

## Course descriptions

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## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/216AM/17	<b>Course title:</b> Advanced Corporate Finance
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Financial Management	
<b>Course requirements:</b> Scale of assessment (preliminary/final): Take-home assignment accounts for 100% of grade.	
<b>Learning outcomes:</b> Upon taking the course, the student will have a thorough understanding of the main aspects of corporate finance decision making. He will understand key concepts of corporate finance and be able to apply these concepts and methods in real-life business decisions.	
<b>Class syllabus:</b> Session 0 Introduction to Corporate Finance Session 1 Corporate Investment Policy Session 2 Capital Structure Session 3 Financial distress & Information asymmetry Session 4 Corporate Governance Session 5 Mergers and Acquisitions & External financing Session 6 & 7 Case Studies	
<b>Recommended literature:</b> 1. Berk, J. B., and P. M. DeMarzo. Corporate finance. Pearson Education, 2007. 2. M. Grinblatt and S. Titman. Financial Markets and Corporate Strategy, McGraw-Hill, 2001. 3. Tirole, Jean. The theory of corporate finance. Princeton University Press, 2010. 4. Selected research papers a case studies	
<b>Languages necessary to complete the course:</b> English	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 2						
A	ABS	B	C	D	E	FX
0,0	0,0	50,0	50,0	0,0	0,0	0,0
<b>Lecturers:</b> Mgr. Rastislav Molnár						
<b>Last change:</b> 07.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/163AB/16	<b>Course title:</b> Business Communication
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> English for managers I, II, III	
<b>Course requirements:</b> 20 % for active participation in classes, 15 % for a topical role play 15% for a short presentation and 50 % for the final test at the end of the semester. Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> By completing the course the student develops his/her verbal and non-verbal communication skills and extends knowledge from intercultural communication aimed at practical managerial skills. At the same time he/she enhances oral communication in English with the emphasis on fluency and accuracy of oral performance. The student will learn to use appropriate language when performing a business presentation and when negotiating with a foreign business partner.	
<b>Class syllabus:</b> Topics: <ul style="list-style-type: none"> <li>• Intercultural communication, its relevance, type of cultures, communication barriers</li> <li>• The influence of cultural aspects on managerial work</li> <li>• Non-verbal communication</li> <li>• Preparation of a presentation for international audience</li> <li>• Formal meetings</li> <li>• Negotiating on international level</li> <li>• Settling disputes and conflicts</li> <li>• Telephoning, work-related telephoning, ethics of telephoning</li> <li>• Small-talk</li> </ul>	
<b>Recommended literature:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> New Longman Business English Dictionary, Longman 2000</li> <li><input type="checkbox"/> Wallwork, A.: Business Options, Oxford University Press, 2001</li> <li><input type="checkbox"/> Gibson, R.: Intercultural Business Communication, Oxford University Press, 2002</li> <li><input type="checkbox"/> Daniels, D. et al. Business Communication. Oxford University Press, 2014.</li> <li><input type="checkbox"/> Maude, B.: Managing Cross-cultural Communication. Principles and Practice. Palgrave, 2016</li> </ul>	

- ☐ Bob Dignen: Communicating Across Cultures, CUP, 2011
- ☐ Simon Sweeney: English for Business communication, CUP, 2013
- ☐ Mark Powel: Dynamic Presentations, CUP, 2014

**Languages necessary to complete the course:**  
English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 7

A	ABS	B	C	D	E	FX
57,14	0,0	42,86	0,0	0,0	0,0	0,0

**Lecturers:** Mgr. Lenka Procházková, PhD., Mgr. Zuzana Tenglerová

**Last change:** 14.03.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/043AM/16	<b>Course title:</b> Business Ethics
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 50 % continuous evaluation + 50 % evaluation in the exam period (written exam). 50 % – tasks and case studies. For the „A“ evaluation 91 points at least are needed, for the „B“ evaluation 81 points at least are needed, for the „C“ evaluation 73 points at least are needed, for the „D“ evaluation 66 points at least are needed, for the „E“ evaluation 60 points at least are needed. Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> Students will get familiar with business ethics as an academic discipline. They will acquire the theory of business ethics and learn how to implement new knowledge through case studies and solution of ethical-economic dilemmas. Simultaneously they will gain skills and techniques related to the successful implementation of business ethics into praxis.	
<b>Class syllabus:</b> 1. Introduction to the studies. Literature. Evaluation-related conditions. 2. Ethics and morality. What is ethics and what is morality. What is the difference between legality and morality? Why it is important to understand different theories of ethics. 3. Business ethics. The foundation, nature, subject of business ethics. Profit versus ethics. Different levels of overlaps between ethics and economics. 4. Corporate social responsibility (CSR). Explanation of the main terms: CSR and the Stakeholder theory. 5. Managerial ethics. Discussion on the main traits of the managerial profession. Fundamental ethical principles in respect to managerial ethics. 6. Ethics in managerial decision-making. Basic ethical principles of the professional ethics of the manager. 7. Institutionalization of ethics, code of ethics. Institutionalization of ethics. The necessity of application of manifold forms of ethics institutionalization in the company. 8. Ethical issues in labor/legal relations. Discrimination. Dismissals. Whistleblowing. 9. Ethics in communication. Styles of communication and ethics. Mobbing, bossing, staffing. 10. Ethics in services. The importance of ethics in services. Informational asymmetry. Absence of the guarantee of result. Moral hazard. 11. Ethics in accounting and banking. Ethical principles in bookkeeping. Ethical problems in banking. 12. Ethics in advertising. Ethical aspects of advertising. Subject responsible for ethics. 13. Course-related conclusions. Assessment of the course and evaluation of students.	
<b>Recommended literature:</b>	



Crane Andrew and Matten, Dirk (2016). 4th edition. Business Ethics. Oxford: Oxford University Press. Stanwick Peter and Stanwick Sarah (2014). Understanding Business Ethics. Thousand Oaks: SAGE Publications. Remišová Anna (2011). Vademecum of Business Ethics. Bratislava: Sprint2.

