

## Executive MBA Sustainable Agrobusiness Management (2 semesters, 60 credits)

Subject group	Terms	Subject	Lecturer	Position	Week						
					Theory	Practice	Lab.	Cons.	Credits	Re. 1	Type
Agrobusiness studies (18 credit)	2	Sustainable agribusiness and green economy	Dr. Katalin Tóth	associate professor	1	2		1	6	PG	A
	1	Advance Agricultural Economics	Nagyné Dr. Kinga Pércsi	associate professor	2	0		1	8	E	A
	2	New trends and digitalisation in agribusiness	Dr. Dávid Mezőszentgyörgyi	professor	1	2		1	4	PG	A
					S u m	4/52	4/52		3/39	18	
Decision making and management studies (17 credit)	1	Decision Theory and Methodology	Dr. Attila Kovács	associate professor	2	1			4	E	C
	1	Supply Chain Management	Dr. Balázs Gyenge	associate professor	2	1			6	E	A
	1	Business strategy	Dr. Szilárd Berke	associate professor	1	2		1	7	PG	A
					S u m	5/65	4/52		1/13	17	
Organizational Development studies (18 credit)	2	Innovation and design thinking	Prof. Dr. Béla Urbányi	professor	1	2			6	PG	A
	2	Personal and Leadership Development	Dr. Katalin Szabó	associate professor	1	2			6	PG	A
	1	Strategic Human Resource Management	Dr. Virág Walter	associate professor	1	2		1	6	PG	A
					S u m	3/39	6/78		1/13	18	
Thesis (7 credit)	2	Thesis Consultation	Dr. Katalin Tóth	associate professor				2	7	TS	A
					S u m	0			2/26	7	
				Sum (term)	156	182		91	60		

<sup>1</sup> Requirements: E=exam, PG, Practical grade, TS=Teacher's signature

- **Course descriptions**

<b>Course:</b>	<b>Sustainable agrobusiness and green economy</b> <b>6 credit</b>
<b>Course description:</b>	
<p>The aim of the course is to show the students with the most important links in the integration of environmental and economic systems. Understanding the basics of science, harmonizing environmental expectations and the system of economic interests is only possible if we know the basics of the use of resources and their purposeful operation as a system in sufficient depth. Even the cost per unit of resource usage can only be optimized in coverage costs if we have the right amount and quality of information on the topic. If we do not find the right tools to regulate the environment, green innovation can disrupt the functioning of recycling systems, render the secondary raw materials market inoperable and simply not induce market mechanisms. The course gives a clear picture of the concept of sustainable development and the use of different resources and raw materials in a system of inertia and what economic metrics can be imagined in future business solutions. We can find a suitable starting point for managing green economic development processes and explaining the operation of the economic interest system in the topic of the most important issues of corporate environmental management, where the ISO 14000, EMAS and ESG management system applications will be important part of the corporate operations.</p> <p>Within the framework of the course, an individual task is developed, which can recommend a sustainable business solution for the practice in connection with the detection of an environmental problem. Areas affected by business solutions can be areas of air pollution, water pollution, food overconsumption, food waste, transportation, noise pollution.</p>	
<b>Bibliography:</b>	
<p><b>Required literature:</b></p> <ul style="list-style-type: none"> <li>• Kerekes-Marjaine-Kocsis: Sustainability, environmental economics, welfare, Corvinus University, 2018 Link: <a href="http://unipub.lib.uni-corvinus.hu/3658/1/sustainability.pdf">http://unipub.lib.uni-corvinus.hu/3658/1/sustainability.pdf</a></li> </ul> <p><b>Recommended literature:</b></p> <ul style="list-style-type: none"> <li>• Fogarassy, C – Finger, D. Circular Use of Resources - Theoretical and Practical Approaches of Sustainable Technologies, Business Models and Organizational Innovations, Link: <a href="https://www.mdpi.com/books/pdfview/book/2775">https://www.mdpi.com/books/pdfview/book/2775</a></li> </ul>	

<b>Course:</b>	<b>Advanced Agricultural Economics</b> <b>8 credit</b>
<b>Course description:</b>	
<p>During the semester, students get to know the main demand and supply characteristics of agricultural and food products, gain insight into the topic of vertical coordination, integration, the relationship between agriculture and the food industry, and get acquainted with the actors of the food industry. The factors of production of the agricultural economy sector (land, capital, labor), research and development-innovation are presented. Important topics are the food-security and food safety, the agricultural trade, the relationship between agriculture and the environment in terms of sustainability.</p>	
<b>Bibliography:</b>	
<b>Required literature:</b> <ul style="list-style-type: none"> <li>• Barkley, A (2016): The Economics of Food and Agricultural Markets, Kansas State University Libraries, New Prairie Press</li> <li>• Adeoye, I (2021): Agricultural Economics, IntechOpen</li> </ul>	

