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MIĘDZYNARODOWY PROGRAM

**MBA**

ZARZĄDZANIE W AGROBIZNESIE  
THE INTERNATIONAL MBA "AGRIBUSINESS MANAGEMENT"

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# **MBA MANUAL**

**2009**

WARSAW UNIVERSITY  
OF LIFE SCIENCES  
FACULTY OF ECONOMIC SCIENCES

SZKOŁA GŁÓWNA GOSPODARSTWA  
WIEJSKIEGO W WARSZAWIE  
WYDZIAŁ NAUK EKONOMICZNYCH

## INTRODUCTION

The Executive MBA Program in Agribusiness Management at the Warsaw University of Life Sciences is hosted by the Faculty of Economic Sciences. The Program was launched in 1995 with financial support from an EU Phare – TESSA grant. It is operated as one of the MBA's in a network of MBA programs under the auspices of the International Agribusiness MBA Board. The teaching staff is drawn from SGGW, other Polish Universities, a number of widely recognized European academic institutions as well as from the United States.

The program is run in Warsaw by the Warsaw Management Committee whose members are Edward Majewski, Head of the Program, Michal Pietrzak, Ph.D. – Faculty of Agricultural Economics staff and Maria Gioldowska, who administers the Program.

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## **MISSION STATEMENT**

The course aims to enhance the students' careers in Polish and international business by giving them a clear understanding of the principles and recent developments in the practice of management within the agribusiness sector. Students will be prepared to make greater contributions to the management of their existing organisations and be capable of developing successful and satisfying careers elsewhere.

## **RATIONALE**

Peter Drucker presents Management as the greatest innovation of the 20th century. The Management Revolution, in his opinion, has led to a fast increase in productivity, as well as to the increase of standards and quality of life in those countries where businesses are well managed. In the era of globalization, in conditions of growing competition, the importance of good management continues to be greater and greater. It has become a necessity for businesses that strive for economic efficiency and competitiveness.

In Poland, which in the recent past started a transformation into a market economy, the need to improving the managerial skills of practicing managers is still great. This MBA will support those involved in managing businesses or intending to start their managerial careers by up-grading their economic and managerial knowledge and skills.

Now that Poland has become a member of the European Union and its economy is open to the world-wide markets, the understanding of the international perspective in which Polish businesses operate is particularly important. Thus a strong focus is given to understanding the international economic and market environment as well as the performance and behaviour of companies which are players in those international markets. This international perspective is brought to the Program by the involvement of foreign teachers, sharing their expertise with the students, by the content of specific courses as well as the extensive use of case studies based on examples from different countries.

The MBA Program in Agri-business Management addresses itself strongly, although not exclusively, to industries related to the food chain. Agribusiness is a large and diverse industry which is growing rapidly in Poland as the economy opens to the outside markets and expands. 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. Numerous developments in the Agribusiness sector can be observed which result largely from the need to adjust to evolving markets and the changing economic environment.

The Program will contribute to the overall development of the Polish Agribusiness system through the "upgrading of human capital" of existing and new entry managers across the sector.

In order to assure that the MBA Program in Agribusiness Management will realize its Mission and will achieve the key objectives the minimum entry requirements are set as:

1. A Bachelors degree or equivalent in any subject
2. The ability to communicate in English
3. Management experience is preferred

## **COURSE AIMS AND OBJECTIVES**

The Program aims to enhance a students' career in international agri-business by giving a clear understanding of the principles and practice of management as it has developed in Europe, America and Japan through a transfer of the most modern knowledge of methods and techniques. Students, on completion of the course, will be ready 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 objectives of the Program are to give students:

- an understanding of economic principles and their effects on business
- the ability to use effectively business management techniques in an international environment
- the opportunity to generate and communicate ideas
- the ability to access and use business information efficiently and accurately
- experience in marketing and the development of marketing plans to suit a range of market situations
- a knowledge of accounting principles
- confidence in the preparation and use of business accounts
- an appreciation of international finance and financial management strategies
- understanding of international agri-business and its importance to Poland
- the opportunity to prepare, as part of their final management project, a thorough analysis of a business situation
- ability and confidence to get more from themselves and from others
- leadership skills

Course 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 the medium of English.

It is expected that completion of the program will result in the up-grading of the managerial knowledge of students, developing practical skills in such areas as negotiations, managing people, project management and the use of information technologies in management processes.

Last but not least the MBA should help the students in their personal development.

## **RECOURCES**

SGGW and the Faculty of Economic Sciences, which hosts the MBA in Agribusiness Management, are well equipped in modern, high quality facilities to provide this course. Students will have access to not only all the resources of SGGW but also the resources of the

supporting international universities and colleges from which the international group of teachers come from.

SGGW resources include:

- comfortably furnished classrooms, equipped with OHP and PPP
- fully equipped computer laboratories, with a sufficient number of computers allowing individual work of each student
- central University library

The whole course is serviced by a secretariat based within the Faculty of Economic Sciences. Dedicated support staff provides help and assistance to all students and guide enquiries, information requests and documentation to the appropriate body. Communication by "e-mail" and through the web-page keeps the whole administrative team in constant contact with the teachers and students.

## **THE MBA STANDARD**

This MBA in International Agri-business Management is presented at an executive level on a part-time basis in order to allow students to pursue simultaneously their own business careers. The length of the program is 2 years; however, for those students who for different reasons may wish to take a slower path of studying, the whole MBA program may be completed within the range of 2 to 5 years. The studies are programmed for 4 semesters, based upon the academic University calendar.

It is estimated that the total input of study time by each student will be 1200 hours, of which 400 is the minimum number of contact hours or distance learning equivalent. The remaining amount of time is devoted to self studies and preparing the MBA dissertation.

### ***Attendance***

Attendance at study weekends and the study week are a crucial component of the programme. Students are strongly advised to attend but allowance has been made to acknowledge prior learning and occasional work commitments with the **minimum** acceptable attendance of **80%**.

