



HUNGARIAN UNIVERSITY OF
AGRICULTURE AND LIFE SCIENCES
INSTITUTE OF AGRICULTURAL AND
FOOD ECONOMICS

Address: Szent István Campus, 2100 Gödöllő, Páter Károly u. 1.

COURSE CATALOGUE for Exchange students

2026/27 Academic year

The **Institute of Agricultural and Food Economics of MATE at Szent István Campus** is currently offering the following core courses for the 2026/27 academic year. **Additional courses will be announced before the start of the semester, providing a wider range of courses to choose from.**

Exchange students are integrated with full degree international students during the semesters' workflow in the following study programmes:

- **BSc in Business Administration and Management**
- **MSc in Management and Leadership**
- **MSc in Supply Chain Management**

Exchange students can take both bachelor's and master's subjects regardless of their study level or semester; however, timetable conflicts may occur.

2026/27 Autumn semester

Lectures: from early September to mid December.

Exams: mid December to late January

2026/27 Spring semester

Lectures: from early February to mid May.

Exams: mid May to late June

2026/27 Autumn semester

BACHELOR PROGRAMMES	SUBJECT CODE	SUBJECT NAME	ECTS Credits	<i>relevant semester of the study program at MATE</i>
Business Administration and Management	AGELG088N	Basics of business economics	4	1
	GAZDT108N	Basics of the European Union	4	1
	GAZDT129N	Economic History	3	1
	GAZDT228N	Microeconomics	5	1
	GAZDT116N	Philosophy	3	1
	GAZDT070N	Basics of Decision Theory and Methodology	4	3
	GAZDT442N	Basics of Leadership and Management	4	3
	GAZDT101N	Ethics	3	3
	AGELG092N	Green economy and environmental economy	4	3
	GAZDT254N	International Economics	4	3
	AGELG056N	Basics of E-business	5	5
	AGELG067N	Basics of project management	5	5
	GAZDT238N	Basics of Quality Management	4	5
	AGELG160N	Retail management	5	5
	GAZDT327N	Strategic Planning and Management	4	5
IDNYV068N	Multicultural Management	5	6	
MASTER PROGRAMMES in GÖDÖLLŐ	SUBJECT CODE	SUBJECT NAME	ECTS Credits	<i>relevant semester of the study program at MATE</i>
MSc in Management and Leadership	GAZDT221N	Methods of Management Research	4	1
	GAZDT451N	Business Economics (Advanced)	3	3
	GAZDT443N	Management and Leadership Project	5	3
	GAZDT237N	Quality Management	3	3
	IDNYV131N	Negotiating Practices and Conflict Handling	6	3
MSc in Supply Chain Management	AGELG055N	E-Business	4	1
	USINM213N	Operation and Service Management (Advanced)	5	1
	GAZDT370N	Personal Leadership	4	1
	USINM209N	Product and Brand Strategy	4	1
	AGELG157N	AI-supported planning in logistics	6	3
	USINM200N	Contract Law	4	3
	USINM092N	Inventory Theory	5	3
AGELG057N	Supply Chain Management	6	3	

2026/27 Spring semester

BACHELOR PROGRAMMES	SUBJECT CODE	SUBJECT NAME	ECTS Credits	<i>relevant semester of the study program at MATE</i>
Business Administration and Management	GAZDT422N	Business Economics and Management	5	2
	AGELG048N	Business Statistics	4	2
	GAZDT125N	Economic Policy	3	2
	GAZDT202N	Macroeconomics	5	2
	GAZDT204N	Marketing	4	2
	AGELG047N	Business Communication	3	4
	AGELG053N	General and sector-specific legal knowledge	4	4
	GAZDT093N	Human Resource Management	4	4
	GAZDT169N	Management of Small and Medium Enterprises	5	4
	USINM212N	Operation and Service Management	4	4
	GAZDT418N	Business Planning	5	6
	GAZDT437N	Change and Crisis Management	6	6
	GAZDT039N	Insurance Management	3	6
	GAZDT271N	Online Marketing	4	6
MASTER PROGRAMMES in GÖDÖLLŐ	SUBJECT CODE	SUBJECT NAME	ECTS Credits	<i>relevant semester of the study program at MATE</i>
Management and Leadership	AGELG155N	AI-based managerial decision-making	3	2
	GAZDT450N	Leadership Skills Development	4	2
	GAZDT196N	Quantitative Methods	5	2
	AGELG011N	Strategic Human Resource Management	3	2
	GAZDT415N	Business Models	6	4
	GAZDT438N	Change Management (Advanced)	5	4
	GAZDT389N	Consulting Methods and Techniques	6	4
	GAZDT069N	Decision Theory and Methodology	3	4
	GAZDT102N	Ethics and Social Responsibility	5	4
	GAZDT402N	Knowledge Management	5	4
MSc in Supply Chain Management	USINM009N	Applied Analysis Methods	5	2
	USINM185N	Logistics and Foreign Trade Techniques	5	2
	USINM118N	Logistics Systems	6	2
	GAZDT218N	Marketing Strategies	5	2
	AGELG156N	AI-supported simulation in logistics	5	4
	GAZDT419N	Business Planning (Advanced)	5	4
	USINM023N	Management of Purchasing and Distribution	5	4

2026/27 Autumn semester

Lectures: from early September to mid December.

Exams: mid December to late January

Basics of business economics

Study Programme: bSc in Business Administration and Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 1

SUBJECT CODE: AGELG088N

ECTS Credits: 4

AIM OF SUBJECT:

The course introduces the most important basic concepts and relationships in business economics. Through practical examples, it stimulates interest in the independent organization of economic activities and the coordination of the work of several people. It provides a comprehensive overview of the operation of organizations through a theoretical and practical introduction to management functions (planning, organizing, leading, controlling). The most important corporate resources and processes, as well as the environmental characteristics of management, are presented. It describes corporate functions (marketing, HR, logistics, finance, procurement, production, sales, information management) at a level that allows students to understand their roles, key tasks, and interrelationships, so that they can later choose the areas that interest them most. By introducing the most well-known business models, it provides concrete assistance in thinking through independent entrepreneurial activities. The course also covers the role and significance of businesses in the national economy and society, as well as the role and most important forms of cooperation. The most important basic economic concepts and relationships related to business operations are illustrated with practical examples. Case studies introduce entrepreneurs who are successful in their own fields and seek to decipher the secrets of their success and pass on the ingredients that students can also use.

CONTENT:

·Basic concepts and relationships in business economics

- Management functions – planning, organizing, leading, directing
- Defining the business profile 1: "what we are capable of" – resource analysis, competence management, fixed and current assets
- Defining the business profile 2: "what has value" – value dimensions, corporate value chain, product line
- Corporate goals, vision, mission
- Macro and micro environment
- Components of competitiveness, portfolio analysis
- Measuring corporate performance, determining company value, investment profitability analyses
- Business models, Business Model Canvas, Business plan
- Knowledge necessary for starting a company
- Basic functional areas of businesses – logistics, marketing
- Basic functional areas of businesses – finance, HR
- Basic functional areas of businesses – innovation, competence management

Practical exercises

- Basic economic concepts and calculations
- Cost optimization
- Yield optimization
- Comparing economic quantities over time
- Investment profitability calculations
- Economic evaluation of technologies
- Case studies
- Presentation of student assignments

For the assignment, students work in groups of up to three to present a business of their choice and evaluate the reasons for its success or failure. The assignment description specifies the structural and formal requirements of the thesis so that students can learn the process of writing an academic paper as early as possible.

GRADING SYSTEM:

- Two midterm exams must be taken during the semester, one on the lecture material and one on the practical material.
- A group assignment must be completed based on the course material.
- The requirements for receiving a grade are the submission and presentation of the assignment and the completion of the midterm exams.
- The semester ends with an exam, but it is possible to receive a recommended grade based on semester performance.
- Recommended grades based on semester performance are determined as follows:
 - Excellent (5): at least 86% of semester work completed
 - Good (4): at least 76% of semester work completed
 - Average (3): at least 66% of the semester's work graded as satisfactory
 - Sufficient (2): at least 51% of the semester's work graded as satisfactory

The results of the midterm exams account for 35-35% of the final grade, while the assignment and its presentation account for 30%.

LITERATURE:

The material presented in lectures and exercises, as well as supplementary teaching materials provided by the lecturer.

Basics of the European Union

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 1

SUBJECT CODE: GAZDT108N

ECTS Credits: 4

AIM OF SUBJECT:

The aim of the course is to familiarize students with the day-to-day functioning, objectives, and activities of the European Union. Upon completion of the course, students will be able to interpret European economic processes and evaluate their country's situation and activities in relation to the European Union.

CONTENT:

EU summary game

History of integration

Institutional system

Monetary policy

Regional policy

Hungary's accession, enlargements

Community law

Internal and judicial cooperation

CFSP

CAP

GRADING SYSTEM:

Requirements for obtaining a signature (including the evaluation of mid-year student work):

For full-time students:

The end-of-year grade is composed of several parts. There are no requirements for obtaining a signature. Active participation by students

in lectures results in a maximum of 5% extra points towards the final grade.

The grade can be obtained by writing two mid-term tests.

The two tests must each be 51% or higher. Those who achieve this will receive a recommended grade.

In the absence of a recommended grade, or if the student does not accept it, the grade can be obtained during the exam period by means of a written exam.

LITERATURE:

Required reading

Lecture material

Zoltán Horváth: Handbook on the European Union. HVG Orac, 2011. ISBN 978 963 258 129 3

Recommended reading

European Union website: europa.eu

László Boros, Nóra Hajdu, Mátyás Szabó, József Szentgyörgyi: Questions and Answers about the European Union. Napvilág Publishing House, 2012 ISBN: 9789633380826

<https://elearning.uni-mate.hu/course/view.php?id=26718>

Economic History

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 1

SUBJECT CODE: GAZDT129N

ECTS Credits: 3

AIM OF SUBJECT:

The aim of the course is to familiarize students with the significance and areas of study of economic history. The curriculum covers universal economic history from prehistoric times to the present day. Parallel to the historical section, the main economic ideas of each period are presented. A further aim is to provide students with a comprehensive overview of the main processes, problems, turning points, internal and external connections, and characteristics of economic development.

CONTENT:

The significance of economic history and its areas of investigation.

The economic history of prehistory and antiquity (Aristotle's economic views).

The economic history of feudalism (St. Thomas Aquinas' economic views).

Economic thinking in early capitalism: mercantilism and physiocracy.

The functioning of the capitalist economy in Western Europe until World War I (18th century–1914).

The theory of classical economics: the doctrine of laissez-faire, the views of Adam Smith, David Ricardo, Jean-Baptiste Say, and Thomas Robert Malthus.

Economic history from World War I to the Great Depression (1914–1933), the Keynesian revolution.

Dealing with the economic crisis in the United States (the New Deal) and England. The German economic system in the 1930s. The functioning of wartime economies. (1933–1945).

Economic history from the end of World War II to the early 1970s (the oil crisis). Types of mixed economic systems.

Global (liberal) capitalism (beginning in the 1970s) and the oil crisis. Monetarism.

The economic history of Russia and the Soviet Union since World War I. The socialist planned economy.

GRADING SYSTEM:

Grade based on two papers. Oral exam to be taken during the exam period, during which theoretical knowledge will be tested. The exam can be retaken during the exam period.

Method of assessment:

The subject is assessed as follows:

0 - 50% unsatisfactory

51 - 65% sufficient

66 - 79% average

80 - 89% good

90 - 100% excellent.

·Oral exam topics

1. The significance of economic history, areas of study
2. Economic history of prehistory and antiquity (Aristotle's economic views)
3. Economic history of feudalism (St. Thomas Aquinas' economic views)
4. Economic thinking in early capitalism: mercantilism and physiocracy
5. The functioning of the capitalist economy in Western Europe until World War I (18th century -1914)
6. The theory of classical economics: the doctrine of laissez-faire, the views of Adam Smith, David Ricardo, Jean-Baptiste Say, and Thomas Robert Malthus
7. Economic history from World War I to the Great Depression (1914-1933), the Keynesian revolution
8. Dealing with the economic crisis in the United States (the New Deal) and England. The German economic system in the 1930s. The functioning of wartime economies. (1933-1945)
9. Economic history from the end of World War II to the early 1970s (until the oil crisis). Types of mixed economic systems.
10. Global (liberal) capitalism (beginning in the 1970s) and the oil crisis. Monetarism

11. Economic history of Russia and the Soviet Union since World War I. The socialist planned economy.

LITERATURE:

Bozsik Norbert (2018): Economic History. Pdf teaching material

Microeconomics

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 1

SUBJECT CODE: GAZDT228N

ECTS Credits: 5

AIM OF SUBJECT:

In Microeconomics as a foundation course, students learn the basic principles of economics, its fundamental relationships, and its conceptual system, which are essential for understanding later specialized courses.

CONTENT:

Introduction. The subject and methods of economics. Basic concepts of market economics.

Analysis of market supply and demand I.

Analysis of market supply and demand II.

The demand side of the product market. Analysis of consumer behavior. Cardinal utility theory.

Optimization of consumer decisions based on ordinal utility theory.

The supply side of the product market I. Market structures.

Production functions.

The supply side of the product market II.

Company revenues and costs, revenue and cost functions.

Profit maximization and supply in a competitive market.

Non-competitive markets: monopoly, oligopoly, monopolistic competition.

Market for factors of production. Labor market. Capital market. Natural factors, land market.

Market failures. External economic effects.

Public goods.

GRADING SYSTEM:

Assessment and evaluation:

·Assessment and evaluation: During the semester, there will be two midterm exams. A total of 40 points (2x20 points) can be earned through midterm exams. Students who, for a valid reason, did not take one of the midterm exams during the semester may make it up at a time and in a form designated by the department. Attendance at the practical classes is compulsory. The examination regulations apply to the replacement of absences. During the semester, two midterm exams will be held during the practical classes, with a maximum of 10 points (2x5 points) available for the practical midterm exams, thus a total of 50 points can be earned for the midterm work.

The course ends with an oral colloquium. The final (five-point) grade is based on the points earned during the semester and on the oral exam. Students who do not earn 40% (20 points) of the points available during the semester will not receive a semester signature.

Oral exam: based on the topics announced in advance. Points available in the oral exam: 50 points. The colloquium questions require knowledge of basic concepts and theoretical relationships. Each student takes the exam with their own practice supervisor.

Method of determining the colloquium grade:

Points available:

·Points available in the oral exam:

50 points

·Points available in the two lecture tests:

40 points

·Points available in the two practical tests:

10 points

Total:

100 points

Grades based on the points earned:

21–50 points: unsatisfactory (1)

51–60 points: satisfactory (2)

61 – 70 points average (3)

71 – 84 points good (4)

85 – 100 points excellent (5)

LITERATURE:

·Judit Villányi – László Vértessy (2025): Fundamentals of Microeconomics, university lecture notes, MATE Publishing (available on e-learning)

·Dr. Judit Villányi (2023): Microeconomics. Lecture materials, ppt. (ppt files are available on the e-learning platform)

Philosophy

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 1

SUBJECT CODE: GAZDT116N

ECTS Credits: 3

AIM OF SUBJECT:

This course helps students develop the analytical and systematic thinking skills necessary for mastering specialized subjects, gain a better understanding of the theoretical aspects of specialized disciplines, and analyze and critically examine practical problems.

