



Course: *Business Development (MSc)*
Subject: *Complex „B”*

1. Controlling as a corporate activity supporting company improvement. Measuring financial performance. Financial indicators of performance: return on investment (ROI) and economic value added (EVA).
2. The relationship between strategy and change management. The most important features of corporate change management, the role of the leader.
3. Complex methods of measuring corporate competitiveness and their relationship with the development of corporate strategy.
4. Corporate Finance. Forms of financing appropriate for the various corporate life cycle stages.
5. Relationships (differences and similarities) between managerial accounting and controlling, the relationship between management-oriented accounting and strategic planning. (IT) systems supporting controlling.
6. Accounting and managerial approaches of corporate assets. Capital structure and expected return.
7. Feasibility and return requirements as general management guidelines, and their relationship with strategy, resource structure and cost of capital. Significance of efficiency of investment calculations, relationship between various methods and risk management.
8. Relationship between corporate governance systems (ERP) and managerial economics, managerial accounting. Relations, differences and application possibilities of MRP and JIT systems.
9. Development and areas of performance indicator systems. System-oriented performance measurement and its significance, the performance prism and the Balanced Scorecard. Cases and methods of company evaluation.
10. Cost calculation, the relationship between cost-based pricing and marketing strategy.
11. Cost-conscious management. Interpretation of the behaviour of costs. Cost-, volume- and profit analysis. Novel calculation methods. Activity-based costing. Target costing.
12. Company and project approach in business financing. Principles of developing a business financing strategy, types of such strategy, dangers of applying each type. Project valuation applications and procedures.
13. The assessment of corporate risks. Methodology and practice of risk analysis. The relationship between risk management and company valuation methods. DCF evaluation model. Application of DCF valuation, areas, problems, cost of capital estimation, cashflow productivity. Time planning techniques.

14. The complex system of strategic management, the levels and basic pillars of strategic management. Main trends in the field of strategy creation, analyses, types of strategies, steps of strategy preparation. (Resources and capabilities. SWOT analysis.)
15. Corporate finance strategy. Financial valuation principles and methods. The role of economic analysis in the process of creating corporate strategy.
16. Techniques and processes of creating corporate strategic investments. Economic decisions. Long-term financing and its guidelines. Working capital and treasury management, short-term asset management.
17. Traditional and state-of-the-art tools and methods for planning, analysis, evaluation and control (quantitative and qualitative indicators) of controlling and the economic benefits of their areas of application in the SME sector.
18. Peculiarities, competitiveness, financing problems, capital structure, capital budgeting of small enterprises in Hungary.
19. The relationship between change management and innovation. Organizational crisis management.
20. Types of competitive strategies, internationalisation of companies.