**Languages necessary to complete the course:**

slovak, english

**Notes:**

**Past grade distribution**

Total number of evaluated students: 53

A	ABS	B	C	D	E	FX
88,68	0,0	5,66	0,0	1,89	1,89	1,89

**Lecturers:** prof. PhDr. Anna Remišová, CSc., doc. Mgr. Anna Lašáková, PhD.

**Last change:** 28.11.2017

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/044AM/16	<b>Course title:</b> Business Ethics
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 50 % continuous evaluation + 50 % evaluation in the exam period (written exam). 50 % – tasks and case studies. For the „A“ evaluation 91 points at least are needed, for the „B“ evaluation 81 points at least are needed, for the „C“ evaluation 73 points at least are needed, for the „D“ evaluation 66 points at least are needed, for the „E“ evaluation 60 points at least are needed. Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> Students will get familiar with business ethics as an academic discipline. They will acquire the theory of business ethics and learn how to implement new knowledge through case studies and solution of ethical-economic dilemmas. Simultaneously they will gain skills and techniques related to the successful implementation of business ethics into praxis.	
<b>Class syllabus:</b> 1. Introduction to the studies. Literature. Evaluation-related conditions. 2. Ethics and morality. What is ethics and what is morality. What is the difference between legality and morality? Why it is important to understand different theories of ethics. 3. Business ethics. The foundation, nature, subject of business ethics. Profit versus ethics. Different levels of overlaps between ethics and economics. 4. Corporate social responsibility (CSR). Explanation of the main terms: CSR and the Stakeholder theory. 5. Managerial ethics. Discussion on the main traits of the managerial profession. Fundamental ethical principles in respect to managerial ethics. 6. Ethics in managerial decision-making. Basic ethical principles of the professional ethics of the manager. 7. Institutionalization of ethics, code of ethics. Institutionalization of ethics. The necessity of application of manifold forms of ethics institutionalization in the company. 8. Ethical issues in labor/legal relations. Discrimination. Dismissals. Whistleblowing. 9. Ethics in communication. Styles of communication and ethics. Mobbing, bossing, staffing. 10. Ethics in services. The importance of ethics in services. Informational asymmetry. Absence of the guarantee of result. Moral hazard. 11. Ethics in accounting and banking. Ethical principles in bookkeeping. Ethical problems in banking. 12. Ethics in advertising. Ethical aspects of advertising. Subject responsible for ethics. 13. Course-related conclusions. Assessment of the course and evaluation of students.	
<b>Recommended literature:</b> Remišová Anna (2011). Vademecum of Business Ethics. Bratislava: Sprint2.	

Stanwick Peter and Stanwick Sarah (2014). Understanding Business Ethics. Thousand Oaks: SAGE Publications.

Crane Andrew and Matten, Dirk (2016). 4th edition. Business Ethics. Oxford: Oxford University Press.

Remišová, A., Lašáková, A. (2017). Theoretical foundations of the Bratislava School of Business Ethics. Available at: [https://www.researchgate.net/publication/322162377\\_Theoretical\\_foundations\\_of\\_the\\_Bratislava\\_School\\_of\\_Business\\_Ethics](https://www.researchgate.net/publication/322162377_Theoretical_foundations_of_the_Bratislava_School_of_Business_Ethics)

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 17

A	ABS	B	C	D	E	FX
94,12	0,0	5,88	0,0	0,0	0,0	0,0

**Lecturers:** prof. PhDr. Anna Remišová, CSc., doc. Mgr. Anna Lašáková, PhD.

**Last change:** 01.02.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/322AB/16		<b>Course title:</b> Business Information Systems				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 3						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 0						
A	ABS	B	C	D	E	FX
0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> doc. Ing. Jaroslava Kniežová, PhD.						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/323AB/16		<b>Course title:</b> Business Information Systems				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 3						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 0						
A	ABS	B	C	D	E	FX
0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> doc. RNDr. Michal Greguš, PhD., doc. Ing. Jaroslava Kniežová, PhD.						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/040AB/16	<b>Course title:</b> Business Law I
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> None	
<b>Course requirements:</b> Midterm Exam, Negotiation, Presentation, Final Exam Scale of assessment (preliminary/final): Midterm Exam 20%, Negotiation 25%, Presentation 25%, Final Exam 30%	
<b>Learning outcomes:</b> to teach students to correctly assess the field of business relations, to teach them principles of legal regulation of business law, structure, objective and legal regulation of particular instruments of business law, to lead them to correct interpretation and application of the legal regulation in the field of business law in practice with focus on international business relations. Within this course, students shall be acquainted with foundations of legal theory, entrepreneurship , enterprise and its standing, business name, unfair competition, establishment, incorporation and winding-up of companies and cooperatives, multinational corporations and off-shores.	
<b>Class syllabus:</b> law – in general, concept and object, concept, object and sources of business law, enterprise, entrepreneurship, business name, protection against competition, establishment, incorporation and winding-up of companies, general commercial partnership, limited partnership, limited liability company, joint-stock company, cooperative, conducting business under a trading license, multinational corporations, off-shores	
<b>Recommended literature:</b> International Business Law and Its Environment, Schaffer/Agusti/Earle, 8th Edition, 2012, Published by South-Western Cengage Learning, ISBN 9780538473613	
<b>Languages necessary to complete the course:</b> English	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 19						
A	ABS	B	C	D	E	FX
42,11	0,0	15,79	0,0	10,53	26,32	5,26
<b>Lecturers:</b> Mgr. Milena Nosková, PhD.						
<b>Last change:</b> 13.03.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/041AB/16		<b>Course title:</b> Business Law II				
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 5						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 28						
A	ABS	B	C	D	E	FX
50,0	0,0	17,86	14,29	7,14	10,71	0,0
<b>Lecturers:</b> Mgr. Milena Nosková, PhD.						
<b>Last change:</b> 19.03.2018						
<b>Approved by:</b>						



## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KEF/219AB/16		<b>Course title:</b> Business Negotiations				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 3						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b> Case Study, Presentation, Negotiation, Final Exam						
<b>Learning outcomes:</b> to teach students to correctly assess the field of business negotiations, to understand core concepts and strategies used in business negotiations, to lead them to correct application of negotiation strategies in practice with focus on business negotiations in international business. Within this course, students shall be acquainted with basic principles and strategies of business negotiations and gain practical experience in simulated in-class negotiations.						
<b>Class syllabus:</b> concept of negotiation, parties to negotiation, strategy, trust, power, ethics, phases in negotiations, negotiation script, differentiation, exploration, end-game exchange, cross-cultural negotiation.						
<b>Recommended literature:</b> Fells, R: Effective Negotiation, from Research to Results, 2nd ed., Cambridge University Press, 2012, ISBN: 9781139416047						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 29						
A	ABS	B	C	D	E	FX
48,28	0,0	31,03	17,24	0,0	3,45	0,0
<b>Lecturers:</b> Mgr. Milena Nosková, PhD., Mgr. Dana Rapoš						
<b>Last change:</b> 12.06.2017						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KEF/228AB/17		<b>Course title:</b> Business Negotiations				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 3						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 11						
A	ABS	B	C	D	E	FX
36,36	0,0	36,36	27,27	0,0	0,0	0,0
<b>Lecturers:</b> Mgr. Milena Nosková, PhD., Mgr. Dana Rapoš						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/301AB/17	<b>Course title:</b> China in the Globalized World
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Research Paper: Students should conduct an analysis on a topic of choice on China's economic growth, reform, trade and investment, corporate sector reform, financial system or the role of Chinese economy in the world. Students can also choose a particular industry and analyze its opportunities and challenges with reference to topics discussed in the course. The paper should be maximum 12 pages (double sided, 12-point font) in length excluding tables and figures. Students are expected to present their research in the final lecture. Depending on the size of the class students might be expected to work in teams. Scale of assessment (preliminary/final): Class Participation / Presentation 50%	
<b>Learning outcomes:</b> China's rapid economic development in the last four decades not only dramatically transformed the country itself but also reshaped the global economic landscape. As the second largest economy and the largest exporter in the world, China's rise is an issue of keen interest to global politics, businesses, academics as well as ordinary people. This course will provide students with an overview of the Chinese economic development and its role in the world. We will look at the history, achievements, challenges and future prospects of the Chinese economy. We are going to examine how China's economy interact with the world through trade and investment. We will also discuss China's financial system and reforms given its relevance for future growth. Through the discussions of these topics we try to distinguish myth from reality and gain a better understanding of the Chinese economy.	
<b>Class syllabus:</b> (1) An Overview of Economic Growth and the Historical Background of Chinese Economy o This session presents an overview of China's economic growth in recent history in a global perspective. To provide a general background of this growth, we will look at how China's geographical characteristics and natural endowments shaped the economic development in a diverse region. We will also look at the general course of development of China's economy throughout ancient history and consider how China lost its economic lead in the 19th century. o Chapter 1-3 (2) Economic Reforms and Transition to Market	

o We will consider how China has transformed from a socialist central-planned economy to a vibrant market driven economy and delivered impressive economic growth in the process. This session will provide an overview of the gradualist economic reforms undertaken in China in the transition process and discuss the strategies and principles underlying the reforms.

o Chapter 4

### (3) Economic Structure and the “Middle-Income Trap”

o We will analyze the structural composition of the Chinese economy and how different demand drivers have contributed to growth. We will compare the economic structure of China with other countries and discuss the difference in development models, using Korea and Japan as examples. We will then discuss the “middle-income trap” and the challenges China faces in order to continue the growth trajectory and avoid stagnation.

o Chapter 6

### (4) Is China Over-invested? The Case of Infrastructure Development

o In this session we consider the risks and prospects of China’s investment-driven growth model. Infrastructure development takes on a key role in sustaining economic growth and stability during and after the global financial crisis. We look at the example of China’s high-speed railway development to consider the role of infrastructure investment in China’s economic management, the extent of infrastructure development and the room left for future growth.

o Chapter 14

### (5) Reform of State-owned Enterprises (SOE) in the Industrial Sector

o This session will present an overview of SOEs in China’s industrial sector and examine the role they play in the economic development in the past and the present. We will consider the problems in the SOE sector and discuss the strategies of SOE reforms. Taking the steel sector as an example we look at the progress and challenges faced by SOE reforms. We will also discuss further reform initiatives and the obstacles they face.

o Chapter 13, 15

### (6) China’s International Trade

o We look at the strategy and reform process of China’s foreign trade and consider how China transformed itself from an isolated closed economy to a global manufacturing powerhouse. We will also look at the changing structure of trade. We will examine China’s competitiveness in the global manufacturing landscape and consider the challenges faced by the trading sector.

o Chapter 16

### (7) China’s Foreign Exchange and Reserve Management

o China state-controlled exchange rate mechanism is a major source of contention in international trade disputes. This session will provide an overview of the development of China’s unique exchange rate management regime and consider how it transitioned from a tightly controlled exchange regime to a dollar peg and then to a managed float policy. We will discuss the role of the currency policy in the build-up of foreign exchange reserve and the persistent trade surplus.

