

KODOLANYI JANOS UNIVERSITY

PROGRAM DESCRIPTION

BSC IN

BUSINESS ADMINISTRATION AND MANAGEMENT

Approved by KJU Senate decision:

The program description is using the definitions of the European Higher Education Area European Credit Transfer System. The content is based on ECTS Users' Guide, Hungarian HE legislation and FIBAA Accreditation Agency guidelines for Program in Management Studies, Economics, Law and Social Sciences.

Program Director:

Dr. Mile Csilla

Basic Data:

Disciplinary Area: Bachelor of Science, Economics

Title of qualification: Economist in Business Administration and Management

Entry requirements: secondary school leaving certificate

Duration of education: min. 1 semester Preparatory course + 6+1 semesters in the Bachelor program

ECTS value: Preparatory course 20 credits+ Bachelor program 180+30 credits

Program focus: mixed academic and profession oriented & practice-oriented subjects in a proportion of 40-60 % of the total credits

Contact lessons defined by the Act on National Higher Education:

- Full time program: 1200 contact lessons + 200 Internship working hours
- Part time program: 400 contact lessons + 200 Internship working hours
- On-line program/semester:
 - 60 contact lessons- condensed for a one- week face-to-face consultation
 - 60 contact lessons- skype based or in the form of MOOC courses

1. Objectives- Context, Aims and Characteristics

1.1. Objectives:

1.1.1. Quality Aims of the European Higher Education

The program reflects the four purposes of the Council of Europe: preparing students for their future careers, employability, active citizenship, supporting their personal development, and creating a broad advanced knowledge base, stimulating research and innovation.

1.1.2. Dublin Descriptors of First Cycle-QF-EHEA

The program's qualification objectives are equivalent to the European Qualification Framework System 6th level, and Hungarian National Qualification Framework system 6th level.

Level	Knowledge	Skills	Competence
Level 6 The learning outcomes are relevant to Level 6	Advanced knowledge of a field of work or study, involving a critical understanding of theories and principles	Advanced skills, demonstrating mastery and innovation, required to solve complex and unpredictable problems in a specialized field of work or study	Manage complex technical or professional activities or projects, taking responsibility for decision-making in unpredictable work or study contexts; take responsibility for managing professional development of individuals and groups

They comply with the Hungarian subject benchmarks accredited by Hungarian Higher Education Accreditation Committee, member of ENQA.

Education of economic professionals who are capable of understanding business enterprise and business administration processes in general, and capable of internationalization for global business environment.

- They are capable of understanding principles and multilevel regional governance system of business enterprises, its trends and nature, challenges and risks.
- They are capable of understanding organization and management of different type of organizations, who gained experience in leadership of business process, project management by using their economic knowledge, applying business knowledge and tools. Theirs specialized knowledge makes them capable of understanding, planning, and analyzing operative and functional business processes of the organizations and institutions.
- They are capable of organization and management of new creative, innovative, quality-oriented program or project-based interventions for business services.
- They are capable of intercultural communication and interactions with business partners, customers for understanding and influencing choices and behaviors of their customers.
- They capable of continuing their studies at master level.

1.1.3. European Credit Transfer and Accumulation System

KJU ECTS guidelines comply with the ECTS' User Guidelines of EHEA

1.1.4. Quality Guidelines and Standards of EHEA 2015

Design and approval of the program, student centred learning, teaching staff, learning resources, student administration and information management, public information rules.