CONTENT:

Introduction, overview of requirements

Philosophy, culture, civilization

Classical Greek philosophy

Medieval philosophy

Renaissance, Reformation, mercantilism

Modern epistemology

Kant's critical philosophy

The British Enlightenment and political economy

The history of civilization in the long 19th century

Classical German philosophy

Positivism, spiritual science, neoclassical economics.

Contemporary dilemmas in economic philosophy

GRADING SYSTEM:

exam at the end of the semester. (40 points)

Oral or written exam (60 points)

LITERATURE:

·Attila Farkas: Chapters on economic philosophy in the history of philosophy and culture. University lecture notes, SZIE GTK – available in electronic form on the e-learning platform.

·PPT – available in electronic form on the e-learning platform.

Basics of Decision Theory and Methodology

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 3

SUBJECT CODE: GAZDT070N

ECTS Credits: 4

AIM OF SUBJECT:

The aim of the course is to provide the theoretical and methodological knowledge necessary for economic decision-making, as well as an overview of the most important practical issues in decision-making. The introductory part of the course covers the relationship between economic management and decision-making, the principle of bounded rationality, and the normative rules of decision-making. After classifying economic decisions, it moves on to the quantitative expression of risk and uncertainty. This is followed by an introduction to methods of decision-making under uncertain or risky conditions, and then the representation of individual preferences in decision-making. Finally, the course presents methods of group decision-making and some of the better-known decision support methods.

CONTENT:

Theoretical foundations of decision-making, economic management and decision-making. Definition of decision and problem concepts, comparison of their processes. A systems theory approach to problems.

Decision theory concepts and trends. Normative rules of decision-making, normative decision-making methods

The theory of bounded rationality, the role of creativity in decision-making.

Classification of economic decisions. Methodological foundations of bottleneck theory. Introduction to the main methodologies.

The role of information in decision-making. Quantitative representation of risk and uncertainty. Decision-making in uncertain situations.

GRADING SYSTEM:

The course concludes with a written exam in the first round.

Writing a closed book exam at the agreed time. In full-time education, the closed book exam and the practical work together, in a 60-40 percent ratio, result in the mid-term grade.

The condition for signing is that the closed book exam is written by the deadline and the assignment is submitted at that time.

The date of the make-up closed book exam: during the first week of the exam period, later by agreement.

After a failed exam, an oral exam will be held.

The grading scale for the proposed grade:

0-60 points: unsatisfactory (1) 61-70 points: satisfactory (2) 71-80 points: average (3)

(5) 81-90 points: good (4) 91-100 points: excellent

LITERATURE:

Dr. Csaba Székely: Economic decision-making. Electronic notes, 2004.

Electronic educational support portal Decision theory and methodology course materials

Lectures and exercises

Basics of Leadership and Management

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 3

SUBJECT CODE: GAZDT442N

ECTS Credits: 4

AIM OF SUBJECT:

The aim of the course is to present the possibilities of interpreting managerial activities and the complexity of managerial work along the lines of management functions (strategy formulation and goal setting, organization, personal leadership, and control). Students will learn about the conceptual system of management and organization, its fundamental theoretical and practical drivers and issues, the challenges of management related to the formation and operation of organizations and human resource management, as well as possible solutions to these challenges.

CONTENT:

Introduction to management knowledge, basic concepts

Approaches to management

The development of management science

Strategy formulation

Organizational structures

Closed book exam

Personal management – motivation Personal management – management styles

Personal management – communication

Personal management – conflict management

Personal management – group management

Control

GRADING SYSTEM:

Requirements for obtaining a signature:

writing a minimum satisfactory midterm exam

completing the questionnaires by the deadline

LITERATURE:

Kőműves, Zsolt (2017), *Looking for Good Leaders, or Essential Questions of Leadership*, Somtesz Publishing House, Kaposvár. Demeter, Krisztina, Gelei, Andrea, Matyusz, Zsolt, Nagy, Judit (2022): *Activity Management*, Akadémiai Publishing House, Budapest.

Pulay Gyula (2021): *Integrity Management – Building and Maintaining Trust*, Akadémiai Publishing House, Budapest.

Csedő Zoltán, Zavarkó Máté (2019): *Change Management*, Akadémiai Publishing House, Budapest.

Ethics

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 3

SUBJECT CODE: GAZDT101N

ECTS Credits: 3

AIM OF SUBJECT:

The aim of the course is to define economics in ethical terms, to present a historical overview of the emergence of business ethics, and to analyze the scope of business ethics. The course covers the relationship between economics and morality in pre-modern times and today; corporate social responsibility (CSR); the role of business in society; the compatibility of moral responsibility and profit orientation; the ethical aspects of taking into account the interests of groups relevant to the company (stakeholders); the institutionalization of ethics within the company; the development and strengthening of an ethical corporate culture; the issue of individual responsibility at the micro level; and the problem of national and international corruption at the global level.

CONTENT:

Ethics as a specific science (historical aspect).

Ethical theories (teleological and deontological aspects).

Pluralism and morality.

The relationship between business ethics and law.

Business ethics and professional ethics.

Theoretical and practical approaches to business ethics.

Business ethics applied for the sake of profit.

Some points of theoretical business ethics (transaction costs, profit orientation, competitiveness).

Practical (applied) business ethics

Analysis of specific foreign and Hungarian case studies. Company audit

GRADING SYSTEM:

Assessment:

Requirements for obtaining a signature: completion of mid-year assessment.

Grades are awarded on a 100-point scale as follows:

0-50 points: unsatisfactory

51-60 points: satisfactory

61-75 points: average

76-85 points: good

86-100 points: excellent

LITERATURE:

Pál Völgyesy: Ethics University lecture notes, SZIE GTK, available on E-learning.

Reading list, available on E-learning.

PPT, available on E-learning.

Green economy and environmental economy

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 3

SUBJECT CODE: AGELG092N

ECTS Credits: 4

AIM OF SUBJECT:

The course discusses the economic approach to environmental protection, focusing mainly on theoretical issues, but also addressing problems related to the practical implementation of environmental protection. The course covers four main areas, which are: the interpretation of sustainability, the deeper connections of sustainable development; the main characteristics of environmental elements; the socially optimal level of production/environmental pollution and the theoretical possibilities for achieving it; the economics of natural resources (monetary valuation of non-market goods, optimal use of renewable and exhaustible resources).

CONTENT:

Subject and purpose of environmental economics

Basic concepts of environmental economics

History of classical and neoclassical environmental economics

History of modern environmental economics

Market failures I. (imperfect competition, imperfect information, and public goods)

Market failures II. (Externalities)

Internalization of externalities

The theory and implications of sustainable development

The concepts of weak and strong sustainability

Measuring sustainability and sustainability indicators

Measuring economic development, environmental assessment

The economics of renewable natural resources

The economics of non-natural resources

GRADING SYSTEM:

An oral exam to be taken during the exam period, during which theoretical knowledge will be tested. The exam can be retaken during the exam period.

Method of assessing acquired knowledge:

The subject will be assessed as follows:

0 - 50% unsatisfactory

51 - 65% sufficient

66 - 79% average

80 - 89% good

90 - 100% excellent.

LITERATURE:

Bozsik Norbert (2018): Environmental Economics. Electronic teaching material

International Economics

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 3

SUBJECT CODE: GAZDT254N

ECTS Credits: 4

AIM OF SUBJECT:

The aim of the course is to present the theoretical background of international economic relations. Within this, the main trends in the history of the international economy, theories of international trade, and the functioning of trade policy and its institutional system are presented. The course also focuses on the interpretation and measurement of international competitiveness. In addition to the theory of international labor and capital flows, the history and institutional system of the international financial system are also presented. Finally, students will learn about the macroeconomics of an open economy.

CONTENT:

The subject and significance of international economics; the goals of economic policy in an open economy.

The main trends in the history of international economics.

Classical and neoclassical theories of international trade.

The involvement of the demand side in international trade and intra-industry trade.

The nature and instruments of international trade policy (tariffs, quotas, subsidies, various administrative, legal and other regulations).

Economic openness, international terms of trade indicators, autarky and import substitution policy.

International trade agreements (GATT and WTO)

International competitiveness.

The international flow of production factors and the economic policy implications of capital flows.

The international balance of payments; exchange rates and purchasing power parity

The functioning of fixed and floating exchange rate systems, issues surrounding the choice of exchange rate system.

The macroeconomics of an open economy with perfect and limited capital mobility.

The history and current situation of the international financial system.

GRADING SYSTEM:

Written exam

LITERATURE:

Bozsik Norbert (2011): International Economics I. International Trade and Competitiveness. Saldo Publishing House, Budapest. ISBN 978 963 638 376 3.

Bozsik Norbert (2011): International Economics II. Exchange Rates and Finance. Saldo Publishing House, Budapest. ISBN 978 963 638 377 0.

Basics of E-business

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 5

SUBJECT CODE: AGELG056N

ECTS Credits: 5

AIM OF SUBJECT:

The aim of the course is to familiarize students with the characteristics and laws of the information industry, the connections and conceptual system of e-business and e-commerce. Students will learn about the possibilities of creative use of information technology in value creation.

CONTENT:

Basic concepts and relationships in the information sector;

The emergence of the Internet. Trends in the digital market;

Competition in the information sector: The economics of information, Costs, prices, product variants, Network strategies, The phenomenon of capture, Competition and cooperation,

Digital economy. Value creation and competitive advantages in the electronic economy

The concepts of electronic business (e-business) and electronic commerce (e-commerce), electronic companies, characteristics and types of electronic marketplaces.

E-business models

Digital marketing

Channel planning

GRADING SYSTEM:

Class attendance (maximum 3 absences allowed). Practical tasks are assigned during classes, the completion of which helps to deepen understanding of the theory.

Writing an essay on a given topic to an acceptable standard (at least satisfactory) and uploading it to the e-learning portal by the deadline, as well as presenting it during class.

Writing a midterm exam at a satisfactory level. There will be only one opportunity to do this, and one make-up exam will be given to write the exam that was not written or was written at an unsatisfactory level.

LITERATURE:

Edit BÁNYAI – Péter NOVÁK: Online Business and Marketing. Akadémiai Kiadó, 2011.

Basics of project management

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 5

SUBJECT CODE: AGELG067N

ECTS Credits: 5

AIM OF SUBJECT:

The course takes a multidisciplinary approach to discussing the basic concepts of project management, its place and role in organizations, the relationship between organizational strategy and projects, the general model of the project cycle, the elements of project strategy and project implementation, structure plans, time and resource plans, cost plans, the management techniques used in their preparation, and the main elements of project control and performance monitoring. Practical examples, case studies, and software applications help students master the methods. The course covers the most important theoretical and methodological knowledge related to project planning and implementation, which will enable students to actively participate in various project-related tasks. The course also helps students to better understand other areas of functional management.

CONTENT:

The place and role of the subject in the field of science.

Management functions in organizations, the relationship between organizational strategy and projects.

Basic concepts of projects and project management, classification and characterization of projects.

The project implementation cycle, its main features and participants I-II.

Description and characterization of different contract strategies.

Description and characterization of different financial accounting methods.

Competitive bidding and prequalification.

Project structure plans and their preparation.

Time and resource planning for projects.

Cost planning for projects.

The role and importance of project control.

Organizational forms of project management, project success.

Methodology of process organization. Graphical process organization models.

Preparation and application of Gantt charts.

Theory and application of network planning I-II.

Computer support for project planning/management.

GRADING SYSTEM:

Attendance at lectures is not compulsory, but is recommended in order to successfully meet the requirements. Attendance at practical classes is compulsory. The materials for the lectures and practical classes are also available on the e-learning page for the course. The assignment to be submitted will be explained during the practical class. The description of the assignment is also available electronically. A recommended grade can be obtained for the course during the semester. If the student does not accept the grade offered, they must take a written exam during the exam period.

Requirements for receiving a midterm signature and the grade offered:

- regular attendance at the practical classes (a maximum of 1 absence from the practical classes is allowed);
- writing midterm exams at an acceptable level (minimum score of 30-30%);
- completing and presenting the independent assignment by the deadline at an acceptable level (minimum score of 30%).

Deadline for submitting the assignment (and ppt):

5th class

Dates of the first and second midterm exams: 1st class and 3rd class

(Make-up for the first and second midterm exams: 6th class)

Midterm grading scale:

- Midterm exams I and II: 15 and 15 points (minimum required: 5 and 5 points, respectively);

- Assignment: 35 points (minimum required: 11 points);
 - Presentation: 35 points (minimum required: 11 points);
- Total: 100 points (minimum required: 51 points).

Midterm assessment:

0-50 points: unsatisfactory (1)

66-75 points: average (3)

51-65 points: satisfactory (2)

76-85 points: good (4)

86-100 points: excellent (5)

LITERATURE:

Required (exam) literature:

- Miklós Daróczi: Project Management, University Notes, SZIE, Gödöllő, 2012 or
Mihály Görög: Project Management. Aula Publishing House, Budapest, 2008;
- Lecture materials.

Basics of Quality Management

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 5

SUBJECT CODE: GAZDT238N

ECTS Credits: 4

AIM OF SUBJECT:

Students develop their knowledge of quality. The training covers the development, context, and system of quality management. Students learn about the most commonly used standards and quality improvement guidelines in the corporate sector. The aim is to provide comprehensive knowledge on the subject of quality, and to ensure that the knowledge acquired can be put into practice in the students' professional work.

CONTENT:

Presentation of requirements; Concept of quality, stages of its development. Leading representatives of the field. International dimensions of the development of quality culture.

Standardization, compliance, process approach, market demand expectations

Important standards: industry, product, and activity dimensions

Quality management tools, methods, techniques

GRADING SYSTEM:

Conditions for passing the semester, methods of assessment:

Course completion:

61% satisfactory (2),

68% average (3),

75% good (4),

85% excellent (5)

Conditions for admission to the exam / obtaining a signature:

Completion of mid-year work:

·teamwork / 2-3 people - class activity 50 points - points recorded at the end of the class, evaluation during the last class

·ZH 50 points - date: to be announced in the first class

A total of 100 points, of which at least 60% must be achieved (also for each sub-task).

Team task 2-3 people, class activity:

1.The topic will be assigned in each class.

2. The topic must be covered according to the instructions agreed upon during the class.

3. The topic must be covered in a 3-5 page essay, which must be uploaded to the link provided in the e-learning platform by the end of the day before the next class.

4. The topic must be presented in a 3-7 slide PowerPoint presentation lasting a MAXIMUM of 10 minutes.

5. Assessment: at the end of the class, class activity and task completion will be assessed. A maximum of 50 points can be earned during the semester based on contact hours.

Midterm exam:

The date will be agreed upon during the first contact hour.

EXAM:

Midterm exam: oral exam during the exam period on the dates announced.

The oral exam will cover the material listed in the e-learning course.

LITERATURE:

Lecture notes, teaching materials

Presentations from the lectures, as well as additional presentations and articles, can be found on the following website: electronic teaching materials in the MATE E-LEARNING system

Retail management

Study Programme: bSc in Business Administration and Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 5

SUBJECT CODE: AGELG160N

ECTS Credits: 5

AIM OF SUBJECT:

A basic requirement for work in commerce (at the executive and middle management levels) is that employees are familiar with the basic operating conditions of the commercial unit, understand the legal environment necessary for its operation, the basic conditions and possibilities for the design of the work area, the operation of the most important objects and equipment in use, in other words, have a basic knowledge of all work processes in the commercial unit.

CONTENT:

Introduction to commerce (its emergence and development), the micro- and macroeconomic relationship of commerce. Consumer basket, purchasing power parity.

Consumer behavior in commerce.

