****

****

**Alfred Nobel University**

**Doctor of Business Administration**

**(DBA)**

**Online Programme**

# Doctor of Business Administration (DBA) program

## About ANU DBA

The Alfred Nobel University (ANU) is a private higher education institution. The purpose of the ANU is to coordinate the activities of education, the activities of educational organizing and the activities of research and development of the higher education institutions and to assure the quality of the education. The member institutions of ANU operate in Hungary, England, Switzerland, Hong Kong and in the USA.

The DBA program, which is the most conformable to the demands of the learners, is one of our most popular distance-learning higher education courses. The DBA diploma will be issued by the Alfred Nobel Open Business School of Switzerland (ANOBS), a member of the ANU.

The DBA course and the teaching institution have been accredited by the American World Certification Institute – WCI / Global Certification Body.

Based on the distance e-learning system, the learners do not have to participate in courses, they do not have to take exams during the semester, and they do not have to publish or take part in conferences. The programme runs online with computers, so even the consultant will have online discussions with the learner.

This system is favourable to the learners outside of the European Union, because the long and difficult visa procedure and the residence permit are not needed for the course.

At the end of the course a conference, a symposium will be organized, where the degree thesis defence can be held. This is possible with the general entry permit (visa for tourists).

## ****Module Description****

The DBA course is divided into two main phases, where 240 credits can be gained in total.

In the first phase the learner will take and complete online modules (4 semesters). Some modules can be recognized based on the former studies of the learner (except for the core subjects).

See the list of the modules in the curriculum.

The second phase consists of scientific research and the preparation of the dissertation. The consultant will help the learner in both activities. During the scientific research the learner will study the literature, make an own research and draw the conclusions. The topic of the dissertation is the research area of the learner – the one he knows the best –, this work has to be scientifically formulated. The second phase consists of two semesters, but the course can be shortened by the prior preparation of the dissertation.

# Data Sheet

1. ***Course Title:***

**Doctor of Business Administration (DBA)**

1. ***Qualification as specified in the diploma:***

**Doctor of Business Administration**

1. ***Study Field:***

**Economic Studies**

1. ***Entry Requirements:***
* a master degree of any study fields (minimum bachelor degree of Economic Studies) and
* minimum 5 years professional experience and
* English language knowledge at minimum intermediate level (B2).
1. ***Duration:***

**6 semesters**

1. ***Total credits:***

**240 credits**

1. ***Educational Objectives:***

The DBA course is a generalist programme, which consists of all main areas of business. The course has been designed to develop graduates who are able to evolve professional approach of a business life cycle and development, who are able to apply decision-making techniques, to work in an international business environment and who are able to manage the human resources and the general activities of organizations and companies. The course focuses on the development of the careers of the learners, it supports the posture of the learners in manager positions.

Achievable competences:

* due to the practical and professional orientation of the curriculum, the learners will not only hold and acquire the learning outcomes, they will be able to work individually, to make decisions and to think on a larger scale,
* the learners will be able to use their basic knowledge in practical situations, they will be able to plan, organize and manage work processes in national or international business environments, and they will be able to manage people or groups,
* the learners will be able to manage business processes, they will be able to analyse, to report, to evaluate and they will be able to work individually or in groups,
* the learners will be able to recognize business problems and to make decisions, to gain and analyse information in order to solve them,
* the learners will be able to recognize and solve strategic issues,
* the learners will know the operation and development processes, the rules and communication practices of business life,
* the learners will be aware of the literature, the will be able to use their knowledge in practical situations.

# Course Structure

## The Structure of the Course

The structure of the course: distance (online) learning, in English language. Printed and online curriculum will be handed. Subject presentations are available on the webpage of the institution. Learning guides and course information handouts will be provided to the learners. The individual preparation is supported by the subject requirements, which can be found in the handouts, the syllabi of the lessons, the self-checking questions, the questions of the final examination, the topic ideas of the thesis paper and the methodology aids.

The individual learning is accompanied by discussions and contact-lessons. The individual preparation of the learners is supported by the literature provided, the online accesses of the institution and the tutor activities of the teachers.