1.2. Internationalization of KJU Program

1.2.1. Legal and normative international environment and rules

International orientation of the study program design is compulsory for international education programs. They comply with the new internationalized standards:

- UN Compact -GLRI50+20 normative prescription for managers as principle for international accreditation in case of EFMD European, and WBSCSB American accreditation agency¹
- European Parliament criteria for internationalization of HE curricula for international higher education², abroad and at home, credit, staff, student, degree, mobility, cross border delivery, curriculum (IoC), global citizenship, international research communication, international strategic partnerships, accreditation criteria, MOOC and virtual learning rules.
- Erasmus+ Program Guide
- EQUAL-Guidelines_2014.pdf³

1.2.2. The features of internationalization of KJU programs

The internationalization dimension of the study program in case of Business Administration and Management consists of the following elements:

- International dimension of content and curricula: to prepare and equip students for challenges of globalization, to prepare graduates for careers in global businesses environment, working in different cultural backgrounds, management skills in intercultural communication and meet the standards of different regional regulations and rules. This is formulated in the Interdisciplinary Global Management cluster of subjects.
- Including language courses to curriculum for preparatory and fresh students.
- International Week program and faculty internationalization are part of the curriculum
- International conferences and research projects are part of the curriculum
- Pedagogies: inclusive student-centred learning and learning skills development.
- Outcomes: detailed described.
- The program fully covers the foreign learning program for international degree students, incoming mobility, inner mobility and partly, the double degree programs.

1.3. Distinctive premium features of the KJU BSc Business Administration and Management Program

1.3.1. Distinctive features of the study program in global THE Programs

- The KJU program complies with all global, European and Asian normative professional, global occupational and accreditation rules:

¹ <http://grli.org/wp-content/uploads/2017/12/5020-Agenda-English.pdf>

² [http://www.europarl.europa.eu/RegData/etudes/STUD/2015/540370/IPOL_STU\(2015\)540370_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/STUD/2015/540370/IPOL_STU(2015)540370_EN.pdf)

³ http://www.fibaa.org/fileadmin/files/folder/FIBAA-FBK-PROG/EQUAL-Guidelines_2014.pdf

- The KJU program combines the best elements of business school education, with university academic environment using applied research and third role of universities for social, business and tourism innovation.
- The KJU program is distinctive from other universities because it contains a premium element, the so called PIQ & Lead approach: its main philosophy is professionalism in knowledge and skills with service dominant approach with innovation and quality dimensions, and preparing for responsible leadership of units, teams, programs and projects.

1.3.2. Distinctive features for possible careers:

Positions: International (ISCO), European (ESCO) and Hungarian (FEOR) employment Codes:

- ISCO: 12 Administrative and Commercial Managers (managers of organization units, departments, small companies that provide services to other departments, corporate managers, general managers)
- ESCO code 24, Business and Administration Professionals
- FEOR Code 25

Roles:

- Business type professionals
- 251 Finance and accounting professionals
 - 2511 Finance analyst and investment adviser
 - 2512 Tax adviser, tax consultant
 - 2513 Auditor, accountant
 - 2514 Controller
- 252 Institution management and business policy professionals
 - 2521 Management and organization analyst, organizer
 - 2522 Business policy analyst, organizer
 - 2523 Personnel and careers professional
 - 2524 Training and staff development professional
- 253 Sales and marketing occupations
 - 2531 Advertising and marketing professional
 - 2532 Public relations professional
 - 2533 Sales professional
 - 2534 Information and communications technology sales professional

1.3.3. The KJU BSc in Business Administration and Management Program's position

- The program is part of the KJU Budapest International Campus program and together with the Hungarian program is sustainably implemented.
- The program is connected to KJU's strategic aims for cooperative education including work-based learning (WBL)
- The program is connected to KJU's strategic aims for entrepreneurship education to develop students for private, non-profit or social entrepreneurship.

2. Admission

2.1. Admission requirements:

- Admission by formal learning documents
- Validation of non-formal learning on the principles of the European and National Qualification Framework
- EU Skills Profile Tool for Third Country nationals
<https://ec.europa.eu/migrantskills/#/profile/personal-info/general>
- Recognition of qualifications held by refugees – guide for credential evaluators EAR Manual <http://ear.enic-naric.net/emanual/>

2.2. Admission exams are annually monitored.

Admission is the responsibility of the Centre for International Education and Development

2.3. Counselling for prospective students:

- Online helpdesk
- Counselling during the preparatory course

2.4. Selection procedure

- The selection procedure is transparent, students through language tests approve their learning skills and knowledge base for capability of implementing the study program's objectives.
- Selection process has an inclusive element, it reflects on those who have learning difficulties (dyslexia, etc.)
- The admission procedure is described, documented and the decision is communicated in writing, reflecting transparent criteria.
The admission criteria contain detailed information on the results of the admission procedure for stakeholders.