### ***Assessment***

Courses shall be assessed by a combination of written examination and coursework as specified in the teaching program. The award of the MBA degree will require an overall average of 50% from the 6 core courses, subject to a minimum of 40% in each course. In addition candidates will be required to obtain a minimum of 50% from the assessment of the MBA dissertation.

Two basic forms of assessment will be used:

- a. written examination for each of the core courses;
- b. continuous assessment of course work, constituted by 2 elements:
  - direct observation of the engagement of the individual student in class
  - essays, reports on projects, oral presentations etc. presented for assessment.

### ***Examinations and Marking Exams***

Written examinations will be held at the end of each core course. Thereafter, Students will be given one opportunity to resit each examination. Resits will be conducted within 3-months of the final exam. Students failing courses (i.e. marks below 40%) will normally be required to retake the complete course when it is next offered. However, a student who fails

any final course examination but who has passed all the coursework for that course, may be allowed to carry their coursework marks and retake the examination at the next sitting of that examination.

The Exam for each course consists of a set of questions related to each module taught within the course. Some modules may be exempted from examination, depending on the nature of the subject.

Examination questions are provided by each teacher with the use of the form, with indication of the number of points attached to a single question and the time needed to answer each question. All points achieved from marking examination questions for each module are summarized for the course in 0 – 100% scale.

The length of the exam is estimated at between 3 and 3.5 hours per course.

### ***Coursework Assessment***

Continuous assessment of coursework is a combination of marks given by a teacher depending on performance of each student for:

- engagement of students as based on the direct observation of their “in class” involvement and contributions to case studies and discussions;
- quality of essays, reports on projects, oral presentations etc. presented as assignments for the assessment - maximum 100% may be allocated to one of those elements of the assessment depending on individual decision of the teacher.

### **The following marking schedule applies to the assignments:**

70% +	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.
60-69%	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.
50-59%	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.
40-49%	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.
39%-	Fails to meet the required standard.

## ***Submitting Assignments***

Students are obliged to submit their home work using electronic means of communication or handing the hard copy directly to the teacher or Program Secretariat before the agreed submission date.

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

Up to 1 week late	10% of achieved mark reduction
Between 1-3 weeks late	30% of achieved mark reduction
Over 3 weeks late	50% of achieved mark reduction

The only exceptions to this will be situations of certified illness or other documented important reasons where separate arrangements should be discussed with the teacher or Program Management.

## ***Marking Rules and Total Marks for a Course***

The rule 60 : 40 is a basis for deciding on the proportion between the final examination and course work marks. Two options are available:

- 60% exam - 40% course work, or
- 40% exam - 60% course work.

The final decision on choosing one of these options is made by course coordinators and teachers after agreeing on this with Program Management Committee.

**For the existing core courses the following split is suggested, subject to changes under the above mentioned condition:**

### **Exam Course Work**

Economics	60 : 40
Operational Methods	60 : 40
Finance	60 : 40
Management	40 : 60
Marketing	60 : 40
International Agribusiness	40 : 60

**The total final mark is calculated as a sum of the points received for examination and course work weighted by the 60 or 40% according to the scheme of marking which applies to a specific course.**

### **An example:**

Exam mark: 74 points out of maximum 100 points (74%)  
Course work assessment: 18 points out of maximum 20 points (90%)

### **Weighting:**

Exam:	$74\% * 60\% = 46\%$
Course work:	$90\% * 40\% = 36\%$
<b>Final mark</b>	<b>82%</b>

### ***Students failing to complete a course***

- a) Students who pass the examination but fail the course may, subject to the approval of the Program Management Committee, be permitted to complete or resubmit such coursework by a date not exceeding three months after its initial completion date in order to obtain the minimum overall mark (40%). After this time the whole course will be required to be re-taken.
- b) Students, whose coursework is incomplete or do not pass, and who fails to present themselves for examination will be required to retake that course.
- c) A student who fails, or fails to complete, any course at the second sitting will normally be required to withdraw from the course.
- d) Students who have to repeat a course for any reason would be subject to fees reduced by 75%.

### ***Standards for the MBA dissertation***

The Presentation and successful defence of an MBA dissertation is a condition for awarding students who have otherwise completed the learning program with the full MBA diploma. The Pre-condition for undertaking a dissertation is completing all the courses within the teaching program with an overall score at the level of 50% at minimum.

It is expected that the dissertation should meet the following criteria on content and characteristics:

1. Clear explanation of the problem with a justification for undertaking the topic for the study.
2. Emphasis on the practical aspects of applying knowledge and skills gained from the program. Solutions or analysis related to real problems that businesses face are highly appreciated. Students will be encouraged to base their research in their own institutions (firms) if possible or applicable. More research oriented MBA dissertations are equally acceptable.
3. Apart from the real problem solving aspects, a literature based theoretical component is an integral part of each dissertation.
4. The Dissertation should also contain:
  - Presentation of objectives and description of methodologies applied and/or hypotheses in more research oriented thesis;
  - Results of research/analysis
  - Conclusions
  - References.

It is acceptable to write the dissertation in Polish, although the English language is preferred. In any case an extensive summary giving a comprehensive overview of the major components of the whole dissertation in English is required.

The dissertation is evaluated by 2 reviewers - External and Internal in accordance with the following criteria:



## MBA DIPLOMA DISSERTATION EVALUATION CRITERIA

**Student:** .....

**Title of dissertation:** .....

<b>SCIENTIFIC AND PRACTICAL VALUE OF THE DISSERTATION</b>							
No.		Excellent 15 points	Good 12-14 points	Satisfying 9-11 points	Average 7-8 points	Poor 4-6 points	Not existing 0-3 points
1.	Originality of the topic and approach, problem setting						
2.	Appropriateness and correctness of methodology applied						
3.	Applicability for the practice or scientific value						
4.	Literature review (scope, selection, use of publications in foreign languages)						
5.	Correctness of analyses and calculations						
6.	Conclusions (adequateness, clearness)						
<b>FORMAL REQUIREMENTS</b>							
		Excellent 5 points	Good 4 points	Satisfying 3 points	Average 2 points	Poor 1 points	Not existing 0 points
1.	Construction of the thesis (sequence, quality of diagrams, tables etc.)						
2.	References in the text						
<b>TOTAL (points)</b>							

**COMMENTS:**

Date: .....

