



**University of Zagreb Faculty of Agriculture  
University of Debrecen  
Wageningen Agricultural University  
Scottish Agricultural College Aberdeen  
Hohenheim University**

Executive MBA Training  
in Agribusiness and Commerce

## **STUDENT MANUAL**

(Last revision: September 21 2006)

Zagreb, Croatia

Academic year 2006/2007

# Executive MBA Training in Agribusiness and Commerce

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## 1. Introduction

This MBA training in agribusiness is offered with support of The International MBA Network in Agribusiness and Commerce which is a standing committee of the Interuniversity Consortium for Agricultural and Related Sciences in Europe. In the first generation, 2006/2008, training is supported by the Tempus project AHEAD (CD\_JEP 190009-2004).

The MBA will be awarded following the successful completion of fourteen core courses, final exam and the acceptance of a thesis project by the MBA Board.

## 2. Rationale

Agribusiness is a large and diverse industry which is growing in Europe and Croatia, as well. It is an industry that brings together within the food chain, the supply of inputs to agriculture, agricultural production, the processing of outputs - of food and industrial products, its distribution, marketing and retailing. In more broad sense, it encompasses whole supporting infrastructure of agribusiness, from financial to governmental. This MBA in Agribusiness and Commerce will tackle all of those involved in the industry to develop their careers and their businesses.

It is specifically designed to give an international focus to your understanding of agribusiness. This is particularly important as the Republic of Croatia prepares for accession to the EU and multinational companies increase their involvement in Croatian agribusiness sector. The training will be taught in English and Croatian to give this international perspective. Training participants will be expected to develop their English language skills to a level that allows them to read business reports written in English and contribute at a professional level to discussions conducted in English language.

## 3. Training aims and objectives

The training aims to enhance the students' career in business, agribusiness and commerce, giving a clear understanding of the principles and practice of contemporary management. Students, on completion of the training, will be able to make a greater contribution to the management of their existing organisation and be capable of developing a successful and satisfying career elsewhere. Specifically, the training aims to give students:

- (i) an understanding of economic principles and their effect on business
- (ii) the ability to use business management techniques in an international environment.
- (iii) the opportunity to generate and communicate ideas
- (iv) access to and use of business information more efficiently and accurately
- (v) experience in marketing and the development of marketing plans for a range of market situations
- (vi) an insight into internationally accepted accounting principles

- (vii) confidence in the preparation and use of business reports
- (viii) an appreciation of international finance and financial management strategies
- (ix) the opportunity to prepare a thorough analysis of a business situation
- (x) work in teams of experts in different professions
- (xi) ability and confidence to get more from themselves and from others
- (xii) introduction to new sources of business knowledge and information.

#### **4. Learning methods**

This Executive MBA Training in Agribusiness and Commerce is organised in a way to allow students to pursue simultaneously their own business careers. Direct teaching within study weeks is supported by guided individual study period programmed by the students themselves. Within each study week, an international teacher will guide students very intensively through course materials and manage group activities. Lectures are used to provide basic information and to help students to enter the subject. The remainder of study period will be used for consultation, individual or group assignments and presentations.

Most activities will involve the performance of management tasks or the solving of management problems. Often this will be organised in groups to allow you to learn from each-other and to share and compare real-life experiences. At other times these tasks may be performed individually as a part of the course assessment procedure.

Core courses are programmed through three semesters to allow completion of the whole training within two years. Each student will, however, be allowed to prepare his or her own route through the training, moving at their own speed, provided they complete it within four years.

Each core course will have designated 20 hours of direct teaching and 85 hours of individual study. Courses will be taught with the aid of a wide variety of teaching materials that directs the student through the course. These materials will build up to give a complete MBA pack.

The training itself provides management experience. Multiple objectives have to be achieved and deadlines met under a variable workload using individual and team work skills. Direction can be asked for, but cannot always be given. Expectations are high and criticism frank, but constructive. The objective is to develop initiative, thought, originality, independence, determination and ability. These qualities cannot be taught, but may be developed with the experience gained in this training. They are vital for successful management.

#### **5. Resources**

Faculty of Agriculture at the University of Zagreb (FAZ) is well equipped to provide this training. Students will have access to all the resources of the FAZ. These resources include computer laboratory, management library and modern teaching facilities. Communication by e-mail and Internet keeps the whole team in constant contact.

The whole training will be serviced by a secretary based within the Department of Farm Management at the FAZ. Dedicated support staff will provide help and assistance to all students and guide enquiries, information requests and documentation to the appropriate body.

## 6. Careers advice

The FAZ team and the international teachers will be on hand to advise students on career opportunities. During the training, students will have opportunity to meet guest teachers from the industry. After the training, students will be welcome to contact the FAZ regarding support in achieving their career goals.

## 7. Training structure

This MBA training is based upon the university academic calendar which allows for two semesters per year. The winter semester runs from September through into January, while the summer semester runs from late February to the end of June. Each course will be programmed to be embedded within a complete semester. Each course will arrange its own programme through the semester around the pre-programmed study week. A complete programme for the first two years of the MBA is presented in the timetable enclosed.

## 8. Timetable of the training

|            |                 |   |     |
|------------|-----------------|---|-----|
| Semester 1 | February, 2006  | Introduction into Business English                                | NC* |
|            | March, 2006     | Introduction to Company Reporting                                 | NC  |
|            | April, 2006     | Economics   | C*  |
|            | May, 2006       | Marketing   | C   |
|            | June, 2006      | European Union Studies  | C   |
| Semester 2 | September, 2006 | Applied Quantitative Methods                                      | C   |
|            | September, 2006 | Corporate Finance   | C   |
|            | September, 2006 | Strategic Management  | C   |
|            | September, 2006 | Thesis Project Consultation                                       | C   |
|            | November, 2006  | International Marketing   | C   |
|            | November, 2006  | Managerial Accounting   | C   |
| Semester 3 | February, 2007  | International Business  | C   |
|            | February, 2007  | Business Planning   | C   |
|            | April, 2007     | Organisational Behaviour  | C   |
|            | April, 2007     | Agribusiness Management   | C   |
|            | May, 2007       | Croatian Business Law and Contracts                               | C   |
|            | May, 2007       | Operations Research For Management                                | NC  |
| Semester 4 | September, 2007 | Thesis Work<br><i>(Starts in September 2006)</i>                  | R*  |
|            | October, 2007   | Final Exam  | R   |
|            | November, 2007  | Official Accreditation of the Training<br>and Conferring Ceremony |     |

\* NC = non-core subject, C = core subject, R = required.

## **9. Examination and assessment**

### **The MBA Standard**

Courses shall be assessed by a combination of written examination, attendance and individual students work, as specified in the module teaching programmes. For all the courses the method of assessment will be decided by the course teacher and announced to students at the beginning of each course. The award of the degree will require an overall average of 50% from the 14 core courses, subject to a minimum of 50% in each course. In addition, candidates will be required to obtain a minimum of 50% in the Thesis work.

All examination papers are subject to reviewing by the MBA Accreditation Board which has to confirm that the MBA standard has been reached and to advise on the future development of the training.