<b>Course:</b>	<b>New trends and digitization in agribusiness</b> <b>4 credit</b>
<b>Course description:</b>	
<p>Significant changes in the agricultural economy have begun in recent years. New challenges, new goals have emerged, and new tools, data and information are available to meet them. Recently, producers, suppliers, representatives of science and education, and public administrations have also responded to the digitalisation process that has begun.</p> <p>The aim of the course is to integrate the digital agricultural economy, in the narrower sense of precision agriculture, information and communication technologies (ICT), decision support based on the collection and processing of large-scale data, as well as automation and robotics, and production, plant management, present technological and management governance reforms that result in changes in business models for product lines.</p>	
<b>Bibliography:</b>	
<b>Required literature:</b> <ul style="list-style-type: none"> <li>• Baksa M., Freund A., Demeter K., Losonci D. (2021): Üzlet 4.0 - magyarországi vállalati tapasztalatok: Termelés, szolgáltatás, logisztika. Budapest, Magyarország : Akadémiai Kiadó, 273 p.</li> </ul>	

<b>Recommended literature:</b>	
<ul style="list-style-type: none"> <li>Kumar Sanjeev (2021): Precision Farming and Protected Cultivation. Taylor &amp; Francis Ltd.</li> </ul>	
<b>Course:</b>	<b>Decision Theory and Methodology</b>
	<b>4 credit</b>
<b>Course description:</b>	
<p>The aim of teaching the course is to review the theoretical and methodological knowledge needed to make economic decisions, as well as the most important practical issues of decision-making. The introductory part of the course describes the relationship between economic management and decision-making, the principle of bounded rationality, and the normative rules of decision-making. After grouping economic decisions, it covers the quantitative expression of risk and uncertainty. This is followed by a description of the methods of making decisions in uncertain or risky circumstances, and then the display of individual preferences in decision-making. Finally, the course introduces the methods of group decision-making and each of the better-known decision support methods. In the second half of the semester, in the context of a decision game related to a fictitious production company, the Students acquire the system of correlation of the effects of decisions on company results.</p>	
<b>Bibliography:</b>	
<b>Required literature:</b>	
<ul style="list-style-type: none"> <li>Csaba Székely – Attila Kovács: Decision Theory and Methodology, university book, manuscript</li> <li>Electronic education support portal page Decision Theory and Methodology course materials</li> <li>Lecture and practice materials.</li> </ul>	
<b>Recommended literature:</b>	
<ul style="list-style-type: none"> <li>Dillon J.L.: The Analysis of Response in Crop and Livestock Production. Pergamon Press, Oxford, 1989.</li> <li>Hanf, C.H.: Entscheidungslehre. Einführung in Informationsbeschaffung, Planung und Entscheidung unter Unsicherheit. R. Oldenburg Verlag, München-Wien, 1986.</li> <li>Michael Doumpos- Constantin Zopounidis: Multicriteria Decision Aid Classification Methods, KLUWER ACADEMIC PUBLISHERS, eBook ISBN: 0-306-48105-7, 2004.</li> <li><a href="http://www.palisade.com">http://www.palisade.com</a></li> <li>D. J. White: MARKOV DECISION PROCESSES, John Wiley &amp; Sons Ltd, West Sussex PO19 1UD, England, 1993.</li> <li>Anthony Kelly: Decision Making Using Game Theory, Cambridge University Press, 2003</li> </ul>	

<b>Course:</b>	<b>Supply Chain Management</b> <b>6 credit</b>
<b>Course description:</b>	
<p>The aim of the course is to acquaint students with the most important principles, methods and tools of supply chain management as a corporate function. Be able to plan, organize, control, and manage logistics processes within supply chains.</p> <p>Main topics:</p> <ul style="list-style-type: none"> <li>• Basics of logistics and supply chain management (SCM) and SCM strategies.</li> <li>• Supply chain planning and analysis: transport tasks, site location and site layout.</li> <li>• Procurement and supplier management.</li> <li>• Customer and order management, distribution.</li> <li>• Configure and maintain network connections.</li> <li>• Storage systems and processes. Inventory decisions, inventory control.</li> <li>• Freight and forwarding tasks.</li> <li>• SCM IT support. Performance measurement in the supply chain.</li> </ul>	
<b>Bibliography:</b>	
<p><b>Required literature:</b></p> <ul style="list-style-type: none"> <li>• Szegedi Zoltán: Ellátási lánc menedzsment. Kossuth Kiadó, Budapest, 2017. ISBN: 97896309-8876-6</li> <li>• Joseph Sarkin: Green Supply Chain Management. ASME Press, 2014. Print ISBN: 978-1-60650-654 Electronic ISBN: 978-71- 60650-6 43-1.</li> </ul>	