3. Intended Learning Outcomes in BSc in Business Administration and Management (ILO)

The BSc in Business Administration and Management has a Hungarian description of ILO. This program ILO is internationalized with globalization and internationalization competencies.

Outcomes of the Program	
1. Knowledge	
1.1.	Graduates are familiar with and understand global, international, regional-including- European political, legal, economic and civilizational knowledge areas, and external environment.
1.2.	<i>Multilateral political practices:</i> international systems, regional systems, main actors: states, IGOs, INGOs, knowledge organizations, multilateral diplomacy practices
1.3.	The degree program is expected to provide a broad, analytical and highly integrated study of business and management, its comprehensive terms,

	concerning national and international economics, relevant actors, functions and processes.
1.4.	They are familiar with micro-and macro-level theories and practices, and engaged with basic information gathering, mathematical and statistical analysis methods.
1.5.	Graduates should be able to demonstrate relevant knowledge and understanding of organizations, the business environment in which they operate and their management. Programs emphasize understanding, responding and shaping the dynamic and changing nature of business and the consideration of the future of organizations within the global business environment including the management of risk.
1.6.	The business environment: this encompasses the fast pace of change within a wide range of factors, including economic, environmental, cultural, ethical, legal and regulatory, political, sociological, digital and technological, together with their effects at local, national and global levels upon the strategy, behavior, management and sustainability of organizations.
1.7.	Organizations: this encompasses the internal aspects, functions and processes of organizations including their diverse nature, purposes, structures, size/scale, governance, operations and management, together with the individual and corporate behaviors and cultures which exist within and between different organizations and their influence upon the external environment.
1.8.	Management: this encompasses the various processes, procedures and practices for effective management of organizations. It includes theories, models, frameworks, tasks and roles of management, including the management of people and corporate social responsibility, together with rational analysis and other processes of decision making within different organizations.
1.9.	Professional knowledge and understanding of business operations and services: <i>Markets, marketing and sales:</i> the development, access and operation of markets for resources, goods and services, different approaches for segmentation, targeting, positioning generating sales and the need for innovation in product and service design. <i>Customers:</i> management of customer expectations, relationships and development of service excellence. <i>Finance:</i> the sources, uses and management of finance and the use of accounting and other information systems for planning, control, decision making and managing financial risk. <i>People:</i> leadership, management and development of people and organizations including the implications of the legal context. <i>Organizational behavior:</i> design, development of organizations, including cross-cultural issues, change, diversity and values. <i>Operations:</i> the management of resources, the supply chain, procurement, logistics, outsourcing and quality systems. <i>Information systems and business intelligence:</i> the development, management, application and implementation of information systems and their impact upon organizations.