### **Award with Distinction**

The MBA shall be awarded with distinction to any candidate who:

- a) obtains an average of 80% or over in the taught courses and 70% or over in the thesis work;  
and
- b) has completed and passed all elements of the training at their first sitting.

### **Examination**

1. Educator of particular subject has to determine the form of examination before starting the direct teaching period.
2. Students are required to sit for exam in case of the core subjects only.
3. Usually, written examinations will be held at the end of core subject not later than two months after last day of contact hours. Students will be given one opportunity to resit each examination. Resits will be conducted within 3 months after the first sit.
4. Students are encouraged to resit the exam if they consider the results achieved as not fully satisfying for them.

### **Course Failure**

1. Students failing a particular course (i.e. marks below 50%) will normally be offered to resit the exam. Only one resit per subject is allowed. Students failing the resit too, are required to retake the subject when it is next offered.
2. Students who have to repeat a course for any reason would be subject to official fees as decided by the FAZ Council.
3. Student whose individual assignment is incomplete and/or who fails to attend the course in more than 50% of the contact time will be required to retake the course, except when the educator gives permission to the student to complete the given subject individually.
4. Students will normally be required to complete all elements of the programme within 4 years from their date of first registration.

### **Individual assignments**

If any, assignments will be issued no later than 2 weeks before the submission date.

In case of late submission, the following penalties will apply:

|                    |  |
|--------------------|--|
| Up to 1 week late  | 80% maximum mark                                 |
| Up to 2 weeks late | 60% maximum mark                                 |
| Up to 3 weeks late | 40% maximum mark                                 |
| Over 3 weeks late  | In the event of "Course failure" item 2 applies. |

The only exceptions to this will be situations of certified illness where separate arrangements should be discussed with the subject educator concerned.

### **Marking schedule**

|            |  |
|------------|--|
| > 80% (5)  | Excellent work showing significant signs of originality and an in-depth understanding of the topics covered. Extensive use of relevant literature sources and work experience where appropriate.   |
| 70-80% (4) | Highly competent work demonstrating clear understanding of the issues. Some signs of presenting information in a new light or drawing strands together in a new framework. Good use of relevant literature sources and work experience. Well presented.                      |
| 60-69% (3) | Competent work, providing satisfactory coverage of the topics concerned. Perhaps lacking flair or originality but showing clear evidence of understanding. Relevant literature sources and work experience used in a fairly standard routine way. Satisfactory presentation. |
| 50-59% (2) | Struggling to meet minimum standards required for MBA level work. Perhaps contains flaws in logic or methodology or both. Suggests lack of understanding of some of the key issues. Limited use of relevant literature sources and work experience.                          |
| < 50%      | Fails to meet the required standard.   |

### **Final exam**

5. The final exam is based on presentation of the written thesis work in front of the committee consisting of at least two representatives of both, the University of Zagreb and the International MBA Network for Agribusiness and Commerce. Student's thesis work advisor can be a member of the committee, but is not entitled to evaluate student's performance.
6. The final exam should take place at the University of Zagreb, Faculty of Agriculture
7. Prerequisite for the final exam is evaluation of the written thesis work carried out by two evaluators: one on behalf of the University of Zagreb and one on behalf of the International MBA Network for Agribusiness and Commerce.  
Student is entitled to take the final exam if results of both of the evaluators are positive.
8. In case of negative evaluation of the written thesis or of the presentation, the student has to prepare it for the next final exam period.

## **Fraud**

Any attempt to gain an MBA qualification by fraudulent means such as plagiarism, or collusion will be dealt with severely.

If the subject educator has reasonable grounds to suspect substantial plagiarism or other cheating in an assessment then a mark of 0% will be awarded for that assessment and the Course coordinator will issue a written warning. Two written warnings will at the discretion of the Training Council result in dismissal from the course.

If fraud is determined in connection with the thesis work, the student is subject to immediate dismissal without any compensation.

## **Appeals**

Substantial claims of less favourable treatment in assessment should be made to the module coordinator in the first instance. If the dispute cannot be resolved then the Training Council will consider a written appeal from the student.

## **10. Training Management Team**

The training is managed by individual subject educators under the supervision of Josip Juračak, PhD, of the FAZ, the training coordinator. The training coordinator operates with the support of the MBA Management Board represented by Laszlo Karpati, member of the board. The MBA board is responsible for the administration of the MBA training, its effective delivery and for the maintenance of academic standards. They will appoint all external examiners and be particularly attentive to the comments of these examiners.

## **12. Quality Assurance**

### **Students and Staff Responsibilities**

This MBA training is designed to allow all the students and teaching staff to participate in a combined learning experience. All those involved are expected to make a full contribution to the training and will have a responsibility to participate fully in team activities, seminars and other group events, giving support where needed, criticism when asked. The International MBA in Agribusiness network expects all to actively promote the image of the training. Care will always be required when handling the confidential information that students can increasingly expect to be offered as part of the training to support learning objectives.

It is important to appreciate this training is based, as far as possible, on business, philosophies with business methods of working. As such, it is likely to deviate from your previous experience and your expectations of a university study programme. You will be free to work as you see best as long as this does not prejudice the work of others and so long as you reach the standards set. Indeed, developing and negotiating effective systems of working will be as much a part of the learning experience as the subject matter itself. Direction and instruction will not always be a feature of the training. It is important to appreciate this and see it as a challenge.

### **Evaluation of the subjects**

1. A major strength of this MBA is its ability to develop and modify the course according to the needs of each cohort of students. To allow this, every subject will be evaluated by the students as a part of

a continuous programme of quality assurance. The subject evaluation form can be found in appendix 3 of this manual.

2. The results of the evaluation will be maintained electronically by the training coordinator. These results will be discussed among the training staff and students and immediate action is required to overcome any problem.
3. If the results of evaluation for specific educator are below certain standards, that have to be established by the MBA Management Board, his or her replacement should be considered.

# **APPENDIX 1**

## Teaching Staff

|   |   |
|---|---|
| Training Co-ordinator                         | Josip Juračak, FAZ, Croatia                     |
| The MBA Management Board Supervisor           | Laszlo Karpati,<br>Debrecen University, Hungary |
| The International MBA in Agribusiness network | Wim J.M. Heijman, Netherlands                   |

### Core Course Leaders:

|   |   |
|---|---|
| 1. Economics                            | Wim J.M. Heijman,<br>Wageningen University, Netherlands   |
| 2. Marketing                            | Zsolt Csapo<br>Debrecen University, Hungary   |
| 3. European Union Studies               | Bernd M.J. van der Meulen<br>Wageningen University, Netherlands                                   |
| 4. Applied Quantitative Methods         | Jana Rückert-John<br>Hohenheim University, Germany  |
| 5. Managerial Accounting                | Béla Bártfai<br>Debrecen University, Hungary  |
| 6. Strategic Management                 | András Nábrádi<br>Debrecen University, Hungary  |
| 7. Thesis project consultation          | Pamela Bansbach<br>Hohenheim University, Germany  |
| 8. International Marketing              | László Kárpáti<br>Debrecen University, Hungary  |
| 9. Corporate Finance                    | László Kárpáti<br>Debrecen University, Hungary  |
| 10. International Business              | Laszlo Kozar<br>Debrecen University, Hungary  |
| 11. Business Planning                   | András Nábrádi<br>Debrecen University, Hungary  |
| 12. Organisational Behaviour            | Morag Mitchell<br>Scottish Agricultural College; United Kingdom                                   |
| 13. Agribusiness Management             | George Robertson<br>Scottish Agricultural College; United Kingdom                                 |
| 14. Croatian Business Law and Contracts | Deša Mlikotin-Tomić<br>Graduate School of Economics and Business<br>University of Zagreb, Croatia |

