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# MBA education at Debrecen University Faculty of Agricultural Economics and Rural Development

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*University of Debrecen Faculty of Agricultural Economics and Rural Development*

Debrecen is the *capital* of the Great Hungarian Plain, the centre of many institutions, organizations and business companies just in the heart of Europe. It has provided an ideal setting for higher education since 1538. With this past of more than 450 years, the University of Debrecen is the oldest higher educational institution in continuous operation in Hungary based in the same city. Higher education in agriculture began in 1868, when the National Higher School of Agriculture was formed in Debrecen. The University of Debrecen has more than 26 000 students, and more than 1700 instructors teach at the University, which has 13 faculties, 2 independent institutions, 20 doctoral schools and offers the widest choice of higher education. This outstanding intellectual centre, with a vast research and development capacity, has a growing importance in the economic and social development, cultural progress of the region. It devotes special attention to serving the needs of a knowledge based society more efficiently, and it strives to become the knowledge centre of the region, which also preserves traditions and values.

The Faculty of Agricultural Economics and Rural Development is an administrative, democratic, organizational framework to co-ordinate the education of its students and it is widely engaged in scientific research and extension activities. The Faculty was founded in 2000 to integrate agricultural economics and rural development into the University of Debrecen and to strengthen training in agribusiness; agricultural rural development; agricultural public administration; computing, statistics and business planning. The Faculty co-ordinates the organization of education, supervises the departments, widens the fields of research and participates in basic and postgraduate education, further education and extension work. The mission of the Faculty is to develop high-quality educational, research and development activities in the region which meet the demands of the nation, and contribute to the augmentation of national and international results via its creative activities.

The Faculty of Agricultural Economics and Rural Development has the goal of improving the economic performance of the agro-food sector through research designed to enhance and better understand Hungarian trade performance and policy options. In meeting this goal, it brings together a critical mass of researchers; increases the

capacity to deliver agricultural policy research through research projects involving graduate students, and contributes to an informed debate on policy issues. The research activity of the Faculty of Agricultural Economics and Rural Development is focused on the stimulation of strategic thinking across the food chain. Efficient food system is sensitive to the needs of consumers, safe, environmentally responsive and has a high level of business integrity. Bringing together top food and agribusiness executives, academics, policy makers and other concerned stakeholders, it provides high quality, value-added services to meet the needs of local people and addresses the many challenges and opportunities facing food chain participants through leadership and innovation. Program planning, development and implementation are accomplished through six departments, which provide educational programs, responsible for research and development projects and take part in extension activities and write articles.

Department of Agricultural and General Economics

*Dr. Gábor Szabó*, Professor

Department of Accounting and Finance

*Dr. Zoltán Bács*, Associate Professor

Department of Farm Business Management and Marketing

*Dr. András Nábrádi*, Professor

Department of Rural Development and Resource Management

*Dr. Géza Nagy*, Professor

Department of Management and Labour Science

*Dr. Csaba Berde*, Associate Professor

Department of Statistics and Agricultural Informatics

*Dr. Imre Ertsey*, Professor

The Faculty of Agricultural Economics and Rural Development has excelled in research, education and service in all parts of the food system from farm to fork. The core focus areas include economic education and knowledge transfer, effective food chain management, food safety and quality, contribution of technology to supply chains, economic and social development. Students come from all corners of Hungary, bringing a set of skills that helps their learning experience and creates a highly talented network whose alumni can rely on it as their careers progress.

## Degree programmes offered by the Faculty of Agricultural Economics and Rural Development

The aim of our agribusiness degree is to train experts who are competent to manage, plan and organize agricultural and related activities and to control them economically and financially. Graduates are also capable of working in agricultural education and research. With their professional knowledge, they are also qualified to work as economists in non-agricultural fields. Students are also trained to become chartered accountants, foreign trade agents and real estate agents. Specializations are available in computing; English, German or French professional communication studies; agribusiness communication; commerce-marketing; English or German technical translation; finance-accounting; entrepreneurial organization. Since 2001, a 10-day-long special study tour has been organized for the students, in the framework of which they gain practical insight into the work of EU institutions in Belgium, the Netherlands and Germany.