### (8) China’s Balance of Payments and Global Imbalances

o We will take a deeper look into China’s current account surplus and reserve accumulation by putting it in the perspective of global imbalances. We will consider the extent that China’s policies and development contributes to global imbalances. Using iPhone production as an example we look at how new models of global manufacturing impacts US-China trade imbalance. We will consider the imbalance from the perspective of capital flow and discuss how saving and investment impacts the build-up of imbalances.

### (9) FDI and China’s Investment Overseas

o In this session we will look at the inflow and outflow of foreign direct investment (FDI) into China. We consider the sources, processes and impacts of FDI in China. We will also look at the growing trend of China’s outward investment.

<p>o Chapter 17</p> <p>(10) China's Financial Sector and Reforms</p> <p>o This session will provide an overview of China's financial sector and the reform process. We look at the liberalization of China's banking sector and the development of capital markets. We consider the development of shadow-banking, or financing firms outside of the formal banking sector, and the opportunities and risks that are associated with it.</p> <p>o Chapter 19</p> <p>(11) Čínske dlhové a tieňové bankovníctvo</p> <p>V tejto časti sa budeme zaoberať témou rastúcej páky Číny a obáv z potenciálnej dlhovej krízy. Budeme analyzovať zloženie dlhu Číny a zvážime príčiny zvyšujúcich sa úrovni zadlženia. Pozrieme sa na vývoj tieňového bankovníctva alebo finančných firiem mimo formálneho bankového sektora, ako aj príležitosti a riziká, ktoré s ním súvisia.</p> <p>Maliszewski a kol., 2016, "Riešenie problému podnikového dlhu v Číne", pracovný dokument MMF WP / 16/203</p> <p>H uang Y., Bosler C., 2014, "Čínska dlhová dilema, znižujúca sa miera rastu."</p>																				
<p><b>Recommended literature:</b></p> <p>1. Naughton, Barry, 2007, The Chinese Economy: Transitions and Growth, 2nd edition, MIT Press, Cambridge.</p>																				
<p><b>Languages necessary to complete the course:</b></p> <p>English</p>																				
<p><b>Notes:</b></p>																				
<p><b>Past grade distribution</b></p> <p>Total number of evaluated students: 22</p> <table> <tr> <th>A</th><th>ABS</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th></tr> <tr> <td>86,36</td><td>0,0</td><td>13,64</td><td>0,0</td><td>0,0</td><td>0,0</td><td>0,0</td></tr> </table>							A	ABS	B	C	D	E	FX	86,36	0,0	13,64	0,0	0,0	0,0	0,0
A	ABS	B	C	D	E	FX														
86,36	0,0	13,64	0,0	0,0	0,0	0,0														
<p><b>Lecturers:</b> Haisi Yu</p>																				
<p><b>Last change:</b> 01.03.2018</p>																				
<p><b>Approved by:</b></p>																				

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/311AM/16	<b>Course title:</b> Cloud Computing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Organizational Behavior, E-business and E-marketing (recommended)	
<b>Course requirements:</b> Type of Activities: 2 hours lectures and 2 hours seminars Number of Hours: 4 hours per week Per Week; Per Level/Semester: Form of the Course: Full time / Combined Method During the semester midterm and/or final tests for 40 points. Score of 60 points will be given for the semester project and its presentation and oral examination.	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b> Course Description and Objectives Cloud computing is the term given to the availability of IT resources usually supplied by an external 3rd party service provider and accessed using the Internet. Thus, Cloud Computing uses Internet as the platform for the development and delivery of computing technologies. The 'Cloud' itself is a virtualization of resources: networks, servers, applications, data storage and services, to which the end user has constant on-demand access. These resources can be provided with minimal user management or service provider interaction. Cloud computing as a new paradigm of information technology has been widely embraced by industry. And, it is considered one of the top five emerging technologies that will have a major impact on the quality of science and society over next 20 years. It provides a way to centralize the setup, implementation, maintenance, and management of integrated computation services to individual and corporate end users. Last years, Cloud computing has become a major commercial area for Internet product development and activity. The term has many uses: we use the cloud whenever we search the web, post a photo to Facebook, or use the mobile version of Google Maps for driving directions. Cloud computing enables a new kind of computation in which staggering amounts of data can be culled from sensors world-wide and then employed as the basis for problem solving in new styles that need also to be massively parallel, since the data ends up spread over large numbers of machines, with no single machine having more than a 'shard' of the big picture. Finally, cloud computing evokes a new kind	

of social phenomenon, namely the penetration of computing systems into society at every level, and a diversity of privacy, security and even legal issues tied to those developments. Thus, this course is designed to introduce the concepts of Cloud Computing as a new computing paradigm. The students will have an opportunity to explore the Cloud Computing various terminology, principles and applications. The course will expose students to different views of understanding the Cloud Computing such as theoretical, technical and business aspects. A variety of real case studies and existing in market cloud- based tools will be identified and studied in order to provide students with a close overview to Cloud Computing applications. The class requires engagement in active participation through presentations and many discussions.