## Interoperability

If a learner participating in Economic studies, or a course with similar subject requirements organized by another higher education institution would like to join the DBA course and if is they are able to prove that their former studies meet the requirements, then according to the current legislations, they can continue their studies on DBA course. The acceptable subjects will be individually considered by ANOBS.

## Language of the Course

The language of the course and the literature is English.

The thesis paper can be written in English, German, French, Spanish, Hungarian and Russian languages. If the learner wishes to write the thesis paper in another language, then it has to be approved in advance by the president of ANOBS.

## Examination

The credits of the modules can be gained with the preparation of assignments. The teacher of the module will provide assistance.

## Thesis Paper

The thesis paper is a professional dissertation based on empirical examination, on theoretical analysis or innovative creative work, with which the learner proves that they are informed in the theoretical knowledge and practical usage of their topic, which they are able to work individually.

The institution will support the learner in writing the thesis paper with the followings:

* A recommended (designed to the module) list of titles helps the learners to choose their topic, but the learners are also allowed to choose their own topic, but these have to meet the legislations. The chosen topic will be accepted by the tutor and the faculty specialist.
* The consultants are appointed by the head of the faculty – observing the request of the learner.
* The duties of the consultant are to recommend proper literature, to provide help in the preparation of the draft and to supervise the preparation of the thesis paper.
* The consultants are informed about the ANOBS requirements of the thesis paper, which are obligatory to the learners.
* The thesis paper will be assessed by a professional specialist or the teacher of the course.
* The preparation guide, the assessment aspects and the recommended list of titles will be provided to the learners at their enrolment.

A thesis paper can be submitted to defence if the consultant has assessed it in advance. The assessment has a six-stage scale.

## Choosing the Topic

As indicated above, the topic is based on the research field of the learner.

The most common fields, modules: Economics, Business Economics, Human Resources, Finance and Accounting, Law, Information Technology, Computer Sciences, Political Sciences, Sociology, Psychology, Public Relations.

In justified cases, other topic can be chosen. The topic has to be approved by the president of ANOBS.

## Formal Requirements

The language of the DBA thesis can be English, German, French, Russian, Spanish and Hungarian. Permission is needed to write in another language, but the English language is strongly recommended because of the access of the literature and the publication of the results.

The length of the dissertation is maximum 50 pages in A4 format (without the figures, tables, appendices, etc.), 1.5 spacing between the lines and the fonts should be maximum 12 points in size.

Every page and figure should be numbered.

Exact URL addresses and bibliography data are needed in referencing.

Copied and not referred texts (plagiarism) are forbidden!

The dissertation is completed by footnotes.

Table of contents has to be at the beginning of the dissertation.

## Recommended Structure

Abstract: the purpose, topic and brief summary of the dissertation.

Introduction: justification of the topic, the analyzing methods used, hypothesis.

Research background: presentation of the scientific evidence, publications and conclusions.

Methods of research: what and how has been researched, what kind of results have been found, what kind of quantitative and qualitative researches have been done.

Conclusions: analysis of the results of the research, conclusions as interpretation of scientific evidence

Summary: warrant (or disproof) of the hypothesis

Bibliography

Optional supplement: further readings, indexes, list of unfamiliar words and terms, list of figures with references, pictures, etc.

## Final Examination

**Requirements of the final examination:**

The final examination complex consists of the thesis paper defence and an oral exam. The topics of the oral exam are connected to the areas of the main modules and core subjects, in particular the practical usage of the theoretical knowledge.

The thesis paper defence: the scientific evidence has to be presented in an open conference, after that questions asked by the participants have to be answered. The defence can be held in English, German, Russian or Hungarian languages, in case of other languages a permission from ANOBS is needed in advance.