The agricultural rural development degree provides students with versatile training in effective agricultural production, recognizing the importance of biological diversity and environmental protection. Our graduates gain an overview of the characteristics of rural society and circumstances, and are capable of utilizing rural resources on an international scope. Furthermore, they can successfully co-operate in organizing programs and bids, especially within the European Union. Rural catering and tourism; agribusiness communication; grassland and resource management; extension and rural development; game management; environmental protection are the main offerings of specializations.

The Agribusiness Informatics degree provides the students with practical knowledge in the fields of informatics, agribusiness and agronomy. The EU accession of Hungary requires experts with new approaches and mentalities. In agricultural economics and rural development, there is an increased demand for computing experts with a high level of knowledge in agronomy and agribusiness. Opportunities for employment are ensured by the demands of the government, public administration and enterprises in finance, agricultural economics, food industry and commerce. Students can choose between two majors, which provide them with differentiated computing skills in economics and rural development or in agronomy and environmental informatics.

Students in the Agricultural Public Administration degree course not only complete agricultural studies, but also study law, finance, budgeting, and the rules of special and public administration. Only experts with this kind of qualification and extensive legal knowledge can effectively perform public administration and work for local authorities and other administrative bodies. In the post-secondary degree in computing, statistics and business planning, students complete economic, computing, business and language studies. The offered subjects and training guarantee students a wide range of employment possibilities. They may also

continue their studies at university level. The manifestation of interest for the course also shows that a need has grown for experts with economics and computing knowledge, and that the chances for employment are good.

The postgraduate degree course in Human Resource Management runs for 4 semesters. Course participants are equipped with high level skills related to human resources. There is a strong need for this course both in Debrecen and Budapest. This need is supported by the high number of participants and the positive feedback received from the labour market.

The degree course in Entrepreneurial Management is available only in Debrecen. The type of education is correspondent. Three majors are offered within the degree course. The majors in Commerce and Marketing and EU Studies last for 4 semesters, while the MBA lasts for 5 semesters. The continuously high number of applicants proves that the major in Commerce and Marketing and the MBA answers the real needs of the labour market. The major in EU studies was launched in September 2002. The importance of this major will increase with the accession of our country to the EU.

## MBA Education

MBA training at Debrecen Agricultural University was initiated by 0257-91/1 Tempus Joint European Project Grant. The project was coordinated by the Netherlands Institute for Management (RVB) Maastricht, under Dr. M.S.S. El-Namaki's project co-ordination. Participating institutions include University College in Dublin, Agricultural University in Wageningen and Debrecen Agricultural University. Minimum requirements established were a BSc (or equivalent) degree, an English certificate of language proficiency and one letter of reference from work supervisors or former teachers. Application requirements included a completed application form, Curriculum vitae, a certified copy of degree(s), an official copy of language knowledge certificate, a letter of recommendation and the receipt of registration fee payment. The academic year began on 1 September 1991, and project studies were carried out in small groups. Practical experience that had been gained before enrolment was taken into account and after the successful completion of the requirements students were granted MBA degrees.

The First Debrecen Executive MBA offered students to take full advantage of a wide range of expertise and experience in business, commerce and the opportunity to study with other agribusiness professionals supervised by an international network of professors. The first term of the programs focuses on key business skills through the core courses of Accounting, Business Finance, Decision Models, Economics, Leading and Managing, Marketing, Operations, Statistics and Strategy. The second year offers more special courses that are pragmatic and application-based for students' field of interest and goals, concentrating on Futures, Project Management, Food and Agribusiness