**Non-Core Course Leaders:**

|  |  |
|--|--|
| 15. Introduction into Business English | Vera Krnajski Hršak,<br>Graduate School of Economics and Business<br>University of Zagreb, Croatia |
| 16. Introduction to Company Reporting  | Laszlo Karpati,<br>Debrecen University, Hungary  |
| 17. Operations Research for Management | Josip Juračak<br>University of Zagreb  |

# **APPENDIX 2**

## Detailed descriptions of the core subjects

### 1. CORE SUBJECT: ECONOMICS

1. Study programme: Executive MBA Training in Agribusiness
2. Status of the programme: Graduate; Ms
3. Year: 1st
4. Semester: 1st
5. Subject status: Compulsory
6. Language: English
7. Coordinator: Mr. Wim Heijman , Professor
8. Affiliation: Wageningen University
  
9. ECTS credits: 7
10. Number of contact hours 20
  
11. Students engagement:
  - a. face to face education: 20 hours
  - b. individual assignment: 85 hours
  - c. total: 105 hours
  
12. Pre-requisite: None.
  
13. Objective of the training:

Objective of this training is to get the students acquainted with the major concepts of micro and macroeconomics and to apply these concepts to daily practice as much as possible.
  
14. Content of the subject:
  - Hour 1: Introduction microeconomics
  - Hour 2: Consumer theory
  - Hour 3: Consumer theory
  - Hour 4: Consumer theory
  - Hour 5: Producer theory
  - Hour 6: Producer theory
  - Hour 7: Producer theory
  - Hour 8: Theory of markets
  - Hour 9: Theory of markets
  - Hour 10: Theory of markets
  - Hour 11: Introduction macroeconomics
  - Hour 12: The closed economy without government
  - Hour 13: Closed economy with government
  - Hour 14: Open economy
  - Hour 15: The role of money
  - Hour 16: Simple IS-LM model
  - Hour 17: Inflation
  - Hour 18: Economic growth
  - Hour 19: Unemployment
  - Hour 20: International trade
  
15. Examination method and requirements:
  - a. Oral: The attendance and motivation of the student will be accounted for (20%)
  - b. Written: there will be a written exam (50%)
  - c. Other: a written paper on a specific aspect of the Croatian economy (30%)

16. Description of the individual assignment: The individual assignment consists of the studying of and writing a paper on a specific aspect of the Croatian economy.
17. Compulsory literature:
  1. Materials on internet (disclosed later)
18. Recommended literature:
  1. Case K.E. and R.C. Fair, 1996. Economics. Pearson, Upper Saddle River (NJ)
  2. Hall R.E and M. Lieberman, 2005. Economics: principles and applications. Thomson.

## 2. CORE SUBJECT: APPLIED QUANTITATIVE METHODS

1. Study programme: Executive MBA Training in Agribusiness
2. Status of the programme: Graduate; Ms
3. Year: 1st
4. Semester: 1st
5. Subject status: Compulsory
6. Language: English
7. Coordinator: Ms. Jana Rückert-John, Dipl. Socialwiss.,
8. Affiliation: Hohenheim University
  
9. ECTS credits: 7
10. Number of contact hours 20
  
11. Students engagement:
  - a. face to face education: 20 hours
  - b. individual assignment: 85 hours
  - c. total: 105 hours
  
12. Pre-requisite: None.
  
13. Objective of the training: The participants should be able to put up an investigation plan for a survey, to develop survey instruments, to utilise it in the empirical field and to analyse the data with uni- and bivariate statistical methods. The theoretical inputs will be followed by practical work on own empirical projects.
  
14. Content of the subject:

Theoretical contents are presented along the classical empirical research process. Therefore survey research methods will be the main focus:

  1. Problem and leading questions for the empirical investigation,
  2. Development of theory-driven hypotheses (research methodology),
  3. Criteria to judge the quality of quantitative methods: validity and reliability, representativeness of samples,
  4. Specification of questions and hypotheses,
  5. Development of a measurement concept,
  6. Survey research methods are: e.g. wording, generation of a questionnaire,
  7. Sampling
  8. Aspects of the empirical investigation design: Who, where, when and how often do I want to ask questions?
  9. Uni- and bivariate statistical methods: A short practical introduction of the statistics program SPSS should occur as far as possible.
  
15. Examination method and requirements:

The participants are asked for their own empirical problems relevant for their work.
  
16. Compulsory literature:
  1. Trochim, William (2001): The research methods knowledge.

17. Recommended literature:

1. Fowler, Floyd J. (1996): Survey research methods. 2. ed., Sage, Newbury Park.
2. Kinnear, Paul R., Gray, Colin D. (2000): SPSS for windows made simple: release 10. Psychology Pr., Hove.

### 3. CORE SUBJECT: EUROPEAN UNION STUDIES

1. Study programme: Executive MBA Training in Agribusiness
2. Status of the programme: Graduate; Ms
3. Year: 1st
4. Semester: 1st
5. Subject status: Compulsory
6. Language: English
7. Coordinator: Mr. B.M.J. van der Meulen  
Professor of Law & Governance
8. Affiliation: Wageningen University
  
9. ECTS credits: 7
10. Number of contact hours 20
  
11. Students engagement:
  - a. face to face education: 20 hours
  - b. individual assignment: 85 hours
  - c. total: 105 hours
  
12. Pre-requisite: None.
  
13. Objective of the training:

Legal issues concerning food quality and food safety are rapidly developing. Food standards are being developed and applied at the national level, at the European level and at global level (WTO, FAO, WHO, Codex Alimentarius). Many of these standards are of a technical nature and focus on food safety, food quality, consumer protection and consumer information.

This subject introduces the different players who are active in the field of food law. The main part of the subject is devoted to the system and the content of food law in the European Union. Topics discussed are amongst others:

  - The functioning of the European Union and other international organisations;
  - the development of food law from the general principle of free movement of goods;
  - the new architecture of the body of food law by means of the new so-called General Food Law;
  - food labelling;
  - food hygiene and safety;
  - novel foods including genetically modified foods;
  - enforcement of food law; etc.
  