The structure and classification of commerce. Forms of commerce, types of stores, and multi-channel commerce (the structure of domestic commerce, hypermarkets, supermarkets, chain stores, independent commercial establishments without a network).

The process of goods circulation. Retail channels.

Retail services.

Assortment policy, product assortment planning.

Purpose, types, impact and positions of procurement. Supplier selection, price negotiations, discounts.

Wholesale decisions I. (procurement)

Wholesale decisions II. (sales).

Commercial communication. E-commerce

Pricing and promotion policy in retail.

GRADING SYSTEM:

Active participation in lectures and exercises, max. 30% absence rate.

During the semester, the midterm exam grade determines 50% of the final grade.

Preparation and presentation of a presentation using the knowledge acquired, which accounts for 50% of the grade. A minimum performance of 60% is required in both parts and is a condition for admission to the exam (signature).

Grades can be recommended based on the midterm exam and the lecture from an average grade upwards.

LITERATURE:

Irma Agárdi: Commercial Marketing and Management, Akadémiai Kiadó, 2010.

Aaron Shapiro: Users, Not Customers – Those Who Determine the Success of Our Company, HVG Kiadó Zrt., Budapest 2012, ISBN: 978-963-304-086-7

László Kárpáti, József Lehota: Commercial Knowledge, Szaktudás Publishing House, Budapest, 2010

Levy, M; Weitz, BA; Grewal, D: Retailing Management. 9th edition. McGraw-Hill Education, New York, 2014.

<https://trademagazin.hu/en/hirlevel-feliratkozas/>

<https://go.euromonitor.com/subscription-center.html>

<https://www.retail-week.com/stores>

Strategic Planning and Management

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 5

SUBJECT CODE: GAZDT327N

ECTS Credits: 4

AIM OF SUBJECT:

By completing this course, students will gain proficiency in the multidimensional analysis of complex systems and organizations, including the use of quantitative and qualitative methods. understand and apply the vision-building techniques necessary for a strategic approach, and embrace the "agility" management philosophy necessary for a strategic approach. The aim of the course is to use domestic and international literature and practical examples to present the importance and methodology of strategic planning in such a way that students are able to compile a strategic plan independently. This goal is served by the completion of an individual assignment, on which the instructor provides feedback from both a theoretical and practical perspective.

CONTENT:

The development of management science, management functions.

The development of planning, the concept of planning, possibilities for grouping. Planning approaches, planning and decision-making.

The development of strategic planning, its concept, methods, and steps in strategy development.

Levels and types of strategy, corporate governance, planning time horizon. Mission statement.

Macroenvironmental analysis

Microenvironmental analysis

Internal (corporate) analysis methods - resource analysis

Internal (corporate) analysis methods - value chain analysis, life cycle, experience curve, financial analysis, force field analysis

Portfolio analyses. Quantitative and qualitative SWOT analysis.

Generation, analysis, and selection of strategic actions.

Analysis of competitive strategies.

Presentation of business strategies, strategic programming, action planning.

Strategy implementation and evaluation. Balanced scorecard

Management methods supporting strategy.

GRADING SYSTEM:

For each exercise, students must work in groups to prepare a section of the strategic plan based on the information from the previous lecture. Based on this, at the end of the semester, they must prepare the strategic plan for a business of their choice, also in groups. The semester ends with an oral exam!

Weekly practical assignments to be completed in groups (determines 20% of the grade)

Group assignment (determines 40% of the grade)

Oral exam (determines 40% of the grade)

LITERATURE:

1.Csath M.: Strategic Planning and Management in the 21st Century. National Textbook Publishing House 2004

2.Lecture and exercise materials.

Multicultural Management

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 6

SUBJECT CODE: IDNYV068N

ECTS Credits: 5

AIM OF SUBJECT:

The aim of the course is to help students understand the fundamentals of cultural differences and enable them to interpret the problems and challenges arising from the role of cultural differences in international business strategies.

During the course, students gain insight into the relationship between globalization and international management, their interrelationships, and the main objectives and functions of international management.

They will acquire theoretical and practical knowledge that will enable them to excel in a professional environment where they need to sell/introduce products and services in international markets, engage in international cooperation and intercultural communication, apply international negotiation techniques, and manage conflicts in business relationships.

CONTENT:

1. Multiculturalism – ethnicity, foreignness, integration
2. Cultural research – researchers
3. Culture: definition, characteristics, layers, elements, levels
4. Cultural models – Trompenaars
5. Cultural models – Hofstede
6. Cultural models – Schein
7. Comparison of cultures – Kluckhohn and Strodtbeck
8. Comparison of cultures – Hofstede
9. Comparison of cultures – Hall
10. Comparison of cultures – World Value Survey
11. Comparison of cultures – Trompenaars

- 12.GLOBE
- 13.GLOBE - Hungary
- 14.Comparing cultures – R. Lewis
- 15.Tools of multiculturalism
- 16.Intercultural communication
- 17.Cultural Johari window
- 18.Stereotypes, prejudices
- 19.Culture shock – researchers, theory, characteristics, stages
- 20.Ways of dealing with cultural differences – Bennett
- 21.Ways of dealing with cultural differences – Adler
- 22.Competence – research, types
- 23.Intercultural competence – elements of integration
- 24.Intercultural competence – elements of acceptance
- 25.Culture and leadership
- 26.Career types
- 27.Career development
- 28.Multicultural group – task strategies
- 29.Multicultural group – process strategies
- 30.Intelligence – research, types
- 31.Cultural intelligence – history, characteristics, factors, measurement, development
- 32.World Values Survey

GRADING SYSTEM:

End of semester: assignment + written/oral exam

Assignment

·Submission deadline: to be discussed during the first lecture

·SIGNED: submitted on time and meets content and format requirements

·REJECTED: not submitted on time and/or does not meet content and format requirements

Written/oral exam

·3 exam opportunities

LITERATURE:

RUDNÁK Ildikó: Multicultural Management. Szent István Publishing House, Gödöllő, 2017, 223 p., ISBN 978-963-269-488-7

International Management [electronic document]. Akadémiai Publishing House, 2021 (Editors: Blahó-Czakó-Poór, Publisher: Akadémiai Publishing House, Year of publication: 2021, Second, expanded edition, Year of online publication: 2021 ISBN: 978 963 454 652 8, DOI: 10.1556/9789634546528)

+ lecture materials

Methods of Management Research

Study Programme: MSc in Management and Leadership

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 1

SUBJECT CODE: GAZDT221N

ECTS Credits: 4

AIM OF SUBJECT:

The aim of the course is to provide students with the theoretical and practical knowledge necessary to carry out their own research. The course also aims to provide basic knowledge for planning and conducting research. The course distinguishes between scientific investigation and everyday observation. Students will see various research designs for economic and social research and learn how to plan their own research. In addition to writing a research plan, they will learn how to determine exactly who or what to observe, when, how, and for what purpose. The course helps students understand how scientific methods can be used to draw conclusions about hundreds or even millions of people based on observations of only a fraction of them.

CONTENT:

1. Introduction to scientific inquiry, research ethics
2. The research plan
3. Conceptualization, operationalization, measurement
4. The logic of sampling
5. Methods of data collection: experimentation, field research, content analysis, questionnaire research
6. Basic data analysis, statistics in social science research

GRADING SYSTEM:

Assignment: students must conduct their own questionnaire-based research (on a sample of at least 50 items) on a topic of their choice, then analyze the collected data using the statistical methods they have learned and upload it to the E-learning system in the form of an assignment. The midterm signature is

conditional on the submission of the assignment. The formal requirements are the same as those for the thesis/dissertation! Length: max. 20 pages.

The recommended structure of the assignment is as follows:

1. Research objectives, hypotheses
2. Literature review (min. 10 sources, in accordance with citation rules)
3. Material (sampling method, sample presentation)
4. Methodology (presentation of statistical methods used in data processing)
5. Results (use of at least two statistical methods)
6. Conclusions, recommendations (only conclusions that can be drawn from the specific results
and recommendations based on them)
7. List of references
8. Appendix (questionnaire)

LITERATURE:

Earl Babbie (2008): The Practice of Social Research, Balassi Publishing House, 1.

Sajtos L. – Mitev A. (2007): SPSS Research and Data Management Handbook, Alinea Publishing House, Budapest, 2007

Business Economics (Advanced)

Study Programme: MSc in Management and Leadership

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 3

SUBJECT CODE: GAZDT451N

ECTS Credits: 3

AIM OF SUBJECT:

The course takes a multidisciplinary approach and a complex perspective to discuss conceptual issues of corporate management and the management relationships between functional sub-areas. The most important topics of the course are: the motivating forces of corporate operations, the corporate interest structure, the requirements of return on capital, economic calculations, decisions on real and financial investment processes, resource and cost management, the application of cost functions and coverage calculations, product profitability calculations, pricing models, efficiency and productivity, business processes, and business strategies.

CONTENT:

1. Organizing management decisions. The decision-making process. Group and/or individual decision-making.
2. Corporate governance as a specific area of group (collective) decision-making.
3. Business processes, business model, and business strategy.
4. Market theory. Market structures, market concentration. Attackable markets. Price discrimination. Forms of corporate behavior aimed at reducing market competition. Cooperative market behavior. Vertical integration.
5. Cost-conscious management. Interpretation of cost behavior. Cost, volume, and profit analysis. Newer calculation methods: Activity-based costing. Target costing. Kaizen costing. Life cycle costing. Other cost calculations.
6. Activity-based management. Decisions regarding activities, products, product structure, and scope of activities (outsourcing, insourcing).
7. Organizational decisions. Centralization, decentralization. Creation of responsibility centers, divisional organizational structure.

8. Transfer prices, internal pricing system. (Market prices, cost-based pricing, dual-rate pricing, negotiated transfer pricing).
9. Measuring financial performance. Organizational management using performance indicators. Financial performance indicators: return on investment (ROI) and economic value added (EVA).
10. Performance measurement from the perspective of owners, customers, internal business processes, and learning.
11. Incentive and remuneration systems. Characteristics of remuneration systems. Executive remuneration.
12. Accounting for and evaluating intellectual capital. Main methods of intellectual capital accounting. Separate examination of the components of intellectual capital.
13. Ethical and economically successful companies. Ethical corporate strategy, ethical management. Ethical corporate culture, ethical institutions.

GRADING SYSTEM:

The final (five-point) grade is based on the assignment and the written exam. (1 independent assignment (40 points), written exam: 60 points; total: 100 points)

Midterm evaluation:

0-50 points: unsatisfactory (1)

51-65 points: satisfactory (2)

66-75 points: average (3)

76-85 points: good (4)

86-100 points: excellent (5)

LITERATURE:

1. Illés M. (2002, 2008, 2012): Managerial Economics. Kossuth Publishing House, Budapest

2. KAPLAN, R. S. – ATKINSON, A. A.: Managerial Business Economics. Panem Business Ltd., Budapest, 2003

3. Lecture materials.

Management and Leadership Project

Study Programme: MSc in Management and Leadership

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 3

SUBJECT CODE: GAZDT443N

ECTS Credits: 5

AIM OF SUBJECT:

The aim of the course is to present the key procedures and methods of direct management within the four basic management functions, to expand managers' self-awareness, and to practice personal behaviors and skills related to the topic. The course helps program participants to structure what they have learned about managing employees in various human resources topics and to integrate theoretical knowledge and individual experiences.

CONTENT:

The basics of leadership: The place of leadership in the four management functions system

Leadership self-awareness: Role perception, personality types, and emotional intelligence

Leadership styles: The model and application of situational leadership

Tools for work organization: Methodology of delegation, empowerment, and accountability

Motivation: Theory and practical tools for motivating employees

Managerial communication: Assertiveness, active listening, and feedback techniques

Conflict management: Handling different types of conflict and leadership mediation

Team management: Group dynamics, team building, and community development

Developmental leadership: The basics of coaching-based leadership

Integration: Developing your own leadership toolkit and situational exercises

GRADING SYSTEM:

Individual presentation

LITERATURE:

Lecture materials

Quality Management

Study Programme: MSc in Management and Leadership

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 3

SUBJECT CODE: GAZDT237N

ECTS Credits: 3

AIM OF SUBJECT:

Students will deepen their knowledge of quality. The course covers the quality management system. Based on the ISO 9001 management standard, students learn about compliance and quality control, the quality-focused nature of production, consumer, and supplier relationships, and customer focus. The aim is to provide comprehensive knowledge about the relationship between quality systems and their management in practice.

CONTENT:

Presentation of requirements; Concept of quality, quality costs. The place and functions of quality management in a corporate organization. Corporate policy and strategy; Quality policy, quality strategy

ISO family of standards; ISO 9000 series of standards; ISO 9001 standard. ISO 9001:2015 standard

TQM and Quality Award Models; Important standards: MIR, KIR, MEBIR, Main standards in the food industry, integrated management systems

Application of quality methods

Auditing; Definitions and basic concepts of auditing. Types, audit planning, audit program, processes, findings, documentation; The auditor

GRADING SYSTEM:

Assessment and evaluation system:

Conditions for passing the semester, methods of assessment:

Course completion: 60% is sufficient (2), 68% is average (3), 75% is good (4), 85% is excellent (5)

Conditions for admission to the exam:

Completion of work during the semester:

·submission of an essay 50 points

·test 50 points

A total of 100 points, of which at least 60% must be achieved (also for each sub-task).

Essay task:

1. Mapping the processes of a selected organization (company, institution, etc.) or organizational unit.

2. Identifying and regulating the critical points of the examined processes from a quality management perspective.

3. The effects of improving the quality management of processes on the organization. (+/- effects)

The essay should be a maximum of 10 pages (including cover page and appendices), but a minimum of 10,000 characters, Times New Roman, font size 10, single line spacing.

LITERATURE:

Required reading:

Lecture notes, teaching materials

Presentations from the lectures, as well as additional presentations and articles, can be found on the following website: electronic teaching materials in the MATE E-LEARNING system

Negotiating Practices and Conflict Handling

Study Programme: MSc in Management and Leadership

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 3

SUBJECT CODE: IDNYV131N

ECTS Credits: 6

AIM OF SUBJECT:

The course teaches how to assert our will, persuade others even in hostile environments, and how and when to apply the rules of targeted treatment of people in order to achieve our goals.

We also deal with forms of negotiation strategies and tactics, identify business negotiations, present the process of developing a negotiation strategy, and deal with negotiation methods and techniques, as well as the specifics of negotiations in an international environment.

We emphasize the importance of protocol and intercultural negotiations.

Understanding and appropriately managing conflicts is crucial in domestic and international workplaces, so teaching conflict management techniques is also part of our task.

The knowledge acquired within the framework of this course will enable students to apply it not only to workplace challenges, but also in their everyday lives.

CONTENT:

1. Competitive and cooperative negotiation
2. Thomas-Kilmann conflict management styles in negotiation
3. The eight-phase negotiation model
4. Negotiation tools, strategies, and tactics
5. International negotiations – delegations
6. Protocol in negotiations
7. Personality traits and characteristics of successful negotiators
8. Causes of conflicts
9. Organizational conflict

10. Nature of conflicts

11. Conflict management methods, coaching

12. Main factors contributing to the failure of conflict management in the workplace

GRADING SYSTEM:

assignment + written exam

LITERATURE:

LEWICKI, R. – BARRY, B. – SAUNDERS, D.: (2010): Essentials of Negotiation. McGraw-Hill/Irwin; 5th edition. 304 pages, ISBN-10: 0073530360, ISBN-13: 978-0073530369

BLAHÓ András (2003): Let's get down to business! Negotiation. Budapest, Aula Publishing House, ISBN: 9639215163

RUDNÁK Ildikó (2022): Negotiation techniques and conflict management. Notes. 175 p.