Table I: Programme of the first Debrecen Executive MBA

Date	Title	Partner	Credit	Lecturer
1991				
April	Basic English,	AUD	0	
April	Principles of Economics	AUD	0	László Kárpáti
April	Hungarian Accounting and Taxation I	AUD	0	András Kozma
May	Advanced English	AUD	1	László Hunyadi
May	Computer Application I.	AUD	1	László Mikecz
June	Basic Business English	UCD	1	Elisabeth Tierney
June	Advanced Business English	UCD	1	Elisabeth Tierney
June	Computer Application II.	AUD	1	Tibor Tarnóczy
July	Financial Accounting	UCD	1	Pearse Colbert
July	Managerial Accounting	UCD	1	Pearse Colbert
September	Industrial Economics	UW	2	Wim Heijman
September	Macro Economics	UW	2	Ekko van Ierland
September	Intro. International Economics	UW	2	Edwin Krouse
November	Financial Management	UCD	3	Philip Bourke
November	Organisational Theory	RVB	2	Albert Mills
November	Human Resource Management	RVB		Albert Mills
November	Decision Making	RVB		René Samson
1992				
January	Marketing Management	UCD	2	Anthony Cunningham
January	Communication I.	UCD	1	Elisabeth Tierney
January	Communication II	AUD	1	Kálmán Rubovszky
March	Quantitative Methods of Firm Planning	UW	1	J. van Niejenhuis
March	Management Control	RVB	2	Kami Rwegasira
March	Management Information Systems	RVB	2	Suresh Ankolekar
May	Business Planning I.	UCD	2	E. Hession
May	Business Planning II.	UCD	2	Aidan Kelly
May	Hungarian Accounting and Taxation II.	AUD	0	András Kozma
June	Hungarian Accounting and Taxation II.	AUD	2	András Kozma
June	Hungarian Law	AUD	1	Katalin Sztipics
July	International Business	RVB	1	Rene Satuson
July	International Marketing	RVB	1	Ger Bos
July	International Finance	RVB	2	Kami Rwegasira
September	International Law	UW	1	M. van der Velde
September	Economics of Natural Resources	UW	2	Jakob Krabbe
September	Technique of Foreign Trade	AUD	1	Gizella Zajác
November	Economics of Entrepreneurship	AUD	3	
August	Hungarian Law	AUD	1	Katalin Sztipics
August	Entrepreneur Law	AUD	1	János András
August	International Law	UW	2	M. van der Velde
October	Hungarian Accounting and Taxation	AUD	2	András Kozma
October	Technique of Foreign Trade	AUD	1	Gizella Zajác
October	Banking and Trade	AUD	2	Gizella Zajác
1993				
January	Field Attachment	RVB,		
February	Field Attachment	UCD,	8	
March	Field Attachment	UW		
May	Thesis and Final Examination			

One credit = 15 hours classroom or equivalent (1 week lecturing)

UW = University of Wageningen, The Netherlands

RVB = Netherlands International Institute for Management, The Netherlands

UCD = University College in Dublin, Ireland

AUD = Agricultural University of Debrecen, Hungary

Management, Small and Medium size Enterprises Management, and International Trade of Farming Products. The financial management course discussed revenue maximization strategies and tactics that improved the profitability of businesses. Marketing Management was focused on marketing decision-making of agribusiness firms, with emphasis on the formulation of strategic marketing

plans. Marketing research and analysis were based on marketing plans. The course deals with the use of futures, options and other instruments for marketing, risk management and investment purposes. Emphasis was placed on the development and implementation of trading strategies and on the policy of corporate governance framework necessary to support effective risk management. The theoretical studies consisted of economics, production economy, business analysis and planning, business management, agricultural policy, market strategies, project planning and evaluation, methods of empirical social research. The courses were built on a strong analytical foundation, ensuring that students acquire the functional skills and tools required in business environment.

The First Debrecen Executive MBA was intended for personnel who have at least five years experience in the management of food or at an agribusiness company, and who have been identified as potential candidates for future top level management positions. The goal of the program was to provide a global view of issues, broad perspectives and management skills on analysis of economic and policy issues relevant for food and agribusiness management with emphasis on the economic and policy environment of the region.

The First Debrecen Executive MBA course was assessed on the dynamic relationship between strategy and competition. Food, agribusiness and other cases were used to explore the development and implementation of strategies requiring the application of conceptual, analytical, problem identification, and problem solving

skills to develop organizational strategy. In addition, the program allowed participants to work on a supervised research project, which involved the completion of a bibliography, the organization of materials, the selection of suitable problems, an understanding of related literature, the selection of appropriate procedures, formulation of a plan, collection and organization of data, investigating and the

writing the thesis. The First Debrecen Executive MBA was implemented according to the time schedule provided in Table 1. Exams were held in different lecturing subjects and the names of participants are mentioned in Table 2. In the light of their excellent results, a second program was initiated with the same consortium to continue MBA training in Debrecen. From 1990 to 1994, with the financial help of Tempus Joint European Project Grant, 35 students received MBA degrees.

