oriented method will be used. Technically, power point presentations will be given. Methodologically, the comparative and interdisciplinary approaches are followed (emphasis on law and economics).

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE

Class attendance is mandatory, in accordance with ESSCA general rules. Active participation in class debates and discussions is required, as well as the thorough exploration of the website of the course and the links provided (i.e., the bibliography). In order to have a fruitful discussion, where lecturers guide students towards the right answers, advance reading is mandatory.

EVALUATION

Class attendance (40 % of the final grade)

Exams (60 % of the final grade)

- 2 take home assignments (case studies)
- 1 final written exam 2h open book

BIBLIOGRAPHY

The course is backed up by an online webpage, in which all materials and links to the subject are provided.

See: <http://www.interkulti.net/Essca/index.html>

(under CEEBS) user name : student ; password : escabudapest

Recommended readings for EU Law:

- Damian Chalmers et al., *European Union Law*, Cambridge, UK ; New York: Cambridge University Press (2006)
- Jo Steiner, Lorna Woods, Christian Twigg-Flesner, *EU Law*, Oxford : Oxford University Press (2006)
- Trevor C. Hartley, *European Union law in a global context : text, cases, and materials*, Cambridge, UK ; New York: Cambridge University Press (2004)
- Paul Craig and Grainne de Búrca, *EU law : texts, cases and materials*, Oxford : Oxford University Press (2003)
- Trevor C. Hartley, *The foundations of European Community law: an introduction to the constitutional and administrative law of the European Community*, Oxford: Oxford University Press (2003)
- Jo Steiner, Lorna Woods, Christian Twigg-Flesner, *Textbook on EC Law*, Oxford : Oxford University Press (2003)
- Sionaidh Douglas-Scott, *Constitutional Law of the European Union*, Harlow: Longman (2002)
- Gráinne de Búrca and J. H. H. Weiler (eds.), *The European Court of Justice*, Oxford: Oxford University Press, (2001)
- Gráinne De Búrca and Joanne Scott (eds.), *Constitutional change in the EU : from uniformity to flexibility?*, London :Hart Publishing (2000)
- Jo Shaw, *The Law of the European Union*, Houndmills, Basingstoke: Palgrave (2000)
- J.H.H. Weiler, *The constitution of Europe : "Do the new clothes have an emperor?" and other essays on European integration*, Cambridge : Cambridge University Press (1999)
- Miguel Maduro, *We The Court - The European Court of Justice and the European Economic Constitution*, Oxford: Hart Publishing (1998)

Course: Business Strategy Game
Manager of the specialized semester: Dr. Zsuzsa Deli-Gray
E-mail: : zsuzsa.deli-gray@essca.fr
Course led by Dr. István Eszes
COURSE LANGUAGE: English

Semester: 2

Total number of hours: 28 ECTS credits: 4

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	The game is progressing by taking 2 decision sets per session
Session 9	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 but 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 : The Various Types of Marketing**(B2B marketing - Industrial marketing, Marketing of Services, E-marketing)****Semester: 2****Manager of the specialized semester: Dr. Zsuzsa Deli-Gray****Office tel.: 003612159096 – e-mail: : zsuzsa.deli-gray@essca.fr****Course led by : Dr. László Árva, Dr. Zoltán Veres, Dr. István Eszes****COURSE LANGUAGE: English****Total number of hours: 42 /ECTS credits: 6****PREREQUISITES**

Marketing Essentials

PRESENTATION

Lectures with reliance on student interaction, case analysis/ case studies, group presentations and guest speakers.

EDUCATIONAL GOALS

- to acquire marketing knowledge in the B2B, and in the service sector as well as to understand the logics of E-marketing
- to present the strategic and operational tools of services marketing

EDUCATIONAL GOALS

Identify the key characteristics of B2B marketing, Industrial Marketing, Services marketing and E-marketing.