E-Business

Study Programme: MSc in Supply Chain Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 1

SUBJECT CODE: AGELG055N

ECTS Credits: 4

AIM OF SUBJECT:

The aim of the course is to familiarize students with the characteristics and laws of the information industry, the connections and conceptual system of e-business and e-commerce. Students will learn about the possibilities of creative use of information technology in value creation.

CONTENT:

Basic concepts and relationships in the information sector;

The emergence of the Internet. Trends in the digital market;

Competition in the information sector: The economics of information, Costs, prices, product variants, Network strategies, The phenomenon of capture, Competition and cooperation,

Digital economy. Value creation and competitive advantages in the electronic economy

The concepts of electronic business (e-business) and electronic commerce (e-commerce), electronic companies, characteristics and types of electronic marketplaces.

E-business models

Digital marketing

Channel planning

GRADING SYSTEM:

Class attendance (maximum 3 absences allowed). Practical tasks are assigned during classes, the completion of which helps to deepen understanding of the theory.

Writing an essay on a given topic to an acceptable standard (at least satisfactory) and uploading it to the e-learning portal by the deadline, as well as presenting it during class.

Writing a midterm exam at a satisfactory level. There will be only one opportunity to do this, and one make-up exam will be given to write the exam that was not written or was written at an unsatisfactory level.

LITERATURE:

Edit BÁNYAI – Péter NOVÁK: Online Business and Marketing. Akadémiai Kiadó, 2011.

Operation and Service Management (Advanced)

Study Programme: MSc in Supply Chain Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 1

SUBJECT CODE: USINM213N

ECTS Credits: 5

AIM OF SUBJECT:

The course takes a multidisciplinary approach to introducing students to the most important factors shaping competitiveness and the related tasks and modern models of planning, strategy, and management.

The course presents the most significant value-creating processes in product manufacturing and services from a management perspective, along with the basic strategies for increasing efficiency. The course presents the most significant value-creating processes in product manufacturing and services from a management perspective, basic strategies for increasing efficiency, the 10 main areas of management decisions, and the possibilities for their integrated connection.

The aim of the course is to introduce students to the most important factors shaping competitiveness and the related tasks of planning, strategy and operational management, as well as modern models. It covers a number of practical methods and basic strategies, as well as some operational management solutions at a skill level.

CONTENT:

The value creation process and its components. Interpretation of production management. (Interpretation of the general concept of management. Definition of the value creation process, its relationship to satisfying consumer needs and corporate capabilities.

Competitive advantage in the value creation process and strategies. (The relationship between competitive advantage and strategy. Basic differentiation strategies. The relationship between areas of competitive advantage and points of value creation, factors of competitive advantage.)

Product and service design, innovation (Product/service design, product definition, quality house, product implementation, manufacturability. Time-based

competition and make-or-buy decisions. The relationship between innovation and the production process.)

Production planning. (Production system planning and classification. The concept of aggregate planning, its components, informal planning procedures, trial and error method, programming models)

MRP ("material requirements") planning. Dependent demand planning. (MRP ("material requirements") planning and dependent demand planning. Production control program. Bill of materials (BOM). Techniques for determining batch size. L4L, EOQ, PPB)

Scheduling. Short-term forward and backward scheduling. (The strategic importance of short-term scheduling. Forward and backward scheduling methods and criteria. Work allocation at the workplace, work queuing. Priority rules.)

Site selection, product and service-based equipment. (Facility layout and equipment. Site selection issues and planning methods, strategic importance.

Product and service-based equipment. Product, service, and machine-based equipment, fixed-position, process and product-oriented layout, warehouse, office, and sales-based layout.)

Production systems and technologies. (Classification of production processes and systems, main types according to product quantity and variability characteristics. Modern production models, Cella, JIT, OPT.)

Resource planning. Human resources, work scheduling and work planning. (Human resource strategy for competitive advantage. Key elements of human resources and work planning. Work standards and their measurement.)

Performance management. Quality management and quality control. (The relationship between performance and quality. Quality management and quality control. TQM. Performance measurement Performance indicators and performance measurement methods. SMART indicators. Balance Scorecard system.)

Service management (Distinguishing between production processes and service processes, and exploring their similarities. Characteristics, strategy-forming factors. The concept, factors, and tasks of service management.

Summary and inventory planning. Inventory management. Inventory models. (Types of inventories, inventory management. ABC analysis. Inventory models. Independent demand models. (EOQ model, production-inventory model, quantity discount model, probability models, fixed-period systems)

GRADING SYSTEM:

The course ends with a written colloquium (LEAN – assignment to be submitted) for the full score, which is 100 points in total.

LITERATURE:

Required reading:

1. Lecture and exercise materials.
2. Attila Chikán and Krisztina Demeter: Management of Value Creation Processes. Aula Publishing House, Budapest, 2004

Recommended reading:

1. Jay Heizer and Barry Render (2013): Operations Management. Prentice Hall inc. Upper Saddle River, New Jersey 07458
2. Krisztina Demeter – Andrea Gelei (2003). Management of value-creating processes. (collection of exercises), BKAE Department of Business Economics Logistics and Production Research Group, Budapest

Personal Leadership

Study Programme: MSc in Supply Chain Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 1

SUBJECT CODE: GAZDT370N

ECTS Credits: 4

AIM OF SUBJECT:

The fundamental objective of the course is to provide a solid foundation for the competency-based thinking of leaders and managers, beyond general knowledge of personal leadership. To deepen the knowledge acquired in leadership and organizational theory. It presents the role of leadership personality, external expectations, and self-awareness in the development of leadership style, interprets the relationship between power and leadership, and introduces the main leadership methodology groups. The aim of the course is to familiarize students with the key leadership knowledge and competencies for effective work at the individual, group, and organizational levels, the methods used to measure and develop them, and the conditions and requirements for their effective use in the workplace.

CONTENT:

1. Management-Leadership
2. Leadership theory, behavioral science knowledge system
3. Leadership styles, leadership competencies
4. Motivation and incentives
5. Leadership and groups
6. Closed-book exam
7. Leadership communication
8. Leadership and power
9. Learning, organizational learning
10. Conflict management
11. Leadership methodology 1.

12. Leadership methodology 2.

13. Midterm exam

GRADING SYSTEM:

Midterm assessment: to meet midterm requirements, students must submit a paper (signature required) (20 points)

Course completion: written (online) exam (colloquium) (30 points)

The course ends with a written (online) exam (colloquium), for which a maximum of 30 points can be earned.

Grading (based on the total score of the paper and the exam):

0-60%: unsatisfactory; 61-70%: satisfactory; 71-80%: average; 81-90%: good; 91-100%: excellent.

Attendance at lectures is recommended, attendance at practicals is compulsory. The subject of the assessment is the material covered in the lectures during the semester and the compulsory reading list for the course. The course materials will be available at elearning.uni-mate.hu.

Assignment - signature requirement (20 points)

Topic: What makes you a good leader? Through the example of a leader.

LITERATURE:

Class materials

Dr. Levente Komor (2011): Personal Leadership University Notes

Miklós Dobák and Zsuzsanna Antal (2016): Leadership and Organization – Developing and Operating Organizations. Aula Publishing House.

Product and Brand Strategy

Study Programme: MSc in Supply Chain Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 1

SUBJECT CODE: USINM209N

ECTS Credits: 4

AIM OF SUBJECT:

The objective of the course is for students to learn and acquire basic knowledge of strategic management. They should learn about the basic objectives of corporate strategy, the process of its development, and its most important methods. They should be aware of the most important conditions for its implementation.

CONTENT:

The concept of strategy, conceptual foundations. Interpretation of strategy, interpretation of management, interpretation of strategic planning. Interpretation of the concepts of leadership and management: leadership, organization, control, supervision. The concept of control, the basis of system theory, the system and its environment. Information basis, control. Control, regulation, regulation with disturbance compensation, control with information systems. Types of control, adaptive control, management methods. The concept of strategy, its place in the hierarchy of goals. Corporate mission and vision, strategic statement, vision.

GRADING SYSTEM:

Assignment.

LITERATURE:

MAROSÁN GYÖRGY (2004): Strategic Management, Műszaki Kiadó (latest edition)

AI-supported planning in logistics

Study Programme: MSc in Supply Chain Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 3

SUBJECT CODE: AGELG157N

ECTS Credits: 6

AIM OF SUBJECT:

The aim of the course is to familiarize students with the tools of artificial intelligence (AI) and machine learning (ML) and enable them to apply these tools in supply chain planning processes. The course focuses on predictive and prescriptive analytics: students will be able to move from reactive ("firefighting") logistics planning to proactive, data-driven planning. The goal is to master optimization techniques that minimize costs and environmental impact while maximizing service levels and resource utilization.

CONTENT:

The evolution of logistics planning in the age of AI Intelligent Demand Planning
Network and Warehouse Planning Inventory Planning and Optimization
Transportation and Route Planning Resource and Workforce Planning Sustainable
Planning

GRADING SYSTEM:

Assignment

LITERATURE:

Lecture materials

Contract Law

Study Programme: MSc in Supply Chain Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 3

SUBJECT CODE: USINM200N

ECTS Credits: 4

AIM OF SUBJECT:

The fundamental objective of the course is to equip economics professionals with the legal knowledge they need to understand the laws that govern the economy, identify legal issues that arise in their work, and resolve them in simpler cases.

Upon completion of the course, students will be able to:

- interpret the legal concept of obligation,
- learn the most important characteristics of civil law contracts and interpret the rules applicable to each type of contract,
- navigate the public and private law institutions of consumer protection (institutional system and basic consumer rights),
- apply the relevant areas of copyright and industrial property protection.

CONTENT:

Legal foundations, contract law foundations, general part of contract law

General part of contract law continued, breach of contract, damages, specific types of contracts

Certain specified contracts, the institutional system of consumer protection and fundamental consumer rights, intellectual property rights – trademarks, geographical indications, know-how, license agreements

GRADING SYSTEM:

Oral exam

LITERATURE:

Lecture materials

Inventory Theory

Study Programme: MSc in Supply Chain Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 3

SUBJECT CODE: USINM092N

ECTS Credits: 5

AIM OF SUBJECT:

The implementation of inventories as an economic necessity and in the so-called total cost concept. The organization of replenishment involves a number of strategic issues (when, how much, and how), which have a fundamental impact on value creation processes and their efficiency. The aim of the course is to introduce students to the most important inventory management models, concepts, qualitative and quantitative methods, and related decisions.

The training objectives are as follows:

To familiarize students with the various models and their typical conditions of application. To enable students to recognize the nature of the connections with other functions when organizing inventory, and to recognize and interpret the most basic models. To enable students to weigh the advantages and disadvantages of each method, their possible applications, and the necessary conditions. To review the possible conceptual tools that can be used in inventory management.

CONTENT:

Basic concepts of inventory management. Classification of inventories, inventory management system. Input and output process factors. Inventory management mechanisms (policies). T and Q, T and S, s and Q, s and S mechanisms. Inventory management cost factors (storage costs, ordering costs, shortage costs)

Determining expected demand. Inventory monitoring. Estimating dependent and independent demand. Forecasting independent demand – forecasting models, time series analysis. Cause-and-effect systems. Estimating dependent demand – usage and program oriented. Production planning. MRP, OPT, JIT concepts

Inventory models, continuous inventory monitoring methods. EOQ models. Uniform demand, shortage allowed, shortage not allowed. Finite replenishment capacity or combined production-consumption model. Lot size dependent models.

Periodic inventory monitoring systems. Dynamic programming. MRP, stochastic models. One, two, and multi-period models. Multi-probability variable models

GRADING SYSTEM:

The course ends with a written exam (colloquium), on which the maximum score is 100 points (minimum 30 points).

The minimum score (30 points) is required to pass the semester (signature).

The written exam is worth 100 points, based on which the grades are as follows:

0-50 points: unsatisfactory (1);

51-65 points: satisfactory (2);

66-75 points: average (3);

76-85 points: good (4);

86-100 points: excellent (5).

Attendance at lectures during the semester is not compulsory, but is recommended in order to successfully meet the requirements.

LITERATURE:

1. Lecture materials.

Recommended reading:

1. Felleg L. – Ugrósy Gy.: Operations Research, Szent István University Press, Gödöllő, 2010

2. Felleg L. – Bedené Szőke É.: Optimum Calculation, Szent István University Press, Gödöllő, 2013

3. Benkő J.: Logistics Planning. Szent István University Press, Gödöllő, 2018., 306p. ISBN 978-963-269-614-0.

4. Benkő J., Inventory Management, Procedures, Models, 2016, Gödöllő, Foundation for Logistics Education and Research

5. Gillett, B. E.: Introduction to Operation Research. A Computer-Oriented Algorithmic Approach. McGraw-Hill, Publishing Company, New York 1976.

6.Szegedi Z –Prezenszki J.: Logistics Management. Kossuth Publishing House,
Budapest 2003.

Supply Chain Management

Study Programme: MSc in Supply Chain Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 3

SUBJECT CODE: AGELG057N

ECTS Credits: 6

AIM OF SUBJECT:

Logistics is becoming increasingly strategic in the life of our companies. At the same time, due to market challenges and the development of information technology, these processes extend beyond the boundaries of the company. Due to new types of strategic partnerships (horizontal and vertical) and outsourcing, the flow of goods and information must be "managed" between corporate networks. In the future, it will not be companies competing with other companies, but supply chains competing with other supply chains. Supply chain management (SCM) is already becoming an increasingly challenging task. This course introduces students to this field of knowledge.

The supply chain concept is an integrated process concept that requires a modern scientific approach to logistics and marketing and a high degree of systems thinking. The two main objectives of the course are:

- to provide students with comprehensive knowledge of logistics subsystems, i.e., to enable them to "understand" the functioning of corporate logistics systems;
- to enable them to perform economic analysis of complex supply chain processes and to manage complex supply chain processes.

CONTENT:

Introduction, course objectives, overview of requirements.

The importance and concept of the supply chain. Comparison of the concepts of logistics and the supply chain. Management approaches, interpretation of management integration.

Purpose, tasks, field of science, and development of the supply chain.

Relationships between supply chain and logistics process models and the network structure of the supply chain.

Conceptual integration of the supply chain, its elements. Main reasons for the development of the supply chain management approach.

The relationship and interaction between marketing and logistics and the connections between the supply chain management concept. Integrated concept. The concept of management integration at the process and supply chain levels. Development of supply chain management, levels of supply chain integration – conceptual extension. Factors influencing the development of the supply chain (characteristics of the process approach). Elements of the concept of the supply chain, differences and innovations in the concept compared to classical views. Advantages and disadvantages (limitations) of supply chain management. The 4Rs of supply chains.

Supply chain management flow models and structures (members, processes, structural dimensions). The inverted pyramid of logistics services, dimensions of integration.

Structural dimensions of business processes. The structure of competitive arenas (vertical, horizontal, and diagonal). PUSH and PULL models in the supply chain.

The relationship between the value chain and the supply chain. The concept of customer value, elements of perceived value. (apparent value). Perceived values that can be provided by the supply chain. Internal and external value chains. Interconnection of value chains, extended interpretation of the supply chain (levels, hierarchy)

The bullwhip effect and the supply chain. Consequences, effects, causes of the bullwhip effect, reducing its effects. Continuous replenishment (VMI, CMI)
Advantages of VMI, CPFR, Stockless Inventory – JIT.

