

DOING BUSINESS AND MANAGEMENT IN CENTRAL AND EASTERN EUROPE

Course coordinator : **Zsuzsa DELI-GRAY**

Course Information

Total of course hours : **23,00** – ECTS credits : 3,5

Teaching language : **English**

OVERALL DESCRIPTION

Drawing on insights from leaders in diverse fields, this course is designed to help participants to develop a deeper understanding of the issues that confront regional and global managers today and to prepare them for leadership roles in regional organizations or to become regionally/globally successful entrepreneurs. The course is designed to provide different perspectives about the opportunities and challenges of doing business in Central and Eastern Europe, from guest speakers that range from Ambassadors, through highly respected academics to industry leaders.

LEARNING GOALS & LEARNING OBJECTIVES

1 Leadership, strategy and decision-making

1.1 Graduates will know current theories and concepts of leadership.

1.3 Graduates will be capable of identifying the overall stakes of a situation, analyse different options, and assess their implications.

2 Managerial skills

2.3 Graduates will possess a global mindset and adopt an international perspective in the management of their projects and missions.

3 Ethics

3.1 Graduates will know the ethical principles and rules of their profession.

4 Specific competences according to the Master 1 specialisation track.

4.1 Graduates will demonstrate critical thinking and creative problem-solving in management practice.

4.2 Graduates will have good command of project management methodology and of the tools for effective management of the human resources involved.

ORGANIZATION

Session1 : Session 1

Course introduction.

What was it like to bring an American multinational company into the Central Eastern Europe region in the '90s? A case study of introducing American Express into the Hungarian Market.

An overview of the Global Traveler's Check Business of American Express.

Assignment of Country Presentations.

Readings and homework

None

Session2 : Session 2

An in-depth look into the political, cultural and economic challenges and opportunities of Albania. Special focus is placed on the business opportunities that Albania can offer in terms of investment and trade (export-import).

Guest Speaker:

A group discussion of what was learnt from the presentation. Would they invest in Albania, and in what sector?

Readings and homework

None

Session3 : Session 3

A look into the dynamics of the Tourism Industry. Presentation about the Tourism industry of Hungary, with special focus on how to increase tourism revenues of the country. The 'Hardware' and 'Software' metaphor, and their impacts on the creation of a quality tourism product.

Feasibility Studies through the lens of a real-life hotel development case: developing a Boutique Hotel in Novi Vinodolski, Croatia.

A group discussion of what was learnt from the presentation.

Readings and homework

None

Session4 : Session 4

Field visit to the offices of KRAFT & Associates, with an introduction to its activities, and a look into how a hotel project is developed in real life. What are the steps, who are the stakeholders? What are investors looking for in Hungary, and the region? Presentation of a comparison study between Vienna, Prague and Budapest in terms of hotel capacity. A group discussion of what was learnt from the presentation.

Readings and homework
None

Session5 : Session 5

An in-depth look into the political, cultural and economic challenges and opportunities of Belarus. How important is industry in the economy of Belarus, and what are the future prospects? A group discussion of what was learnt from the presentation.

Readings and homework
None

Session6 : Session 6

How to evaluate Export-Import opportunities in new markets. The "Value Chain", and margins. The role of producers, wholesalers, retailers. The considerations that go into appointing distributors. A group discussion of what was learnt from the presentation.

Readings and homework
None

Session7 : Session 7

A country- by- country review of geo-political and economic challenges and opportunities in Central Eastern Europe. A look into the role of the European Union in the growth of economies in Central Eastern Europe. What is the future of the European Union in the region? A group discussion of what was learnt from the presentation.

Readings and homework
Bring 3 questions to ask the guest performer

Session8 : Session 8

Students will gain insight into creating and maintaining a distribution network in the region. Different cultures and what to keep in mind in a professional setting. A success story of building a company in Hungary.

Readings and homework
None

Session9 : Session 9

An in-depth look into the opportunities and challenges of the Croatian tourism. What governmental programs have been developed to support tourism growth in Croatia? What tools can be used to tackle the challenge of seasonality? Success stories, and future outlook.

Readings and homework
None

Session10 : Session 10

The differences between the Startup Ecosystems in Central Eastern Europe and the United States. Comparison of the important metrics of Venture Capital investments. How different is the approach to Innovation and Entrepreneurship between the two? A group discussion of what was learnt from the presentation, sharing examples of the success stories research as homework.

Readings and homework
Research one startup success story of Central Eastern Europe. What was its growth path? What can be known about the entrepreneurs? What were the key factors for its success?

Session11 : Session 11

Central Eastern Europe from a Headhunter's perspective, The challenges in hiring, training, and retention, Cultural differences and their impact on company culture, HR management. What global trends are affecting the employment market in Central Eastern Europe? A future outlook on changes to the workplace. Some advice on career development.

Readings and homework
None

Session12 : Session 12

From Banker to Entrepreneur: a career path and business opportunities in Central Eastern Europe. How does the banking sector work, and what do bankers do? What areas are preferred in terms of investment in Hungary, Romania, and the region? How to enter the agricultural industry, what are the strengths of land in Hungary, Romania and the region. A real life story on being a Dutch serial entrepreneur in Central Eastern Europe.

Readings and homework

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	80	Written exams Individual 100	2,00
Midterm Exam (ME)			
Continuous Assessment (CA)	20	Oral exams Individual 50.0 Oral exams Group 50.0	