14. Content of the subject:
  - Hour 1: General introduction to law and legal methods
  - Hour 2: General introduction to law and legal methods
  - Hour 3: General introduction to European Union Law
  - Hour 4: General introduction to European Union Law
  - Hour 5: Food Law: development, crisis and transition
  - Hour 6: Food Law: development, crisis and transition
  - Hour 7: General principles of EU Food Law
  - Hour 8: General principles of EU Food Law
  - Hour 9: Composition of food products
  - Hour 10: Market authorization of food additives, novel foods and gmo's
  - Hour 11: Food handling: hygiene (HACCP)
  - Hour 12: Food handling: hygiene (HACCP)
  - Hour 13: Food handling: traceability
  - Hour 14: Consumer information: labelling
  - Hour 15: Consumer information: claims

Hour 16: Enforcement of food law  
Hour 17: Product liability law  
Hour 18: The global level of food law: WTO, SPS, Codex Alimentarius  
Hour 19: The global level of food law: WTO, SPS, Codex Alimentarius  
Hour 20: Recapitulation

15. Examination method and requirements:

- a. Written exam or
- b. Individual assignment - project work.

16. Compulsory literature:

1. Bernd van der Meulen and Menno van der Velde, Food Safety Law in the European Union. An introduction, Wageningen Academic Publishers, 2006

17. Recommended literature:

1. Legislation and case law mentioned in the lectures can be found at:

[http://europa.eu.int/eur-lex/lex/RECH\\_menu.do?ihmlang=en](http://europa.eu.int/eur-lex/lex/RECH_menu.do?ihmlang=en)

2. On the relevance of this subject for Croatia:

[http://europa.eu.int/comm/food/fvo/act\\_getPDF.cfm?PDF\\_ID=3034](http://europa.eu.int/comm/food/fvo/act_getPDF.cfm?PDF_ID=3034)

3. Internet materials on the relevance of specific topic:

*Hour 1:* General introduction to law and legal methods

<http://www.facetpublishing.co.uk/405.pdf>

*Hour 2:* General introduction to law and legal methods

Law in our Lives: <http://roxbury.net/images/pdfs/lil2intro.pdf>

*Hour 3/4:* General introduction to European Union Law

Klaus-Dieter Borchardt, The ABC of Community Law:

[http://europa.eu.int/eur-lex/en/about/abc\\_en.pdf](http://europa.eu.int/eur-lex/en/about/abc_en.pdf).

*Hour 5/6:* Food Law: development, crisis and transition

[http://europa.eu.int/comm/dgs/health\\_consumer/library/pub/pub06\\_en.pdf](http://europa.eu.int/comm/dgs/health_consumer/library/pub/pub06_en.pdf)

[http://europa.eu.int/eur-](http://europa.eu.int/eur-lex/lex/LexUriServ/LexUriServ.do?uri=CELEX:61978J0120:EN:HTML)

[lex/lex/LexUriServ/LexUriServ.do?uri=CELEX:61978J0120:EN:HTML](http://europa.eu.int/eur-lex/lex/LexUriServ/LexUriServ.do?uri=CELEX:61978J0120:EN:HTML)

*Hour 7/8:* General principles of EU Food Law

<http://europa.eu.int/eur-lex/lex/LexUriServ/site/en/consleg/2002/R/02002R0178-20031001-en.pdf>

[http://europa.eu.int/comm/food/food/foodlaw/guidance/guidance\\_rev\\_7\\_en.pdf](http://europa.eu.int/comm/food/food/foodlaw/guidance/guidance_rev_7_en.pdf)

[http://europa.eu.int/eur-](http://europa.eu.int/eur-lex/lex/LexUriServ/LexUriServ.do?uri=CELEX:62003J0211:EN:HTML)

[lex/lex/LexUriServ/LexUriServ.do?uri=CELEX:62003J0211:EN:HTML](http://europa.eu.int/eur-lex/lex/LexUriServ/LexUriServ.do?uri=CELEX:62003J0211:EN:HTML)

*Hour 9:* Composition of food products

[http://europa.eu.int/eur-lex/pri/en/oj/dat/2003/l\\_268/l\\_26820031018en00010023.pdf](http://europa.eu.int/eur-lex/pri/en/oj/dat/2003/l_268/l_26820031018en00010023.pdf)

<http://europa.eu.int/scadplus/leg/en/lvb/l21119.htm>

*Hour 10:* Market authorization of food additives, novel foods and gmo's

Legislation:

<http://europa.eu.int/eur-lex/lex/LexUriServ/site/en/consleg/1997/R/01997R0258-20040418-en.pdf>

[http://europa.eu.int/comm/food/food/biotechnology/gmfood/qanda\\_en.pdf](http://europa.eu.int/comm/food/food/biotechnology/gmfood/qanda_en.pdf)

*Hour 11:* Food handling: hygiene (HACCP)

<http://europa.eu.int/eur-lex/lex/LexUriServ/site/en/consleg/2000/L/02000L0013-20040501-en.pdf>

[http://europa.eu.int/comm/food/food/biosafety/hygienelegislation/guidance\\_doc\\_852-2004\\_en.pdf](http://europa.eu.int/comm/food/food/biosafety/hygienelegislation/guidance_doc_852-2004_en.pdf)

*Hour 12:* Food handling: hygiene (HACCP)

[http://europa.eu.int/comm/food/international/trade/interpretation\\_imports.pdf](http://europa.eu.int/comm/food/international/trade/interpretation_imports.pdf)

*Hour 13:* Food handling: traceability

*Hour 14:* Consumer information: labelling

[http://europa.eu.int/eur-lex/pri/en/oj/dat/2004/l\\_226/l\\_22620040625en00030021.pdf](http://europa.eu.int/eur-lex/pri/en/oj/dat/2004/l_226/l_22620040625en00030021.pdf)

[http://europa.eu.int/comm/food/food/labellingnutrition/foodlabelling/guidelines\\_6\\_10.pdf](http://europa.eu.int/comm/food/food/labellingnutrition/foodlabelling/guidelines_6_10.pdf)  
*Hour 15: Consumer information: claims*  
[http://europa.eu.int/eur-lex/lex/LexUriServ/site/en/com/2006/com2006\\_0002en01.doc](http://europa.eu.int/eur-lex/lex/LexUriServ/site/en/com/2006/com2006_0002en01.doc)  
*Hour 16: Enforcement of food law*  
[http://europa.eu.int/eur-lex/lex/LexUriServ/LexUriServ.do?uri=CELEX:32004R0882R\(01\):EN:HTML](http://europa.eu.int/eur-lex/lex/LexUriServ/LexUriServ.do?uri=CELEX:32004R0882R(01):EN:HTML)  
[http://europa.eu.int/comm/dgs/health\\_consumer/newsletter/200209/consumervoice\\_en.pdf](http://europa.eu.int/comm/dgs/health_consumer/newsletter/200209/consumervoice_en.pdf)  
*Hour 17: Product liability law*  
Nicole Coutrelis, Product Liability in the Food Sector  
<http://europa.eu.int/comm/enterprise/regulation/goods/docs/liability/1999-greenpaper-replies/046.pdf>  
*Hour 18: The global level of food law: WTO, SPS, Codex Alimentarius*  
[http://www.fao.org/documents/show\\_cdr.asp?url\\_file=/docrep/008/y7867e/y7867e00.htm](http://www.fao.org/documents/show_cdr.asp?url_file=/docrep/008/y7867e/y7867e00.htm)  
[http://www.who.int/foodsafety/publications/fs\\_management/en/globalization.pdf](http://www.who.int/foodsafety/publications/fs_management/en/globalization.pdf)  
*Hour 19: The global level of food law: WTO, SPS, Codex Alimentarius*  
[http://www.ecolomics-international.org/epal\\_2004\\_2\\_upt\\_ca1\\_functioning.pdf](http://www.ecolomics-international.org/epal_2004_2_upt_ca1_functioning.pdf)  
<http://europa.eu.int/eur-lex/lex/LexUriServ/LexUriServ.do?uri=CELEX:61998J0448:EN:HTML>  
*Hour 20: Recapitulation*

