



ANGERS • PARIS • BUDAPEST • SHANGHAI

CENTRAL AND EASTERN EUROPEAN BUSINESS SEMESTER

SPRING SEMESTER 2012

Semester dates: January 30 – May 18
(exam period included)

Holiday week: March 19 - 23

COURSES LIST

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	45/6
Introduction to International Trade	45/6
International Human Resource Management	45/6
European Business Law	45/6
CEE and its Relations with the World <ul style="list-style-type: none"> ▪ CEE and Asia/Far East 	45/6
Doing Business in CEE <ul style="list-style-type: none"> ▪ Doing Business in Hungary ▪ Doing Business in Slovakia and the Czech Republic 	45/6
Ethics in Finance	45/6
Finance in CEE	45/6
Business Strategy Game	23/3
Introduction to Hungarian Culture and Society	23/3
Hungarian Language	23/3
French Language - Beginner	45/6
French Language - Intermediate	45/6
Cross Cultural Management	45/6
Introduction to IT, Networks and Computers	23/3
Operations Management	23/3
Accounting and Costing	23/3
International Marketing	23/3

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.

Manager of the specialized semester: Dr. Zsuzsa Deli-Gray**Code: B201****Office n° 00 36 1 215 90 96– tel.:– e-mail: zsuzsa.deli-gray@essca.fr****Course led by Dr. Péter Ákos Bod, Dr. Zoltán Pogátsa, Dr. István Hegedűs****COURSE LANGUAGE: English****Total number of hours: 45 / ECTS credits: 6****PREREQUISITES**

Basic skills in micro and macroeconomics, some knowledge of international economics/business recommended

PRESENTATION

Power Point based presentations by the leaders of the course; similar presentations requested from each student based on their work in small teams

EDUCATIONAL GOALS

Developing the students' ability to assess the current macro and microeconomic problems of Central and East European economies (mainly new EU members), offering them an up-to-date analysis of these economies as potential targets for investment, sales and employment

Deepening the knowledge of the students about Hungary as well as Central and Eastern Europe – especially the transition of the post-communist new democracies to their membership inside the European Union – from a political scientific approach.

Teaching how to think and talk about relevant political issues in a more sophisticated way and to discuss controversial issues from different scientific and ideological perspectives.

COURSE AGENDA**Central and Eastern European Economics**

Session 1	The Main Issues of Economic Transition in the CEE Countries: Privatization, Market Regulation, Financial and Trade Liberalization, New Tools of Economic Policy
Session 2	Industrial Development and Trade Specialization
Session 3	Business in the CEE Countries; The Role of Foreign Direct Investment (FDI) in Post-Transitional Economic Development
Session 4	Monetary and Fiscal Policy, Issues of Budgets and Tax Competition;
Session 5	Innovation and R&D; Education and Labour Markets
Session 6	EU Enlargement, Problems of Catching Up and the Relevance of the Lisbon Process for the New Member Countries
Session 7	Assessment and Summary: the Comparative Positions of CEE Countries within the EU and the World Economy

Central and Eastern European Politics

Session 1	Political Transition and Regime-Change in Central and Eastern Europe
Session 2	Party Politics in Central and Eastern Europe – The Problems of Post-Communism
Session 3	Accession to and Enlargement of the European Union
Session 4	Institutional and Political Decision-Making in the European Union
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.