COURSE AGENDA**1. B2B Marketing - Industrial Marketing**

Session 1	Introduction to Business-to-Business Marketing (B2B vs. B2C)
Session 2	Environments of Business-to-Business Market (legal, political, social, cultural, public environments)
Session 3	Buying decision process
Session 4	Industrial vs. Consumer Goods (product life cycle, make-or-buy-decisions, Marketing and product development process)
Session 5	Advertising and communication (promotional methods, PR, Internet)
Session 6	Customer Relationship (sales & sellers, B2B selling)
Session 7	New Marketing Trends (Internet, e-mail, database, relationship Marketing)

2. Marketing of Services

Session 1	HIPI-principle, Intangibility, Process, The seven Ps
Session 2	Standardization vs. Adaptation, Franchise, Payment management, Brand management
Session 3	Service quality management
Session 4	Relationship marketing
Session 5	Frontline marketing, Complaint management, Internal marketing
Session 6	Capacity management, Yield management
Session 7	Active client policy, Tangibilization, Process management

3. E-marketing

Session 1	State of the art; the current internet market, in Hungary and internationally, understanding of terms like e-business, e-commerce, the role of internet in marketing research
Session 2	The e- customer; expectations, fears, online buying process
Session 3	E-marketing strategies, segmentation and targeting strategies. differentiation and positioning strategies-how to add value and create competitive advantage

Session 4	Online communication ; interactive media, the online advertising market, PR possibilities , website marketing
Session 5	E business- how to sell on internet; characteristics, trust, payment
Session 6	Market players in the e-business, B2B, B2C, C2C case examples
Session 7	Business case for e-marketing

SKILLS TO BE ACQUIRED

The ability to apply marketing techniques in practice in the B2B markets, and in the service sector as well as the understanding of the logics of E-marketing.

EDUCATIONAL METHODS

Lectures, case studies, group presentations, problem based learning.

LINKS WITH THE CORPORATE WORLD

Links are established through presentation and discussion of real company cases.

THE INTERNATIONAL DIMENSION

The program is partially based upon presentation of international practices.

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE

- reading of the theory on the next session topic
- preparation of case studies
- information research on company practices

EVALUATION

The final grade comprises of two elements:

1. Written exam (60%)
2. Case study presentation (40%)

BIBLIOGRAPH

Robert P. Vitale: "Business to Business Marketing: Analysis and Practice in a Dynamic Environment: Business 2"; South Western College Publishing, edition 2, ISBN-10 : 0324201419

Robert R. Reeder: "Industrial Marketing: Analysing, Planning and Control"; Pearson US Imports & PHIPes; edition 2, ISBN-10 : 013457110X

Philip Kotler: "Marketing Management"; Prentice Hall International, edition 12 A ; ISBN-10 : 0131457578

Zeithaml – Bitner – Gremler: Services Marketing, McGraw-Hill/Irwin, 2006

Lovelock – Wirtz: Services Marketing, Pearson/Prentice Hall, 2004

Hoffman – Bateson: Services Marketing, Thomson, 2006

Wright – Race: The Management of Service Operations, Thomson, 2005

Module: CEE and Its Relations with the World**Semester: 2****Manager of the specialized semester: Dr. Zsuzsa Deli-Gray****Office: 00 36 1 215 90 96 – e-mail: : zsuzsa.deli-gray@essca.fr Course led by Dr. Amir A. Abdi and Wei Shen****COURSE LANGUAGE: English****Total number of hours: 42 /ECTS credits: 6****PREREQUISITES**

None

PRESENTATION

The course is divided into two main distinct parts:

The course is dedicated to providing a thorough overview of the structure of the economic relations between Central and Eastern Europe and Asia (specifically south East Asia) and the Far East, as viewed from the global trading system, and also in the context of the regional integration processes taking place in both regions. The course also lays the emphasis on exploring some of the practical aspects of doing business in Asia, as compared to Central and Eastern Europe.

EDUCATIONAL GOALS

- To understand the evolution, structure and basic principles underlying economic relations between CEE and Asia in the global and also in the regional context
- To use the basic principles of regional integration structures and laws & International business law, applying them to different areas of law affecting business in both regions.
- Other relevant areas of international commerce will also be explored in a CEE – Asia comparative fashion, such as the protection of intellectual property right, the principles of international and domestic contract law, and principles of international commercial arbitration – all as seen from both regions.
- To give business students a basic understanding of how regional integration structures & International law, impinges upon the work of any business organization whether sole trader to multinational, who is intending to trade in the context of CEE – Asia.