**Table 2:** Participants of the First Debrecen Executive MBA Programm

Zoltán Babos	Béla Bártfai	Miklós Bencze
Csilla Boros	András Csizmazia	Sándor Erdei
Ferenc Falucskai	Péter Fehér	László Kárpáti
István Lányi	János Lazányi	András Nábrádi
István Náday	Lajos Nagy	Mária Ujhelyi

### **MBA training organised by the Centre of Agricultural Sciences**

The University of Debrecen, Centre of Agricultural Sciences (UDCAS) has established the Postgraduate Training of Corporate Studies on 1 September 1998. This course still exists at the University. During this period, the curriculum has changed twice and its name has also changed to Postgraduate Training in Entrepreneurship. The University Council decided to continue this training in the future. It contains four specialisations: commerce and marketing management, human resource management, European studies and (Masters Business Administration) MBA. In 1998, the training started in Budapest, in a rented building managed by the International Organisation of Hungarian People, and the first graduating class received its diploma in June 2000. The total number of students receiving their diplomas was more than 100.

In the Budapest facility, there were 2 offices and 5 classrooms for students. The biggest classroom provided space for 110 students, four rooms for 50–60 students and the smallest one for 15 students. A theatre-room (for 250 persons) was also available for teaching. In the building, a canteen and a buffet were available for students. This place provided suitable relaxation and teaching conditions. It was enough for maximum 240 students, 4 full-time employees and guest lecturers. The library of the University of Economics and State Administration was available for students. Because of the Hungarian demographical situation and its labour market, the number of students has increased year by year. In its activities within the scope of this program, UDCAS assists in solving a social problem in Hungary, by giving a second diploma for those who cannot find gainful employment. The increased interest in this training could be related to the fact that graduated students were satisfied with the quality of the training.

The aim of this training was to provide knowledge for managers in economics, domestic and international

marketing, finance, human resource management and EC management, so they would be able to work as experts in different fields of business. These tendencies met the requirements of international trends. The experience of the 5 academic years verified the success of the training, as did the fact that, in Hungary, several universities and 19 private schools began to offer this kind of managerial training. Originally, students came from different parts of Hungary to Budapest to study. And now, since 2005, they come to Debrecen for this program.

The managerial training course now situated at the Faculty of Agricultural Economics and Rural Development operates within the University of Debrecen, Centre of Agricultural Sciences. This Faculty guarantees the course sufficient financial direction and control. In this programme, we involve subjects, which have already proved themselves as high quality through their having been utilized in the graduate programme, and on the basis that the responsible lecturers of each subject are highly experienced. More than 50% of the lecturers are from the University of Debrecen, Centre of Agricultural Sciences and the remaining part are from other universities.

The aim of the training is to allow for graduated experts to have suitable knowledge in economics, marketing international business, finance, human resource management and EC management, so they will be able to work as managers in different fields of business. Students should be prepared to find good jobs, to modify jobs and to be able to come up to the changing requirements in the labour market.

Named qualifications in the diploma include the following:

- Certificated expert of corporate economics
- Certificated Postgraduate Training of Entrepreneurship with MSC.
- Basic certification
- Expert of corporate economics

Postgraduate Training of Entrepreneurship with college-level Basic certification, within one of the following specialisations:

- Commerce and marketing manager
- Human manager
- MBA
- European Studies

Conditions of participation in the program are university or college diplomas. The training period is 4+1 semesters. The minimum number of attended lectures for receiving certification is 500. Main education fields contain four specialisations: commerce and marketing management, human resource management, European studies and (Masters Business Administration) MBA. The number of subjects in each specialisation is as follows:

Commercial and marketing manager 20 subjects,  
Human manager 19 subjects,  
MBA 21 subjects,  
European studies 20 subjects.

Requirements of the diploma: Thesis must be written, where theoretical knowledge is translated into practical life. The content and form of this work must meet the requirements for a university diploma.