Name of Reviewer: .....

In case of a negative result of evaluation by one of the reviewers, a third reviewer (External) will be appointed. If two evaluations are negative then the dissertation cannot be taken to a defense. At this point, it is up to the author and their supervisor to choose whether to respond by improving the existing dissertation by adjusting it according to the assessment feedback or to change the topic, undertake a new study and present a new dissertation.

### ***Dissertation defence***

The MBA dissertation is to be defended after being accepted by the reviewers. The minimum mark from the dissertation evaluation admitted for a defence is 50% on average, with a minimum mark from either reviewer above 40%.

The defence is undertaken before a Commission consisting of:

- Representative of the Faculty of Agricultural Economics;
- Representative of the MBA Management Committee;
- Reviewers (presence of at least 1 reviewer is necessary)
- Supervisor

Final score (mark) for the defence is calculated as the un-weighted average of three elements:

- dissertation assessment (average of the marks given by the reviewers and the supervisor);
- quality of presentation (as agreed by the Commission)
- answers provided to the questions raised and the quality of the contribution to and leadership of the discussion (as agreed by the Commission).

### ***Award with Distinction***

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

- a) obtains an average of 75% or over in the taught courses and 75% or over in the dissertation defence;

and

- b) has completed and passed all exams of the course at their first sitting.

## **LEARNING METHODS**

Personal tuition within study weekends and the occasional study week is supported by directed private study programmed by the students themselves. Within each study week or weekend, an international team of tutors will guide students very intensively through course materials and manage group activities. Lectures are used sparingly to provide basic information. The remainder of each study period will be used for case studies, seminars, discussions, group or individual projects, computer laboratory based exercises, presentations and site visits, workshops and consultation.

Guest lecturers, e.g. representatives from the business community, policy makers or well known researchers, are occasionally invited to the courses in order to enrich the program of teaching.

An international study tour with a program of visits to different businesses for meetings and discussions with management staff will be an integral part of teaching program.

Tutorials as well as self-studies will be supported by Distance Learning Methods.

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

Each core course is made-up of a number of modules. Each of these modules will have designated to it at least 8 hours of tuition. Modules will be taught with the aid of a fully prepared package of teaching materials provided on the Web Page of the program or in class during the course. These materials will build up to give a complete MBA pack.

The course 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 course. They are vital for successful management.

### **Fraud**

Any attempt to gain an MBA qualification by fraudulent means such as plagiarism, or collusion will be dealt with severely. If the module tutor 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 Tutor will issue a written warning. Two written warnings will at the discretion of the Course Committee result in dismissal from the course.

### **Appeals**

Substantial claims of unfavourable treatment in assessment should be made to the module coordinator or Course Tutor in the first instance. If the dispute cannot be resolved then the Course Committee will consider a written appeal from the student.

### **Course Evaluation**

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 module will be evaluated by the students as part of a continuous programme of quality assurance. The main vehicle for seeking student opinion will be questionnaires. These evaluations will be discussed by students with course tutors who will be able to take immediate action to overcome problems.

## Course assessment

## MBA in Agribusiness Management

Teacher/Module	Date	Teaching		Teaching materials	Organization of the course, effectiveness of time use	Usefulness of knowledge gained	
		Preparation and engagement of the teacher	Way of knowledge transfer ( accessibility, use of modern teaching methods)	Quality of handbooks, other materials		for personal development	for professional career

For each module listed give your marks in the scale from 1 (minimum) to 5 (maximum)

Remarks/comments:

## **COURSE STRUCTURE**

The MBA Program consists of 7 Core Courses: Economics, Operational Methods, Marketing, Finance, Management, International Agribusiness and Public Policy. Each course, broken down into modules, will be programmed to lie within a complete semester. Two or three core courses are programmed each semester to allow completion of the whole course within two years. The teaching program is supplemented by two training events:

- study week (integrated case study);
- study trip (visits to leading companies, meetings with high level management).

In the fourth semester a number of diploma seminars will be organized in order to guide the students in preparation of their MBA final dissertations.

A complete program is presented in the enclosed table.

## MBA in Agribusiness Management at SGGW - CURRICULUM

Course/ Modules			Hours	Teachers
<b>Course</b>	<b>1.0</b>	<b>ECONOMICS</b>		
Modules	1.1	Consumer Theory	8	Monika Utzig (SGGW)
	1.2	Production Theory	8	Monika Utzig (SGGW)
	1.3	Market Economics	8	Monika Utzig (SGGW)
	1.4	Macro Economics	8	Aldona Zawajska (SGGW)
	1.5	Macro Economics, Case	16	Willem Heijman (Wageningen)
<b>Course</b>	<b>2.0</b>	<b>OPERATIONAL METHODS</b>		
Modules	2.1	Statistics for managers	16	Arkadiusz Orłowski (SGGW)
	2.2	Forecasting	16	Stanisław Stańko (SGGW)
	2.3	Market research	16	Arkadiusz Orłowski (SGGW)
	2.4	Operational Research	16	Elżbieta Saganowska (SGGW)
	2.5	Decision Making	8	Alistair Stott (Aberdeen)
<b>Course</b>	<b>3.0</b>	<b>FINANCE</b>		
Modules	3.1	Accounting	8	Justyna Franc-Dąbrowska (SGGW)
	3.2	Financial Analysis	16	Justyna Franc-Dąbrowska (SGGW)
	3.3	Financial planning, controlling	16	Justyna Franc-Dąbrowska (SGGW)
	3.4	Financial Strategies	16	Andrzej Kurnicki
	3.5	International Finance	16	Harry Bremmers (Wageningen)
<b>Course</b>	<b>4</b>	<b>MARKETING</b>		
Modules	4.1	Strategic Marketing	8	Andrzej Przepióra (Poznań)
	4.2	Market Research	8	Andrzej Przepióra (Poznań)
	4.3	Operational Marketing	16	Beata Kupiec-Teahan (Bangor)
	4.4	International Marketing	8	Maria Lucas (Evora)
	4.5	Consumer Behaviour	8	Maria Lucas (Evora)
	4.6	E-business	16	Beata Kupiec-Teahan (Bangor)
<b>Course</b>	<b>5.0</b>	<b>MANAGEMENT</b>		
Modules	5.1	Principles of Management	8	Michał Pietrzak (SGGW)
	5.2	Human Resource Management	16	Robert Kowalski (Wolverhampton)
	5.3	Psychology in management practice	16	Hanna Hamer (SGGW)
	5.4	Strategic Management	16	Edward Majewski (SGGW)
	5.5	Total Quality Management	16	Edward Majewski (SGGW)
	5.6	Managing Change	8	Robert Kowalski (Wolverhampton)
	5.7	Public Relations	8	Krzysztof Szejek (SGGW)
<b>Course</b>	<b>6.0</b>	<b>INTERNATIONAL AGRIBUSINESS</b>		
Modules	6.1	International Agribusiness – Structure – Conduct - Performance	16	Garth Entwistle (Aberdeen)
	6.2	Supply Chain Management	16	Karol Krajewski (Uniw. Gdański)
	6.3	Business Law, Corporate Social Responsibility	16	Adam Sulkowski (Univ. of Mass. , Dartmouth, USA)
	6.4	Business Plan	16	Edward Majewski (SGGW)
	6.4	Case study (Study Week)	40	Bruce Ahrendsen, University of Arkansas (USA)
<b>Course</b>	<b>7.0</b>	<b>Public Policy</b>	16	SAC Aberdeen
<b>MBA Dissertation</b>	<b>8.0</b>	Diploma seminars	24	
	<b>9.0</b>	<b>Study Trip</b>	1 week	