COURSE AGENDA**CEE and Its Relations with Asia and Far East**

Session 1	PART I: STRUCTURE OF THE RELATIONS BETWEEN CENTRAL AND EASTERN EUROPE – SOUTH EAST ASIA Introduction: Historical and Economic Background
Session 2	Central East Europe - Asia relations in the Global Context
Session 3	East Europe Asia relations in a Regional Context (1)
Session 4	East Europe Asia relations in a Regional Context (2)
Session 5	PART II: CENTRAL AND EAST EUROPE – ASIA: LEGAL INSTITUTIONS OF THE MARKET: COMPARATIVE ASPECTS Comparative Contracts
Session 6	Comparative Protection of IP rights, Comparative Protection of Consumers Rights
Session 7	Comparative Dispute Settlement: Arbitration and Litigation
Session 8	Comparative Labor Rights, Comparative Corporate Law and Governance
Session 9	Comparative traditional business practices (Asia, Eastern Europe)

SKILLS TO BE ACQUIRED

Skills to be acquired during the course are legal problem solving, as well an awareness of the systems in which the students later intend to trade – whether in Asia in the Far East or in CEE region.

LINKS WITH THE CORPORATE WORLD

The course itself has no direct links to corporations, but it strives to prepare students for future work with real life scenarios.

THE INTERNATIONAL DIMENSION

The course focuses on a number of jurisdictions.

Classes are taking multicultural differences in the arena of business law, and primarily the differences or discrepancies among the different legal systems taken into account.

EDUCATIONAL METHODS

Lecturers ask pertinent, challenging questions, and generates discussions. The prerequisite of the method used is that students prepare in advance for the coming classes, so that meaningful debates can take place. Aside the black letter law, case studies will be presented and practice-oriented method will be used. Technically, power point presentations will be given. Methodologically, the comparative and interdisciplinary approaches are followed (emphasis on law and economics).

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE

Class attendance is mandatory, in accordance with ESSCA general rules. Active participation in class debates and discussions is required, as well as the thorough exploration of the website of the course and the links provided (i.e., the bibliography). In order to have a fruitful discussion, where the lecturer guides the students towards the right answers, advance reading is mandatory.

EVALUATION

Class attendance (40 % of the final grade)

Exams (60 %of the final grade)

- 1 take home assignments (mid-term case study)
- 1 individual project of 10-15 DOUBLE-SPACED pages on a topic agreed between the instructor and the group. It will be due one month after the course.
- 1 final written exam 2h open book

BIBLIOGRAPHY

The course is backed up by an online webpage, in which all materials and links to the subject are provided.

Module : Doing Business in CEE**Semester: 2****Manager of the specialized semester: Dr. Zsuzsa Deli-Gray****Office n° 00 36 1 215 90 96– tel.:- e-mail: : zsuzsa.deli-gray@essca.fr****Course led by Dr. László Árvai, Dr. Ladislav Kabat and Niko Slavnic****COURSE LANGUAGE: English****Total number of hours: 42 /ECTS credits: 6****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 South East 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 analysing 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, Chamre du Commerce franco-hongrois, etc)
Session 4	Case studies foreign trading companies in Hungary
Session 5	Case studies: foreign investors in Hungary

Doing Business in Slovakia and 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 Foreign direct investment – scope and structure Foreign investors in privatization processes Banking system
Session 3	Slovak republic: Economic and social development between 1990-2000 Foreign direct investment – scope and structure Foreign investors in privatization processes Banking system
Session 4	Czech republic : Economic and social development after 2000 Foreign direct investment – scope and structure Foreign investors in privatization processes Doing business in Czech republic – World Bank data

Session 5	Slovak republic: Economic and social development after 2000 Foreign direct investment – scope and structure Foreign investors in privatization processes Doing business in Czech republic – World Bank data
Session 6	The core information sources on the Czech and Slovak republics Economic and social statistics on two republics
Session 7	Czech and Slovak 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 %
Individual assignments 30%
Classroom activities: 20%

BIBLIOGRAPHY**Doing Business in Hungary:**

Hungary 2005. ITD-H Budapest 2006

Automotive industry sector in Hungary. ITD-H. Budapest, 2006.