Levels of supply chain management cooperation. Levels of partnership, outsourcing and its dilemmas. Cross-docking, ECR, POS. SCOR system model. Supply chain and trust, its factors and types.

Reverse logistics in the supply chain, the concept of sustainable development. Green logistics. Reverse logistics. The difference between the supply chain and reverse logistics. The narrow and broad interpretation (4R) of reverse logistics tasks.

The Lean concept and its relationship to supply chain management. The concept of LEAN and loss. Five basic principles. Lean house

GRADING SYSTEM:

The course ends with a written exam (assignment), on which the maximum score is 100 points (minimum 30 points). There is no preliminary exam.

The minimum score (30 points) must be achieved in order to receive credit (signature) for the semester.

The written exam is worth 100 points, based on which the following grades are awarded:

0–50 points: unsatisfactory (1);

51–65 points: satisfactory (2);

66–75 points: average (3);

76–85 points: good (4);

86–100 points: excellent (5).

Attendance at lectures during the semester is not compulsory, but is recommended in order to successfully meet the requirements.

LITERATURE:

1. Lecture materials.

1. Kozma T.- Pónusz M. (2016): Theory and practice of supply chain management – basics. Fundamental relationships along network competitive advantages and value chains

2. Salamonné Huszty Anna – Pónusz Mónika – Kozma Tímea (2017) Supply Chain Management Student Case Study Collection. Games and Strategic Solutions in the Supply Chain Network. Publisher: MLE, Budapest

3. Zoltán Szegedi (2012): Supply Chain Management. Kossuth Publishing. p. 320

4. Zoltán Szegedi – J. Prezenszki: Logistics Management. Kossuth Publishing, Budapest 2003.

Corporate and Institutional Strategies

Study Programme: MSc in Supply Chain Management

SEMESTER: 2026/2027/1

Relevant semester of the Study Programme at MATE: 4

SUBJECT CODE: GAZDT423N

ECTS Credits: 5

AIM OF SUBJECT:

The course presents strategic planning and management methods that form the basis for the successful operation of companies and institutions, using numerous

examples and case studies. It deals with vision building, management and organizational methods for developing distinctive competencies,

tools for developing and implementing strategic actions, and the international network of strategies. It also presents the typical practices of EU countries and their applicability in the domestic context

. It places significant emphasis on presenting expert estimation methods that require creativity and practicing their practical application in group work. The fundamental aim of the course is to enable students to understand the strategy-making process of companies and institutions, to competently use models and methods for analyzing environmental factors and internal diagnostics, be aware of the managerial, organizational, cultural, and human conditions for strategy implementation, and be able to build, schedule, and conduct a strategic planning process. By completing this course, students will be able to confidently assess the quality and feasibility of the strategies of various companies and institutions. A high level of mastery of the subject will greatly aid in understanding the subjects of Marketing Management, Innovation Management, and Knowledge Management.

CONTENT:

Analyses, models, and methods underpinning strategy:

Vision, mission, goals, corporate governance, business ethics, social responsibility, risk takers.

Environmental analysis, forecasting, scenario planning, creativity techniques

Corporate and institutional diagnosis. Resource analysis, distinctive and key competencies, hierarchy of competencies, tangible and tacit

competitiveness factors

Organizational culture of companies and institutions, measurement methods.

Case studies. Assignment.

Strategy content, competitive strategies, strategic actions:

Discussion of the assignment, value creation, value curve, value chain. The role of innovation

in value creation.

Competitive strategies. Diversification, vertical and horizontal

integration, outsourcing. Group work.

Strategic actions. Production, evaluation, selection.

Generic strategies. Market options. Alliance opportunities.

International strategies. Case studies.

Strategy implementation and control.

Discussion of the task. Organizational solutions aligned with the strategy. The impact of national cultures on organizational systems.

Networks, clusters, alliances. Management and cultural conditions for their operation.

Organizational learning.

Resource allocation. Control. The Balanced Scorecard.

GRADING SYSTEM:

The course ends with a colloquium exam.

Writing a midterm exam at the agreed time. In full-time and correspondence courses, the midterm exam and the exercise or task together result in the midterm grade, with a 60-40 percent ratio.

The scoring of individual or group studies can be found in the detailed description of the assignments.

The condition for signing is that the midterm exam is written by the deadline and the assignment is submitted on time.

LITERATURE:

1. Dr. Magdolna Csath: Strategic Planning and Management in the 21st Century. National Textbook Publishing House, Budapest, 2004.

2. The page shared with students Course materials for Corporate and Institutional Strategies

3. Lecture and exercise materials

2026/27 Spring semester

Lectures: from early February to mid May.

Exams: mid May to late June

Business Economics and Management

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 2

SUBJECT CODE: GAZDT422N

ECTS Credits: 5

AIM OF SUBJECT:

The course takes a multidisciplinary approach to discussing the theoretical foundations of corporate operations in the following topics: the concept of a company, corporate goals, stakeholders, corporate governance, the basics of organizational structures, choosing organizational forms, the relationship between the external and internal environment, the operational foundations of the corporate activity system and its theories (marketing, innovation, human resources, information management, logistics, production and services, financial management), and the role of strategy in the company. The main objective of the course is to familiarize students with the internal functioning and system of the company, its interactions with the environment, the process of corporate management, its main interrelationships and characteristics. The course develops the ability to understand interrelationships, helps to develop a dynamic approach and problem-solving skills. It lays the foundation for later specialized courses related to specific areas of corporate operations and helps students to understand and comprehend the interrelationships and connections between them.

CONTENT:

Introduction – the aim, content and requirements of the course. The company, corporate goals and goal hierarchies, stakeholders.

Legal forms of business, the significance of each form in terms of the company's operations.

The micro and macro environment of the company.

The basics of corporate organizational structure, corporate culture and ethics.

Presentation of the company's activity system I. The role of marketing in company operations. The role of human resources in company operations

Presentation of the company's activity system II. The role of innovation in company operations. Information as a resource

Presentation of the company's activity system III. Management of value-creating processes I. – Production and services

Presentation of the company's activity system IV. Management of value-creating processes II. – Logistics

Presentation of the company's activity system V. Corporate finance

Decision-making problems in long-term investments.

Corporate strategy

GRADING SYSTEM:

Requirements for passing the semester:

- both midterm exams must be written at an acceptable level (minimum 30% of the available points);
- the mandatory independent assignment must be completed by the deadline and at an acceptable level (minimum 30% of the available points).

Mid-term grading scale:

- 1st and 2nd midterm exams: 10–15 points (minimum required: 3 and 5 points, respectively)
- Independent assignment: 15 points (minimum required: 5 points) Total for practical work: 40 points (minimum required: 20 points)
- Written exam: 60 points (minimum required: 30 points) Total exam: 60 points (minimum required: 30 points)

Total: 100 points (minimum required: 51 points)

Midterm evaluation:

0–50 points: unsatisfactory (1)

66-75 points: average (3)

51-65 points: satisfactory (2)

76-85 points: good (4)

86-100 points: excellent (5)

LITERATURE:

1. Attila Chikán: Introduction to Business Economics. Aula Publishing House, Budapest, 2006
2. Lecture and exercise materials.

Business Statistics

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 2

SUBJECT CODE: AGELG048N

ECTS Credits: 4

AIM OF SUBJECT:

It provides methodological knowledge for observing socio-economic phenomena and processes, comparing figures, recognizing and exploring correlations, and drawing conclusions. This knowledge enables students to understand the data in official statistical reports and the content of analyses based on them. Develop students' analytical skills and the use of analytical results in decision preparation.

CONTENT:

Description of requirements, development of statistics

Introduction to statistics. Basic concepts. Types of variables.

Application of descriptive statistical methods: ratios

Application of descriptive statistical methods 2: frequency series, histograms

Application of descriptive statistical methods 3: mean, dispersion analysis

Evaluation based on samples

Closed book exam

Value index circle I.

Value index circle II.

Main average index circle

Area calculations

Closed book exam

GRADING SYSTEM:

Participation in the online/in-person practical classes of the course is mandatory.

Online education takes place on the Moodle e-learning platform. Three project assignments will be assigned during the semester, which students are required to present at the end of the semester. Each assignment accounts for 25% of the practical grade (I.:25, II.:25, III.:25 and summary:25). The condition for passing the semester is to complete the three project assignments with a minimum grade of 40%. Project assignments must be submitted by the specified deadline.

LITERATURE:

Horváthné Kovács Bernadett – Nagy Mónika Zita: Business Statistics Notes, University of Kaposvár, 2018. (downloadable from Neptun, Document Archive)

Vinogradov Sz. (2015): Basic Statistics. Notes. Szent István University, 60 p

Economic Policy

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 2

SUBJECT CODE: GAZDT125N

ECTS Credits: 3

AIM OF SUBJECT:

The primary goal of the course is to familiarize students with the basic concepts and interrelationships of economic policy, the processes of Hungarian economic development, and the changes affecting neighboring countries. The course emphasizes the knowledge of the basic, comprehensive concepts, theories, and facts of economics, as well as their national and international contexts, and the relevant economic actors, functions, and processes.

CONTENT:

1. The relationship between economics and politics
2. The concept, interpretation, and scientific approach of economic policy.
3. The subject, main functions, levels, and elements of economic policy, its goals, tools, and actors. The interpretation and measurability of economic growth (zero growth)
4. History of economic policy development, theories, trends.
5. The relationship between the state and the economy.
6. Market economy models: nationalization vs. privatization, centralization. Economic systems, models: welfare state (British, American, German, Swedish), neoliberal state, social market economy.
7. Community decisions, public good (Condorcet, Arrow, Buchanan, felicità pubblica)
8. National and international economic policy. Globalization.
9. Business cycles, crisis management
10. Foreign economic policy (concept, objectives, institutions, instruments, effects), foreign economic balance, fundamentals of the balance of payments

11. Industrial and agricultural policy (concept, objectives, institutions, instruments, effects)

12. Employment and income policy. Economic support for families and young people, demography, poverty (concept, objectives, institutions, instruments, effects)

13. Competitiveness

14. Economic policy of the European Union (euro, CAP, cohesion policy, regional policy, Stability and Growth Pact)

GRADING SYSTEM:

Written exam at the end of the semester covering the entire theoretical and practical material of the course (in the form of essays, short questions, and test questions).

LITERATURE:

Frederic S. Mishkin (2024): Macroeconomics – Economic Policy and Practice, Alinea Publishing

Gábor Kutasi (2024): Economic Policy – Economic Governance of Open Economies. Ludovika Publishing

Macroeconomics

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 2

SUBJECT CODE: GAZDT202N

ECTS Credits: 5

AIM OF SUBJECT:

The aim of the course is to enable students to acquire a basic understanding of macroeconomic analysis, its interrelationships and methods, and to interpret the processes that determine the functioning of the economy as a whole. The course introduces the main macroeconomic indicators, the development of economic cycles, the phenomenon of inflation, the role and circulation of money, as well as the objectives, instruments, and mechanisms of monetary and fiscal policy. Special emphasis is placed on central bank operations, the stability of the financial intermediation system, the macroprudential approach, and the role of the labor market and public assets in the macroeconomy. The course also aims to develop students' analytical and critical thinking skills and provide them with the knowledge necessary to interpret economic policy decisions.

CONTENT:

1. Fundamentals of macroeconomics: AD-AS curves
2. System of macroeconomic indicators and GDP
3. The circulation of money in the economy
4. Inflation I
5. Inflation II
6. Monetary policy (concept, objectives, institutions, instruments, effects), price stability, exchange rate policy
7. Other functions of central banks
8. Microeconomic relationships in the financial intermediation system (macroprudential policy, solvency, supervision, supervision in the banking, insurance, and investment sectors)
9. Fiscal policy (concept, objectives, institutions, instruments, effects), government revenues and expenditures, public finances and their subsystems, public debt.

10. Fiscal policy: taxes

11. National asset management.

12. Labor market

GRADING SYSTEM:

Written exam at the end of the semester covering the entire theoretical and practical material of the course (in the form of essays, short questions, and test questions).

LITERATURE:

Lesson plans

Gregory N. Mankiw (2005) Macroeconomics

Frederic S. Mishkin (2024): Macroeconomics – Economic Policy and Practice, Alinea Publishing

Marketing

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 2

SUBJECT CODE: GAZDT204N

ECTS Credits: 4

AIM OF SUBJECT:

The aim of the course is to teach market-oriented theoretical and practical marketing principles, tools, and methods, which will enable graduates to understand market economy conditions, apply and adapt to the market, and implement a marketing-oriented approach in practical life.

CONTENT:

Week 1: Basic concepts of marketing

Week 2: Historical development of marketing, orientations, 4Ps

Week 3: Methods of environmental analysis

Week 4: Consumer behavior

Week 6: Organizational markets, market research

Week 7: 1st midterm exam

Week 8: Target market marketing/BREAK for those whose class falls on the October 23 national holiday

Week 9: Target market marketing, product policy

Week 10: Services marketing, sales channels

Week 11: Pricing

Week 12: Marketing communication

Week 13: 2nd midterm exam

Week 14: Make-up midterm exams

GRADING SYSTEM:

In the daytime program, students must complete two written midterms from the

two parts of the curriculum. They must achieve a minimum of 50% on both midterms.

LITERATURE:

Required reading:

1.Horváth, Á. (2010): Marketing. University lecture notes, Gödöllő

2. Lecture materials

Recommended reading:

1.Bauer A. – Berács J.: Marketing, Aula Kiadó, Budapest, 1999

2.Philip Kotler: Marketing Management (chapters relevant to the topic), KJK Kerszöv, Budapest, 2002

Business Communication

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 4

SUBJECT CODE: AGELG047N

ECTS Credits: 3

AIM OF SUBJECT:

The aim of the course is to expand professional communication knowledge and skills, as well as to develop self-awareness and confidence. In business life, one of the basic requirements for success is knowledge of business protocol rules, as well as effective presentation and negotiation techniques. The course prepares students for the written and oral parts of job applications, as well as for the appropriate use of organizational communication channels and conflict management.

Through situational tasks and communication exercises, students gain practical knowledge that increases their future value and opportunities in the labor market. Role-playing exercises allow them to confront their own communication style and its effectiveness, as well as their problem-solving skills and conflict management methods. During the course, they also learn and practice effective presentation techniques.

CONTENT:

Overview of the semester's topics, presentation of the requirements system,

The process and basics of communication,

Verbal, non-verbal, and metacommunication,

Characteristics of business communication

Personality types

Body language

Effective presentation

Business etiquette, protocol,

Cultural differences

Formal letter writing,
Curriculum vitae, Cover letter
Conflict management
Negotiating with foreigners

GRADING SYSTEM:

Conditions for obtaining a signature

The specific assessment and evaluation system for the course is determined by the instructor teaching at the given campus and announced to the students.

Evaluation of midterm exams:

unsatisfactory	0-50%,
sufficient	51-62%,
average	63-75%,
good	76-88%,
excellent	89-100%

Attendance at lectures is governed by the Study and Examination Regulations (TVSZ), and attendance at practical classes is compulsory under the TVSZ.

LITERATURE:

Course materials.

Rudnák, I. (2015): The Basics of Business Communication. Szent István Publishing House, Gödöllő.