#### 4. CORE SUBJECT:        **MARKETING**

1. Study programme:                    Executive MBA Training in Agribusiness
2. Status of the programme:        Graduate; Ms
3. Year:                                    1st
4. Semester:                            1st
5. Subject status:                      Compulsory
6. Language:                            English
7. Coordinator:                        Mr. Zsolt Csapó, Associate Professor
8. Affiliation:                            University of Debrecen
  
9. ECTS credits:                        7
10. Number of contact hours        20
  
11. Students engagement:
  - a. face to face education:        20 hours
  - b. individual assignment:        85 hours
  - c. total:                                105 hours
  
12. Pre-requisite: None.
  
13. Objective of the training:

Objective of the training is to make students capable to understand the basic principles of marketing from practical point of view.
  
14. Content of the subject:

Hour 1: Basics of marketing  
Hour 2: Marketing strategy  
Hour 3: Marketing environment  
Hour 4: Consumer behavior  
Hour 5: Case study 1/a  
Hour 6: Case study 1/b  
Hour 7: Business markets  
Hour 8: Segmentation and positioning  
Hour 9: Product policy  
Hour 10: Price policy  
Hour 11: Case study 2/a  
Hour 12: Case study 2/b  
Hour 13: Channel policy  
Hour 14: Wholesaling and Retailing  
Hour 15: Case study 3/a  
Hour 16: Case study 3/b  
Hour 17: Communication strategy 1.  
Hour 18: Communication strategy 2.  
Hour 19: Case study 4/a  
Hour 20: Case study 4/b
  
15. Description of the individual assignment: Reviewing Case studies 1-4.
  
16. Examination method and requirements:
  - a. Written: Team evaluation of Case studies given.
  
17. Compulsory literature:
  1. Philip Kotler, Gary Armstrong: Principles of Marketing. 11<sup>th</sup> Ed. Pearson Books, UK, 2005

18. Recommended literature:

1. Ian Chaston: Knowledge based Marketing. SAGE Publications, London, UK, 2004.
2. John Mariotti: SMART Marketing. Capstone Publishing Ltd. Oxford, UK, 2000.

## 5. CORE SUBJECT:       MANAGERIAL ACCOUNTING

1. Study programme:               Executive MBA Training in Agribusiness
2. Status of the programme:       Graduate; Ms
3. Year:                             1st
4. Semester:                        2nd
5. Subject status:                 Compulsory
6. Language:                        English
7. Coordinator:                    Mr. Béla Bártfai, Lecturer
8. Affiliation:                      University of Debrecen
  
9. ECTS credits:                    7
10. Number of contact hours       20
  
11. Students engagement:
  - a. face to face education:        20 hours
  - b. individual assignment:         85 hours
  - c. total:                            105 hours
  
12. Pre-requisite: None.
  
13. Objective of the training:

To get the students acquainted with the concepts and the most frequently used practices of managerial accounting.
  
14. Content of the subject:

|       |        |  |
|-------|--------|--|
| Hours | 1-2:   | Relevant cost for decision making                |
| Hours | 3-4:   | Cost-volume-profit analysis                      |
| Hours | 5-7:   | Full costing                                     |
| Hours | 8-10:  | Costing & pricing in a competitive environment   |
| Hours | 11-13: | Accounting for control                           |
| Hours | 14-16: | Measuring and controlling divisional performance |
| Hours | 17-20: | Strategic management accounting                  |
  
15. Description of the individual assignment:

Provide the written solutions of exercises related to topics discussed.
  
16. Examinations requirements:
  - d. Oral: The attendance and motivation of the student will be accounted for (30%)
  - e. Written: There will be a written exam (70%)
  
17. Compulsory literature:
  1. Peter Atrill and Eddie McLaney, 2005. Management accounting for decision makers, Pearson Education Limited
  
18. Recommended literature:
  1. Colin Drury, 2004. Management and cost accounting, Thomson Learning

## 6. CORE SUBJECT: STRATEGIC MANAGEMENT

1. Study programme: Executive MBA Training in Agribusiness
2. Status of the programme: Graduate; Ms
3. Year: 1st
4. Semester: 2nd
5. Subject status: Compulsory
6. Language: English
7. Coordinator: Mr. András Nábrádi , Professor
8. Affiliation: University of Debrecen
  
9. ECTS credits: 7
10. Number of contact hours 20
  
11. Students engagement:
  - a. face to face education: 20 hours
  - b. individual assignment: 85 hours
  - c. total: 105 hours
  
12. Pre-requisite: None.
  
13. Objective of the training:

The students will become familiar with strategic decisions to determine the future direction and competitive position of an enterprise in a long run.
  
14. Content of the subject:
  - Hour 1: The nature of strategic management. Defining strategic management, key terms in strategic management.
  - Hour 2: Strategy Formulation: The business vision and mission, characteristic of a mission statement.
  - Hour 3: Strategy Formulation: Components of a mission statement, writing and evaluating mission statements.
  - Hour 4: Strategy Formulation: The external assessment, social, demographic, environmental sources, political, governmental and legal forces.
  - Hour 5: Strategy Formulation: Technological and competitive forces, Competitive analysis Porter's Five-Forces, External Factor Evaluation (EFE) Matrix, The Competitive Profile Matrix (CPM).
  - Hour 6: Strategy Formulation: The internal assessment, nature of an internal audit, the Resource Based View (RBV), Integrating strategy and culture, management, marketing, finance/accounting, production/operation.
  - Hour 7: Strategy Formulation: Research and development, MIS, the value chain, The Internal Factor Evaluation (IFE) Matrix.
  - Hour 8: Strategy Formulation: Strategies in action, Types of strategies, Integration strategy, Intensive strategies, Diversification strategies.
  - Hour 9: Strategy Formulation: Michael Porter's Generic strategies, Means for achieving strategies, First Mover Advantages, Strategic management in Nonprofit and Governmental Organizations.
  - Hour 10: Strategy Formulation: Strategy Analysis and Choice, The input stage, the matching stage, the decision stage.
  - Hour 11: Strategy Formulation: Cultural aspects of strategy choice, Politics of Strategy Choice, Governance issues.
  - Hour 12: Strategy Implementation: Implementing strategies, management and operations Issues. The Nature of Strategy Implementation, Annual Objectives, Policies, Resource Allocation.