General information materials for investors. Taxation. ITD-H Budapest, 2006

Forecast of GKI Economic research co. for 2006. GKI. Budapest, 2006

Hungary: The added value. ITD-H, Budapest 2006

General information materials for investors. Direct Subsidies. ITD-H Budapest, 2006

Hofstede, G. – Hofstede, G-J.: Cultures and Organizations. McGraw Hill, London, 2005.

Doing Business in Slovakia and the Czech Republic:

[Structural indicators on EU25 countries](#)

[Doing Business – World bank](#)

[EU Regional Statistics](#)

Course : Introduction to Hungarian Culture and Society
Manager of the specialized semester: Dr. Zsuzsa Deli-Gray
Office tel.: 003612159096 – e-mail: : zsuzsa.deli-gray@essca.fr

Semester: 2

Course led by Anna Széchy
COURSE LANGUAGE: English

Total number of hours: 28 /ECTS credits: 3

PREREQUISITES

none

PRESENTATION

The course aims to provide students with an in-depth view of Hungary by discussing all main aspects that affect Hungarian identity and Hungary's role in the World today. This includes a look at history, economic and social issues – and also the information necessary for having a good time in Hungary, The course should be useful in understanding the background of the phenomena students encounter during their stay here – and possibly later in business relations with the country and the region.

EDUCATIONAL GOALS

To broaden students' perspective on the World and enable them to make most of their time in Hungary by gaining a deeper understanding of the country and its people.

COURSE AGENDA

Session 1	Practical information on Hungary and Budapest (geography, events, places to visit & spend free time, eating & drinking, etc.)
Session 2	History of Hungary
Session 3	Hungary's Economy after the transition
Session 4	Social issues (demographics, roma issue, education, religion, etc.)
Session 5	Hungary in the World (foreign relations, EU and NATO membership, etc.)
Session 6	Hungarian culture (science, arts, sports, media, traditions, famous Hungarians etc.)
Session 7	Student presentations

SKILLS TO BE ACQUIRED

The emphasis lies mainly on acquiring a general understanding of the issues in question, however, the knowledge of certain basic facts is also indispensable.

LINKS WITH THE CORPORATE WORLD

Many of the issues to be discussed during the course (situation of the economy, European integration, cultural aspects, etc.) have a direct effect on the business environment in Hungary and the region.

THE INTERNATIONAL DIMENSION

Many common characteristics between Hungary and other countries in the region make the course useful for learning about the whole of Central and Eastern Europe, and its relations to the rest of the World.

EDUCATIONAL METHODS

Lectures & discussions

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE

Students are required to regularly attend classes and actively participate in the discussions. At the last class, all students will give presentations (in groups) based on their personal impressions and experiences during their stay in Hungary.

EVALUATION

Written examination + attendance and final presentation.

BIBLIOGRAPHY

There is no required reading for this course.

Course : Hungarian Language**Semester:2****Manager of the specialized semester: Dr. Zsuzsa Deli-Gray****Office n°00 36 1 215 90 96– e-mail: : zsuzsa.deli-gray@essca.fr****Course led by Hegedűs Judith and Takács Judit****COURSE LANGUAGE: English****French****Hungarian****Total number of hours: 30 /ECTS credits: 3****PREREQUISITES**

None

PRESENTATION

Initiation into the elements of the Hungarian language

COURSE AGENDA

Session 1	Introduction, greeting, Hungarian names The verb "to be; personal pronouns
Session 2	Professions, nationalities Cardinal numbers Days of the week
Session 3	Demonstrative pronoun Structures with nominal phrases
Session 4	Negation of the verb "to be" Conjugation in the present tense Particulars
Session 5	Adjectives with the suffix –i How? What is it like? How old are you?
Session 6	Suffixes of the adverb of place Country names
Session 7	The interrogative sentence Telephoning, filling out addresses
Session 8	The object Shopping, sizes The verb "go"
Session 9	"ik" verbs When? At what time? Ordinal numbers The date
Session 10	With whom? With what? Infinitive

SKILLS TO BE ACQUIRED

Being able to understand simple written and oral informations, to read and write in Hungarian. Being able to enter into conversations about simple everyday topics.