**Recommended literature:**

**Languages necessary to complete the course:**

**Notes:**

**Past grade distribution**

Total number of evaluated students: 0

A	ABS	B	C	D	E	FX
0,0	0,0	0,0	0,0	0,0	0,0	0,0

**Lecturers:** doc. Ing. Natalia Kryvinska, PhD.

**Last change:** 13.10.2017

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/003AM/16	<b>Course title:</b> Company Code of Ethics
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 100% continuous evaluation on the basis of fulfilment of tasks assigned during the class and active participation in class. Assigned tasks involve: short quizzes, analyses of given codes of ethics, creation of a code of ethics for a specific target group, preparation of a complex code of ethics for a selected company, presentation of the code. Scale of assessment (preliminary/final): 100/0	
<b>Learning outcomes:</b> Students will gain up-to-date knowledge on preparation of codes of ethics and to learn about the methodic steps of creation of codes of ethics. They will be able to apply theoretical knowledge on ethics institutionalization in company into practice. At the end of the course, students will be able to independently create a code of ethics for the organization's needs, including pre-research of the ethical situation in the company, designing the content of the code, creating control and sanctioning mechanisms, and linkages between the code and other ethics program components that will enable the code to work properly in the company settings.	
<b>Class syllabus:</b> 1. Ethics program of organization 2. Institutionalization of ethics in organization 3. Nature of codes of ethics 4. Kinds of codes of ethics 5. Meaning of corporate codes of ethics 6. Order of steps in preparing corporate code of ethics 7. Content of corporate code of ethics 8. Structure of corporate code of ethics 9. Forms for supporting corporate code of ethics 10. Applying corporate code of ethics 11. Control of work corporate codes of ethics 12. Change of corporate code of ethics	
<b>Recommended literature:</b> CRANE, A. – MATTEN, D.: Business ethics. Third edition. Oxford: OUP, 2010. REMIŠOVÁ, A.: Vademecum of Business Ethics. Bratislava: Sprint2, 2011.	



<p>Selected codes of ethics from Internet.</p> <p>Remišová, A., Lašáková, A., Kirchmayer, Z. (2017). Relevance of Ethics Program Components in Slovakia. Available at: <a href="https://www.researchgate.net/publication/317348277_Relevance_of_Ethics_Program_Components_in_Slovakia?_iepl%5BviewId%5D=sFfyCuje38f20NcTP921tfiE&amp;_iepl%5BprofilePublicationItemVariant%5D=default&amp;_iepl%5Bcontexts%5D%5B0%5D=prfpi&amp;_iepl%5BtargetEntityId%5D=PB%3A317348277&amp;_iepl%5BinteractionType%5D=publicationTitle">https://www.researchgate.net/publication/317348277_Relevance_of_Ethics_Program_Components_in_Slovakia?_iepl%5BviewId%5D=sFfyCuje38f20NcTP921tfiE&amp;_iepl%5BprofilePublicationItemVariant%5D=default&amp;_iepl%5Bcontexts%5D%5B0%5D=prfpi&amp;_iepl%5BtargetEntityId%5D=PB%3A317348277&amp;_iepl%5BinteractionType%5D=publicationTitle</a></p>																				
<p><b>Languages necessary to complete the course:</b></p> <p>English</p>																				
<p><b>Notes:</b></p>																				
<p><b>Past grade distribution</b></p> <p>Total number of evaluated students: 28</p> <table> <tr> <th>A</th><th>ABS</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th></tr> <tr> <td>71,43</td><td>0,0</td><td>17,86</td><td>3,57</td><td>3,57</td><td>3,57</td><td>0,0</td></tr> </table>							A	ABS	B	C	D	E	FX	71,43	0,0	17,86	3,57	3,57	3,57	0,0
A	ABS	B	C	D	E	FX														
71,43	0,0	17,86	3,57	3,57	3,57	0,0														
<p><b>Lecturers:</b> prof. PhDr. Anna Remišová, CSc., doc. Mgr. Anna Lašáková, PhD.</p>																				
<p><b>Last change:</b> 01.02.2018</p>																				
<p><b>Approved by:</b></p>																				

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/076AB/16	<b>Course title:</b> Computer Science
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> None	
<b>Course requirements:</b> Besides the homeworks and practical exercises on computers in MS Windows, MS Word and MS Outlook every week. the semester ends with an examination, written (test) and practical (project) Scale of assessment (preliminary/final): Midterm + final	
<b>Learning outcomes:</b> -	
<b>Class syllabus:</b> Basics of computer hardware, interacting with computer, learning to use computers <ul style="list-style-type: none"> <li>• Software &amp; Multimedia Applications</li> </ul> Computer programs & computer software, system software, application software, software compatibility, installing & using software, multimedia computing <ul style="list-style-type: none"> <li>• Computer Files</li> </ul> data & information, computer files, storage media & devices, using files <ul style="list-style-type: none"> <li>• Computer Architecture</li> </ul> digital electronics, the main board, the bus, memory, processor, the boot-up processor, expanding the system <ul style="list-style-type: none"> <li>• Data Communications</li> </ul> encoding information, data compression, communications channels, communication protocols, modems <ul style="list-style-type: none"> <li>• Computers Networks &amp; Information Services</li> </ul> using a computer network, network configuration, network interactions, electronic mail, bulletin boards, commercial information services, the Internet, information systems concepts, <ul style="list-style-type: none"> <li>• Security, Control &amp; Confidentiality</li> </ul> lost or invalid data, operator error, power problems, hardware failure, Trojan horses, time bombs, worms & logic bombs, computer viruses, computer crime, restricting access to your computer, backup. Confidentiality, licences, copyright,.	