## Curriculum

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **I.** | **II.** | **III.** | **IV.** | **V.** | **VI.** |
| **Units / Subjects** | **H** | **Cr** | **H** | **Cr** | **H** | **Cr** | **H** | **Cr** | **H** | **Cr** | **H** | **Cr** |
| Compulsory Units (60 Cr) |  |  |  |  |  |  |  |  |  |  |  |  |
| Research Methodology |  |  |  |  | 10 | 5 | 10 | 5 | 10 | 5 | 10 | 5 |
| Management Economics |  |  |  |  | 15 | 10 | 15 | 10 |  |  |  |  |
| Marketing Management for Executives |  |  |  |  |  |  | 15 | 10 |  |  |  |  |
| Management Information and Supporting Decision-making Methods |  |  |  |  |  |  | 15 | 10 |  |  |  |  |
| Acceptable Units from Former Studies ( min. 60 Cr) |  |  |  |  |  |  |  |  |  |  |  |  |
| Qualitative and Quantitative Analysis  | 10 | 5 | 10 | 5 | 10 | 5 |  |  |  |  |  |  |
| Human Resource Management Systems | 15 | 10 | 15 | 10 |  |  |  |  |  |  |  |  |
| Strategic- and Changing Management | 15 | 10 |  |  |  |  |  |  |  |  |  |  |
| Corporate Finance for Managers |  |  |  |  | 10 | 10 | 10 | 10 |  |  |  |  |
| Controlling for Managers |  |  |  |  | 10 | 10 | 10 | 10 |  |  |  |  |
| Entrepreneurship Funds and Monetary Markets |  |  |  |  | 15 | 10 |  |  |  |  |  |  |
| Optional Units (min. 60 Cr) |  |  |  |  |  |  |  |  |  |  |  |  |
| Organizing and Management Transnational Companies | 15 | 10 | 15 | 10 |  |  |  |  |  |  |  |  |
| Business aspects of Regional Development | 10 | 10 |  |  |  |  |  |  |  |  |  |  |
| Organizational Behaviour | 10 | 10 | 10 | 10 |  |  |  |  |  |  |  |  |
| Value Creating Processes |  |  | 10 | 10 | 10 | 10 |  |  |  |  |  |  |
| Management Competence Development |  |  | 15 | 10 | 15 | 10 |  |  |  |  |  |  |
| Strategic Case Studies |  |  | 10 | 10 | 10 | 10 | 10 | 10 |  |  |  |  |
| Negotiating Strategies |  |  | 15 | 10 | 15 | 10 |  |  |  |  |  |  |
| Thesis Units (60 Cr) |  |  |  |  |  |  |  |  |  |  |  |  |
| Thesis Seminar |  |  |  |  |  |  | 10 | 5 | 10 | 5 |  |  |
| Thesis Consultations |  |  |  |  |  |  | 20 | 10 | 20 | 10 | 20 | 10 |
| Degree Thesis |  |  |  |  |  |  |  |  |  |  |  | 20 |

***H: Online hours in Distance Education***

***Cr: Acquireable credits of the Units***

Total credits: 240

# Units

## Research Methodology

**Unit Description:**

The main purpose of the module is to provide recent knowledge to the learner about theoretical and practical research, research methodology and the most important methods of scientific activities. Having passed this module, the learner will be able to use effectively his knowledge during their own research/work.

**Main parts of the curriculum:**

Research substances, resources

Preparation of research, defining the purpose and objectives

General methods of research:

* problem definition
* exploration of research backgrounds
* stating hypothesis
* definition of examined multitude
* choosing research strategies and tools
* research plan
* choosing research methods
* execution of research
* data processing, analyzing, drafting conclusions
* summary of the results, generalizations
* publish

Mathematical bases of research.

**Required Readings:**

Elwood F. Holton II, James W. Trott, Jr., 1996, Trends Toward a Closer Integration of Vocational Education and Human Resources Development, Journal of Vocational and Technical Education

## Management Economics

**Module Description**:

The main purpose of the module is to provide basic knowledge about management information based on financial studies. The theoretical knowledge and practical usage of financial accounting is privileged in the interest of the more profitable and effective operation of a company. Having passed this module, the learner will be able to provide information about management decision making of a company.

**Main parts of the curriculum**

The module presents the particularities, specialties and most important management activities of organizing and managing modern innovative processes based on cooperativity and knowledge sharing in the new era.