## **TIMETABLE**

The cycle of the MBA program stays in accordance with the structure of academic year at the University. Two courses are delivered each semester following the sequence:

Semester I – Economics and Operational Methods;

Semester II – Management and International Agribusiness;

Semester III – Finance and Marketing;

Semester IV – diploma theses preparation, diploma seminars.

Due to a rolling system of recruitment new students may enter the program at any of first three semesters.

A detailed timetable is prepared and communicated to students at least 2 weeks before each semester. Normally it can be a subject for discussion with students. Some dates proposed may be changed if more convenient for students, assuming classrooms or other required facilities are available on specific days.

## **STUDENTS AND STAFF RESPONSIBILITIES AND RIGHTS**

This MBA course is designed to allow all students and teaching staff to participate in a combined learning experience. All those involved are expected to adopt a professional approach to their respective responsibilities by making a full contribution to the course and will have a responsibility to participate fully in team activities seminars and other group events, giving support where needed and fair criticism when asked. Professional standards will be required in terms of punctuality; communication; thorough preparation; meeting deadlines and demonstrating high standards of presentation. However, dress during classes may be casual, but all will be expected to show appropriate dress codes for formal events.

The International Board will expect all to actively promote the image of the course. Care will always be required when handling the confidential information that students can increasingly expect to be offered as part of the course to support learning objectives.

It is important to appreciate this course is based, as far as is possible, on business philosophies with business methods of working. As such, it is likely to deviate from previous experience and expectations of a university course. As well as different responsibilities there will be different freedoms. 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 course. It is important to appreciate this and see it as a challenge.

# MODULE DESCRIPTORS

**Course:**       **MARKETING**  
**Module:**       **Operational Marketing**

**Beata Kupiec**

## **Aim**

This module introduces the "fundamentals" of operational marketing, by illustrating fulfilment of marketing strategies in a wide range of situations.

## **Course Content**

This course will introduce the student to the concepts of marketing and the role of marketing strategy in organisational effectiveness. This toolkit will be shown to be relevant to public & private food sector activities, to organisations dealing in production and delivery of goods or services, in domestic or international markets, & for interactions with external & internal customers. Execution of effective marketing strategies around the product, place, price, promotion, people, process & physical evidence will be discussed. Understanding of customers, creation, communication and delivery of values will be used as a theoretical framework for operational processes. The various perspectives of thought in marketing are covered, together with relevant analytical models and management practices.

## **Assessment Methods**

### **1. Coursework (40%)**

Coursework (20%) and class exercises (20%)

### **2. Exam (60%)**

Examination

## **Teaching and Learning Strategy**

This module first provides a general introduction to marketing operations. Students are then able to contextualise this content for their own specialist programme of study through examination of subject-specific case studies & elements of assessment that allow reflection on an industry/company of their own choice. The main focus in contextualisation will be placed on characteristics of the agri food sector.

## **Key Skills Taught**

### **1. Communication - Verbal**

Communication skills

### **2. Interpersonal**

Interpersonal skills needed in team work

### **3. Subject Specific (Eg Practical Skills)**

Subject specific skills: Appreciate the application of marketing concepts to a variety of situations, & generate relevant marketing recommendations.



**Course:        MARKETING**  
**Module:       Marketing research**

**Andrzej Przepióra**

### **AIM**

To develop the understanding of the marketing research process and tools.

### **OBJECTIVES**

1.        Gaining understanding of the marketing research process.
2.        Learning the proper use marketing research tools.
3.        Practicing the use of marketing research tools.

### **COURSE CONTENT**

1.   Marketing research process.
2.   Marketing research tools.
3.   Learning from cases.

### **METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, assignment – 50% (home work for students: individual paper/presentation for the assessment).

**Exam/Course work weighting:** 40%/60%

**Course:            MARKETING**  
**Module:           Strategic Marketing**

**Andrzej Przepióra**

### **AIM**

To develop the understanding of the strategic marketing concept and to develop practical skills in strategic marketing planning.

### **OBJECTIVES**

1.        Gaining the understanding of the strategic marketing concept.
2.        Gaining the understanding of the need for strategic thinking.
3.        Learning to use strategic marketing planning tools.
4.        Practicing the use strategic marketing planning tools.