General and sector-specific legal knowledge

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 4

SUBJECT CODE: AGELG053N

ECTS Credits: 4

AIM OF SUBJECT:

The aim of the course is to provide an overview of the general public and private law disciplines that professionals working in agriculture need to master in order to perform their duties. Students will become familiar with the structure and conceptual system of the legal system, the basic theoretical background and practical implications of jurisprudence, the most important legal institutions, organizations, and procedural rules related to each sector, and the basic characteristics of finding and understanding legislation, legal sources, and relevant decisions. During the course, we will devote a separate block to the specific regulatory characteristics of each sector of agriculture. Our goal is that, as a result of completing the course, students will be able to navigate the legal regulatory environment of the given sector with ease, understand domestic and international normative rules, and become familiar with the most important legal tools for combating corruption.

CONTENT:

1. Structure and basic institutions of the legal system.
2. Constitutional law. Political science. Organization of the state.
3. Fundamental rights and obligations.
4. Concept of public administration. Organization of public administration.
5. Administrative authority procedure.
6. Basic institutions of civil law I.
7. Basic institutions of civil law II.
8. Basic institutions of civil law III.
9. Law of economic organizations.

10. Basic institutions of agricultural law I.

11. Basic institutions of agricultural law II.

12. Labor law I

13. Labor law II

GRADING SYSTEM:

Written exam

LITERATURE:

Lecture and practical exercises ppt – available in electronic form.

Human Resource Management

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 4

SUBJECT CODE: GAZDT093N

ECTS Credits: 4

AIM OF SUBJECT:

The course provides students with practical knowledge based on theory about the different phases and functions of organizational human resource management. It covers the following topics: the historical background and development of human resource management, workforce planning and management tasks, job design and analysis, job requirements and competencies, workforce acquisition (recruitment, selection), integration, training, socialization, job redesign, job evaluation and remuneration, training and career systems and methods, performance evaluation, and workforce separation (dismissal, downsizing, retirement) tasks.

CONTENT:

1. Introduction
2. Human resource management in the organizational system and human strategy
3. Individual, group, organization
4. Job description
5. Recruitment, selection,
6. Integration
7. Motivation, incentives
8. Organizational (corporate) culture
9. Training and development
10. Performance evaluation
11. Organizational communication

12. Leadership and conflict management

13. Separation from the workforce, outplacement

GRADING SYSTEM:

Participation in the exercises and fulfillment of the exercise requirements are prerequisites for signing.

The exercises are completed by solving and presenting a group project task; attendance is mandatory. A total of 50 points/student can be earned. It is recommended that individual students also prepare an independent project task.

The semester is completed based on the points earned for the practical training (50 points) and the exam related to the lecture (50 points) (max.: 100 points). The latter exam can be taken in writing or orally.

LITERATURE:

Lecture materials available on the e-learning platform

The digital edition of his book entitled Human Resource Management has been published in the MeRSZ online library of Akadémiai Kiadó with the following details:

Reference: <https://mersz.hu/balogh-karoliny-az-emberi-eroforrasok-menedzselese>

ISBN: 978 963 454 897 3

DOI: 10.1556/9789634548973

Publisher and year of publication: Akadémiai Kiadó, 2023

Management of Small and Medium Enterprises

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 4

SUBJECT CODE: GAZDT169N

ECTS Credits: 5

AIM OF SUBJECT:

The fundamental aim of the course is to familiarize students with the theoretical foundations and methodology of small and medium-sized enterprise management and operation, as well as new opportunities for responding to 21st-century challenges. By mastering the material covered in this course, students will be able to join the management team of small and medium-sized enterprises, start their own businesses, and manage their development.

CONTENT:

The socio-economic role of small and medium-sized enterprises. Basic concepts: enterprise, entrepreneur.

Motivations and process of becoming an entrepreneur. Levels of success. Types of enterprises.

Steps in the entrepreneurial process. Starting a business. Idea and opportunity. Business concept.

Running a business. Organizational structures, management of organizations.

Business development, business life cycles, Adizes and Greiner's life cycle model.

GRADING SYSTEM:

Requirements for midterm signature:

Completion of independent assignments by the deadline at an acceptable level (minimum 30% of available points)

Midterm grading system:

Independent assignments: 10 and 40 points (minimum 3 and 12 points required)

Written midterm exam: 50 points (minimum 25 points required)

Total: 100 points (minimum required: 51 points)

The requirements for the independent assignment can be found in a separate document on the e-learning platform. Submission deadline (upload to e-learning): May 13, 2024.

Midterm work evaluation:

Below 50 points: unsatisfactory (1)

66-75 points: average (3)

86-100 points: excellent (5)

51-65 points: satisfactory (2)

76-85 points: good (4)

LITERATURE:

Lecture materials. Case studies uploaded to the e-learning platform.

Operation and Service Management

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 4

SUBJECT CODE: USINM212N

ECTS Credits: 4

AIM OF SUBJECT:

The course takes a multidisciplinary approach to introducing students to the most important factors shaping competitiveness and the related tasks and modern models of planning, strategy, and management. The course

presents the most significant value-creating processes in product manufacturing and services from a management perspective, basic strategies for increasing efficiency, the 10 main areas of management decisions, and the possibilities for their integrated connection.

CONTENT:

The value creation process and its components. Interpretation of production management. (Interpretation of the general concept of management. Definition of the value creation process, its relationship to satisfying consumer needs and corporate capabilities.)

Competitive advantage in the value creation process and strategies. (The relationship between competitive advantage and strategy. Basic differentiation strategies. The relationship between areas of competitive advantage and points of value creation, factors of competitive advantage.)

Product and service design, innovation (Product/service design, product definition, quality house, product implementation, manufacturability. Time-based competition and make-or-buy decisions (production or procurement). The relationship between innovation and the production process.)

Production planning. (Production system planning and classification. The concept of aggregate planning, its components, informal planning procedures, trial and error methods, programming models)

MRP ("material requirements") planning. Dependent demand planning. (MRP ("material requirements") planning and dependent demand planning. Production

control program. Bill of materials (BOM). Techniques for determining batch size. L4L, EOQ, PPB)

Scheduling. Short-term forward and backward scheduling. (The strategic importance of short-term scheduling. Forward and backward scheduling methods and criteria. Work allocation at the workplace, work queuing. Priority rules.)

Site selection, product and service-based equipment. (Facility layout and equipment. Site selection issues and planning methods, strategic importance.

Product and service-based equipment. Product, service, and machine-based equipment, fixed-position, process and product-oriented layout, warehouse, office, and sales-based layout.)

Production systems and technologies. (Classification of production processes and systems, main types according to product quantity and variability characteristics. Modern production models, Cella, JIT, OPT.)

Resource planning. Human resources, work scheduling, and work planning. (Human resource strategy for competitive advantage. Key elements of human resources and work planning. Work standards and their measurement.)

Performance management. Quality management and quality control. (The relationship between performance and quality. Quality management and quality control. TQM. Performance measurement Performance indicators and performance measurement methods. SMART indicators. Balance Scorecard system.)

Service management (Distinguishing between production processes and service processes, and exploring their similarities. Characteristics, strategy-forming factors. The concept, factors, and tasks of service management.)

Summary and Inventory planning. Inventory management. Inventory models. (Types of inventories, inventory management. ABC analysis. Inventory models. Independent demand models. (EOQ model, production-inventory model, quantity discount model, probability models, fixed-period systems)

GRADING SYSTEM:

Midterm grading system (for BA GM and MM majors):

- Midterm exam: 40 points (minimum acceptable score: 12 points)
- Final exam: 60 points (minimum acceptable score: 30 points)
- Total: 100 points (minimum passing score: 51 points)

LITERATURE:

Required reading:

1. Lecture and exercise materials.
2. Attila Chikán and Krisztina Demeter: *Értékteremtő folyamatok menedzsmentje* (Value Creation Process Management). Aula Kiadó, Budapest, 2004

Recommended reading:

1. Jay Heizer and Barry Render (2013): *Operations Management*. Prentice Hall inc. Upper Saddle River, New Jersey 07458
2. Krisztina Demeter – Andrea Gelei (2003). *Management of value-creating processes. (collection of exercises)*, BKAE Department of Business Economics Logistics and Production Research Group, Budapest

Business Planning

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 6

SUBJECT CODE: GAZDT418N

ECTS Credits: 5

AIM OF SUBJECT:

The course entitled "Business Planning" deals with a special planning method that prepares and supports business (economic) decision-making. The course presents the most widely used basic model of business planning, its content components, basic methods of preparation, significance, target groups, objectives, and the most important factors influencing its development. Within the framework of the course, students also learn the practical application of theoretical knowledge through independent assignments based on specific cases. The structure of the content of business planning also takes into account the requirements and guidelines of EU tenders.

CONTENT:

Presentation of the requirements. Discussion of the independent assignment.

- Business planning and business strategy. The concept, purpose, structure, and main

parts of a business plan.

- Market assessment. Workforce plan, organizational structure.

Marketing plan, production plan.

- Financial plan I. – Income plan, break-even point analysis, balance sheet and income statement, cash flow.

- Financial plan II. – Economic calculations, sensitivity analyses, risk assessment. Risk management.

- Summary, preparation for the midterm exam.

GRADING SYSTEM:

Requirements for midterm signature:

- Completion of the mandatory independent assignment by the deadline at an acceptable level, followed by a presentation in class (minimum score of 40%).

Midterm grading system:

- Mandatory independent assignment: 70 points (minimum score: 28 points)

Practical exercises total: 70 points (minimum required: 28 points)

- Written exam: 30 points (minimum required: 16 points)

Total: 100 points (minimum required: 51 points)

Midterm evaluation:

0-50 points: unsatisfactory (1) 51-65 points: satisfactory (2) 66-75 points: average (3)

76-85 points: good (4) 86-100 points: excellent (5)

LITERATURE:

Required exam material: course material and literature specified by the course instructor.

Required reading:

- Pálinkás Jenő (2005): Business Planning. College notes, INOK Kft., Budapest or Szirmai P., Klein S. (2010): Business Planning – Business Thinking. Edge 2000 Kft., Budapest.

- Illés B. Cs. (2019): Different Approaches to Business Planning: Business Model and Business Plan. pp. 27-46. In: Mohácsi, M. (ed.) Management Trends. Debrecen University Press, Debrecen.

Change and Crisis Management

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 6

SUBJECT CODE: GAZDT437N

ECTS Credits: 6

AIM OF SUBJECT:

The subject is placed within the context of business, finance, accounting, and organizational knowledge; Acquiring knowledge and problem-solving methods that enable future professionals to identify events preceding the change management process and to uncover the underlying causes of crisis signs and phenomena; Be able to actively participate, even as an assistant, as a member of a change/crisis management team in the development of change plans and crisis management measures.

CONTENT:

In addition to the theoretical basics of the subject, students will learn about the process of change and crisis management, change management, crisis identification, and related areas of project management and risk management. The course material is presented in the form of theoretical lectures. The subject matter is covered using teaching materials suitable for independent study and in the form of occasional consultations.

Building on the theoretical background of the lectures, students can master the various aspects of the subject through company examples, the analysis of professional articles, and case studies.

GRADING SYSTEM:

The course can be completed during the exam period by preparing a written assignment and submitting it by the deadline in accordance with the requirements.

Assessment

The basis for assessing student performance:

Preparation of a final assignment	40 points
(literature review - 20 points, practical applications - 20 points)	
Class participation	10 points
Total:	50 points

Requirements for a passing grade: Completion of the mandatory independent assignment (final assignment) by the deadline at an acceptable level (minimum 50% of the available points + 1 point). Students may choose one topic and discuss it in a minimum of 15 and a maximum of 20 pages. The theoretical presentation of the chosen topic and the practical part should be covered in a ratio of 1/3 to 2/3. The formal requirements for the paper are in accordance with the requirements for the preparation of a thesis.

LITERATURE:

1. Lectures and case studies, professional articles, teaching aids

Insurance Management

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 6

SUBJECT CODE: GAZDT039N

ECTS Credits: 3

AIM OF SUBJECT:

The main objective of the course is to provide students with the basic knowledge they need to navigate the various insurance products available. They will learn about the characteristics of the insurance market and understand the economic significance of insurance and the importance of risk management. During the course, students will learn about various insurance risks, the process of concluding contracts, and what to do in the event of a claim.

CONTENT:

The concept of risk, its sources, the structure of risk-bearing. The tasks and methods of risk management. The role of insurance in risk management. The history of insurance. The systematization of insurance activities. Insurance contracts, the calculation of insurance premiums. The characteristics of life and non-life insurance branches and sectors: life insurance, accident and health insurance, property insurance (agricultural, industrial, comprehensive, cargo, home, credit, legal protection, assistance), liability insurance and its main types. Work processes related to insurance contracts (sales, risk assessment, portfolio management, claims settlement). The financial background of insurance, the role of reinsurance. Organizational issues in insurance. Components of the insurance market.

GRADING SYSTEM:

Written exam

LITERATURE:

Lecture materials.

Online Marketing

Study Programme: BSc in Business Administration and Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 6

SUBJECT CODE: GAZDT271N

ECTS Credits: 4

AIM OF SUBJECT:

The course provides an insight into the world of online marketing. The course starts from the trend that consumers are increasingly participating in marketing communications that affect them, rather than passively receiving the impulses that reach them; Therefore, the primary task of students is to learn about current marketing trends and apply them effectively.

CONTENT:

The situation and characteristics of the international and domestic online economy/commerce. Understanding online marketing and communication. Characteristics and features of online marketing

Types of agencies and how they operate.

Classification/grouping of online marketing and communication tools from a technological perspective: 1. web-based advertising tools; 2. email-based advertising; 3. solutions appearing in other programs. Other classifications of online tools (POE)

The website.

Interpretation and concepts of search engine marketing. (SEM, SEO, SEA)

Online display advertising/banner solutions and solutions beyond banners/rich media

Definition and characteristics of social media and presentation of the most influential media/tools. Influencer marketing

Content marketing

Email marketing

Public relations in online communication.

Methodology of online advertising and media research (TGI, Google Analytics, Buzz Monitoring)

GRADING SYSTEM:

The course can be completed by writing a midterm paper and giving a presentation on the online marketing activities of a selected company.

For individual students, writing the midterm paper and giving the presentation—based on independently processed course materials—is also mandatory.

LITERATURE:

Edit Bányai-Péter Novák: Online Business and Marketing. Akadémiai Kiadó, Budapest. 2011

AI-based managerial decision-making

Study Programme: MSc in Management and Leadership

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 2

SUBJECT CODE: AGELG155N

ECTS Credits: 3

AIM OF SUBJECT:

The aim of the course is to equip future leaders with the ability to treat Artificial Intelligence (AI) not only as a technological tool, but also as a strategic decision-making partner. Students will learn how to interpret predictions generated by algorithms, how to recognize business opportunities hidden in data, and how to integrate AI into traditional decision-making processes. A key objective of the course is to develop critical thinking: students should be able to recognize "algorithmic biases" and address ethical and responsibility issues in human-machine collaboration.

CONTENT:

The economics and strategic foundations of AI
Levels of analytics in decision-making
The application of AI in functional areas
Human-machine collaboration
Ethics, law, and regulation

GRADING SYSTEM:

Preparation of assignment

LITERATURE:

Lecture materials

Leadership Skills Development

Study Programme: MSc in Management and Leadership

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 2

SUBJECT CODE: GAZDT450N

ECTS Credits: 4

AIM OF SUBJECT:

The aim of the training is for participants to:

- acquire knowledge about personal leadership problem management and its possible applications.
- better understand the problems of other people in their organizational/official relationships, thereby enabling them to achieve their own and common goals;
- increase their general persuasiveness so that they can perform effectively in their work.