Final examination: According to Hungarian regulations, the final exam includes a written thesis and its defence in the presence of a final examinations board. The precondition for taking part in the final exam is to fulfil the requirements and the obligations of the mid-term exams. The qualification of the certificate is determined by the mark given at the thesis defence and the average of all other examination marks. The result of the final examination is the same as the mark for the thesis.

### Self assessment of the MBA executive training at UDCAS

The guidelines of self assessment, including requirements as regards content and form, were provided by the Hungarian Accreditation Committee. The self assessment of the business training at the University of Debrecen Centre of

Agricultural Sciences Institute of Agricultural Economics and Rural Development was prepared on the basis of these guidelines. The institution began its educational activity in the 1998/99 academic year. It provides professional postgraduate training; postgraduate diploma is issued by the University of Debrecen, since this executive training is almost the same as the business studies course of the University being under an accreditation process at present.

Admission requirements to the MSc degree training. Duration of the training: 4 semesters. Type of training is correspondence, altogether 520–530 contact hours, 2 contact days per week. There are 5 specialisation possibilities in the 1st year: commerce and marketing management, human resource management, top management, economics. From the 2nd year, there is a possibility to choose the MBA specialisation as well. The teaching structure of the training is similar to that of the postgraduate course: “Corporate Management” of the former Debrecen Agricultural University, launched in 1977. Taking into consideration the current interests of students, there are three specialisations running at present: Commerce and marketing management, Human resource management and MBA.

**Table 3:** Number of contact hours and method of examination at MBA training  
First year

Subject	Semesters				Total
	1.	2.	3.	4.	
Managerial communication + MIS	30 K				30
Microeconomics	30 K				30
Basic Methodology	30 K				30
Sociology	20 K				20
Macro- and International Economics		30 SZ			30
Managerial decisions + TQM		30 K			30
Advanced Econometric Methods		30 K			
Management		30 K			30
Corporate Finance			20 K		20
Human Resource Management			30 SZ		30
Marketing			30 K		30
Business Planning			20 K		20
Strategic Management			30 K		30
International Business				20 K	20
Applied Psychology				20 K	20
International Finance				20 K	20
Accounting, Taxation				30 SZ	30
Law				30 K	30
Project work			(20)	(20)	40
Total number of hours	110	120	130	120	480
Number of examinations	4	4	5	4	17
Optional:					
Basic Business English	20	20	-	-	40
Advanced Business English	-	-	20	20	40
Computing	20	20	-	-	40

A: Acceptance GY: Practical exam K: Normal exam SZ: Raised level exam

**Table 3:** Number of contact hours and method of examination at MBA training  
Second year

Subject	1	2	3	4	Total
Psychology training	24 A				24
Managerial Communication	28 K				28
Microeconomics	24 K				24
Basic Methodology	24 K				24
Sociology	24 K				24
Macro- and International Economics		28 SZ			28
Managerial Decisions		24 K			24
Advanced Econometric Methods		20 K			20
Management		28 SZ			28
Law		20 K			20
Corporate Finance			24 SZ		24
Humanity			24 K		24
Marketing			24 K		24
Business Planning			20 GY		20
Strategic Management			24 K		24
International Business				24 GY	24
International Finance				20 K	20
Accounting , Taxation				24 K	24
EU studies				32 K	32
Public Speaking				24 GY	24
Project work		20 GY	20 GY		40
Total number of hours	124	144	136	124	524
Number of examinations	4	6	6	5	21
Optional:					
Basic Business English		24 GY	20 K	20 K	24
Advanced Business E.		20 K			60

A: Acceptance GY: Practical exam K: Normal exam SZ: Raised level exam

## Course descriptions

Management Communication: helps students to attain the Basic forms, levels and models of communication in theory and practice, to develop their own communication abilities orally and in written form, to get acquainted with the difference between everyday communication and management communication and to get acquainted with the technical and tactical elements of the everyday communication forms. This subject builds on previous communication knowledge and existing practice.