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE**EVALUATION**

Week 4: written test (giving 25% of the final result)

Week 7: oral test (25%)

Week 10: final test (50%)

BIBLIOGRAPHY

Erdős – Prileszky : Halló, itt Magyarország

Lakos Dorottya : Hungarian for foreigners

Kovácsi Mária : Itt magyarul beszélnek

Course : French language - Beginner**Semester: 2****Manager of the specialized semester: Dr Zsuzsa DELI-GRAY****Tel (office): (+36 1) 215 90 96 – e-mail: : zsuzsa.deli-gray@essca.fr****Course led by Ms. Judith HEGEDŰS****COURSE LANGUAGE: French****Total number of hours: 42 / ECTS credits: 4****PREREQUISITES**

42 hours French classes taken. The course starts with a test of the level of proficiency, so this programme is an indicative one.

PRESENTATION

The language course comprises 3-hour sessions each week during the 15-week semester. As the students will be international, the programme will allow them to express their different points of view by debate, making possible interaction between different cultures. Topics worked out in small groups will help to improve communication skills in French. Students have to make presentations during the semester. The lectures will also be supported by video and audio materials.

EDUCATIONAL GOALS

To obtain and/or improve both general and professional communication skills. The material of the course is composed according to the recommendation of the “Cadre européen de référence pour les langues” (European Council). Depending on the level achieved during the semester, students will have the skills to sit the French State Recognized exam DELF A1 or A2.

COURSE AGENDA

Session 1	Itinéraires Indications d'itinéraires Demander une information, donner un ordre, interdire Des prépositions et des adverbess de lieu, des verbes de mouvement Impératif Interculturel – façon de parler (l'impératif : poli ou impoli ?)
Session 2	Cinéma, théâtre, musique donner un conseil, déconseiller pronoms (révision) COI, COD Interculturel – les loisirs
Session 3	Proposer un programme – écrire un mél pour proposer et décrire Organiser un repas d'affaires Pronoms y et en Interculturel – déplacement en France – les transports
Session 4	Voyages (d'affaires) Réservation d'une chambre d'hôtel, d'une table au restaurant Le conditionnel présent Interculturel – l'alimentation
Session 5	Au restaurant – à une réception Demander l'addition, choisir, exprimer la quantité Articles partitifs (révision), le pronom en Interculturel – au restaurant - gastronomie
Session 6	Visite d'entreprise Comparer et choisir Le conditionnel (2) Interculturel : activités agricoles et industrielles
Session 7	Les loisirs Suggérer de faire quelque chose, proposer quelque chose Le subjonctif présent (formes) Interculturel – partir en week-end

Session 8	Interviews Structurer le discours Le passif Les adjectifs et les pronoms indéfinis Interculturel - Les médias
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SKILLS TO BE ACQUIRED

The improvement of the four skills will have equal weight during the course, oral and written comprehension and oral and written expression. By the end of the programme, students will be able to communicate in both general situations of social life and special ones of professional life, like writing official letters and documents.

LINKS WITH THE CORPORATE WORLD

Students will be prepared to work and communicate in a French-speaking environment, being able to understand and work upon professional material in a workplace situation.

EDUCATIONAL METHODS

Basically communicative ones. Global understanding will play an important role, making the students think, analyze and react.

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE

Due to ESSCA requirements, class attendance is mandatory. This being a language course, class activity is essential and so is the preparation of the homework and the presentations

EVALUATION

Continuous preparation for the classes is required. Class activity will be calculated at 50% of the final grade. Mid-semester test: 20%, final test: 30%.

BIBLIOGRAPHY

FORUM 1 - 2 - méthode de français

Maia Grégoire – Gracia Merlo – Exercices communicatifs

Maia Grégoire – Odile Thiévenaz - Grammaire progressive du français – niveau intermédiaire

Course : French language – Intermediate**Semester: 2****Manager of the specialized semester: Dr Zsuzsa DELI-GRAY****Tel (office): (+36 1) 215 90 96 – e-mail: zsuzsa.deli-gray@essca.fr****Course led by Ms. Judith HEGEDŰS****COURSE LANGUAGE: French****Total number of hours: 42 / ECTS credits: 4****PREREQUISITES**

42 hours French classes taken. The course starts with a test of the level of proficiency, so this programme is an indicative one.

PRESENTATION

The language course comprises 3-hour sessions each week during the 15-week semester. As the students will be international, the programme will allow them to express their different points of view by debate, making possible interaction between different cultures. Topics worked out in small groups will help to improve communication skills in French. Students have to make presentations during the semester. The lectures will also be supported by video and audio materials.