Practice: practical exercises (workshops) in computer science in computer lab. practical examination: Windows, Word, PowerPoint, Outlook, Internet explorer. (see the following syllabus of the practical part):

- Introduction to Computer Hardware and Software. Operating Systems.
- File Tasks: See what files are in a directory (DIR) (hidden files), Move from one directory to another, Copy or move files or directories (COPY), Select multiple files, Create a directory, Delete files or directories, Find a file, Retrieve accidentally deleted files or directories
- Disk Tasks: Format a floppy, usb flash disk memory, Setting up Disk (FORMAT, Seeing what is on a disk, Copying Disks, Recover erased data or data from an accidentally formatted disk
- Application Tasks: Install an application, Start an application, Run programs automatically at Startup, Open a file, Print a file, Switch between programs without exiting, Defragmentation
- BACK UP software, Archiving and Compressing...Using backup software, archiving files....Using anti-virus software, security, ...
- Searching for information, System information, what is on the (local) workstation (hardware info, software info, OS version, etc.), what is on "my computer", network neighborhood (my network places)", what is on the internet and how to find it ...
- MS Word processing, Typing a professional document, Editing document, Formatting document, Finding and correcting Spelling Errors, Enhancing Word Choice and Grammar, Saving a Document, Printing a document, Changing Margins, Changing Tabs, Creating a Table, Charting, Other Functions (drawing, bullets, dates...) styles, crossreference, automatic content, citations, etc... Mail Merge,....
- Introduction to POWER POINT presentations  
learn elements of presentations, create slides, insert clip art, insert charts,...
- E-mail (MS Outlook), Browsing the UNIBA and Internet

#### **Recommended literature:**

- Libor Gála, Jan Pour, Prokop Toman, Podniková informatika, Počítačové aplikace v podnikové a mezipodnikové praxi, Grada Publishing, Praha 2005, ISBN 80-247-1278-4
- Eleonóra Beňová, Michal Greguš: Výpočtová technika II, Univerzita Komenského, Bratislava 2004, ISBN: 80-223-2002-1
- Eleonóra Beňová, Michal Greguš: Excel – Aplikačný softvér pre manažérov, vyd. Merkury sro., 2006, ISBN 978-80-89143-49-8
- James A. O'Brien, George Marakas: Introduction to Information Systems, 14th edition, McGraw-Hill, New York 2008, ISBN: 0073402923 [http://highered.mcgraw-hill.com/sites/0073402923/information\\_center\\_view0/](http://highered.mcgraw-hill.com/sites/0073402923/information_center_view0/)
- Kenneth Laudon, Jane Laudon: Essentials of MIS, 9th edition, ISBN-10: 0-13-611099-1, ISBN-13: 978-0-13-611099-6, Published by Prentice Hall, © 2011, <http://www.pearsonhighered.com/laudon/>

#### **Languages necessary to complete the course:**

English language

#### **Notes:**

-

#### **Past grade distribution**

Total number of evaluated students: 39

A	ABS	B	C	D	E	FX
33,33	0,0	38,46	10,26	5,13	7,69	5,13

<b>Lecturers:</b> prof. RNDr. Michal Greguš, PhD., doc. RNDr. Michal Greguš, PhD., Mgr. Andrea Studeničová
<b>Last change:</b> 16.05.2018
<b>Approved by:</b>

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/001AB/16	<b>Course title:</b> Controlling
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The students have to participate actively during the semester (prepare the presentation of chosen topic with discussion and write the seminar paper). In the exam period, written test is compulsory and the test will verify: <ul style="list-style-type: none"> <li>• mastery of the basic terminology (explanation of terms)</li> <li>• level of understanding basic principles of controlling (and the ability of its applications in various fields of business management)</li> <li>• ability to interpret information, accounts and results of the financial-economic analysis</li> <li>• level of guidance and review of information resources and opportunities they create for the needs of managerial decision</li> </ul> Scale of assessment (preliminary/final): 1. Active participation during the semester: 40% - Oral presentation of the topic/practical example: 15% - Written paper with practical example: 25%2. Examination (written test) in the exam period: 60%	
<b>Learning outcomes:</b> The course is aimed at clarifying the nature of Controlling (Controllershship) theory and at particular methods and techniques applied in this area. The intention is to introduce a new concept for controlling philosophy and demonstrate its application, especially in the operational management of the company. In addition to the theoretical foundations, the subject wants to offer the possibility of obtaining specific experience with the application of basic methods and techniques through practical examples.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Control as management function, different views of control</li> <li>2. Roles and organizational aspects of controlling</li> <li>3. Strategic and operational controlling</li> <li>4. Financial analysis of statements for the purposes of management decision (ex-ante analysis)</li> <li>5. Analysis of external environment, competitive intelligence</li> <li>6. Activity Based Costing, Activity Based Management</li> <li>7. Target Costing, Life-cycle Costing</li> <li>8. Value Based Management, EVA (Economic Value Added)</li> <li>9. Performance Management</li> </ol>	