	<p><i>Communications</i>: the comprehension and use of relevant communications for application in business and management, including the use of digital tools.</p> <p><i>Digital business</i>: the development of strategic priorities to deliver business at speed in an environment where digital technology has reshaped traditional revenue and business models.</p> <p><i>Business policy and strategy</i>: the development of appropriate policies and strategies within a changing environment to meet stakeholder interests, and the use of risk management techniques and business continuity planning to help maximize achievement of strategic objectives.</p> <p><i>Business innovation and enterprise development</i>: taking innovative business ideas to create new products, services or organizations including the identification of Intellectual Property and appreciation of its value.</p> <p><i>Social responsibility</i>: the need for individuals and organizations to manage responsibly and behave ethically in relation to social, cultural, economic and environmental issues.</p>
2. Skills	
2.1.	The degree holder is capable of economic activity for enterprise, project planning, organizing, leading and monitoring.
2.2.	It is capable of making decision preparatory reports and drawing decisions by using different theories, tools in routine and non-routine environment.
2.3.	It is capable of understanding, analyzing adapting to relevant international business processes, functional policies, monitoring changing law environment.
2.4.	It is capable of understanding impacts of economic processes and organizational changes.
2.5.	It is capable of cooperation, working in teams, leading them, for cooperation I interdisciplinary projects.
2.6.	It is capable of leading SMEs, or units in large corporations.
2.7.	It is capable of business professional suggestions orally, in writing, in foreign languages by the professional business communication rules.
3. Business competencies, behavior and attitudes	
3.1.	Capable of proactive behavior, resolving problems, for constructive behavior.
3.2.	Problem solving and critical analysis: analyzing facts and circumstances to determine the cause of a problem, and identifying and selecting appropriate solutions.
3.3.	Research: the ability to analyze and evaluate a range of business data, sources of information and appropriate methodologies, which includes the need for strong digital literacy, and to use that research for evidence-based decision-making.
3.4.	Commercial acumen: based on an awareness of the key drivers for business success, causes of failure and the importance of providing customer satisfaction and building customer loyalty.

3.5.	Innovation, quality management & creativity and enterprise: the ability to act entrepreneurially to generate, develop and communicate ideas, manage and exploit intellectual property, gain support, and deliver successful outcomes.
3.6.	Numeracy: the use of quantitative skills to manipulate data, evaluate, estimate and model business problems, functions and phenomena.
3.7.	Networking: an awareness of the interpersonal skills of effective listening, negotiating, persuasion and presentation and their use in generating business contacts.
4. Generic competencies	
4.1.	Ability to work collaboratively both internally and with external customers and an awareness of mutual interdependence.
4.2.	Ability to work with people from a range of cultures.
4.3.	Building and maintaining relationships.
4.4.	Emotional intelligence and empathy.
4.5.	Conceptual and critical thinking, analysis, synthesis and evaluation.
4.6.	Self-management: a readiness to accept responsibility and flexibility, to be resilient, self-starting and appropriately assertive, to plan, organize and manage time.
4.7.	Self-reflection: self-analysis and an awareness/sensitivity to diversity in terms of people and cultures. This includes a continuing appetite for development.

4.2. Rules of the credit allocation and conversion of grades

EQF Levels of the subject: secondary school education (level 4), vocational level of education/short cycle (level 5), bachelor's (level 6), master's (level 7), Doctorate, Ph.D. (level 8)

Functions of the subject: I: Introductory, C: Core compulsory, S: specialization, P: preparatory for the Master level

Types of the subject: Theoretical- Colloquia: T, Seminar (portfolio task): S, Mixed (colloquia and portfolio task): M; Practice (project/internship: PRI, work-based learning: WBL): PRI, WBL, L-skills-tests, and other measurement): L

Types of grades of different types of subject: T: 1-5; S 1-5; M: 1-5; PRI/WBL: passed, satisfactory, very good, excellent. S: passed, satisfactory, very good, excellent.

Transcript of grades:

Performance in %	Performance by value	Grading Hungarian	ECTS grading	USA grading	China grading	India grading	UK grading
90-100	Excellent	5/A	A	A	A	A	A
81-90	Very Good	4/B	B+	B+	B	B	A/B+
71-80	Satisfactory	3/C	B+	B+	C	C	B
51-70	Passed	2/D	C+	C+	D	D	B-
0-50	Failed	1/F	C	C	E	E	C

0-50	No credit	No credit			F	F	F
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1 ECTS= 30 working hours