### **COURSE CONTENT**

1.    Definition of marketing strategy.
2.    Importance of strategic planning in marketing.
3.    Strategic marketing planning tools.
4.    Learning from cases.

### **METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, assignment – 50% (home work for students: Individual paper/presentation for the assessment).

**Exam/Course work weighting:** 40%/60%

**Course:            MARKETING**  
**Module:            Consumer Behaviour**

**Maria Raquel Lucas**

### **AIM**

To understand consumer behaviour developments and influences, giving a comprehensive view of consumer decision-making process and their consequences for marketers to support effective and competitive business strategies.

### **OBJECTIVES**

5. Understand the consumer behaviour concept and process, its antecedents, developments and diversity
6. Describe the major steps in the consumer decision-making process.
7. Understand consumer behaviour internal and external influences.
8. Compare the consumer's impact on marketing strategy with the marketing's impact on consumer's behaviour.

### **COURSE CONTENT**

5. The Consumer Behaviour concept, antecedents and diversity.
6. Meaning of Consumer Behaviour approaches, theories and models.
7. Consumers as individuals – Motivation, Needs, Values, Involvement, Personality, Attitudes, Perception, Learning and Memory and, Interpretation.
8. Consumer as decision-makers- Problem recognition, Information Search, Alternative Evaluation, Purchase Decision, Pos-purchase Evaluation.
9. Consumer External Influences – Culture, Social Class, Situational Factors, Family, Reference Groups).
10. Learning from cases-studies (Consumer Behaviour and Food Safety; Food Quality Products; Innovation Products)

### **METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, assignment – 50% (home work for students: Individual paper/presentation for the assessment).

**Exam/Course work weighting:** 40%/60%

**Course:        MARKETING**  
**Module:       E-business**

**Beata Kupiec**

## **AIM**

To provide an understanding of the widespread impact of electronic business to individuals, organisations, communities and nations.

## **Course Content**

The E-Business module is taught in the context of the changing global environment, which has previously been presented as changes in global markets and global production. It builds on the traditional prescription that organisations can create value for customers through the primary and secondary activities in the Value Chain. After assessing the nature of change and reviewing the buyer's perspective, the range of possible organisational responses is introduced. Due attention is paid to the differences between individual e-buyers (Business-to-Consumer) and organisational purchasers (Business-to-Business). The potential of Digital Communities and Digital Government is examined.

## **Assessment Methods**

### **1. Class exercises (20%)**

### **2. Research Project/Coursework (20%)**

Individual project on the development of e-business strategy in a company/individual sector.

### **3. Exam**

Examination

Learning outcomes 1, 2, 3 and 4

## **Teaching and Learning Strategy**

This module is ultimately intended to be deliverable face-to-face & electronically at a distance. Face-to-face will have 16 contact hours over 2 consecutive days to cover the required material. Students will engage in self-study work before the contact sessions.

## **Key Skills Taught**

### **1. Information Technology**

The use of Information Technology will be a key skill throughout this module, specifically regarding searching for information and assessing the e-business strategies of organisations. It will also be used in the preparation of assessments and presentations. However, it is not intended that students will acquire web-site development skills within MBA curriculum.

### **2. Communication - Other Modes e.g. Video**

Communication skills will be used for oral and written presentations - both for purposes of assessment, and transfer of findings from the individual student activities.

### **3. Interpersonal**

Interpersonal Skills will be developed during the group-work activities.

**Course: MANAGEMENT**  
**Module: Human Resource Management (HRM)**

**Robert Kowalski**

### **AIM**

Management is about developing people and ensuring an organisation's main asset – its people – are effective. The module provides a framework for understanding the behaviour of individuals and groups in organisations. To develop knowledge and problem solving relating to the management of people at work. The module attempts to make managers more effective when dealing with staff.

### **OBJECTIVES**

At the end of the module the student should be able to:

9. Describe the process of staff recruitment and selection
10. Understand the theories of leadership
11. Appreciate the importance of motivation and coaching
12. Have an understanding of Employment law
13. Create effective work teams
14. Appreciate bases and sources of power
15. Describe the process of performance management

### **COURSE CONTENT**

11. Recruitment & Selection; job analysis, person specification, selection methods, induction.
12. Leadership; theories, management style, traits, effective leadership
13. Motivation; theories, effective motivation, coaching, coaching skills
14. Employment Law; sources of EU law, contract of employment, transfer of undertakings, redundancy, discrimination, health & safety, working time directive, disputes.
15. Working in Teams; group processes, roles in teams, how teams develop, effective teamwork
16. Power; sources of power, use of power, politics, negotiation, conflict management.
17. Performance Management; role of training, TNA, Appraisal schemes, training methods, evaluation.

### **METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, assignment – 50% (home work for students: Individual paper/presentation for the assessment).

**Exam/Course work weighting:** 40%/60%

**Course: MANAGEMENT**  
**Module: Total Quality Management**

**Edward Majewski**

### **AIM**

To develop understanding of the TQM concept and create an appreciation of the importance of quality management for building effective and competitive organizations.

### **OBJECTIVES**

16. Explain the TQM concept.
17. Understand strategic features of TQM
18. Learn quality management methods.
19. Practice use of quality management tools.

### **COURSE CONTENT**

18. Meaning of Quality in modern management approaches
19. The TQM concept.
20. TQM methods – Kaizen, Just in Time Management, Costs of Quality;
21. TQM tools - Pareto Analysis, Procedures and Flowcharting, Ishikawa Diagram, Statistical Process Control, House of Quality etc.
22. Learning from cases: Idea Management, successful implementations of TQM.

### **METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, assignment – 50% (home work for students: Individual paper/presentation for the assessment).