Manager of the specialized semester: **Dr. Zsuzsa Deli-Gray**

Code: B203

Office tel.: 003612159096– e-mail: zsuzsa.deli-gray@essca.fr

Course led by Hayna dr **BENDIG CSÁNKY**

COURSE LANGUAGE: English

Total number of hours: 45 / 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

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

Semester:2

Manager of the specialized semester: **Dr. Zsuzsa Deli-Gray**
Office tel.: 003612159096 – e-mail: Zsuzsa.deli-gary@essca.fr
Course led by **Judit Rácz**
COURSE LANGUAGE: English

Code: B204

Total number of hours: 45 / 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>

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Course led by Dr. Petra Bard
COURSE LANGUAGE: English

Code: B205**Total number of hours: 45 / 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: CEE and its Relations with the World

Semester: 2

(CEE and the USA, CEE and Asia/Far East)

Code: B208

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. Tamás Matura

COURSE LANGUAGE: English

Total number of hours: 45 / ECTS credits: 6

PREREQUISITES

None

PRESENTATION

The course is divided into many different parts according to the economic regions of the World. Their relationship with Central and Eastern Europe will be analysed and evaluated one by one.

EDUCATIONAL GOALS

To make the students understand and evaluate the different forms of relationships that exist between CEE and the other parts of the World.

COURSE AGENDA

Session 1	General Introduction to Central Eastern Europe
Session 2	CEE and the USA
Session 3	CEE and Russia
Session 4	CEE and its relations with Eastern Europe
Session 5	CEE and its relations with Central Asia
Session 6	CEE and its relations with India and South East
Session 7	CEE and the Islamic World

SKILLS TO BE ACQUIRED

By the end of the semester the students have an in-depth understanding of the different forms and types of relationships which exist between the CEE countries and the other parts of the World.

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 whole course is based on international comparisons and evaluations.

EDUCATIONAL METHODS

Theoretical lectures and classroom discussions will help the students' understanding on the topic.

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.

EVALUATION

Midterm Exam 40%

Final Exam 60 %

BIBLIOGRAPHY

Tba

Manager of the specialized semester: Dr. Zsuzsa Deli-Gray**Code: B209**Office n° 00 36 1 215 90 96– tel.:– e-mail: zsuzsa.deli-gray@essca.fr

Course led by Dr. László Árva, Dr. Ladislav Kabat

COURSE LANGUAGE: English**Total number of hours: 45 / 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 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 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 : Ethics in Finance

Semester: 2

Manager of the specialized semester: Dr. Zsuzsa Deli-Gray
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Code: B220

Course led by Laura Ipacs

COURSE LANGUAGE: English

Total number of hours: 45 / ECTS credits: 6

PREREQUISITES

None

COURSE CONTENT

Ethics has recently gained prominence mainly due to major accounting scandals and the recent financial crisis. The course will focus on the issues of ethics and moral choices in accounting. The critical issues around the motivations behind financial reporting, corporate governance, accounting scandals and best practices will be discussed via case studies.

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 the necessary knowledge to critically understand motivations and choices in managing corporations, reporting and auditing financial performance, and financial regulation.

COURSE OUTLINE

Session 1	Background to ethical issues : the corporation and its owners and management
Session 2	Corporate governance and practice around the world
Session 3	The communication of financial information : reporting methods
Session 4	The investment community : need and greed
Session 5	The role of finance staff in organisations
Session 6	Moral choices and ethical puzzles
Session 7	Corporate governance and practice around the world
Session 8	Auditors and their role in the stability of finance
Session 9	Auditing and financial reporting scandals
Session 10	Moral courage
Session 11	The future : Sustainability, accountability and reporting

EDUCATIONAL METHODS

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

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 (40%)

BIBLIOGRAPHY

Tba

Manager of the specialized semester: Dr. Zsuzsa Deli-Gray
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Course led by Dr Géza Sebestyén
COURSE LANGUAGE: English

Code: B221**Total number of hours: 45 / ECTS credits: 6****PREREQUISITES**

None

COURSE CONTENT

The course will focus on the core aspects of corporate finance, while introducing the special issues one has to deal with when using financial techniques in an emerging market, in this case the CEE region. The lectures are very practice-oriented, we will use a lot of real world examples and will have several case studies.

PRESENTATION

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

LEARNING OBJECTIVES

To introduce and deepen the knowledge of the basic corporate finance techniques, and to get familiar with the special issues one has to deal with when applying these techniques in an emerging market environment.