Main topics:

* Definition, content and orientation of management accounting. Connection between management accounting and financial accounting. Connection between management accounting and controlling. Functions of management accounting.
* Definition, content and grouping of expenditure. The definition of expenditure, input and expense, grouping of expenditures. Definition, content, requirements and grouping of cost monitoring.
* Definition, calculation, estimation and usage of cost variable factors in budget planning.
* Research of the possible profit-expansions. Definition and estimation of break-even point. Definition of cost calculation and liquidation.
* Usage of cost variable factors in budget planning, planning according to the natures of expenses.
* Calculation and definitions of marginal-cost. Deposit production, deposit costs, marginal-cost.
* Calculation and sequence of overhead expenditure (processing costs).
* Definition of the calculation purpose and calculation unit. The types and methods of calculation. The calculation sample, the content of the sample.
* Sequence of calculation. Calculation period.
* Content and arrangement of the calculation rules of overhead expenditure. Arrangement distributive costing.
* Assessment of overhead expenditure (processing costs), introduction to restricted and full overhead expenditure.
* Arrangement of absorption, mixed and normative costing.
* General costs break-up and choosing cost drivers.
* Definition, purpose, objective and applying areas of economic accounting.

**Required Readings:**

Price Theory and application, Cambridge University Press; 7 edition., 2006

## Marketing Management for Executives

**Unit Description:**

The main purpose of the module is to provide knowledge about the daily routine of marketing, to prepare the learners to probable problems and the methods of avoidance and solutions.

Achievable competences: Learners will know the adaptable marketing techniques, they will be able to handle the processes in structures.

**Main parts of the curriculum:**

* Marketing programmes, the most common mistakes and the ways to avoid them.
* Execution and monitoring of marketing plans.
* Marketing performance measurement
* Marketing finance
* Marketing audit
* Practical exercises
* Conditionality of the effective marketing management
* Organizational and ethical issues
* Social Responsibility (CSR) in marketing

Examination:

Written colloquium at the end of the semester.

**Required Readings:**

Philip Kotler - Kevin Lane Keller, Marketing Management, Pearson Education, 2006

## Management Information and Decision – Making Systems

**Unit Description:**

The course provides a general insight about the comprehensive, integrated ERP systems, structure and operation as well as the benefits of the applicability of the system. It presents mechanized (digitized) areas of corporate governance duties, **their proper use and coordination of these tasks, the management of the entire lifecycle of a system. The subject introduced to prepare professionals who are ideally suitable for these tasks and who therefore become very important for companies and other organizations. The main fields of knowledge relevant to the subject: finance, business processes, project management,** database, operational knowledge, I.T. security, ERP systems, implementation methodology of ERP systems ERP selection and evaluation.

**Main parts of curriculum:**

* The purpose, history and main types of ERP systems, comparison of the traditional (island) and ERP systems’ characteristics
* Characteristics of IVR, business processes to digitize, development environments, access and auditing methods
* IVR provider targeting, data mapping exercise, data classes and query types. Multi – access methodology concerning digital chart of accounts and database management
* Integrated logistics processes, an example of corporate structure, data type design, creating a database, determination Certifications
* Introduction to SAP P3, data management and navigation of SAP
* Digitized areas of corporate governance: materials management, production planning, production management, finance, controlling, resource management
* Business process management, decision support systems
* Examples of SAP implementation, implementation of example company’s business processes
* Integration, integrated management of economic processes
* Technology of business processes (workflow management).
* Handling business processes beyond the company, quality assurance
* Elaboration and evaluation of case study

**Required readings:**

Mark Smiciklas (2012). The Power of Infographics: Using Pictures to Communicate and Connect with Your Audience

## Quantitative and Qualitative Analysis

**Module Description:**

Students learn the most important methods of statistical analysis and decisions. Acquire skills in analyzing business problems, emerging issues in formulating and answering, the decisions taken in analyzing the probability of occurrence and the purpose of statistical estimates.