**Exam/Course work weighting:** 40%/60%

**Course:       MANAGEMENT**  
**Module:       Strategic Management**

**Edward Majewski**

### **AIM**

Provide a basic understanding of strategic management and its role for today's business in directing where the organization needs to be headed

### **OBJECTIVES**

1.     Create an awareness of the need to develop a strategy for business
2.     Formulate a mission for a business and convert a mission to into specific performance objectives
3.     Learn tools and techniques of strategic management for analysis, evaluation, formulation and implementation
4.     Understand different approaches to competitive strategy, making strategic choices

### **COURSE CONTENT**

1.     Introduction: principles of strategic management.
2.     Tools for strategic analyses (STEP analysis, Porter's five-forces model, SWOT analysis, competitive strength       assessment)
3.     Approaches to competitive strategy (low-cost, differentiation, niche...) and other types of strategies
4.     An action plan - implementation of strategy
5.     Monitoring, reviewing the strategy, initiating corrective adjustments.
6.     Case studies

### **METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, assignment – 50% (home work for students: Individual paper/presentation for the assessment).

**Exam/Course work weighting:** 40%/60%

**Course:       MANAGEMENT**  
**Module:       Business Planning**

**Edward Majewski**

### **AIM**

Provide an understanding of business planning process and develop practical skills of constructing the Business Plan

### **COURSE CONTENT**

1. Business Plan - objectives, structure, evaluation;
2. Case study – constructing Financial Plan with the use of Excel based software
3. Developing individual business plans by each student for a company of its choice
4. Presentations and discussion

### **METHODS OF ASSESSMENT**

**Course work assessment:** assignment – 100% (home work for students: individual business plan for the assessment).

**Exam/Course work weighting:** 0%/100%



**Course:           MANAGEMENT**  
**Module:          Psychology in practical management**

**Hanna Hamer**

**AIM**

Managerial skills improvement

**COURSE CONTENT**

1. Managerial styles
2. Effective motivation
3. Flexibility in adjustment to workers
4. Assertive communication
5. Win-win negotiations
6. Psychological differences between women and men
7. Stress management
8. Social manipulation

**METHODS OF ASSESSMENT**

Presence and activity during classes

**Course:           MANAGEMENT**  
**Module:           Basics of Management**

**Michał Pietrzak**

### **AIMS& OBJECTIVES**

To develop understanding the core concepts, basic rules and functions of management (planning, organizing, motivating and leading, controlling) and building skills in decision making tools.

### **COURSE CONTENT**

- (1) Organization and management
- (2) Management as the decision making process
- (3) Planning
- (4) Organizing
- (5) Coaching
- (6) Controlling
- (7) Managing Time

### **METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, assignment – 50% (home work for students: Individual paper for the assessment).

**Exam/Course work weighting:** 50%/50%

**Course: INTERNATIONAL AGRIBUSINESS**

**Module: Food Chain Management**

**Karol Krajewski**

### **AIM**

To develop understanding of the Food Chain Management (FCM), especially Efficient Consumer Response (ECR) concept and create an appreciation of the importance of Food Chain Management for building effective and competitive organizations and firms in a food market.

### **OBJECTIVES**

20. Explain the FCM concept in a food market
21. Understand characteristic features of FCM
22. Explain the ECR concept
23. Learn management methods in a food chain.
24. Practice use of food chain management – case study.

### **COURSE CONTENT**

23. Characteristic of the food market
24. Meaning of Food Chain in modern management approaches
25. The concept of Food Chain Management in a Food Market
26. ECR method characteristic – Elements, Techniques
27. Learning from cases: Idea Management, successful implementations of FCM.

### **METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, assignment – 50% (home work for students: Individual paper/presentation for the assessment).

**Exam/Course work weighting:** 40%/60%

**Course: INTERNATIONAL AGRIBUSINESS**  
**Module: International Agribusiness: Structure, Conduct and Performance**

**Garth Entwistle**

### **AIM**

Give an appreciation of the impact international businesses are having within the Polish economy. Show how by the analysis of the structure, conduct and performance of individual industries we can understand how this industry will develop and how individual firms within these industries will operate.

### **OBJECTIVES**

25. Understand the position of international business within Poland.
26. Explain the development of international business and the forces which continue to direct its development.
27. Review the conduct of international businesses.
28. Analyse the performance of international business
29. Show how an understanding of Structure, Conduct and Performance can indicate the future development of individual industries and those firms which operate within them.

### **COURSE CONTENT**

28. International business within a global economy.
29. Forces directing the development of businesses operating within a global environment
30. The evolving structure of industry
31. The Conduct of businesses
32. Performance of business within an international environment
33. The future development of industrial groups and individual firms.

### **METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, assignment – 50% (home work for students: Individual paper/presentation for the assessment).

**Exam/Course work weighting:** 40%/60%

**Course: ECONOMICS**  
**Module: Macroeconomics**

**Willem Heijman**

**AIM**

To develop an insight into macroeconomic relationships and relating policies with respect to the major macroeconomic problems like economic growth, inflation, and unemployment.

**OBJECTIVES**

30. Explain the difference between microeconomics and macroeconomics
31. To understand and analyse simple macroeconomic models
32. To analyse economic policies
33. To apply macroeconomic theory to practice

**COURSE CONTENT**

34. Objectives and tools of macroeconomic policies
35. macroeconomic models
36. Keynesian models and policy
37. Quantity theory
38. Aggregate supply and aggregate demand
39. Simple growth theory

**METHODS OF ASSESSMENT**

**Course work assessment:** Exam: 60%, Paper: 40%.

**Course: ECONOMICS**  
**Module: Macroeconomics**

**Aldona Zawojkska**

**AIM**

The course aim is to enhance the understanding of different theoretical approaches and their relevance to macroeconomics policy as well to develop the student's ability to perform independent economic analyses.

**OBJECTIVES**

- 34. To provide rigorous framework for understanding and analyzing macroeconomic events, their causes and their consequences.
- 35. To explain several different macroeconomics models
- 36. To explain fiscal and monetary policies

**COURSE CONTENT**

- 1. Government and fiscal policy
- 2. Money and banking
- 3. Inflation – theories, consequences, controlling
- 4. The balance of payments and exchange rates

**EVALUATION:**

The final course grade will be based on the following weights:

Class attendance	10%
Class participation	20%
Homework	30%
Final Exam	40%
<b>Total</b>	<b>100%</b>

**Course: ECONOMICS**  
**Module: Basics of Supply Theory**

**Monika Utzig**

**AIM**

The course aim is to understand and interpret the major elements of producer and pricing theory and its tools to solve problems in organisation.