CONTENT:

In the training groups, among many other things, participants can also learn how groups work, how individual behavior and activity manifest themselves as group outcomes, and how their behavior affects their work, relationships, and feelings. The power and effectiveness of the group as a whole can be experienced.

Training group

Individual effectiveness

Problem solving

Human communication and behavior

Cultural and social constraints

Personality functioning, mindset, attitude

Motivation or incentive

Situational leadership style

Conflict management methods

Team member types

GRADING SYSTEM:

Completing a questionnaire (downloadable from e-learning)

Provide feedback on events, feelings, experiences, and lessons learned during the course (gained in class). You can also share your experiences gained while completing the questionnaires on a total of 2-3 pages, which should then be uploaded to e-learning.

LITERATURE:

BLOMBERG, J. (2020) Organization theory: Management and leadership analysis

Quantitative Methods

Study Programme: MSc in Management and Leadership

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 2

SUBJECT CODE: GAZDT196N

ECTS Credits: 5

AIM OF SUBJECT:

The fundamental objective of the course is to introduce modern mathematical and statistical methods necessary for the examination and analysis of quantifiable aspects of economic and business phenomena, with particular emphasis on the fields of management and organization, finance, marketing, and supply chain management. The tools used are theoretical economics, economic mathematics, economic statistics, and mathematical statistics.

Teaching methods: problem-solving, presentation of methods and models, methodological and economic interpretation of results. In addition to one- and two-variable analyses, the course covers principal component analysis (eigenvalues, weight matrix, explanatory ratios), factor analysis (factor patterns, communalities, factor coordinates, rotations), and cluster analysis (linkage methods, similarity, dendrogram, classification of observations and variables). The course includes an introduction to the SPSS statistical software package.

CONTENT:

Introduction to the SPSS software package, basic data analysis, data transformations (recoding, outlier removal), repetition of one- and two-variable analyses (descriptive statistics, data types, calculation of means and standard deviations, data visualization, cross-tabulation analysis, linear correlation).

Principal component analysis: eigenvalues, weight matrix, explanatory ratios.

Factor analysis: factor patterns, communalities, factor coordinates, rotations.

Cluster analysis: linkage methods, similarity, dendrogram, classification of observations and variables.

GRADING SYSTEM:

The assessment of work completed during the semester and the determination of grades will be based on the results of a practical closed-book exam (maximum

score: 50), which students will write during the exam period. The closed book exam will consist of evaluating the outputs of tests run in SPSS, and will take place during the exam period specified in Neptun.

Bonus points can be earned during the course. Bonus points can be earned by providing a short summary of studies, articles, dissertations, research reports, etc. that demonstrate the application of principal component analysis and/or cluster analysis, with a maximum of two points per method presented (principal component analysis, cluster analysis), with a maximum of four points.

LITERATURE:

·Sajtos L. – Mitev A. (2007): SPSS Research and Data Management Handbook, Alinea Publishing, Budapest, 2007.

·Székelyi Mária, Barna Ildikó: Survival Kit for SPSS (Multivariate analysis techniques for social researchers). TYPOTEX PUBLISHING, Budapest, 2004.

·Szelényi László: Multivariate econometric methods. SZIE, Gödöllő, 2001.

·László Szelényi: Chapters entitled Principal Component Analysis and Cluster Analysis. in: Applied Statistics. Edited by István Szűcs. AGROINFORM Publishing House, Budapest, 2002. pp. 405-447 and 496-510.

Strategic Human Resource Management

Study Programme: MSc in Management and Leadership

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 2

SUBJECT CODE: AGELG011N

ECTS Credits: 3

AIM OF SUBJECT:

The aim of SHRM education is to consolidate the knowledge of students from different higher education institutions, to ensure that they achieve an equally deep level of HR knowledge from a theoretical and methodological point of view, and to achieve a level of applied knowledge in various HRM fields. The course is also intended to satisfy the knowledge needs of both those in leadership roles and those interested in working as HR experts.

CONTENT:

1. Overview of human resource management, influencers, and service providers:
 - o The concept and development of HRM, the roles of professional organizations, and career paths in HR
 - o External (institutional system, labor market, demographics, national culture)
internal (organizational culture, ownership, organizational strategy, technology, organizational size and form, characteristics of employees and their groups, globalization, mergers and acquisitions, strategy)
 - o External HR service providers and institutions: consultants, intermediaries, outsourcing, SSC, international research networks
2. HR strategy, planning system, and evaluation: The relationship between business and HR strategy, HR strategies, workforce planning (process and methods), HRM evaluation and auditing
3. Resource assurance systems: job and competency analysis, labor law aspects of employment, recruitment, selection and placement methods and techniques;
4. Performance management system (PMS): planning (goals, actors, methods), operational processes (administration, evaluation meetings) and monitoring, specific features of performance management

5. Staff development and career systems: individual and organizational areas of responsibility for career planning and development, staff development system (determining training needs, compiling, implementing and evaluating training programs);
6. Compensation/remuneration systems: strategies and forms, basic salary forms, classification and job evaluation techniques, processes and actors, role and conditions of variable pay, performance-based remuneration, forms of benefits;
7. Employee relations: labor relations (interest reconciliation, interest coordination, actors, process and outcome), collective bargaining, industrial peace, labor disputes, participation (direct and indirect), employee communication (channels and methods), occupational health and safety.
8. EEM information system: development of HRIS support, its basic elements, independent, partially and fully integrated solutions.
9. Special applications (international companies, SMEs, public sector)... when presenting the various HR systems, in addition to the general application aspects, which are mainly based on the practices of large domestic companies, we will also focus on the specific aspects of the public sector, SMEs, and international companies.
10. The future of EEM and the effects of the latest crisis on EEM: based on various forecasts published in the literature and our own experience, we will present our experiences with HR forecasts for the future of HR. We will also discuss the expected effects of the current crisis.

GRADING SYSTEM:

Written exam

LITERATURE:

Required reading:

Karoliny Mártonné – Poór József (2017): Human Resource Management Handbook

Copies of articles distributed during class and lecture slides.

Recommended reading:

Poór József (ed.): Flexible Incentives – Flexible Benefits. (3rd revised edition)
Wolters Kluwer Publishing, Budapest, 2013. p. 350. ISBN: 978 963 295 342 7

Web address: http://www.complex.hu/Rugalmas-osztonzes-rugalmas-juttatasok@71_2408_kiadvany.html#.U89cuHLLqig

Karoliny Mártonné - József Poór (2010): Human Resource Management Handbook
– Systems and Applications. (5th revised edition) Complex Publishing House,
Budapest, p. 642. (ISBN: 978-963-295-108-9)

Copies of articles distributed during class and lecture slides.

Business Models

Study Programme: MSc in Management and Leadership

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 4

SUBJECT CODE: GAZDT415N

ECTS Credits: 6

AIM OF SUBJECT:

Course objectives: The main objective of the course is to define the role of business models in corporate planning tasks, to determine the chain of events involved in developing a business idea, business opportunity, or business concept, and to explain their role in decision-making.

The course develops the ability to see connections, helps to develop a dynamic approach, and problem-solving skills. It lays the foundation for knowledge related to specific areas of corporate planning and helps students to see and understand the connections and relationships between them.

Brief description of the course: The course deals with planning methods that prepare and support business (economic) decision-making, as well as types of business models. It reviews the concepts of business ideas, business opportunities, and business concepts, as well as the relationships between business modeling and business planning.

Knowledge of business concept development is important for both corporate leaders and entrepreneurs, as it is one of the most widely used methods of rapid decision-making in today's rapidly changing economic and business environment.

CONTENT:

1.The Business Model: Importance & benefits; What is a Business Model?; The Strategic Value of Business Model; Functions of Business Model

2.Customer Segments: Segmentation; Types of Markets; Customer Segment Driven Business; Creating Customer Profile

3.Value Proposition: Introduction to Key of Value Proposition; Identification of Pains; Identification of Gains; Identification Customer Jobs

4.Channels: The function of marketing channels, Channels Types; Channels Phases

5. Customer Relationships: The Importance of Customer Relationship; Element of Customer Relationship
6. Revenue Streams: Knowing about Revenue Streams; Revenue Streams Types; Several ways to generate Revenue Streams
7. The Three Keys of BMC: Key Resources: Introduction to Key Resources; Key Resources, Key Partners, and Key Activities categories
8. The Three Keys of BMC: Key Activities & Key Partners: Introduction to Key Activities & Key Partners; Categories in Key Activities & Key Partners; How the three Keys are synchronized in BMC
9. Cost Structure: Introduction to Cost Structure; Categories in Cost Structure; How to implement Cost structure in BMC
10. Understanding How to Utilize Three Keys of BMC: Case studies on how business implement the three keys in BMC; How to implement keys strategies on various business
11. Building The Business Model: How to build the ideal business model canvas presentation

GRADING SYSTEM:

The condition for signing is the completion of an independent assignment.

Independent assignment: Business Model Canvas OR Business Concept Map for an imagined business idea.

·Presentation of the business idea in the form of a Microsoft PowerPoint presentation (ppt or pptx)

·Written summary of the business idea in the format specified by the instructor.

Assessment:

Exam: 50 points, Assignment: 50 points, total: 100 points

Midterm evaluation:

0-50 points: unsatisfactory (1)

51-65 points: satisfactory (2)

66-75 points: average (3)

76-85 points: good (4)

86-100 points: excellent (5)

LITERATURE:

- Casadesus-Masanell R. & Heilbron J. (2015). The Business Model: Nature and Benefits. Harvard Business School Working Paper.
- Chesbrough, H. & Rosenbloom, R., S. (2002). The Role of the Business Model in Capturing Value from Innovation: Evidence from Xerox Corporation's Technology Spin-Off Companies. *Industrial and Corporate Change*, 11(3), 529– 555
- Nielsen, C. & Lund, M. (2013). *The Basic of Business Models*. Copenhagen: BookBoon.com
- Osterwalder, A. & Pigneur, Y. (2010), *Business Model Generation*, New Jersey: John Wiley & Sons.
- Pokorna, J., Balcarova, T., Pilar, L. & Sergeeva, I. (2015). Value Proposition Canvas: Identification of Pains, Gains and Customers Jobs at Farmer' Markets. *Agris on-line Papers in Economics and Informatics*, 4(7),123-130.
- Spencer, B. (2013). *Business Model Design and Learning : A Strategic Guide*. New York: Business Expert Press.

Change Management (Advanced)

Study Programme: MSc in Management and Leadership

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 4

SUBJECT CODE: GAZDT438N

ECTS Credits: 5

AIM OF SUBJECT:

In addition to the theoretical basics of the subject, students will learn about the process of change management, change management, identifying signs of crisis, and related areas of project management and risk management. The course material is presented in the form of theoretical lectures. The course material is covered using teaching materials suitable for independent study, and students can learn about the different areas of the subject through company examples, professional articles, and case studies.

CONTENT:

The content and characteristics of change management, with particular regard to current global phenomena and their impact on the national economy;
Organizational life cycles When, where, and how change management should be applied and used, and how to recognize the need for change.

The purpose, function, and process of change management. The main factors triggering change; The success and failure of change (risk factors).

Communicating change; When does a crisis begin, how can we recognize it?

Organizational illnesses and therapies. Identifying and predicting crises; aspects of setting up a crisis team. The crisis manager's toolkit. The good crisis manager.

The process of crisis management, methods used in crisis management.

Communicating crises.

GRADING SYSTEM:

Written exam

LITERATURE:

1. Lectures and case studies, professional articles, teaching aids

Consulting Methods and Techniques

Study Programme: MSc in Management and Leadership

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 4

SUBJECT CODE: GAZDT389N

ECTS Credits: 6

AIM OF SUBJECT:

The fundamental aim of the course is to present knowledge that provides a good basis for understanding past, present, and future trends and methods in consulting through the integrated processing of various professional literature sources, empirical experiences, and observations. In line with the stated objectives, we aim to answer the following questions:

- What are the most important basic questions and concepts in counseling?
- What are the best-known basic services and methods of consulting?
- What are the best-known functional areas and methodological services of consulting?
- What are the related and borderline areas of consulting, as well as its future?

CONTENT:

- Introduction to the consulting industry.
- Economic theories and consulting
- General professional concepts, basic knowledge and methods of business consulting
- Market knowledge of business consulting.
- The impact of difficult economic conditions on the management consulting industry.
- Project management in consulting.
- Typical consulting services and methods. Consulting management and career models.

GRADING SYSTEM:

Written exam

LITERATURE:

Poór J. (ed) (2016): Management Consulting Handbook. Akadémiai Kiadó, Budapest.

Decision Theory and Methodology

Study Programme: MSc in Management and Leadership

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 4

SUBJECT CODE: GAZDT069N

ECTS Credits: 3

AIM OF SUBJECT:

The aim of the course is to provide the theoretical and methodological knowledge necessary for making economic decisions, as well as an overview of the most important practical issues in decision-making. The introductory part of the course covers the relationship between economic management

and decision-making, the principle of bounded rationality, and the normative rules of decision-making. After classifying economic decisions, it moves on to the quantitative expression of risk and uncertainty. This is followed by a description of decision-making methods in uncertain and risky

circumstances, and then the representation of individual preferences in decision-making. Finally, the course presents methods of group decision-making and some of the better-known decision support methods.

CONTENT:

Theoretical foundations of decision-making, economic management and decision-making. Definition of decision and problem concepts, comparison of their processes. A systems theory approach to problems.

Decision theory concepts and trends. Normative rules of decision-making, normative decision-making methods

The theory of bounded rationality, the role of creativity in decision-making.

Classification of economic decisions. Methodological foundations of bottleneck theory. Introduction to the main methodologies.

The role of information in decision-making. Quantitative representation of risk and uncertainty. Decision-making in uncertain situations.

GRADING SYSTEM:

The course concludes with a written exam in the first round.

Writing a closed book exam at the agreed time. In full-time education, the closed book exam and the practical work together, in a 60-40 percent ratio, result in the mid-term grade.

The condition for signing is that the closed book exam is written by the deadline and the assignment is submitted at that time.

The date of the make-up closed book exam: during the first week of the exam period, later by agreement.

After a failed exam, an oral exam will be held.

The grading scale for the proposed grade:

0-60 points: unsatisfactory (1)

61-70 points: satisfactory (2)

71-80 points: average (3)

81-90 points: good (4)

91-100 points: excellent (5)

LITERATURE:

Dr. Csaba Székely: Economic decision-making. Electronic notes, 2004.

Electronic educational support portal Decision theory and methodology course materials

Lectures and exercises

Ethics and Social Responsibility

Study Programme: MSc in Management and Leadership

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 4

SUBJECT CODE: GAZDT102N

ECTS Credits: 5

AIM OF SUBJECT:

The primary goal of the course is to familiarize students with the historical development of ethical thinking and the structure of moral judgment, creating a solid theoretical foundation for moral orientation. By mastering classical approaches such as virtue ethics, utilitarianism, and deontology, it provides a decision-making framework that facilitates multi-faceted consideration of complex situations. Combining theory with practice, the course prepares students to deal with specific professional dilemmas and understand applied professional ethics. Its primary task is to provide a systematic interpretation of responsibility, demonstrating the interrelationships between individual (ISR), corporate (CSR), and government involvement in the economy. Responding to the challenges of the modern age, the course deepens students' sensitivity to global issues, particularly environmental ethics and bioethics. Ultimately, the training serves to educate responsible professionals who are able to reconcile economic rationality with social welfare and sustainability in their decisions.