10. Business Intelligence 11. Managerial Accounting (Budgeting - Cost Controlling, Costing) 12. Reporting function of controlling (data mining, OLAP)						
<b>Recommended literature:</b> [1] ROEHL-ANDERSON, J. M. Controllship: the work of the managerial accountant. 7th ed. New York: Wiley, 2006. [2] REICHMANN, T. Controlling: concepts of management control, controllership, and ratios. Berlin: Springer, 1997. [3] REICHMANN, T. Controlling mit Kennzahlen und Managementberichten: Grundlagen einer systemgestützten Controlling-Konzeption. 6. Aufl. München: Vahlen, 2001.						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 38						
A	ABS	B	C	D	E	FX
52,63	0,0	21,05	21,05	2,63	2,63	0,0
<b>Lecturers:</b> Mgr. Andrea Gažová, PhD.						
<b>Last change:</b> 08.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/229AM/16	<b>Course title:</b> Corporate Valuation I
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> The prerequisite for this class is a passing grade in foundations of accounting and statistics and to be familiar with the basic financial concepts. Therefore, it is expected that students will be comfortable with the following topics: basics financial concepts and accounting principles and basics statistical concepts.	
<b>Course requirements:</b> Grading: Problem and Cases Sets: 30% Project: 70%	
<b>Learning outcomes:</b> This is an introductory course in corporate valuation. The course has two main objectives: 1) Develop an understanding of the tools that are used to analyze firm's financial statements, for preparing financial plans and to realize basics evaluating methods for valuing firms: DCF method, DDM method and Valuation Multiples. 2) Understand the basic issues involved in how the evaluation process is working in real world. Emphasis will be placed on appreciating the limitations and challenges that are faced when applying the theoretical framework of Corporate Valuation approaches in firm valuation.	
<b>Class syllabus:</b> Introduction to corporate evaluation • Basics approaches for corporate valuation (DCF, Valuation Multiples, DDM, Asset based methods) • WACC (calculation Cost of Equity and Cost of Debt) • Financial plan preparation, calculation Working Capital and Free cash-flow (FCF) • Discounted cash flow method (DCF), practical problem solving • Multiples and Asset based methods, practical problem solving • Evaluation of the intangible assets, practical problem solving • Interpreting results from buy/sell perspective • Case Study - DDM • Case Study - DCF	

**Recommended literature:**

1. T. Koller, M. Goedhart, A. Wessels.: Valuation Measuring and Managing the Value of Companies, 5th Edition, McKinsey & Company, Inc., 2010.
2. Brigham, E. F., Ehrhardt, M. C.: Financial Management, 14th Edition, Thomson, South-Western, 2014.
3. Hitchner, J. R.: Financial Valuation, Applications and Models, John Wiley & Sons, Inc., 2013.
4. Bloomberg Professional Terminal
5. yahoo.finance.com

**Languages necessary to complete the course:**

English

**Notes:**

We will use lecture notes and they will be distributed during the semester. The lecture notes are self-contained, thus, no textbook is required. For those of you who wish to use a textbook in addition to the class notes, I recommend that you use:

Brigham, E. F., Ehrhardt, M. C.: Financial Management, 14th Edition, Thomson, South-Western, 2014.

This textbook can be used as background reading for those of you who wish to read ahead of the lecture or dig deeper into the material. This textbook is available for purchase online at Amazon.com and it is also available at the FMUK Library.

There will be several cases studies in this course. The cases are intended to help you understand the course material and prepare you for your own project.

I will announce in class when you should start to prepare your own project and when the project solutions are due in class. The solutions for the project will be discussed in class. You can work alone or with other students on the project. However, you need to write up your own individual solution for your project and turn it in for credit. If you work with other students, note their names on your solution.

During the class we will use Bloomberg Professional Terminal as financial data source.

**Past grade distribution**

Total number of evaluated students: 49

A	ABS	B	C	D	E	FX
100,0	0,0	0,0	0,0	0,0	0,0	0,0

**Lecturers:** Mgr. Martin Vozár, PhD.

**Last change:** 14.03.2018

**Approved by:**



## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/300AM/16	<b>Course title:</b> Corporate Valuation II
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> The prerequisite for this class is a passing grade in Introduction to Financial management and in Financial management. Another prerequisite for this class is in foundations of accounting and statistics. Therefore, it is expected that students will be comfortable with the following topics: Weighted Average Cost of Capital (WACC), Discounted cash flow model (DCF), Valuation Multiples, diversification, valuation of stocks - Dividend Discount Model (DDM), Capital Asset Pricing Model (CAPM), financial planning (AFN formula), financial ratios, Value Based Management, depreciation, standard deviation and correlation.	
<b>Course requirements:</b>	
<b>Learning outcomes:</b> This is an advanced course in corporate valuation. The course has three main objectives: 1. Develop an understanding of the tools that are used to prepare complete DCF valuation model in MS Excel for publicly traded company. 2. Understand the advanced issues involved in how the evaluation process is working in real world. 3. Emphasis will be placed on appreciating the limitations and challenges that are analyst faced when applying the theoretical framework of Corporate Valuation.	
<b>Class syllabus:</b> <ul style="list-style-type: none"> <li>• Introduction to financial modelling in MS Excel</li> <li>• How to analyze industry trends?</li> <li>• Financial analysis of a company</li> <li>• FCF calculation, CAPEX&amp;OPEX preparation</li> <li>• DCF model preparation (financial plan)</li> <li>• DCF model preparation (WACC, TV growth rates, FCF)</li> <li>• Preparation of valuation model with using Valuation Multiples approach (analyzing data for industry and for company)</li> <li>• Preparation of valuation model with using Valuation Multiples approach (calculation of values and interpreting results)</li> <li>• Dividend Discount Model preparation (DDM)</li> <li>• Case Study</li> <li>• Case Study</li> </ul>	

**Recommended literature:**

1. T. Koller, M. Goedhart, A. Wessels.: Valuation Measuring and Managing the Value of Companies, 5th Edition, McKinsey & Company, Inc., 2010.
2. Brigham, E. F., Ehrhardt, M. C.: Financial Management, 14th Edition, Thomson, South-Western, 2014.
3. Hitchner, J. R.: Financial Valuation, Applications and Models, John Wiley & Sons, Inc., 2013.
4. Bloomberg Professional Terminal

**Languages necessary to complete the course:**

English

**Notes:**

We will use lecture notes and they will be distributed during the semester. The lecture notes are self-contained, thus, no textbook is required. For those of you who wish to use a textbook in addition to the class notes, I recommend that you use:

Brigham, E. F., Ehrhardt, M. C.: Financial Management, 14th Edition, Thomson, South-Western, 2014.