5 ECTS: 30 academic hours of contact lessons, 120 hours of home working

4.3. Module allocation by clusters of modules

Module title	Code of the subject	Title of the subject	Level of the subject	Type of the subject ⁴	Contact lessons+ working hours	ECTS	Semester of education
Preparatory modules 30/30 compulsory ECTS		Business English 1	5th	L-T	30+120	10	0.
		Business English 2	5th	L-T	30+120	10	0, 1-2
		Hungarian as a Foreign Language	5th	L-T	30+120	5	0, 1-2
		EU Studies 1	5th	L-T	30+120	5	0
		EU Studies 2	5th	L-T	30+120	5	0
		English in Use (Grammar and Writing)	5th	L-T	30+120	5	0
		Communication Skills (Oral)	5th	L-T	30+120	5	0
		International Week	6th	PT	30+120	5	
		Free Elective	6th			5	
Interdisciplinary Globalization studies and generic competencies modules 70/60 compulsory		Understanding Europe	6-I	M	30+120	5	1-2
		Intercultural Communication	6-I	ST	30+120	5	1-2
		Globalization and Social Problems	6-7-C	M	30+120	5	1-2
		Global Political Theories	6-7-C	M	30+120	5	1-2
		Well-being-Global Management Compact Areas	6-7-C	M	30+120	5	1-2
		Introduction to Microeconomics	6-I	T-C	30+120	5	1-2
		Introduction to Macroeconomics	6-I	T-C	30+120	5	1-2
		Introduction to Management	6-I	M	30+120	5	1-2
		Introduction to Mathematics	6-I	M	30+120	5	1-2
		External Services in Business, Tourism & IR	6-I	PT	30+120	5	1-2
		Service Science and Knowledge Economy: Research Methods	6-7-C	PRL	30+120	5	3-4

⁴ Theory (oral/written exam): T

Seminar (Portfolio tasks): S

Mixed (oral/written exam and Portfolio tasks):M

Practice (Projects/Internship): PRI

Work-based learning: WBL

Learning-skill-tests and other measurement: L

		International IR, Business & Tourism Professions	6-C	S-T	30+120	5	3-4
		International Week	6-S	PT	30+120	5	1-2
		Free Elective	6-7		30+120	5	1-2
Business Administration and Management module 90/60 compulsory					3		
International Business Service Industry Studies		Global Environmental Problems and Management	6-I	M	30+120	5	1-2
		Service Science and Knowledge Economy: Research Methods	6-C	T	30+120	5	1-2
		International Business Law and Regulations	6-C	M	30+120	5	5-6
Business enterprise development services		Strategic Management and Planning	6-C	M	30+120	5	5-6
		Business Process Management	6-C	S	30+120	5	3-4
		International Economics	6-C	S	30+120	5	5-6
		Quality, Innovation Policies Tools in MLE	6-C	PRI	30+120	5	5-6
		Leadership Performance and Risk Management		M	30+120	5	5-6
Business Support Services		Quantitative Analyses and Statistics	6-C	M	30+120	5	3-4
		Accounting Fundamentals	6-C	M	30+120	5	3-4
		Managerial Accounting and Financial Analyses	6-C	M	30+120	5	3-4
		Marketing Services	6-C	M	30+120	5	3-4
		HRM Services	6-C	M	30+120	5	3-4
Specialized Disciplinary Modules 60/30 compulsory International Business and Finance or Business Service Economics		International Finance Fundamentals	6-M	M	30+120	5	3-4
		European Union Economic Area	6-T	M	30+120	5	3-4
		International Marketing and PR	6-T	M	30+120	5	5-6
		International Project Management	6-PR	M	30+120	5	5-6
		International Investments & Trade	6-7-M	M	30+120	5	5-6
		International Economics	6-7-M	M	30+120	5	5-6
		Strategic Management and Planning	6-7-S, WBL	M	30+120	5	5-6
		International Marketing & PR	6-7-S, WBL	M	30+120	5	5-6