**Main parts of curriculum**

* Hypothesis testing
* One and two-sample statistical tests, analysis of large and small samples, fit test, examination of independence, variance analysis
* Bivariate correlation and regression calculation
* Covariance, correlation, linear correlation factor, hierarchical correlation factor. Theoretical and empirical regression, defining parameters of a regression. Statistical conclusions. Non-linear regression.
* Calculation of multi-variable correlation and regression.
* Defining linear regression function, couple and partial correlation factors.
* Analysing elements of timelines.
* Calculating trends, seasonality, and prediction based on the results.

**Required Readings:**

Price Theory and application, Cambridge University Press; 7 edition., 2006

## Human Resource Management Systems

**Unit Description:**

The human resources have a strategic role in the organization, therefore their management needs to be approached from a strategic aspect. The human strategy must be organically integrated in the corporate strategy. Consequently, the human resource management must have a special place among the activities of the organisation. The specialised area must undertake new corporate roles, such as internal service provider, owner of change management and internal communication. The HR management tasks are shared between the specialized area and the managers of the company. In order to comply with the strategic requirements, the management must be built on a complex integrated system, with analysis of job descriptions and competences as founding stones. The methodology and means of management must be devised accordingly

**The course consists of the following units:**

* Development of human resource management
* HR politics, HR strategy, integrated HR policy system
* Main functions of HR management, their relationship to the corporate management
* Analysis and evaluation of job descriptions
* Provision of human resources: recruitment, selection, orientation
* Planning human resources, downsizing, dismissal
* Labour motivation
* Performance evaluation
* The remuneration system
* Staff development and carrier support
* Internal communication
* Corporate culture
* Staff relations
* Corporate development, change management

**Required Readings:**

Elwood F. Holton II, James W. Trott, Jr., 1996, Trends Toward a Closer Integration of Vocational Education and Human Resources Development, Journal of Vocational and Technical Education

## Strategic and Change Management

**Unit Description:**

Course objectives: The main objective of this course is that the learners understand the strategy formulation process of companies and institutions, apply the models and methods available for the analysis of environmental factors and internal diagnostics with expertise, have a clear understanding of the managerial, organizational, cultural and human conditions of realizing a strategy and that they are able to develop, schedule and conduct a strategy planning process. Having completed this course, the student will have the confidence to assess the quality and feasibility of different corporate and institutional strategies.

The course introduces planning and management methods granting successful operations to companies and institutions with several examples and case studies. It deals with developing a vision, leadership and corporate methods of developing differentiating competences, means of devising and implementing strategic actions and with international relation systems of strategies. Furthermore, it presents the typical practices of EU countries and their possible areas of application in national environment. It lays significant emphasis on introducing expert evaluation methods and on practicing the application in teamwork.

**Main parts of the content**

* Development of strategic management
* Core elements of strategic management
* Core issues of corporate strategy
* Entrepreneurship strategies
* Leadership management. Leadership skills. Leading economic organizations.
* Human resource strategy.
* [Strategic](http://www.uni-corvinus.hu/fileadmin/user_upload/hu/tanszekek/gazdalkodastudomanyi/i_veztud/4_tantargy/SM_levelezo/02_strategiai_elemzes.pdf) analysis.
* Strategy formulation.
* Strategy types.
* Global strategy management.
* [Stakeholders](https://docs.google.com/viewer?url=http%3A%2F%2Fportal.uni-corvinus.hu%2Ffileadmin%2Fuser_upload%2Fhu%2Ftanszekek%2Fgazdalkodastudomanyi%2Fi_veztud%2F4_tantargy%2FSM_levelezo%2F06_reszvenyesi_ertek_erintett_elmelet_mernok.pdf) of a company.
* Managing acquisitions and mergers
* Networks from managerial aspect
* [Strategic](http://www.uni-corvinus.hu/fileadmin/user_upload/hu/tanszekek/gazdalkodastudomanyi/i_veztud/4_tantargy/SM_levelezo/Strategiai_innovacio_es_vallalkozo_vezetes.pdf) innovation and entrepreneurship.
* [Implementing](http://www.uni-corvinus.hu/fileadmin/user_upload/hu/tanszekek/gazdalkodastudomanyi/i_veztud/4_tantargy/SM_levelezo/A_strategia_megvalositasa.pdf) the strategy.
* [Managing](http://www.uni-corvinus.hu/fileadmin/user_upload/hu/tanszekek/gazdalkodastudomanyi/i_veztud/4_tantargy/SM_levelezo/Strategiai_valtozasok_vezetese.pdf) strategic changes.
* Corporate value factors and corporate responsibility.