Course outline:

- On the basis of the social field-theory: the development of communication
- Relationships, related to socialisation, developing a personality.
- Creating relationships, and content and communicational techniques.
- Rules and types of conviction and argumentation.
- Know-how of negotiation, types of two-, and many-sided negotiations

- Sources of conflict, conflict management possibilities and rules
- Structure of a speech, its content and rhetoric elements, rules
- Leading negotiation and the comparative utilisation possibilities of a talk
- Leaders' meetings, rules of leading conferences
- Media discussions, interviews, making report with leaders, rules of relations with the media.

Practices are built on the elaboration of lectures, presupposing that the student prepares for the practise on the basis of the material of the lecture. The proportion is 4 : 1 Control will be done during the lectures with the help of role-playing and public special scoring. Oral exam is compulsory if someone is not satisfied with the offered mark or if his/her given points are less than the minimum of 60 points. Final assessment: Oral exam, according to the points, written above.

**Microeconomics:** Through giving lectures on microeconomics, developing students may utilise their theoretical knowledge, to solve actual problems including

how to influence demand and supply, outcome and prices. The theory of demand and utility. Business organisation and income. Analysis of costs. The competitive supply. Imperfect competition: monopoly and regulation. Imperfect competition and antitrust policy. Income and the standard of living. The theory of production and marginality. Determination of input factors beforehand. Rent of lands and other natural resources. Wages, salaries and the labour market. Interest, profit and capital. Final assessment is through written exams, with marking between 1–5.

**Advanced Econometric Methods:** Examining the relations between the different fields of economic life by making models and to evaluate the results reliably. All the methods will be shown using computers. Course outline:

- Presentation and utilisation of multivariable methods.
- Econometric examinations with production functions.
- Utilisation fields of linear programming models
- Nonlinear programming case studies
- Network analysis case studies
- Utilisation possibilities of other econometric- and operations research methods (simulations, dynamic programming, game theory).

Final assessment: written exam

**Basic Methodology:** Basics of mathematics, statistics and operational research by practical examples. Building up Basic knowledge for the course of Advanced Econometric Methods.

Course outline:

- Basics of the theory of functions, review on the functions of examination methods
- Basics of probability calculation and statistics, Correlation and regression
- Essence of modelling, possibilities of creating and solving models
- Types of mathematical programming models
- Basics of network analysis
- Possibilities of acquiring information and their utilisation

Final assessment: written exam.

**Sociology:** The aim of the subject is to learn the methods of sociology (methods of epistemology) and the characteristics of theory development. It gives an opportunity to look into the social-historical conditions of the origin of sociology by reviewing schools of thought and significant personalities. In the middle of the semester, we will discuss the fundamental importance of social structure, which influences social change. At the same time, the theory behind how the institutionalizing process works is explained. The development of social inequality systems and the role of social inequality dimensions in Hungarian social history. In the second part of the lectures, students are acquainted with the sociological view of culture, with an emphasis on its integrating norm creating and norm interposition

importance. Furthermore, the possibilities for using socio-cultural analysis for different statuses and roles existing in society are also discussed.

Course outline:

- The examination methods of sociology, societal view of sociology
- The history of sociology (schools, ambitions, personalities)
- The influence of culture on economic development (Károly Polányi and his economic integration, Max Weber about the Protestant ethic as the “ghosts” of capitalism)
- Social structure, structure opinions (theories of social classes and social strata)
- Social mobility and migration
- Institutionalizing processes of society, social institutions
- Inequality structure of society (status, income, cultural differences and inconsistency)
- Sexual (male, female) roles, role conception and their cultural interpretation
- Social importance of human lifecycle: childhood, old age – cultural interpretations
- The history of cultural thinking
- Culture theories: philosophic conception, anthropologic-, psychoanalytic- and sociological interpretations
- Following regulations, norms, values and patterns - tradition and innovation in culture

Final assessment: Oral exam (Commerce and marketing course, MBA) Written exam (Human Resource Management Course).

**Humanity:** Getting acquainted with the philosophic, psychoanalytic, anthropologic and sociological approach of culture, concepts and interrelations of social subsystems (politics, economy, culture)

Course outline:

- The concept of culture: different aspects of the concept of culture (ethnographic, symbolic, anthropologic, information, philosophic and psychoanalytic aspects)
- The “origin” of culture
- Socialisation, learning, tradition, selective patterns
- Social integration: socialisation, learning, tradition, following patterns

Final assessment: Oral exam.