		Supply Change Management	6-S, WBL	M	30+120	5	5-6
			6-S, WBL	M	30+120	5	5-6
			S, WBL	S	30+120	5	5-6
		International Week	S, WBL	S	30+120	5	5-6
		Talent Management	PR	S	30+120	5	5-6
Green Economy		Environmental and Alternative Economics		T	30+120	6	
		Corporate Social Responsibility		S	30+120	6	
		Sustainable Business Model Innovation		M+PRI	30+120	6	
		Environmental Policy and Governance		T	30+120	6	
		Environmental Assessment and Planning		S	30+120	6	
		Circular Economy		M+PRI	30+120	6	
Specialized European Union Studies modules 30 credits compulsory		European Governance: Recent Developments & Challenges	6-7-M	M	30+120	5	3-4
		Politics & Policies of the EU	6-7-M	M	30+120	5	3-4
		Competitiveness & Cohesion in Europe-Multilevel Programming	6-7-M	M	30+120	5	5-6
			6-S	S	30+120	5	5-6
			6-7-M	S	30+120	5	5-6
			6-7-M	S	30+120	5	5-6
		Free Elective			30+120	5	5-6
Compulsory projects		Group Project	6-PR	PR	20+40		3-4
		Individual Project	6-PR	PR	20+40		5-6
Voluntary service		Individual					3-4-
Sport & cultural well-being for fitness		every semester		PR	20		
Informal Curricula for Freshmen year (pre+first semester)		IT & Library competencies, professional resume writing, workplace learning-as student internship, or student job service, tuning for the profession		PR			
Informal Curricula for the Sophomore Year (2-3d semesters)		Group projects Career planning and exploring possible career path, workplace learning, voluntary jobs, personal brand development,		PR			

		study tour Bronze package – visiting firms in KJU places					
Junior year 4-5th semesters		interdisciplinary group project, Erasmus mobility, Study tours for extra charges: Silver package - Hungary		PR			
Senior year 6-7th semester		Erasmus internship mobility, Study tours for extra charges: Golden package - Europe		PR			
Alumni program		Alumni CLUB		PR			

4.3.1. A. Curriculum Overview

Business Administration & Management BSc															
Contact lessons/ Semesters	Preparatory course	ECT S	1 st	ECT S	2nd	ECT S	3th	ECT S	4th	ECT S	5th	ECT S	6th	ECT S	7 th semester
30	Business English 1, 2	10	Understanding Europe	5	Global Political Theories	5	Service Science & Knowledge Economy: Research Methods	5	International IR, Business & Tourism Professions	5	International Project Management	5	International Marketing & PR	5	Internship 30 ECTS
30	EU Studies 1,2	5	Introduction to Microeconomics:	5	Introduction to Macroeconomics	5	International Economics	5	International Finance Fundamentals	5	Competitiveness & Cohesion in European Multilevel Programming	5	Leadership, Performance & Risk Management	5	
30	Communication Skills (Oral)	5	Introduction to Management	5	External Services in Business, Tourism & IR	5	European Governance: Recent Developments & Challenges	5	Politics and Policies of the EU	5	Environmental and Alternative Economics	5	Environmental Policy and Governance	5	
30	English in Use (Grammar and Writing)	5	Globalization & Social Problems	5	Well-being-Global Management Compact Areas	5	Marketing Services	5	HRM Services	5	Corporate Social Responsibility	5	Environmental Assessment and Planning	5	
30	Hungarian as a Foreign Language	5	Introduction to Mathematics	5	Intercultural Communication	5	International Business Law and Regulations	5	Business Process Management	5	Sustainable Business Model Innovation	5	Circular Economy	5	
30		-	Global Environmental Problems and Management	5	Quantitative Analysis & Statistics	5	Accounting Fundamentals	5	Managerial Accounting & Financial Analysis	5	Strategic Management and Planning	5	International Investments & Trade	5	
Internship			Interim Internship		Interim Internship		Interim Internship		Interim Internship		Interim Internship		Interim Internship		
Indirect Curriculum			Well-being Services		Well-being Services		Well-being Services		Well-being Services		Well-being Services		Well-being Services		

4. Specialized focus areas:

A specialized module cluster starts with a minimum of 6 students

- International Business and Finance
- Business Service Economics
- European Union Studies