EDUCATIONAL GOALS

To obtain and/or improve both general and professional communication skills. The material of the course is composed according to the recommendation of the “Cadre européen de référence pour les langues” (European Council). Depending on the level achieved during the semester, students will have the skills to sit the French State Recognized exam DELF A1 or A2.

COURSE AGENDA

Session 1	Itinéraires Indications d'itinéraires Demander une information, donner un ordre, interdire Des prépositions et des adverbes de lieu, des verbes de mouvement Impératif Interculturel – façon de parler (l'impératif : poli ou impoli ?)
Session 2	Participation à une foire-exposition, réservation d'un emplacement Les différentes façon de poser une question Le subjonctif après les déclencheurs il faut que, pour que etc Interculturel – Nice et sa région
Session 3	Le monde du travail Porter un jugement sur quelqu'un ou quelque chose Interculturel – le monde des entreprises
Session 4	Le curriculum vitae – expériences compétences, profil Offre d'emploi et candidature Donner des arguments, porter un jugement Les pronoms qui, que, où, dont
Session 5	Parlons d'avenir Formuler des hypothèses – exprimer des besoins, des désires – faire des projets – exprimer des probabilités, des craintes, des conditions Le conditionnel (révision) – le conditionnel passé – si + présent, futur – si + imparfait, condition
Session 6	Relations professionnelles Débats et discussions – argumentation et persuasion Nominalisation
Session 7	Dans un bureau Communications téléphoniques Changer et relancer une conversation Prise de note au téléphone

Session 8	Interviews Structurer le discours Le passif Les adjectifs et les pronoms indéfinis Interculturel - Les médias
Session 9	Entretien d'embauche Pronom tout Interculturel – être à l'heure -ponctualité

SKILLS TO BE ACQUIRED

The improvement of the four skills will have equal weight during the course, oral and written comprehension and oral and written expression. By the end of the programme, students will be able to communicate in both general situations of social life and special ones of professional life, like writing official letters and documents.

LINKS WITH THE CORPORATE WORLD

Students will be prepared to work and communicate in a French-speaking environment, being able to understand and work upon professional material in a workplace situation.

EDUCATIONAL METHODS

Basically communicative ones. Global understanding will play an important role, making the students think, analyze and react.

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE

Due to ESSCA requirements, class attendance is mandatory. This being a language course, class activity is essential and so is the preparation of the homework and the presentations

EVALUATION

Continuous preparation for the classes is required. Class activity will be calculated at 50% of the final grade. Mid-semester test: 20%, final test: 30%.

BIBLIOGRAPHY

FORUM 1 - 2 - méthode de français

Maia Grégoire – Gracia Merlo – Exercices communicatifs

Maia Grégoire – Odile Thiévenaz - Grammaire progressive du français – niveau intermédiaire

Vocabulaire progressif du français – niveau intermédiaire

Course : Cross Cultural Management**Semester: 2****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, Ph.D and Ian MacDonald****COURSE LANGUAGE: English****Total number of hours: 42/ECTS credits:6****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>
Session 4	<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 5	International Negotiations Skills Training Negotiations in International Settings Negotiation Strategies and Tactics
Session 6	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
Session 7	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 8	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 9	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 analysis, case studies

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 Behavior** (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

Course : International Finance**Semester: 2****Manager of the specialized semester: Dr. Zsuzsa Deli-Gray****Office tel.: 003612159096 – e-mail: zsuzsa.deli-gray@essca.fr****Course led by Dr. János Száz and Joy Chan****COURSE LANGUAGE: English****Total number of hours: 42 /ECTS credits: 6****PREREQUISITES**

Basic Macroeconomics

PRESENTATION

The aim of the course is to provide an overview of the influence of monetary and exchange rate policies on the economy. Beside the indispensable theoretical foundations, a great space is devoted at analysing the empirical evidence and the operations of the real market. The approach is multidisciplinary as it combines elements of finance and macroeconomics. Current policy issues are extensively discussed, with a particular focus on transition countries.