CONTENT:

The structure of ethical judgment

Types of ethics

The history of ethics

Virtue ethics

Utilitarianism

Deontology

Applied professional ethics

Levels of social responsibility: ISR, CSR, SSR

Economic analysis of CSR

The social responsibilities of the state

Ethical dilemmas of our time

Environmental ethics and bioethics

GRADING SYSTEM:

Closed book exam at the end of the semester. (20 points)

Class presentation or paper. (20 points)

Oral or written exam (60 points)

LITERATURE:

·Notes, PPT – available in electronic form on the e-learning platform.

·Brusseu, James: Business Ethics

Knowledge Management

Study Programme: MSc in Management and Leadership

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 4

SUBJECT CODE: GAZDT402N

ECTS Credits: 5

AIM OF SUBJECT:

The aim of the course is to draw students' attention to the phenomenon of organizational learning as a decisive management condition for efficiency and renewal. Within the framework of the course, students will learn about the role and significance of organizational learning and the conditions and tools for enhancing an organization's learning capacity. The conditions for developing knowledge management systems and the most important criteria for their operation will be presented.

CONTENT:

1. What you need to know about knowledge
2. The past and future of knowledge management system development (KMS)
3. The knowledge management system and its relationship with the company
4. Knowledge management system development in the organization as change management
5. Methods that can be used in the development of a knowledge management system
6. The practice of knowledge management in companies

GRADING SYSTEM:

Presentation and exam

LITERATURE:

Andrea Bencsik: Knowledge management in theory and practice

Applied Analysis Methods

Study Programme: MSc in Supply Chain Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 2

SUBJECT CODE: USINM009N

ECTS Credits: 5

AIM OF SUBJECT:

During the course, students will learn about the basic quantitative and qualitative methods of supply chain analysis. The course does not aim to introduce participants to complex mathematical and statistical models. Instead, it presents a set of practical analytical tools that are important for understanding and measuring the functioning and performance of supply chains.

Key topics: measuring and analyzing logistics performance, forecasting, analyzing the industry and market environment. 1. Formulating research objectives, hypotheses, and research questions

CONTENT:

1. Formulating research objectives, hypotheses, and research questions
2. Specific research and analysis problems in supply chains
3. Methodology for using literature and internet sources
4. Industry analysis methods
5. Market analysis methods
6. Forecasting methods
7. Performance measurement methods
8. Preparing reports and accounts
9. Data management and data processing
10. Managing and using references

GRADING SYSTEM:

During the semester, students must complete two assignments, the descriptions of which will be published by the instructors in week 7 on the course's e-learning

platform. Students will receive a signature based on their fulfillment of the minimum requirements for the two assignments. The recommended grade will also be determined as the average of the evaluations received for the two assignments.

LITERATURE:

Ghuri, Pervez–Grønhaug, Kjell (2016): *Research Methodology in Business Studies* [Digital edition.] Budapest: Akadémiai Kiadó 10.1556/9789630598590

Jelen Tibor–Mészáros Tamás (2018): *Planning* [Digital edition.] Budapest: Akadémiai Kiadó 10.1556/9789634542193

Materials published on the e-learning platform

Logistics and Foreign Trade Techniques

Study Programme: MSc in Supply Chain Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 2

SUBJECT CODE: USINM185N

ECTS Credits: 5

AIM OF SUBJECT:

Practical knowledge, regulations, and procedures related to transportation, shipping, and freight forwarding.

After completing the course, students will be able to understand and compare different modes of freight forwarding, select the appropriate form of freight forwarding used in international trade, and explore its economic and legal implications. Students will learn about the international payment instruments and methods required for the settlement of transactions carried out by participants in international transport and freight forwarding.

CONTENT:

- Fundamentals of transportation. (Basic concepts of transportation. The transportation contract and the bill of lading. Characteristics of transportation modes, criteria for selecting a means of transport. International transport documents.)
- Fundamentals of freight forwarding (The function of freight forwarding. Types of freight forwarders. Freight forwarder services, freight forwarding contract. International organization of freight forwarders.)
- Means of payment in international freight forwarding.
- Methods of payment in international freight forwarding.
- Incoterms 2020
- Air transport.
- Rail freight transport.
- Sea and river freight transport.
- International road freight transport.
- Container and combined freight transport.

·The future of international freight forwarding, new technologies

GRADING SYSTEM:

The course ends with a written exam (assignment), on which the maximum score is 100 points (minimum 30 points). There is no preliminary exam.

The minimum score (30 points) must be achieved in order to receive credit (signature) for the semester.

LITERATURE:

Lecture materials.

Logistics Systems

Study Programme: MSc in Supply Chain Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 2

SUBJECT CODE: USINM118N

ECTS Credits: 6

AIM OF SUBJECT:

The modern logistics approach now permeates both organizations and supply chains, increasingly catching up with marketing in strategic areas, outgrowing its supporting role. This is also supported by the spread of the total cost concept. The aim of the course is to familiarize students with this approach and the main organizational areas that define this complex system.

The training objectives are as follows:

- To familiarize students with the various organizational areas and systems of logistics.
 - To enable students to recognize the role of logistics strategy and its connection to other functions, and to understand the most basic logistics systems.
 - To enable students to weigh the advantages and disadvantages of individual organizational solutions, their possible applications, and the necessary conditions.
- To review the complexity and intricacy of logistics systems.

CONTENT:

The concept of logistics, its development, purpose, tasks, 7M, 9M, precedence of compliance, the concept of a logistics system, its dimensions, the elements of a logistics process, areas of logistics, main and supporting processes in logistics, logistics customer service levels, indicators. The relationship between logistics and business processes. Total cost concept. Modern logistics principles (JIT, Kanban method, MRP, zero inventory principle, waste and return handling principle). Input and output process factors. Inventory input process and types, inventory output process and types. Reasons for inventory. Inventory types, inventory levels, inventory functions. Types of inventory costs. Inventory mechanisms (policies). T and Q, T and S, s and Q, s and S mechanisms. The concept of dependent and independent demand. Primary and secondary logistics systems (loading, storage, transportation, unloading, packaging).

Warehousing systems, concept and model of warehousing. Warehousing subsystem, warehousing systems and their characteristics. Storage methods, relationships between material and equipment types. System selection strategies. Management and automation of warehouse and inventory processes, identification structures, and IT systems. Material handling subsystem, relationships between moved materials and material handling systems. Characteristics of material handling systems. Material handling equipment systems. Material handling system selection strategies. Design of material handling systems. Freight transport systems, transport chains. Transport modes, combined and multimodal transport. Advantages and disadvantages of different modes. Concepts of freight forwarding and transport, groupage and container transport. Transport conditions. The importance of logistics centers. Material flow analysis methods.

Packaging, containers. Functions, forms, and technology of packaging. System and importance of unit load devices. Modern sustainability principles. Specific features of production and services from the perspective of logistics strategy. Production logistics, production systems. Interpretation of product and production life cycles. Strategies. The objectives of logistics strategy. The elements of logistics strategy (sales, procurement, production supply, inventory, material processes, information processes). The operation of the logistics system from a strategic perspective. Customer service requirements and cost components, efficiency criteria. Customer service levels.

Concept of information systems, systems (CIM): CAD, CAE, CAM, CAP, CAST, CA-MRP, or MRP, CAS, CAPE, CAQ, CAQA, CAI(1) CAI(2), CAT, PPS. The essence of information systems in logistics, product and cargo identification systems. Reverse logistics and green logistics. Closed-loop management. Sustainability in logistics. The relationship between logistics and supply chains, cooperation strategies, networks.

GRADING SYSTEM:

The course ends with a written exam, on which the maximum score is 100 points (minimum 30 points). There is no preliminary exam.

The minimum score (30 points) must be achieved in order to receive credit (signature) for the semester.

LITERATURE:

Lecture materials.

Marketing Strategies

Study Programme: MSc in Supply Chain Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 2

SUBJECT CODE: GAZDT218N

ECTS Credits: 5

AIM OF SUBJECT:

The aim of the course is to teach market-oriented marketing strategy principles, tools, and methods, which will enable graduates to compile system theory descriptions related to strategy development and to prepare, implement, and monitor corporate-level and sub-strategies.

CONTENT:

- The concept and process of strategic management.
- Strategic planning
- Mission, vision
- Analysis of the external environment (macro and micro)
- Analysis of the internal environment
- Target group definition
- Long-term goals
- Strategy selection and alignment

GRADING SYSTEM:

To successfully complete the course, students must achieve at least a satisfactory level in both the theoretical assessment and the class assignments.

The end-of-year grade is determined 50-50% by the quality of the assignments and the theoretical exam (i.e., one exam during the semester + one opportunity to retake the exam if it is failed or not taken).

Requirements for completing the course:

- Attendance at classes (maximum 3 absences allowed)

- Completion, submission, and presentation of class assignments during the semester at a minimum satisfactory level
- Submission of written documents via the e-learning portal by the deadline set by the instructor (in document form – fully explained)
- Oral presentation (ppt)

Assignments – in theory-based topics:

- Assignments are given by the instructor during class + available in the Moodle system.
- Assignments are to be completed during class or as homework
- Assignments must be uploaded to the appropriate assignment section of the Moodle course.
- Everyone must also present their solutions during class.

Evaluation of written solutions:

- Content – How relevant is it? How comprehensive and in-depth is it? Logical structure and quality of argumentation.
- Tip: The appearance of the document reflects the author's attitude and interest in the topic. J – Careful, neat execution (e.g., cover page with title, name, table of contents, paragraph breaks, page numbering, etc.)

Presentation evaluation criteria:

- Highlighting key points
- Free presentation style (NOT reading aloud)
- Visualization

LITERATURE:

László Józsa: Marketing Strategy, Akadémiai Kiadó, Budapest, 2019.

Fred R. David: Strategic Management: A Competitive Advantage, Concept and Cases

AI-supported simulation in logistics

Study Programme: MSc in Supply Chain Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 4

SUBJECT CODE: AGELG156N

ECTS Credits: 5

AIM OF SUBJECT:

The aim of the course is to teach students the latest methods of modeling complex logistics systems (supply chains, warehousing, distribution), where traditional simulation is supported by artificial intelligence (AI) algorithms. By the end of the course, students will be able to create dynamic decision support models and digital twins that not only describe processes but also use machine learning to make predictions, analyze risks, and optimize logistics interventions to increase efficiency.

CONTENT:

Fundamentals and paradigms of logistics simulation
Data-driven modeling and preparation
Machine learning in simulation
Optimization and reinforcement learning
Digital Twins in the supply chain
Practical applications and software

GRADING SYSTEM:

Preparation of assignment

LITERATURE:

Lecture materials

Business Planning (Advanced)

Study Programme: MSc in Supply Chain Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 4

SUBJECT CODE: GAZDT419N

ECTS Credits: 5

AIM OF SUBJECT:

The course entitled "Business Planning" deals with a special planning method that prepares and supports business (economic) decision-making. The course presents the most widely used basic model of business planning, its content components, basic methods of preparation, significance, target groups, objectives, and the most important factors influencing its development. Within the framework of the course, students also learn how to apply theoretical knowledge in practice through independent assignments based on specific cases. The structure of the content of business planning also takes into account the requirements and guidelines of EU tenders.

CONTENT:

Presentation of the requirements. Discussion of the independent assignment.

- Business planning and business strategy. The concept, purpose, structure, and main

parts of a business plan.

- Market assessment. Workforce plan, organizational structure.

Marketing plan, production plan.

- Financial plan I. – Income plan, break-even point analysis, balance sheet and income statement, cash flow.

- Financial plan II. – Economic calculations, sensitivity analyses, risk assessment. Risk management.

- Summary, preparation for the midterm exam.

GRADING SYSTEM:

Requirements for midterm signature:

- Completion of the mandatory independent assignment by the deadline at an acceptable level, followed by a presentation in class (minimum score of 40%).

Midterm grading system:

- Mandatory independent assignment: 70 points (minimum score: 28 points)

Practical exercises total: 70 points (minimum required: 28 points)

- Written exam: 30 points (minimum required: 16 points)

Total: 100 points (minimum required: 51 points)

Midterm evaluation:

0-50 points: unsatisfactory (1)

51-65 points: satisfactory (2)

66-75 points: average (3)

76-85 points: good (4)

86-100 points: excellent (5)

LITERATURE:

Required exam material: course material and literature specified by the course instructor.

Required reading:

- Pálinkás Jenő (2005): Business Planning. College notes, INOK Kft., Budapest or Szirmai P., Klein S. (2010): Business Planning – Business Thinking. Edge 2000 Kft., Budapest.

- Illés B. Cs. (2019): Different Approaches to Business Planning: Business Model and Business Plan. pp. 27-46. In: Mohácsi, M. (ed.) Management Trends. Debrecen University Press, Debrecen.

Management of Purchasing and Distribution

Study Programme: MSc in Supply Chain Management

SEMESTER: 2026/2027/2

Relevant semester of the Study Programme at MATE: 4

SUBJECT CODE: USINM023N

ECTS Credits: 5

AIM OF SUBJECT:

The modern approach to logistics and marketing presupposes a unified concept that encompasses both procurement and sales, as well as thinking in terms of a complete system. The aim of the course is to familiarize students with the possibilities of this complex approach and its impact on competitive advantages.

The training objectives are as follows:

To familiarize students with the interaction between purchasing and sales and the operating principles of related areas. To enable students to recognize the strategic role of complex systems. To enable students to weigh the advantages and disadvantages of individual organizational solutions, their possible applications, and the necessary conditions.

<p>To review the system and complexity of procurement and sales relationships.

CONTENT:

Lecture 1: Introduction, course objectives, overview of requirements.

Lecture 2: The concept of procurement logistics, its development, objectives, tasks, the field of procurement science. Interpretation of management integration.

Lesson 3: Logistics management, marketing management, quality management, information management, production management, supply chain management.

Lesson 4: Material flow: interpretation of the conceptual system, supply, production, and distribution logistics. Interpretation of the supply chain.

Lesson 5: Components of the procurement approach: marketing, logistics, and quality

approaches. Logistics trends affecting procurement/sales.

6th hour: Functions of procurement: at the input level, at the level of the 7Ms of material processes, additional information, inventory, and image functions.

7th hour: The importance of procurement: procurement and relationship management, the beneficial effects of procurement, the relationship between procurement and inventory.

Lesson 8: Procurement market research: procurement market analysis, supplier selection (weighted evaluation), supplier selection dilemmas, evaluation system and evaluation criteria, concept and elements of competitive bidding (tender).

Lesson 9: Procurement process and auction. Additional characteristics of procurement contracts. Relationships between procurement and logistics information (procurement-related information systems), material flow and inverse information in the logistics chain.

Lesson 10: The relationship between warehousing and procurement. Types of procurement relationships, logistics and marketing relationship systems and types (channel types).

Lesson 11: Supply chain concept.

Lesson 12: Sources of procurement information. Types of procurement (centralized, decentralized, mixed).

Lesson 13: Types of procurement according to the subject of procurement and procurement situations. From value chain to supply chain, value chain relationships. Dominant member and levels of integration.

Lesson 14: Bullwhip effect. Procurement logistics strategy (make or buy, JIT procurement)

GRADING SYSTEM:

The course ends with a written exam (assignment), on which the maximum score is 100 points (minimum 30 points). There is no preliminary exam.

The minimum score (30 points) must be achieved in order to receive credit (signature) for the semester.

The written exam is worth 100 points, based on which the following grades are awarded:

0-50 points: unsatisfactory (1);

51-65 points: satisfactory (2);

66-75 points: average (3);

76-85 points: good (4);

86-100 points: excellent (5).

LITERATURE:

Lecture materials