5. Validation of former certifications from EQFS short cycle or diploma or non -diploma degrees

- Business Administration and Management: 60 ECTS
- Tourism and Catering: 90 ECTS
- Social Sciences: 30 ECTS

6. Internship rules

As defined by the KJU Information on Practical Placement

7. Final thesis:

The Student is capable of working autonomously on a business service related project or issue proving theoretical knowledge and practice skills using relevant analytical and practice methods, reflecting the knowledge area knowledge base and practice standards. In case of innovative projects, the theses have to reflect the project specific knowledge, innovation process management and reflections.

Principles of Business Administration and Management theses and portfolios (in case of double degrees):

- The thesis has to reflect the 6th level of capabilities in EQFS description:
- Analytical framework- economics and social sciences (economics, political economy, welfare and well-being, social and solidarity economy, green or blue economies, economic law, regional or development economies)
- Reflecting professional skills: a concrete problem analysis with empirical research, using statistical or other databases
- Critical approach concerning business enterprise development and support service problems connected with quality and innovation, and improvement suggestions.
- The thesis cannot be accepted in case of comprehensive and elementary description type explanation or copying recent or well-known literature.

Issues and themes for BSC BAM thesis:

- ✓ *Markets, marketing and sales:* the development, access and operation of markets for resources, goods and services, different approaches for segmentation, targeting, positioning generating sales and the need for innovation in product and service design.

- ✓ *Customers*: management of customer expectations, relationships and development of service excellence.
- ✓ *Finance*: the sources, uses and management of finance and the use of accounting and other information systems for planning, control, decision making and managing financial risk.
- ✓ *People*: leadership, management and development of people and organizations including the implications of the legal context.
- ✓ *Organizational behavior*: design, development of organizations, including cross-cultural issues, change, diversity and values.
- ✓ *Operations*: the management of resources, the supply chain, procurement, logistics, outsourcing and quality systems.
- ✓ *Information systems and business intelligence*: the development, management, application and implementation of information systems and their impact upon organizations.
- ✓ *Communications*: the comprehension and use of relevant communications for application in business and management, including the use of digital tools.
- ✓ *Digital business*: the development of strategic priorities to deliver business at speed in an environment where digital technology has reshaped traditional revenue and business models.
- ✓ *Business policy and strategy*: the development of appropriate policies and strategies within a changing environment to meet stakeholder interests, and the use of risk management techniques and business continuity planning to help maximize achievement of strategic objectives.
- ✓ *Business innovation and enterprise development*: taking innovative business ideas to create new products, services or organizations including the identification of Intellectual Property and appreciation of its value.
- ✓ *Social responsibility*: the need for individuals and organizations to manage responsibly and behave ethically in relation to social, cultural, economic and environmental issues.

Credit value assigned to the thesis: 10 ECTS

8. Conditions for the degree awarding final exam:

- Accumulation of 180 + 30 ECTS
- Accepted Final thesis with passing grade

9. Final exam:

- Demonstrating capabilities for the profession reporting the research process and results of final thesis:
- Explaining analytical and practice models, methods and tools for complex professional exam questions
- Knowledge areas of professional exams:
 - Understanding Knowledge Based Business Service Industry (KIBS):
 - T-KIBS: R+D, services, Engineering, and Technical and Computer Services
 - P-KIBS: more traditional services: enterprise, legal, accountancy, book-keeping and auditing activity, tax consultancy, market research and public opinion polling, business and management consultancy activities, management activities of holding companies, advertising, labour recruitment and provision of personnel, miscellaneous activities, marketing, HR, outsourcing, banking services, training

services, real estate services, knowledge management, innovation and quality management, internationalization services, International business service exports, Business services supplied by MNCs and foreign affiliates,