**Management Decision-Making:** Students are acquainted with basic concepts and most important questions of this discipline. H. Simon (Nobel Prize winner) and P. Drucker played important roles in this discipline. Theory and practice of acceptable, good and optimal decisions. Decisions based on objective facts and intuitions. Managers’ way of thinking. Distinction between acceptable, good and optimal decisions.

Final assessment: Oral exam



**Law:** Basics of the legal system, legal regulations and characteristics of an operating legal system. Overall knowledge enabling students to learn special areas of law and interpret legal problems.

Course outline:

- Elements of legal theory, categories of legal development
- Determination of the legal system, basic processes
- Elements of legal notions (effectiveness, validity, legal entity)
- Forms of legal responsibility
- Parts of the legal system
- Theoretical and political basics of constitutional law development for the Constitution
- Organisational forms of Constitution, legal frames of executive power
- Parliament, Government, President of the Republic, etc.
- Personal rights
- Other areas of common law (law of public administration, financial law)
- Basic categories of criminal law. Introduction to the general part, specialised parts
- Basic principles of criminal procedures. Organisations in criminal law
- Civil law I. System of civics, laws of individuals
- General characteristics of ownership and contractual law, family law
- Civil law II. Law of enterprises
- Sociological characteristics of administering law and legislation

Final assessment: Oral examination

**Marketing:** By the end of the course students will obtain an overall knowledge in marketing management and the basic methods of marketing planning

Course outline:

- Marketing and market conditions
- Basics of marketing:
- Product policy
- Price policy
- Channel management
- Advertisements
- Functioning of the marketing system
- Marketing information system
- International marketing
- Marketing strategy
- Theoretical and practical questions of marketing planning

Final assessment: Evaluation of the marketing plan. The marketing plan has to include a study on a real marketing activity of an existing company, thus vocational practice is obligatory

**Business Planning:** The basics of business planning will be introduced to students. Each student will prepare a business plan on a PC with the guidance of the course leader on the data of an existing company.

Course outline:

Theoretical and practical basics of planning, business plan  
 Managerial summary  
 Overall introduction of the company  
 Connections of the company (environmental analysis)  
 Leadership and structure of organisation  
 Technological, organisational plan, products and services  
 Marketing plan, strategic plan on financial planning  
 Appendices to the business plan  
 Relevant analyses in connection with the business plan  
 Final assessment: Evaluation of the business plan

**International Finance:** to introduce the international statement of expenditures and its legal aspects, the balance of payment, international exchange rates to explain international money and capital market, international monetary institutions, the basics of EMU and EURO.

Course outline:

- convertibility, foreign exchange regulations, balance of payment – rate of exchange, related measures
- international money and capital market, credit system
- international statement of expenditures, methods of payment
- international monetary institutions
- European Monetary Union, introduction of EURO
- Types of foreign trade transactions
- Realisation of foreign trade transactions

Final assessment: Written examination

**Rhetoric:** Objectives of the course are to make students realise the theoretical and practical norms of particular Hungarian public parlance, word of mouth, construction and the sound of living speech and public standard. Furthermore, to make students realise and to accustom them to speaking to the public, special requirements of public communication arising from situations, the particular manner of speaking as regards partner/s and the subject of conversation, conscious manner of speaking and an appropriate attitude to partners' positions, social and scientific activities. This course provides both theoretical and practical knowledge that are necessary for people wishing to communicate with the public either in writing or oral forms.

Course outline:

- Rhetoric as a multidisciplinary and auxiliary science
- Basics of rhetoric and communication
- Language and speech
- Structural parts in public speech, preparation of speeches
- Principals of good drafting as regards sounding
- Main methods of oral and written communication, main requirements of oral presentations. Preparation of a presentation.
- Presentation of a speech, speaker on the speaker's platform, behind the microphone and camera.
- Up-to-date style of speaking. Speaking norms
- Basics of clear speaking

Final assessment: Practical mark in MBA specialisation