**Required Readings:**

Philip Kotler - Kevin Lane Keller, Marketing Management, Pearson Education, 2006

Essentials of business communication, Cengage Learning; 9 edition 2012

## Corporate Finance for Managers

**Unit Description:**

Course objectives: To prepare the students to understand the corporate financial decision-making process and their methodology. Furthermore, the course introduces students to theoretical and practical bases of corporate investment-financing decision assessment procedures.

The course ensures that students are able to define the content of corporate finance, the basic subsystems of financing resource flow and to interpret the corporate financial statements. The course of the module covers the significance of the timely value of money, the theory of corporate capital budgeting and calculation methods. The relations of return on investment is also highlighted along with the decisions impacting the capital structure and the role of capital transfer. Students will also comprehend the basic elements of leasing and trading capital management.

**Main parts of the curriculum**

* Course requirements. Bases of investment decisions. Process of decision-making, main considerations, hypothesis of the efficient market. Objective of corporate operation. Function and methods of amortization, the replacement decision.
* Corporate financial statements and measuring corporate financial performance. Financial reports. Net cash flow. Making the balance sheet suitable for decision-making purposes. Market added value. Review of the annual report of an international company.
* Analysing financial statements with the help of ratios. Liquidity, asset management, debt service, profitability, ratios reflecting market value. Evaluation of the consolidated report of an international company, case study review.
* Decisions on capital-investment and financing and the net present value rule. Money flow circles and roles in the macroeconomy. The macroeconomic model of capital transfer. Case study to apply the net value rule.
* Timely value of money. Interest, discounting, annuity. Decision criteria of net present value. Examples to illustrate the timely value. General and special cases of capital evaluation. General principles of evaluation. Evaluation of bonds. Evaluation of shares. Standardised dividend model. Examples for the evaluation of stocks.
* Corporate capital needs and methods of raising capital. Planning capital needs, market possibilities of raising capital. Examples of calculating capital needs. Capital budgeting principles. The procurement problem, procurement and operational cash flows. Example to illustrate capital budgeting calculations.
* Relationship of risk and return. Investment portfolios. Analysing the portfolio risk. Example of calculating the risk. Cost of capital. Calculating the cost of the capital with CAPM model. Impact of the financing transmission.

**Required readings:**

Needles, Belverd E.; Powers, Marian (2013). *Principles of Financial Accounting*. Financial Accounting Series (12 ed.). Cengage Learning.

## Controlling For Managers

**Unit Description:**

The course aims to introduce the efficient controlling systems to enable students to use the modern controlling concept and its tools later on in their work following the completion of their studies. Therefore the course aims to introduce the concept of controlling, the terms, tasks, means and forms of controlling company as well as to present how controlling is formulated and implemented. To sum up, an introduction of the current knowledge on controlling based on several corporate examples.

**Main parts of the curriculum**

* Interpretation, philosophy, goal and time horizon of controlling.
* Usefulness, general benefits of controlling. Relationship of controlling and management. The general operational model of controlling.
* Relations and general tasks of controlling. Elements, operation and place of the controlling system in the corporate operation.
* Factors impacting the controlling system: the external environment, the size of the company, type and complexity of the activity, the technology, type of the corporate structure, the style of leadership, manner of information processing.
* General introduction of controlling systems suiting corporate functions.
* Controlling as means of modern management. Stages of implementing efficient controlling.
* Introduction of controlling systems suiting corporate functions. Cost and result controlling
* Income controlling.
* Financial controlling

**Required Readings:**

Needles, Belverd E.; Powers, Marian (2013). *Principles of Financial Accounting*. Financial Accounting Series (12 ed.). Cengage Learning.