- Hour 13: Strategy Implementation: Implementing strategies, management and operations Issues. Managing Conflict, Matching Structure with Strategy, Restructuring, Reengineering, and E-engineering.
- Hour 14: Strategy Implementation: Implementing strategies, management and operations Issues. Linking performance and Pay to Strategies, Managing Resistance to Change, Managing the Natural Environment.
- Hour 15: Strategy Implementation: Implementing strategies, management and operations Issues.: Creating a Strategy-Supportive Culture, Production/operation Concerns When Implementing Strategies.
- Hour 16: Strategy Implementation: Implementing strategies, Marketing, Finance/accounting, R&D, and MIS Issues: Nature of Strategy implementation Marketing Issues, market segmentation, product positioning.
- Hour 17: Strategy Implementation: Implementing strategies, Marketing, Finance/accounting, R&D, and MIS Issues: Finance/Accounting Issues, Acquiring Capital to Implement Strategies, Financial Budget, R&D Issues, Management Information Systems.
- Hour 18: Strategy Evaluation: Strategy Review, Evaluation and Control, The process of Evaluating Strategies, Strategy Evaluation Framework.
- Hour 19: Strategy Evaluation: The Balanced Scorecard, Published Sources of Strategy-Evaluation Information,
- Hour 20: Strategy Evaluation: Characteristics of an Effective-Evaluation System, Contingency Planning, Auditing, Twenty-First Century Challenges in Strategic Management.

15. Description of the individual assignment:

Prepare and present a Strategic Management Case within a working group.

16. Examination method and requirements:

- a. Oral: Presentation
- b. Written: Prepare a Strategic Management Case

17. Compulsory literature:

1. Fred R. David: Strategic Management, Concept and Cases, Tenth Edition, Pearson Prentice Hall Education LTD. (2005), ISBN 0-13-127675-1.

18. Recommended literature:

1. Gerry Johnson-Kevan Scoles: Exploring Corporate Strategy Text and Cases, Prentice Hall International ISBN 0-13-296419-8.

## **7. CORE SUBJECT:            THESIS PROJECT CONSULTATION**

1. Study programme:            Executive MBA Training in Agribusiness
2. Status of the programme:    Graduate; Ms
3. Year:
4. Semester:
5. Subject status:                Compulsory
6. Language:                      English
7. Coordinator:                    Mr. Reiner Doluschitz, Professor  
    Ms. Pamela Bansbach, MSc.
8. Affiliation:                      Hohenheim University
  
9. ECTS credits:                    7
10. Number of contact hours    20
  
11. Students engagement:
  - a. face to face education:        20 hours
  - b. individual assignment:         85 hours
  - c. total:                             105 hours
  
12. Pre-requisite: Participants should have basic knowledge of agricultural economics. Furthermore they should know how to work with MS Word and MS Power Point, or any other computer programmes providing these features.
  
13. Objective of the training:

Working on scientific questions. The students learn how to research and investigate unknown topics. They collect first experiences in organising and working in groups as well as writing and presenting research results..
  
14. Content of the subject:
  - 1) Introduction
  - 2) Suggested topics
  - 3) Theoretical background regarding the topic (for example Quality management) – Position of and requirements on agricultural production – Quality safety, Quality Management, Traceability – European legislation and regulations – Quality management systems, e.g. HACCP; EUREP GAP, ISO 9000, IFS (Definitions, structure)
  - 4) Theoretical background regarding scientific methods – Literature research – Project report (outline, method, results, discussion) and oral presentation
  - 5) Active participation of students, allocation of Students to topics
  - 6) Independent teamwork
  - 7) Oral presentations
  
15. Examination method and requirements:

Working in teams, students have to analyse a specific topic or rather problem descriptively. The results of each case study should be worked out in a written project report and defended in an oral presentation by each group.
  
16. Compulsory literature: Not applicable.

## 8. CORE SUBJECT: INTERNATIONAL MARKETING

1. Study programme: Executive MBA Training in Agribusiness
2. Status of the programme: Graduate; Ms
3. Year: I
4. Semester: 2
5. Subject status: Compulsory
6. Language: English
7. Coordinator: Mr. László Kárpáti, Professor
8. Affiliation: University of Debrecen
  
9. ECTS credits: 7
10. Number of contact hours 20
  
11. Students engagement:
  - a. face to face education: 20 hours
  - b. individual assignment: 85 hours
  - c. total: 105 hours
  
12. Pre-requisite: None.
  
13. Objective of the training:

Students have to get acquainted with principles of international relations of marketing in order to create marketing plan for international business penetration.
  
14. Content of the subject:
  - Hour 1: The global marketplace
  - Hour 2: Creating competitive advantage
  - Hour 3: Structure of the marketing plan
  - Hour 4: Objectives
  - Hour 5: Introduction to the company and the product
  - Hour 6: Description of the marketing strategy
  - Hour 7: Macroeconomic description of the target country
  - Hour 8: Description of the target market
  - Hour 9: SWOT analysis
  - Hour 10: Setting long and short term objectives
  - Hour 11: Short term tactical steps
  - Hour 12: Long term steps
  - Hour 13: Short term action plan: product policy
  - Hour 14: Short term action plan: price policy
  - Hour 15: Short term action plan: distribution policy
  - Hour 16: Short term action plan: communication policy
  - Hour 17: Long term action plan
  - Hour 18: Budgeting 1.
  - Hour 19: Budgeting 2.
  - Hour 20: Controlling
  
15. Description of the individual assignment:

Preparation of an international marketing plan by team work
  
16. Examination method and requirements:
  - c. Acceptance of the marketing plan prepared in a team work.
  
17. Compulsory literature:
  1. Philip Kotler, Gary Armstrong: Principles of Marketing. 11<sup>th</sup> Ed. Pearson Books, UK, 2005

2. László Kárpáti: Marketing Plan – Practical Guide. Published by University of Debrecen, 2006.

18. Recommended literature:

1. Michael R. Czinkota – Ilkka A. Ronkainen: International Marketing. 6th Ed. Harcourt College Publisher, Fort Worth, USA, 2001.
2. Frank Bradley: International Marketing Strategy. Prentice Hall International, Hemel Hempstead, UK, 1991

## 9. CORE SUBJECT: CORPORATE FINANCE

1. Study programme: Executive MBA Training in Agribusiness
2. Status of the programme: Graduate; Ms
3. Year: I
4. Semester: 2nd
5. Subject status: Compulsory
6. Language: English
7. Coordinator: Mr. Laszlo Karpati, Professor
8. Affiliation: University of Debrecen
  
9. ECTS credits: 7
10. Number of contact hours: 20
  
11. Students engagement:
  - a. face to face education: 20 hours
  - b. individual assignment: 85 hours
  - c. total: 105 hours
  
12. Pre-requisite: None.
  
13. Objective of the training:

To get the students acquainted with the elements of basic accounting, principal financial reports, the concepts and the most frequently used practices of financial management.
  