COURSE AGENDA

Session 1	Financial statement analysis, special issues
Session 2	Financial analysis, main ratios and their shortcomings
Session 3	Cash-flow forecasting and the macroeconomic environment
Session 4	Discount rate and the difficulties of it's estimation
Session 5	Investments and the macroeconomic environment
Session 6	Financing policy, similarities and differences
Session 7	Basics of valuation, techniques and their applicability
Session 8	Cross border mergers and acquisition
Session 9	Exchange rate effects
Session 10	Case studies
Session 11	Case studies

SKILLS TO BE ACQUIRED

As a result of the course, students will have a comprehensive insight into how Finances are managed in the CEE region.

LINKS WITH THE CORPORATE WORLD

During the course the students will have an understanding of how institutions work in the CEE region in the sector of finances.

THE INTERNATIONAL DIMENSION

All aspects are presented and discussed from an international perspective, taking account of differences in culture, proceedings, regulatory systems, etc.

EDUCATIONAL METHODS

The course has an explicitly practical character. The lecturer's presentations are always followed by discussions and various group tasks.

PERSONAL TASKS AND INTERNAL RULES FOR THE COURSE

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

EVALUATION

Students' performance is assessed

Midterm Exam	40%
Final Exam	60%

BIBLIOGRAPHY

Tba

Manager of the specialized semester: Dr. Zsuzsa Deli-Gray**B206**E-mail: zsuzsa.deli-gray@essca.fr**Course led by Dr. Eszes István****COURSE LANGUAGE: English****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	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 : Introduction to Hungarian Culture and Society

Semester: 2

Manager of the specialized semester: Dr. Zsuzsa Deli-Gray
Office tel.: 003612159096 – e-mail: zsuzsa.deli-gray@essca.fr

Code: B210

Course led by Anna Széchy
COURSE LANGUAGE: English

Total number of hours: 23 / 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.

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

Code: B211

Course led by Hegedűs Judith and Takács Judit

COURSE LANGUAGE: English

French

Hungarian

Total number of hours: 23 / 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.

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

Manager of the specialized semester: Dr Zsuzsa DELI-GRAY**Code: B212****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: 45 / ECTS credits: 6****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	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

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

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

Code: B212

Total number of hours: 45 / ECTS credits: 6

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
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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

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

Code: B213

Course led by **Dr. Balázs HEIDRICH**

COURSE LANGUAGE: English

Total number of hours: 45 / ECTS credits: 6

PREREQUISITES

Organizational Behavior

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

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 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: Operations Management**Semester: 2****Specialized semester manager: Dr. Zsuzsa Deli-Gray****Code: B218****Office tel.: 00 36 1 215 90 96 – e-mail: zsuzsa.deli-gray@essca.fr****Course led by Krisztián Nyáry****COURSE LANGUAGE: English****Total number of hours: 23 / 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

Code: B219

Office tel.: 003612159096 – e-mail: zsuzsa.deli-gray@essca.fr

Course led by Ms Laura Ipacs

COURSE LANGUAGE: English

Total number of hours: 23 / 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.

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

Manager of the specialized semester: Dr. Zsuzsa DELI-GRAY

Code: B220

Office tel.: +36-1-215-9096 | e-mail: zsuzsa.deli-gray@essca.fr

Course led by: Mr. András TARLÓS

COURSE LANGUAGE: English

Total number of hours: 23 / ECTS credits: 3

PREREQUISITES

No specific prerequisite, however, foundation knowledge in Windows & MSOffice is assumed.

COURSE CONTENT

The course will focus on introducing relational database concepts and data presentation on the Internet. Upon completing the course, students will have a conceptual understanding of relational databases and their pragmatic use in businesses, on-line presentation of stored data, in addition to acquiring practical knowledge on Access 2010 RDMS and learning web development basics.