## Corporate Finance and Money Markets

**Unit Description:**

At the end of the course, the students will have an overall view of the objective and stages of business planning, they will be able to compile the business and financial plan of a company and to prepare the financial model. They will learn the bases of strategic planning, stages of planning, but the course essentially focuses on the stages, process and practical implementation of financial planning.

**Main parts of the curriculum**

* Definition and content of business and financial planning
* Strategic analysis and strategic models,
* Accounting and financial reports as sources of data
* Practical aspects and accounting background of corporate financial planning. Case study
* Peculiarities of financial planning of small and medium enterprises. Case study.
* Short-term financial planning. Case study.
* Main rules and peculiarities of long-term financial planning. Case study.
* Business-financing plan from bank aspect. Case study. Financing a project. Case study.
* Corporate financial planning from auditing aspect.
* Financial planning in the corporate system.
* The monitoring procedure of financial planning.
* Devising a complex business plan (joint solution of a case study)

**Required Readings:**

Needles, Belverd E.; Powers, Marian (2013). *Principles of Financial Accounting*. Financial Accounting Series (12 ed.). Cengage Learning.

## Organising and Managing Transnational Companies

**Unit Description:**

Preparation of international purchasing cases, international trade contract, offer, preparation of an order, concluding the case. The students will learn about the peculiarities of the foreign market, along with the tasks arising in case of export and import and special international trade affairs.

**Main parts of the curriculum**

* Process, subject and types of foreign trade.
* Participants of a foreign trade case.
* International standards, parity, INCOTERMS.
* International documents.
* International payment methods.
* International business environment.
* The export activity: market survey.
* The export activity: entering the market.
* Concluding the export case from the market survey to receipt of the price (price calculation, offer, preparing a foreign trade contract, filling in documents).
* The import activity: selecting the most favourable partner.
* Comparing price offers, order, preparing the import contract, filling in documents.
* Getting to know the participants of the market.
* Concluding special foreign trade cases.

**Required Readings:**

Philip Kotler - Kevin Lane Keller, Marketing Management, Pearson Education, 2006

## Corporate Aspects Of Regional Development

**Unit Description:**

The course introduces the theory and practice of regional and urban development. It gives an overview of the most typical and most important issues of the field.

**Main parts of the curriculum**

* Development of the regional policies in a specific country
* Current issues of Regional development and the EU-integration
* Spatial structure and urban network of a specific country.
* Spatial and urban planning.
* Institutional network of spatial planning
* Means of Spatial and urban planning
* On the development of villages and towns
* Urban planning in a specific country
* Local economy development
* The role of enterprises in the Spatial and urban planning
* Issues of agriculture and rural development in a specific country
* Question marks of regional industrial development.
* The role of tourism in the spatial and urban planning of a specific country.

**Required Readings:**

Taylor, F. Winslow: T[he Principles of Scientific Management](http://melbecon.unimelb.edu.au/het/taylor/sciman.htm). 2010

## Organisational Behaviour

**Unit Description:**

The module aims to introduce the relevant factors and relationships of human behaviour in corporate context. Preparation for the practical application of the acquired principles, concepts and processes as expected in work, leadership, advisory and consulting situations. Improvement of analytical, critical thinking with the help of exploring and discussing the values, judgements and ideologies underlying human behaviour and respective theories.

.

**Main parts of the curriculum**

* People in Organization.
* Learning, corporate socialization.
* Personality traits and working.
* Issues of perception and attribution during cooperation.
* Work motivation, managerial application of motivational theories.
* Groups and teams.
* Team development and structure.
* People in Groups.
* Peculiarities of team operation.
* Corporate culture, corporate change.
* Nature of decision-making processes, conflicts and power.
* Managerial and follower behaviour in organizations.

**Required Readings:**

Elwood F. Holton II, James W. Trott, Jr., 1996, Trends Toward a Closer Integration of Vocational Education and Human Resources Development, Journal of Vocational and Technical Education

## Value-adding Processes

**Unit Description:**

The module aims to introduce and highlight the main features and relationships of the innovational processes and activities of the new era, the peculiarities and network nature of intellectual capital movements. It also aims to show why a special evolutionist approach and management is required as opposed to the mainstream innovational attitude with regards to the innovation of the new era.