14. Content of the subject:

|       |        |  |
|-------|--------|--|
| Hours | 1-3:   | Elementary accounting                                |
| Hours | 4-7:   | Analysing and interpreting financial statements      |
| Hours | 8-11:  | Making capital investments decisions                 |
| Hours | 12-14: | Making capital investments decisions: further issues |
| Hours | 15-17: | Managing working capital                             |
| Hours | 18-20: | Measuring and managing for shareholder value         |
  
15. Description of the individual assignment: Provide the written solutions of exercises related to topics discussed.
  
16. Examination method and requirements:
  - a. Oral: the attendance and motivation of the student will be accounted for (30%)
  - b. Written examination: there will be a written exam (70%)
  
17. Compulsory literature:
  1. Peter Atrill, 2003. Financial management for non-specialists, Pearson Education Limited
  
18. Recommended literature:
  1. Richard A. Brealey, Stewart C. Myers and Franklin Allen, 2006. Corporate finance, McGraw-Hill/Irwin

## 10. CORE SUBJECT: INTERNATIONAL BUSINESS

1. Study programme: Executive MBA Training in Agribusiness
2. Status of the programme: Graduate; Ms
3. Year:
4. Semester:
5. Subject status: Compulsory
6. Language: English
7. Coordinator: Mr. László Kozár
8. Affiliation:
  
9. ECTS credits: 7
10. Number of contact hours 20
  
11. Students engagement:
  - a. face to face education: 20 hours
  - b. individual assignment: 85 hours
  - c. total: 105 hours
  
12. Pre-requisite: None.
  
13. Objective of the training:  
Objective of the training: make students capable to understand the main questions and techniques of International Business
  
14. Content of the subject:  
Hour 1: Background of the International Business  
Hour 2: Principles of GATT/WTO  
Hour 3: International Trade Policy of the EU  
Hour 4: The participants of International Business connections I.  
Hour 5: The participants of International Business connections II.  
Hour 6: The question of indications and firm offers I.  
Hour 7: The question of indications and firm offers II.  
Hour 8: Incoterms 1990, 2000 I.  
Hour 9: Incoterms 1990, 2000 II.  
Hour 10: Incoterms 1990, 2000 III.  
Hour 11: The question of contracts I.  
Hour 12: The question of contracts II.  
Hour 13: Commodity exchange in the International Business I.  
Hour 14: Commodity exchange in the International Business II.  
Hour 15: Terms of payments I.  
Hour 16: Terms of payments II.  
Hour 17: Case study I.  
Hour 18: Case study II.  
Hour 19: Individual assignment consultation I.  
Hour 20: Individual assignment consultation II.  
students have to prepare the prospects of the development of International Business at a company
  
15. Description of the individual assignment: Students have to prepare the prospects of the development of International Business at a company.
  
16. Examination method and requirements:
  - a. Evaluation of the individual assignment
  
17. Compulsory literature:

1. Laszlo Kozar: International Business. Budapest Business School. Digital Edition, 2006.

18. Recommended literature:

1. Michael R. Czinkota – Ilkka A. Ronkainen: International Marketing. 6th Ed. Harcourt College  
Publisher, Fort Worth, USA, 2001.

2. Stuart R. Veale: Stocks Bonds Options Futures. New York Institute Finance, second edition, 2000.

## 11. CORE SUBJECT: BUSINESS PLANNING

1. Study programme: Executive MBA Training in Agribusiness
2. Status of the programme: Graduate; Ms
3. Year: III
4. Semester: 5
5. Subject status: Compulsory
6. Language: English
7. Coordinator: Mr. András Nábrádi, Full Professor
8. Affiliation: University of Debrecen
  
9. ECTS credits: 7
10. Number of contact hours: 20

11. Students engagement:
  - a. face to face education: 20 hours
  - b. individual assignment: 85 hours
  - c. total: 105 hours

12. Pre-requisite: Passed subject of Strategic Management.

13. Objective of the training:  
Students will get familiar with preparation and writing of a business plan.

14. Content of the subject:

Hour 1: What is a business plan and why write one? The business plan as a planning document, as a yardstick, as a financial tool, the role of the plan in raising money.

Hour 2: The business legal forms, single proprietorship, partnerships, limited partnership, corporations.

Hour 3: The contents of a business plan: Table of contents, Executive summary, General company description, Products and services, Marketing plan, Operational plan, Management and organization, Capitalization and structure, Financial plan, Attachments. Why executive summary? Contents of an executive summary, the company, market potential, major milestones, financial summary. General company description.

Hour 4: Products and services. The main elements of a marketing plan: market definition and opportunity, competition, marketing strategy, market research, sales forecasts.

Hour 5: Market definition, competition and other influences, degree of competition, competitive analysis, price competition, marketing strategy.

Hour 6: Sales and distribution strategy, pricing strategy, advertising, public relations, and promotion. Marketing budgets, future marketing activities.

Hour 7: Sales promotion, distribution, market research, sales forecasts.

Hour 8: Operational plan, product development, manufacturing, maintenance and service, external influences.

Hour 9: Current product development status, manufacturing in detail.

Hour 10: Production costs and planning.

Hour 11: Management and organization, management team principals, organizational chart, policy and strategy.

Hour 12: Top management, ownership, organizational chart in detail.

Hour 13: Structure and capitalization. Structure, capital requirements, term loans, line of credit. Structuring the deal.

Hour 14: Capital requirements, the sources of capital.

Hour 15: Financial plan. Projected income statements

Hour 16: Projected cash flow statement, current balance sheet.

Hour 17: Other financial projections, break even analysis, sensitivity analysis.

Hour 18: Financial data. Net sales, total sales per market, operating expenses, amortization, interest income, income taxes.

Hour 19: Cash receipts, cash disbursements, capital expenditures, long term, short term debt, balance sheet and financial ratios and statistics.

Hour 20: Liquidity ratios, asset management ratios, debt ratios. Break even analysis, attachment to the business plan.

15. Examination method and requirements:

- a. Oral examination: through presentation of a business plan (30%)
- b. Written examination: Preparation of a business plan in a team-work (70%).

16. Compulsory literature:

1. Fred R. David: Strategic Management. Pearson Prentice Hall Education LTD. 2005. ISBN 0-13-127675-1.

17. Recommended literature:

1. Siegel-Ford-Borstein: Business Plan Guide, Ernst & Young, John Wiley & Sons Inc. ISBN 963 8401 13 3.

## 12. CORE SUBJECT: ORGANISATIONAL BEHAVIOUR

1. Study programme: Executive MBA Training in Agribusiness
2. Status of the programme: Graduate; Ms
3. Year:
4. Semester:
5. Subject status: Compulsory
6. Language: English
7. Coordinators: Mr. Dr Morag Mitchell / Iain McGregor
8. , Professor
9. Affiliation: Scottish Agricultural College, UK
  
10. ECTS credits: 7
11. Number of contact hours 20
  
12. Students engagement:
  - a. face to face education: 20 hours
  - b. individual assignment: 85 hours
  - c. total: 105 hours
  
13. Pre-requisite: None.
  
14. Objective of the training:

Objective of the training: To show how a student's awareness and understanding of human behaviour can assist an organisation in operating efficiently and achieving its goals.
  