EDUCATIONAL GOALS

At the end of the course the student should be able to understand the main facts related to the foreign exchange market and to appreciate the way in which monetary policy is conducted and its influence on financial markets and the main economic variables.

COURSE AGENDA

Session 1	Main concepts: <ul style="list-style-type: none"> Nominal, real, bilateral, effective exchange rate, current and capital account, CPI, PPI
Session 2	Introduction to the foreign exchange market: <ul style="list-style-type: none"> Description of the market (location, turnover, participants) Instruments traded (spot, forwards, swaps, futures, options)
Session 3	Models of exchange rate determination: <ul style="list-style-type: none"> Purchasing Power Parity and Balassa-Samuelson effect Uncovered Interest Parity Balance of Payments Approach
Session 4	<i>Exchange rate regimes:</i> <ul style="list-style-type: none"> Nomenclature The impossible trinity Optimal Currency Area
Session 5	<i>Currency crisis:</i> <ul style="list-style-type: none"> First and Second Generation Models
Session 6	<i>Monetary policy:</i> <ul style="list-style-type: none"> The target of monetary policy: main and intermediate targets The rationale of low inflation Monetary policy tools The transmission mechanism
Session 7	<i>Presentations</i>

SKILLS TO BE ACQUIRED

The knowledge of basic concepts and models will provide the foundation to analyse specific policy issues.

LINKS WITH THE CORPORATE WORLD

None

THE INTERNATIONAL DIMENSION

All issues are naturally analysed from an international perspective.

EDUCATIONAL METHODS

Lectures and discussions. Presentations. The approach is multidisciplinary. Current policy issues are extensively discussed.

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE

Active participation is required.

EVALUATION

Final examination: 80%

Research Project - Presentation: 20%

BIBLIOGRAPHY***Required reading***

Miles, D., Scott, A., "Macroeconomics: Understanding the Wealth of Nations", Wiley, 2001

Krugman, P., "The return of depression economics", Penguin Books, 2000

Cross, S., "The Foreign Exchange Market in the United States", FRBNY, 1998

Lecture notes

Suggested reading

Bank Of International Settlements, "Annual Report", 2007

OPERATIONS MANAGEMENT

Specialized semester manager: Dr. Zsuzsa Deli-Gray

Office tel.: 00 36 1 215 90 96 – e-mail: zsuzsa.deli-gray@essca.fr

Course led by Krisztián Nyáry

COURSE LANGUAGE: English

Semester: 8 (spring)

Code: B218

Total number of hours: 21 / ECTS credits: 3

PRESENTATION AND CONTENTS

Operation management deals with the production and/or delivery of goods and services demanded by the customers, therefore it has a core position at the institutions. The course demonstrates the functions involved in operations management, reveals its relationship with other areas of the firms and point to its importance in the constantly changing world.

EDUCATIONAL GOALS

To explain the importance of operations management.

To present conceptual framework for analysing the operations management decision areas.

To explore the challenges of operations management in the rapidly changing and internationalising world.

COURSE OUTLINE

Session 1	Operations management
Session 2	Operations, strategy and operations strategy
Session 3	International operations strategies
Session 4	Facilities and Capacity
Session 5	Process technology
Session 6	Planning, Control and Quality
Session 7	Performance measurement

SKILLS TO BE ACQUIRED

The emphasis lies on acquiring a general understanding of the importance and functions of operations management.

EDUCATIONAL METHODS

Lectures & discussions

PERSONAL TASKS AND INTERNAL CLASS RULES

Students are required to regularly attend classes and actively participate in the discussions. At the last class, all students will give presentations.

GRADING SCHEME

Final exam (60%) / Student presentations (30%) / Active participation (10%)

BIBLIOGRAPHY

Barnes, D. (2008): Operations management. Thomson Learning.

Course : Accounting and Costing**Semester: 2****Manager of the specialized semester: Dr. Zsuzsa Deli-Gray****Office tel.: 003612159096 – e-mail: zsuzsa.deli-gray@essca.fr****Course led by Ms Laura Ipacs****COURSE LANGUAGE: English****Total number of hours: 21 /ECTS credits: 3****PREREQUISITES**

None

COURSE CONTENT

The course will focus on the use of current reporting and accounting concepts in international business. I will discuss what the main purposes of financial reporting are, how accounting information is prepared and used in managerial decision-making and students will get an overview of financial decision-making.