**Main parts of the curriculum**

The course presents the peculiarities of managing and leading modern, knowledge-based innovational processes, the main managerial tasks and specialties.

Main topics:

* Basic terms, development and role of technology management, the concept of innovation, development of the concept.
* The new technologies and the organization. Managing modern corporate innovational processes in the ‘extended’ enterprises.
* Elements of the value-adding process
* Value-adding process in the corporate operation
* Role of knowledge management and intellectual capital management in the innovational processes with special regards to TM systems.
* Operation of innovation alliances, networks, double and triple helix, functions and practices of application-focused consultancy.
* Financing integration-oriented innovation: risk capital, inter-company development capital, incubators, hybrid institutions.
* Specialties and relations of innovation processes of small and medium enterprises.
* Technological demand management and project portfolio management
* Operation of innovational clusters and networks, main methods and techniques of mediation between participants of the cooperation.

**Required Readings:**

Philip Kotler - Kevin Lane Keller, Marketing Management, Pearson Education, 2006

## Management Competence Development

**Unit Description:**

The main purpose of the module is to provide knowledge about the definitions and recent methods of management and organization development. The basic definitions are: communication, interest, decision, power. The main topics are: management power, communication power, information, designing organizations, manager inside and outside of the organisations, scientific management and human relations. The module provides knowledge about the consumer and consumption goods, and the information share, it provides a view of the different leading styles, and a modern leading type – the composer. The aims of the module are to introduce manager roles, management stages and business organizations to the learners and to teach them think in structures and organizations. The module also provides knowledge about the background of managing and evaluating functions, and about the efficiency of motivating systems in organizations.

**Main parts of the curriculum:**

* Definitions, theories of leadership.
* The lifecycle and functions of the organization, the functions of the organization development.
* The model of the integrated system of the organization.
* Organization and its environment.
* Organization processes.
* Organization resources.
* Functions, roles and stages of leadership.
* Organization structures, features of different types of companies.
* People in organizations.
* Motivation, motivation theories.
* Leading and organizing labour processes.
* Leading organizations, process systems.
* Substance of strategic and planning functions.
* Organization culture.
* Individual knowledge in corporate working processes.
* Individual and teamwork in organizations.

**Required Readings:**

Taylor, F. Winslow: T[he Principles of Scientific Management](http://melbecon.unimelb.edu.au/het/taylor/sciman.htm). 2010

## Strategic Case Studies

**Module Description**

The main purpose of the module is to provide knowledge about corporate strategy and business strategy. The module is based on case studies.

The module consists of lectures and seminars. The lectures are about corporate strategy, the seminars are about business strategy, corporate strategy and strategic values.

**The main parts of the curriculum:**

* Definition and execution of business planning
* Strategic planning processes
* Strategic planning methods
* The significance and content of business planning
* Organizational systems
* Owner and labour organizations
* Definition and features of corporate governance
* Definition and features of labour organizations
* Features of informal organizations
* Features of effective organizations
* Managing people
* Managing employees
* Motivating employees
* Leading styles
* Management communication, information
* Features of management communication
* Possible ways of management communication in organizations
* Possible formats of management communication and their usage
* Management information system
* Planning
* Organizing
* Leading people
* Checking

**Required Readings:**

Taylor, F. Winslow: T[he Principles of Scientific Management](http://melbecon.unimelb.edu.au/het/taylor/sciman.htm). 2010

## Negotiating Strategies

**Unit Description:**

The main purpose of the module is to provide knowledge about the purpose, tools and features of business communication and to provide possibilities of application.

**Main parts of the curriculum:**

* Features of effective business connection.
* Communicative program.
* Business communication mix.
* Content and features of oral communication.
* Areas and content of written communication.
* Purposes, content and methods of business conferences.
* Business communication with the customer.

**Required Readings:**

Taylor, F. Winslow: T[he Principles of Scientific Management](http://melbecon.unimelb.edu.au/het/taylor/sciman.htm). 2010