**OBJECTIVES**

1. To familiarize students with the basic analytical tools used by theory of supply.
2. To solve the optimization problems faced by producers.
3. To present microeconomic concepts relevant to managerial decision making.

**COURSE CONTENT**

1. Production function
2. Production in short run
3. Production in long run
4. Production costs and their optimisation
5. Returns to scale and economies of scale

**EVALUATION:**

The final course grade will be based on the following weights:

Class attendance	10%
Class participation	20%
Homework	30%
Final Exam	40%
<b>Total</b>	<b>100%</b>

**Course: MICROECONOMICS**  
**Module: Markets**

**Monika Utzig**

**AIM**

To develop understanding how markets work

**OBJECTIVES**

37. Explain the concept of market equilibrium.
38. Understand difference between market models
39. Learn how to use market models in economic analysis.
40. Learn the specifics of the market of agricultural products.

**COURSE CONTENT**

40. Market demand and industry supply
41. Market equilibrium in perfect competition model, monopoly and oligopoly.
42. The use of comparative statics in economic analysis;
43. External effects
44. Specifics of the market of agricultural products

**METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, assignment – 50% (home work for students: Individual paper/presentation for the assessment).

**Exam/Course work weighting:** 50%/50%



**Course: OPERATIONAL METHODS**  
**Module: Methodology of market research**

**Arkadiusz Orlowski**

### **AIMS& OBJECTIVES**

Introduction to market research methodology. Training in practical skills of planning, conducting, supervising, analyzing and interpreting market research results.

#### **Specific objectives are as follows:**

1. To develop understanding the concept of the market research methodology
2. To familiarize students with basic rules and methods of planning and conducting market research
3. Analysis of real examples and casus

### **CONTENT**

1. Methods of sampling (simple random, stratified, non-probability, cluster, quota, etc.), sample size, procedures of statistical data collection, quality of statistical data/
2. Basics of market research methodologies (functions and objectives, key elements of market research process, types of market research (descriptive, cause and effect, pilot research);
3. Methods of data collection (primary and secondary; basic instruments: questionnaire, observation, participative observation, interview);
4. Methodology of developing the formats of data collection tools, measurement scales (nominal, ordinal, interval, ratio), proper construction of questionnaires, measuring tendencies and preferences;
5. Presentation and interpretation of market research results (developing research report, analysis), managing market research projects;
6. Case studies

### **METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, assignment – 50% (home work for students: Individual paper for the assessment).

**Exam/Course work weighting:** 40%/60%

**Course: OPERATIONAL METHODS**  
**Module: FORECASTING**

**Stanisław Stańko**

### **OBJECTIVES**

To acquaint the students with the methods of forecasting and to develop skills of preparing forecasts of internal and external variables in business. To train students in the use using of a computer package for the development of forecasts.

### **CONTENT**

#### I. Introduction

1. Key terms
2. Types of forecasts
3. Forecasting process and its stages
4. Need for forecasting in business
5. Limits and possibilities of forecasting economic features in business
6. Sources of information required to build a forecast
7. Forecasting and decision making
8. Review of forecasting methods

#### II Forecasting based on time series

1. Elements of time series
2. Models of time series with a fixed level
3. Models of time series with a trend
4. Models of time series with seasonal fluctuations
5. Models of time series with cyclical fluctuations

#### III Use of cause-effect models in forecasting

#### IV Other forecasting methods

#### V Forecasting system of a business

### **METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, assignment – 50% (home work for students: Individual paper for the assessment).

**Exam/Course work weighting:** 40%/60%

**Course: OPERATIONAL METHODS**  
**Module: SELECTED APPLICATIONS OF OPERATIONAL METHODS**

**Elżbieta Saganowska**

### **OBJECTIVES**

To develop the skills of identifying, solving and analyzing typical decision making problems and to practice computer applications used to support the decision making processes.

**Specific objectives are as follows:**

1. To identify typical decision making problems.
2. To provide understanding methods of solving typical decision making problems and practice the interpretation and analysis of solutions
3. Practical training in the use of selected operational methods in management

### **CONTENT**

1. Decision situations, types of decisions, selection criteria.
2. General conception of solving decision problems with the use of selected operational research methods.
3. Possibilities of using decision models in management.
4. Identification of proper tools for problem solving and analysis of typical decision problems.
5. Use of computer programs in the decision making processes and finding optimal solutions
6. Case studies.

### **METHODS OF ASSESSMENT**

**Course work assessment:** activity – 20%, assignment – 80% (home work for students: Individual paper for the assessment).

**Exam/Course work weighting:** 40%/60%

**Course: OPERATIONAL METHODS**  
**Module: Decision Making**

**Alistair Stott**

**AIM**

Introduce basic decision making techniques of use in agribusiness.

**OBJECTIVES**

Students should be able to:

1. Critically appraise the use of decision analysis (DA) techniques in business.
2. Select and apply appropriate DA techniques to selected decision problems
3. Appreciate the significance of attitude to risk in business decision making.
4. Effectively communicate DA outcomes to decision makers.

**COURSE CONTENT**

1. Exchange of decision making experiences.
2. Paper case study 1 - The manager's problem.
3. Paper case study 2 - Dealing with variability.
4. Paper case study 3 - Dealing with risk.
5. Communication checklist.
6. Application exercises/discussion.

**METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, assignment – 50% (home work for students: Individual paper/presentation for the assessment).

**Exam/Course work weighting:** 40%/60%

**Course: OPERATIONAL METHODS**  
**Module: Statistics for managers**

**Arkadiusz Orłowski**

### **OBJECTIVES**

To provide a review of key statistical tools used in management. To arouse the interest in mathematical and statistical methods supporting decision making processes. To develop a habit of critical analysis of information.

#### **Specific objectives:**

1. To justify the need for the use of statistical tools in a modern organization.
2. To provide knowledge on basic statistical methods and tools
3. To train in the practical use of statistics in data analysis and decision making processes.