<b>Course:</b>	<b>Business strategic management</b> <b>7 credit</b>
<b>Course description:</b>	
<p>Business strategic management is concerned with the formulation and implementation of managerial decisions aimed at creating sustainable and competitive (sometimes comparative) advantages. The curriculum touches on the different levels of corporate strategy, the conditions for strategic thinking, and covers the key processes of organisational value creation, such as core values, vision, mission. It covers organisational culture, competitive strategy and the essential components of strategy making, such as analysis of the internal and external environment, strategy selection, implementation and monitoring. The sessions will analyse in detail the elements of the organisational strategy process, the impact of different organisational structures on performance and the factors behind the importance of change management and well-being.</p>	
<b>Bibliography:</b>	
<p><b>Required literature:</b></p> <ul style="list-style-type: none"> <li>• Fred R. David, Forest R. David, Meredith E. David (2020): Strategic Management: A Competitive Advantage Approach, Concepts &amp; Cases, Student Value Edition (17th Edition), Pearson, USA, ISBN-10: 0135199972</li> </ul> <p><b>Recommended literature:</b></p> <ul style="list-style-type: none"> <li>• Tonelli M., Cristoni N. (2018): Strategic Management and the Circular Economy. Routledge Research in Strategic Management. ISBN-10: 1138103632</li> <li>• Rothaermel F. (2016): Strategic Management Concepts. Mc Graw Hill, ASIN: B01BXQZ5FY</li> <li>• Hill C.W.L., Schilling M.A., Jones G.R. (2016): Strategic Management, Theory and Cases - An Integrated Approach. Cengage Learning, 12th edition, ISBN-10: 1305502272</li> </ul>	

<b>Course:</b>	<b>Innovation and design thinking</b> <b>6 credit</b>
<b>Course description:</b>	
<p>During the lecture, students can collect information about definition of innovation, innovation process, members of innovation chain and environment, main steps of innovation. In the group work, they can prepare an innovation plan in targeted points, and they can present it. Students are getting information about company founding, fiscal opportunities and different methods from Research and Development possibilities. They have a knowledge about design thinking methods, which is an agile and method of project management. This method is focused the innovation from consumer views, combine new technologies and planning tools.</p>	
<b>Bibliography:</b>	
<b>Required literature:</b> <ul style="list-style-type: none"> <li>• Clayton M. Christensen and Michael E. Raynor: The Innovator's Dilemma 2013.</li> <li>• Scott D. Anthony, Mark Johnson, Joseph V. Sinfield and Elizabeth J. Altman: The Innovator's Guide to Growth, 2008.</li> </ul>	

<b>Course:</b>	<b>Personal and leadership development</b> <b>6 credit</b>
<b>Course description:</b>	
<p>Personal and leadership development course is designed to help students learn about the foundation concepts on theoretical and practical issues of leadership situations. This course will focus on developing this foundation understanding class-room discussion and hands-on application activities in different fields of leadership. Conventional coaching focuses on helping people to achieve goals by drawing out strengths and bypassing personal limits. The personal and leadership development course's aim is to deepen self-knowledge and develops leadership skills that support teamwork, effective internal communication, emotional intelligence and help to manage conflicts. Another important topic will be employee motivation, including the ability of the leader to motivate himself and his employees, consciously applies the system of leadership motivation tools. Main topics:</p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Leadership - self-knowledge</li> <li>• Coaching</li> <li>• SMART goal-setting</li> <li>• Motivation</li> <li>• Communication</li> <li>• Emotional intelligence</li> <li>• Trust</li> <li>• Delegation</li> <li>• Time management</li> <li>• Group problem solving</li> <li>• Leadership development in practice</li> <li>• Summary</li> </ul>	
<b>Bibliography:</b>	
<p><b>Required literature:</b></p> <ul style="list-style-type: none"> <li>• Keith E. Webb (2019): The Coach Model for Christian Leaders: Powerful Leadership Skills for Solving Problems, Reaching Goals, and Developing Others Paperback. Morgan James Faith</li> <li>• Presentations</li> </ul> <p><b>Recommended literature:</b></p>	



- Bill Eckstrom - Sarah Wirth (2019): The Coaching Effect : What Great Leaders Do to Increase Sales, Enhance Performance, and Sustain Growth, Greenleaf Book Group Press.
- Kenneth Blanchard - Don Shula (2002): The little book of coaching - Motivating people to be winners. HARPER COLLINS PUBLISHERS.
- Professional articles

<b>Course:</b>	<b>Strategic Human Resource Management (SHRM)</b> <b>6 credit</b>
<b>Course description:</b>	
<p>Strategic Human Resource Management (SHRM) is a future-oriented process for developing and implementing HR programmes that address and solve business problems and contribute directly to key long-term business objectives. Changing labour market conditions and new business mindsets demand HR business strategies that include recruiting and retaining the right people and developing strategic actions to do so. The course will introduce participants to organisational development strategies on how to improve employee engagement and work effectively in cross-cultural and/or virtual working environments. The SHRM class will rely heavily on case studies, projects and case studies.</p>	
<b>Bibliography:</b>	
<p><b>Recommended literature:</b></p> <ul style="list-style-type: none"> <li>• Hermann F. Schwind, Krista Uggerslev, Neil Fassina, Terry H Wagar (2019). Canadian Human Resource Management. McGraw-Hill Education. p. 640</li> </ul>	