15. Content of the subject:
  - Hour 1: Introduction
  - Hour 2: Background to organisational behaviour
  - Hour 3: Individual perceptions and attitudes
  - Hour 4: Individual learning processes
  - Hour 5: Individual decision making
  - Hour 6: Individual motivation - concepts & theories
  - Hour 7: Background to group behaviour & teamwork
  - Hour 8: Processes and links between individuals & the group
  - Hour 9: Concepts of leadership
  - Hour 10: Resolving group conflict
  - Hour 11: Organisation - basic concepts
  - Hour 12: Organisational structures
  - Hour 13: Human resource policies
  - Hour 14: Organisational behaviour & culture
  - Hour 15: Organisational communication
  - Hour 16: Organisational power & conflict
  - Hour 17: Organisational change & development
  - Hour 18: Integrating elements of change
  - Hour 19: Globalisation
  - Hour 20: Conclusion
  
16. Examination method and requirements:
  - a. Oral: Presentation of case study (50%)
  - b. Written: Written exam (50%).
  
17. Compulsory literature:

1. Robbins, S. P. (2003). *Organizational behavior*, 10th Edition. New Delhi: Prentice-Hall of India.

18. Recommended literature:

1. Child, J. (2005). *Organisation: contemporary principles and practice*. Blackwell.

### **13. CORE SUBJECT: AGRIBUSINESS MANAGEMENT**

1. Study programme: Executive MBA Training in Agribusiness
2. Status of the programme: Graduate; Ms
3. Year: II
4. Semester: 3rd
5. Subject status: Compulsory
6. Language: English
7. Coordinator: Mr. George Robertson, Professor
8. Affiliation: Scottish Agricultural College
  
9. ECTS credits: 7
10. Number of contact hours 20
  
11. Students engagement:
  - a. face to face education: 20 hours
  - b. individual assignment: 85 hours
  - c. total: 105 hours
  
12. Pre-requisite: None.
  
13. Objective of the training:

To develop skills in market research and business analysis, to understand business decision making processes and the organisation, functioning and behaviour of agricultural product and food markets.
  
14. Content of the subject:

Hours 1 - 3: Business Analysis  
Hours 4- 6 Market Research  
Hours 7- 8: Business Planning  
Hours 9 - 10: Options Appraisal  
Hours 11 - 13: Agricultural Policy  
Hours 14 - 16: Impact of Policy on Agri-Food Business  
Hours 17 - 18: Market Prices  
Hours 19 - 20: Managing Risk
  
15. Description of the individual assignment: Case study based on an analysis of a situation the student is familiar with from one perspective covered in the course.
  
16. Examination method and requirements:
  - a. Oral: Presentation of case study 50%
  - b. Written: Written Exam 50%
  
17. Compulsory literature:
  1. Kent Olson: Farm Management: Principles and Strategies, Iowa State Press (2003)
  
18. Recommended literature:
  1. Hafiz Mirza Ed (1994). International Business. Butterworth Heinemann, Oxford.
  2. Jill Preston Ed. (1993). International Business. Text and Cases. Pitmann, London.
  3. Rabobank (1995). The International Food Industry - developments and strategies. Rabobank Nederland, Netherlands.

#### **14. CORE SUBJECT: CROATIAN BUSINESS LAW AND CONTRACTS**

1. Study programme: Executive MBA Training in Agribusiness
2. Status of the programme: Graduate; Ms
3. Year: III
4. Semester: 5
5. Subject status: Compulsory
6. Language: English
7. Coordinator: Ms. Deša Mlikotin-Tomić, Professor
8. Affiliation: University of Zagreb
  
9. ECTS credits: 7
10. Number of contact hours 20
  
11. Students engagement:
  - a. face to face education: 20 hours
  - b. individual assignment: 85 hours
  - c. total: 105 hours
  
12. Pre-requisite: None.
  
13. Objective of the training:

Students will acquire knowledge on business law which is a prerequisite for doing business successfully. It will include knowledge on different types of business contracts that managers deal with on a daily basis. Students will get skills regarding to legal structure and status of business entities and regarding to proper business behaviour in legal issues.
  
14. Content of the subject:
  1. Goal and purpose of law. Business law. Trade law and contracts. Trade company law. Private and public law. Civil law. Croatian and international business law. Law standards and institutes.
  2. Sources of law. EU law. Data bases and search for law sources.
  3. Business law contracts. General conditions and legal consequences. Obsolescence. Guaranties, mortgages, cessions, settlements. Different types of contracts.
  4. Trade companies: Basic forms in Croatia and EU. Legal personality. Corporations. Firm as a legal entity. Single proprietorship, partnerships, limited partnership, corporations.
  5. Law on market competition: General ban on limitation agreements. Agreements on prices. Division of market. Exclusive businesses. Discrimination of consumers. Control of concentration and monopolisation.
  6. Institutions: Trade (business) courts. Arbitrages. Central deposit agency. Agency for protection of market competition. State department of patents. Croatian trade chamber. Associations.
  
15. Examination method and requirements:
  - a. Written examination
  
16. Compulsory literature:
  1. Gorenc, Vilim, Trgovačko pravo - ugovori, Školska knjiga, Zagreb, 1997
  2. Gorenc, Vilim, Trgovačko pravo - društva, Školska knjiga, Zagreb, 1998
  
17. Recommended literature:
  1. Gorenc, Vilim, Zakon o obveznim odnosima s komentarom, RRIF, Zagreb, 1998

2. Filipović, Vladimir - Gorenc, Vilim - Slakoper, Zvonimir, Zakon o trgovačkim društvima s komentarom (II izdanje), RRIF, Zagreb, 1996
3. Gorenc, Vilim - Schwank, Friedrich - Slakoper, Zvonimir, Međunarodna pravila za kupoprodaje, plaćanja i arbitraže, RRIF, Zagreb, 1996

# APPENDIX 3

**The AHEAD Project  
MBA Training at University of Zagreb**

**Subject assessment sheet**

**Subject title:** .....

**Name of lecturer:** .....

**Time schedule:** .....

1. New knowledge provided by the subject:

(1: little, 3: enough, 5: much)

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

(Please mark the appropriate box!)

2. How much do you think this new knowledge can be used in practice?

(1: just partly, 3: enough, 5: well)

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

3. Amount and appropriateness of material:

(1: just enough, 3: enough, 5: excellent)

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

4. Preparedness of the lecturer:

(1: acceptable, 3: good, 5: excellent)

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

5. Relationship between the lecturer and the student:

(1: weak, 3: good, 5: excellent)

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

6. How could the lecturer give his/her knowledge to the students?

(1: acceptably, 3: well, 5: excellently)

1    2    3    4    5

7. How could the lecturer make students active?

(1: little, 2: enough, 3: much)

1    2    3    4    5

8. Expressiveness and teaching aids of the lectures:

(1: acceptable, 3: good, 5: excellent)

1    2    3    4    5

9. Overall impression:

(1: poor, 3: fair, 5: excellent)

1    2    3    4    5

10. How would you suggest this subject to your colleagues, friends?

(1: just in case of necessity, 3: mention as good experience, 5: as an excellent subject)

1    2    3    4    5

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Average: .....