PRESENTATION

The course will consist of a variety of tasks, including oral and written exercises, classwork and case studies.

LEARNING OBJECTIVES

To provide non-specialists with basic knowledge and skills to critically appraise financial information and to appraise the requirements of other disciplines on information provided by company accountants as well as understand financial decision-making mechanisms.

COURSE SCHEDULE

Session 1	Objective: Introduction to financial statements Contents: Understanding balance sheets, income statements and cash flows
Session 2	Objective: Understand the usefulness of financial information Contents: Most commonly used ratios and limitations of public financial information.
Session 3	Objective: Identify and quantify the costs that are relevant to a particular decision. Contents: Relevant costs for decision-making
Session 4	Objective: Distinguish between fixed and variable costs Contents: Cost behaviour and its uses
Session 5	Objective: Deduce and discuss full cost of a unit. Contents: Absorption costing and its uses.
Session 6	Objective: Describe the nature of modern costing and pricing Contents: Costing and setting prices in a competitive environment.

Session 7	Objective: Define and explain the budgeting process Contents: Budgeting in practice, preparation and uses.
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SKILLS TO BE ACQUIRED

Students will be able to express and supplement their own analysis and conclusions in financial terms, the common business language.

TEACHING METHODS AND SELF-STUDY WORK

The classes will focus on the practical application of techniques, with extensive use of examples, exercises and case studies.

EVALUATION

Homework	20%
Mid-term test	30%
Final exam	30%
Class participation	20%

BIBLIOGRAPHY

Atrill – McLaney: Management Accounting for Decision-making, Prentice Hall Europe, ed. 5, 2007

ISBN: 13 – 978 – 0 -273 – 71044-8

Course : Basics in Computer, IT and Networking
Manager of the specialized semester: Dr. Zsuzsa Deli-Gray
Office tel.: 003612159096 – e-mail: zsuzsa.deli-gray@essca.fr
Course led by Mr. Géza Sebestyén
COURSE LANGUAGE: English

Semester: 2

Total number of hours: 21 /ECTS credits: 3

PREREQUISITES

None

COURSE CONTENT

The course will focus on the basic pieces of information on IT.

PRESENTATION

The course will consist of a variety of tasks, including oral, computer related and written exercises, classwork and case studies.

LEARNING OBJECTIVES

To provide students with critical knowledge on computers, on IT and on networking.

COURSE SCHEDULE

Session 1	Objective: Computers and their Uses Contents: , Parts of a Computer, Input/Output Devices (Mouse, Sound, Video and Printers) and Health Hazards, Binary System, Ascii, Memory (RAM, ROM),
Session 2	Objective: Computers and their Uses Contents: Storage devices (Magnetic, Optical, Solid State), Optimizing performance of PCs, Operating Systems (Single User, Multi-User, Single Tasking, Multi-Tasking, PC, Network OS, Embedded OS), MS Office (MS-Word, MS-Excel, MS-Powerpoint, Personal Information Manager, Backup using Nero), Graphics (Bitmapped v/s Vector)
Session 3	Objective: Computers and their Uses Contents: Databases (Fieldname, Fields, Records, Tables, Forms, Reports, Queries, SQL, MS-Access), Flowcharts/Pseudo-code to solve problems, Security (Understanding the Need for Security Measures, Taking Protective Measures).
Session 4	Objective: Types of Networks Contents: PAN, LAN, MAN, WAN etc
Session 5	Objective: Networks Contents: Topologies – Star, Bus, Ring – advantages & disadvantages; protocols in use such as FTP, UDP, SSL, HTTP etc; OSI Reference Model; TCP/IP;
Session 6	Objective: Networks Contents: Overview of ATM, Frame Relay, DSL, ISDN, Broad Band technologies; Issues in network security; Hubs, Bridges and switches.

SKILLS TO BE ACQUIRED

Students will be able to evaluate the importance of IT and Networking as well as to use the acquired knowledge in practice.

TEACHING METHODS AND SELF-STUDY WORK

The classes will focus on the practical application of techniques, with extensive use of examples and exercises.

EVALUATION

Homework	20%
Mid-term test	30%
Final exam	30%
Class participation	20%

BIBLIOGRAPHY

TBA