PRESENTATION

Course sessions will consist of detailed lectures in the following general theoretical topics: relational databases, networking and web development followed by practical examples & class exercises.

IMPORTANT: As classes will be held in the large lecture room, students should bring a personal notebook with installed Access 2010 (EN) to follow examples & exercises.

LEARNING OBJECTIVES

To provide students with foundation knowledge on how to create an application to serve a company's data storage / management and presentation needs. MsAccess is an invaluable tool to apply relational database concepts in practice and rapidly develop real-life solutions.

COURSE SCHEDULE

Session 1	Objective: Relational database concepts Topics: Relational database concepts, data modeling, normalization, data storage, database tables, keys, indices Introduction to MsAccess
Session 2	Objective: Relational database concepts Topics: RDBMS queries, SQL, T-SQL, dynasets, joins, Access 2010 features MsAccess exercises : queries, calculated fields, search criteria, grouping, query export; creating forms, form tools, layout & design, form / object properties
Session 3	Objective: Relational database concepts Topics: advanced SQL , databases in practice, connectivity: ODBC, performance indicators MsAccess exercises: reporting, report layouts, group / sort reports, parameterized queries
Session 4	Objective: Relational database concepts MsAccess exercises: advanced reporting / query features, displaying sub-reports, sub-frames; advanced form features: lookup fields, pop-up forms, switchboard management
Session 5	Objective: Relational database concepts Topics: Database security, permission, automation, macros, triggers, procedures MsAccess exercises: creating macros, table analyzer, data validation / input masks, importation from external databases, VBA procedures Securing & encrypting a database, permissions, replication, backup & storage

Session 6	Objective: Networks & Internet Topics: Topologies –advantages & disadvantages; protocols in use such as FTP, UDP, SSL, HTTP etc; OSI Reference Model; TCP/IP; HTML basics: basic markups / tags, properties, web page editing, CSS
Session 7	Objective: Networks & Internet Topics: Web development; databases & the web HTML continued: forms, layers, XML, web design, MsAccess & web presentation, IIS

SKILLS TO BE ACQUIRED

Students will learn rapid database development with Access 2010 RDBMS as well as understand general networking & web design principles for the on-line presentation of data. Furthermore, basic web development (html, xml) will also be practiced within the scope of the course.

TEACHING METHODS

Class sessions will focus on the practical application of techniques, with extensive use of examples and exercises. Each session will consist of an in-depth lecture followed by the applied practice: case studies, exercises and debugging / problem solving.

EVALUATION

Assignments	20%
Class participation	20%
Final examination	60%

BIBLIOGRAPHY

Skills for Success with Microsoft Access 2010, Comprehensive Kris Townsend, Darren Hayes
Oct 2010, 400 pages. ISBN13: 9780135088357
Exploring Microsoft Office Access 2010 Introductory. Robert Grauer, Mary Anne Poatsy, Keith Mast, Lynn Hogan. Oct 2010, Paperback, 336 pages. ISBN13: 9780132092272
Databases, Types and the Relational Model, 3/E. C. J. Date Hugh Darwen. Publisher: Addison-Wesley.
Copyright: 2007. ISBN-10: 0321399420

Course: International Marketing

Semester:2

Manager of the specialized semester: Dr. Zsuzsa Deli-Gray
Office tel.: 003612159096 – e-mail: Zsuzsa.deli-gary@essca.fr
Course led by Dr. Zsuzsa Deli-Gray
COURSE LANGUAGE: English

Code: B221

Total number of hours: 23 / ECTS credits: 3

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,

COURSE AGENDA

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 I.
Session 6	International marketing mix II
Session 7	Organisational framework

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.

EDUCATIONAL METHODS

During the courses the theoretical background of the discipline 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 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

Deli-Gray, Zs. (2008): International Marketing. Műegyetemi Kiadó
Cateora, P. R. (2002). International marketing. McGraw-Hill Higher Education