### **CONTENT**

1. Basic statistical terms (population, sample, representative sample, partial and complete research, sample parameters, statistics of a sample, measures of dispersion, asymmetry, data grouping etc., estimation of sample parameters from aggregate data)
2. Decision making under uncertainty (decisions on statistical hypotheses, random variables and their distributions, distribution parameters, estimation of parameters and distribution, forming and testing statistical hypotheses – basic ideas, tests, probabilities, critical regions in tests, statistical significance, confidence range)
3. Data analysis (preliminary processing of raw data, identifying differences with statistical test, verifying relationships with statistical methods, correlation and regression analysis, parametrical and non-parametrical tests, t-Student test, chi-squared test, rank tests)
4. Selected non-standard methods use in management decision making (heuristics, logarithmic methods, non-logarithmic methods)
5. Introduction to advanced statistical methods (multidimensional methods, variance analysis)

### **METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, assignment – 50% (home work for students: Individual paper for the assessment).

**Exam/Course work weighting:** 40%/60%

**Course: FINANCE**  
**Module: Accounting**

**Justyna Franc-Dąbrowska**

### **OBJECTIVES**

Understanding the importance of accounting to management.

#### **Detailed objectives**

1. Understanding the principles of financial accounting
2. Learning to prepare the Key financial statements (Profit & Loss Account, Balance Sheet, Cash Flow Statement)
3. Ability to interpret financial statements
4. Developing the awareness of differences in accounting principles in Poland and the International Accounting Standards

### **CONTENT**

1. Introduction. Basic principles of financial accounting
2. Key financial statements: Profit & Loss Account, Balance Sheet, Cash Flow Statement
3. Analysis of key financial statements
4. International Accounting Standards

### **METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, assignment – 50% (home work for students: Individual paper for the assessment).

**Exam/Course work weighting:** 60%/40%

**Course:** FINANCE  
**Module:** Financial analysis

**Justyna Franc-Dąbrowska**

### **OBJECTIVES**

Providing understanding and the basic knowledge of the principles, methods and tools used in financial analysis; in theory and practice.

#### **Detailed objectives**

- Understanding and mastering the Basic terms use in theory and practice of financial analysis.
- Learning the methods of financial analysis.
- Learning the [practical use of the methods basing on actual financial statements.
- Learning the ability to select proper tools of analysis depending on the purposes of the analysis.

### **CONTENT**

1. What is financial analysis.
2. Sources of financial information.
3. Analysis of the financial decision making process in business.
4. Decision areas in the Value creation process.
5. Stages in financial decision making process. Conditions under which financial decisions are made.
6. Risk and financial decision making.
7. Methods, techniques and tools used in financial analysis
8. Preliminary analysis of financial statement. Analysis of balance sheet structure and dynamics
9. Profit and loss account analysis
10. Analysis of profit and loss account structure and dynamics
11. Analysis of cash flow statement structure and dynamics
12. Analysis of the statement of changes in equity. Additional information
13. Ratio analysis: liquidity ratios, profitability ratios, effectiveness ratios, debt ratios, capital market ratios
14. Ratio analysis of the cash flow statement (1st and 2nd grade)
15. Ratio Analysis of Cash flows (I i II level).
16. Time value of money
17. Interest and interest rate. Calculation and evaluation of the time value of money
18. Differences in time value of money and the financial situation of companies

### **METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, written test – 50%

**Exam/Course work weighting:** 50%/50%

**Course: FINANCE**  
**Module: Corporate Finance**

**Justyna Franc-Dąbrowska**

### **OBJECTIVE**

The main objective of the course is providing students with knowledge on the rules, methods and processes of Corporate Finance through the use of methods and tools commonly used by practitioners. Economic changes and the evolution of capital markets require proper preparation of management systems, putting the interest of business owners at the forefront. In addition, the need to properly manage corporate finance and evaluate its effects may be required by law or by an autonomous decision of owners tied to the strategy of the business.

### **Detailed objectives**

1. Learning the concept of Corporate Finance, its goals and components
2. Identification of factors impacting the level of profits – revenues and costs, sales structure and its profitability. Analysis of clients. Pricing decisions and terms of payment. Classification of costs for the purposes of financial analysis.
3. Understanding the need to manage working capital – properties of working capital, working capital strategies. Management of inventories. Receivables management policy and credit risk assessment.
4. The need and objective of managing liquidity
5. Liquidity or profitability as the financial objective in business – profit or cash (capital structure vs liquidity strategies) – solving entrepreneurs dilemmas
6. Predicting bankruptcy in Poland and abroad – presentation of the practical impact of research on bankruptcy
7. Learning the basic methods of financial planning necessary in management

### **CONTENT**

1. Breakeven point in single and multi product manufacturing and operational leverage
2. Working capital management strategies and strategies of managing liquidity
3. Practical use of Baumol and Miller-Orr models for optimizing cash levels
4. Capital structure and its optimization, Weighted Average Cost of Capital and financial leverage and the financial objectives of businesses
5. Discrimination models – early bankruptcy warning systems
6. Forecasting of financial statement in stable growth models in the context of liquidity and achieving the required rates of return on equity

### **METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, written test – 50%

**Exam/Course work weighting:** 50%/50%



**Course: FINANCE**  
**Module: International Finance**

**Harry Bremmers**

**AIM**

To develop understanding of the financing of companies, from an international perspective and with special attention to international sources of finance for new business ventures.

**OBJECTIVES**

1. Explain the financing of new business ventures.
2. Understand strategic features of finance
3. Learn to apply investment selection techniques, risk analysis and financial instruments to the financing of international business ventures.
4. Learn the functioning of international financial markets.

**COURSE CONTENT**

1. New business ventures
2. Financing issues in new business ventures
3. Investment selection and risk control from an international perspective
4. Application of financial instruments for risk control
5. Functioning of international financial markets

**METHODS OF ASSESSMENT**

**Course work assessment:** activity – 50%, assignment – 50% (home work for students: Individual paper/presentation for the assessment).

**Exam/Course work weighting:** 60%/40%