- International, European and national business environments:
 - ✓ WTO on Trade in services
 - ✓ EU single market for services, the EU service package, European service standards for the 21st century
 - ✓ European Professional Card on services
 - ✓ Horizontal Service Standards: service terminology, information to the customer, service procurement, service contracts, customer performance and satisfaction measurement, business friendly environment, entrepreneurship action plan, business support networks
- Understanding subfields of MNCs and SMEs enterprise development:
 - ✓ accountability for sustainable SME development, job creation and poverty alleviation
 - ✓ broad based local economic empowerment
 - ✓ Financial services for enterprise development
 - ✓ Procurement for enterprise development, policy of subcontracting
 - ✓ organization's value chain, strategic planning, family businesses, micro-enterprises, survivalist enterprises (farmers, local industries, self-employment).
- Understanding MNCs, and SMES organizations, and their management areas in different subfields
 - ✓ MNE, TNE, TNC, INC, stateless corporations, FDI and transactional costs, human rights and environmental standards, tax avoidance
 - ✓ Understanding national, European and global SME landscapes, SME in liberalist, social market economies in different regions
- Understanding P-KIBS service approaches and demonstrating capabilities for innovation and quality in main subfields:
 - ✓ The Service Concept
 - ✓ The Client Interface
 - ✓ The Service Delivery System
 - ✓ Technological Options
- Understanding users, business communication, customer management, stakeholder management in different MNCs and SME unit's subfields:
 - ✓ marketing, brand management, customer relations, consumer behavior, advertising, PR, corporate communication, employee engagement, event engagement, professional or technical communication
 - ✓ Media channels for business: internet, print media worth of mouth, web based, video conferencing, reports,

presentations, board forums, face-to face meetings and records

- ✓ Qualities of business communications: hierarchies, visual communications, conflict management, cultural issues, good written communications

- The valuation of the final exam:
 - Thesis: evaluation made by a mentor, an opponent, and the result of oral presentation: summation = x
 - valuation of the professional exam= y
 - Average of X+Y

10. Qualification of the Diploma:

The qualification of the diploma is the rounded average of the following grades:

- the grade of the Complex Oral Examination (and Written Exam, if any)
- grade point average of the per-semester-average (as shown in the Transcript).

11. Foreign language requirement for graduates

Paragraph 51 (2) In (1) of the Act of National Higher Education - with the exception of the final exam – does not need to be applied if the language of instruction is not Hungarian.

The degree certifies a CEFR C1 level language proficiency equivalent to a complex Advanced Language Exam. At this level, students can function independently and with a great deal of precision on a wide variety of subjects and in almost any setting without any prior preparation.

12. EUROPASS Framework

- Official EUROPASS CV
- European mobility framework
 - Erasmus+ mobility study exchange in the European Union countries after 2 completed semesters accumulating 60 credits), -possible for 1-or 2 semester-period
 - Internship for a semester
- Diploma Supplement (full description of completed subjects, practice, internship)
- Other Certificates: KJU offers life-long learning special programs

13. Information concerning the learning process:

- The whole process of learning administration uses NEPTUN higher education software and student/teacher interface
- Program description: provided by Student Communication Office
- Subject learning process: Moodle interface
- Individual problems: International Student Office
- Information for prospective students: English language home page

14. Student well-being services:

- Immigration matters - International Student Office
- Health related Issues: International Student Office
- Religious services: only for personal activities, official religious services are available in Budapest for most religions
- Cultural programs: integrated into general campus services
- Sport services: only for occasional personal fitness
- Carrier services: Office of Carrier Services with student job opportunities

15. Evaluation of course performance and quality management procedures

- Student satisfaction surveys concerning subjects yearly/10 subjects
- Student well-being survey 2 times for program
- Student satisfaction with program once for the program cycle
- Teacher satisfaction survey once for the education cycle
- Program performance evaluation: every year
- Institutional performance once for the accreditation cycle
- Program renewal possible after a completed cycle, changes in subjects is possible for 15 % all of credits
- Subject inner renewal possible after a completed cycle
- Involvement of students in quality matters with appointing a student self-government representative