This textbook can be used as background reading for those of you who wish to read ahead of the lecture or dig deeper into the material. This textbook is available for purchase online at Amazon.com and it is also available at the FMUK Library.

There will be several cases studies in this course. The cases are intended to help you understand the course material and prepare you for your own project.

I will announce in class when you should start to prepare your own project and when the project solutions are due in class. The solutions for the project will be discussed in class. You can work alone or with other students on the project. However, you need to write up your own individual solution for your project and turn it in for credit. If you work with other students, note their names on your solution.

Please bring a PC to class. We will use MS Excel for calculation.

During the class we will use Bloomberg Professional Terminal as source of financial data.

Grading:

Problem and Cases Sets: 30%

Project: 70%

**Past grade distribution**

Total number of evaluated students: 19

A	ABS	B	C	D	E	FX
94,74	0,0	5,26	0,0	0,0	0,0	0,0

**Lecturers:** Mgr. Martin Vozár, PhD.

**Last change:** 21.02.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/268M/16	<b>Course title:</b> Data Science and Big Data Analytics
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> In order to complete this course successfully and gain the maximum benefits from it, students should have basic quantitative background and understanding of basic statistics. They should have some experience with a scripting language like Python, Java or R and some knowledge of SQL. All prerequisites will be reviewed during the Session 0 and available as the reference during the course.	
<b>Learning outcomes:</b> Upon the successful completion of this course, students will be able to explain how advanced analytics can be leveraged to create competitive advantage and actively participate on a big data or other analytics projects. They will be able to frame a business challenge as an analytics challenge, apply appropriate analytic techniques and tools to analyse data and create models to identify important insights. They will be able to design data visualizations to communicate insights to stakeholders.	
<b>Class syllabus:</b> Session 1: Introduction to Big Data Analytics Session 2: Data Analytics Lifecycle Session 3: Data Analytics Methods Session 4: Advanced Data Analytics Session 5: Technologies and Tools Session 6: Outcomes and Data Visualization	
<b>Recommended literature:</b> 1. EMC Education Services. Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data. John Wiley & Sons, 2015. 2. Miller, Thomas. Modeling Techniques in Predictive Analytics with Python and R: A Guide to Data Science. FT Press, 2014. 3. Provost, Foster, and Tom Fawcett. Data Science for Business: What you need to know about data mining and data-analytic thinking. " O'Reilly Media, Inc.", 2013. 4. Marsland, Stephen. Machine learning: an algorithmic perspective. CRC press, 2015. 5. Granville, Vincent. Developing analytic talent: Becoming a data scientist. John Wiley & Sons, 2014.	

<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 4						
A	ABS	B	C	D	E	FX
50,0	0,0	0,0	25,0	25,0	0,0	0,0
<b>Lecturers:</b> Ing. Eugen Molnár, PhD., Mgr. Rastislav Molnár						
<b>Last change:</b> 31.01.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/003AB/16		<b>Course title:</b> Databases				
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 5						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 25						
A	ABS	B	C	D	E	FX
12,0	0,0	68,0	12,0	8,0	0,0	0,0
<b>Lecturers:</b> doc. RNDr. Michal Greguš, PhD.						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/065AB/16	<b>Course title:</b> E-Service Management
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b> Course Description and Objectives At large, the term “services” is associated with Web services and alike. However, there is a much vaster layer to be considered within the remarkable growth of the service sector, which has come to dominate business activity in most advanced economies over the last decades. Besides, the opportunity to innovate in services, to realize the business and societal value from knowledge about service, to research, develop, and deliver new information services and business services increases continuously. Making up a significant part of the world economy, the service sector is a rapidly evolving field that is relied on to dictate the public's satisfaction and success in various areas of everyday life, from banking and communications to education and healthcare. Accordingly, the objective of the course of is to provide students of the service-related disciplines with the qualitative and quantitative skills necessary to model key decisions and performance metrics associated with services, including the management of resources, distribution of goods and services to customers, and the analysis and design of service systems. This course covers several aspects of SME including: service systems, modeling, innovation, and service-oriented architectures. The course will investigate also the nature of services, the need for interdisciplinary approaches to services innovation, and the technology and tools needed to provide services innovation. At the end of this course, students will be able to: <ul style="list-style-type: none"> <li>• understand and critique the ways in which researchers and practitioners are defining services and SME;</li> <li>• articulate the motivation behind the study of SME and relate their own experiences to the study of it;</li> <li>• apply theories that are emerging in the area of SME and identify current limitations in applying those theories;</li> <li>• identify the multidisciplinary aspects of SME research projects;</li> <li>• demonstrate ways in which organizations are changing what they do through innovative uses of service-oriented technologies and discuss the implications of these changes;</li> <li>• evaluate ways in which social computing technologies are providing innovations in services (specifically in providing greater opportunities for co-production);</li> </ul>	

- describe and discuss the general notion of service-oriented architecture and how its techniques can be used to architect services.

### **Class syllabus:**

#### **Content**

Part 1: What are Services? - This part focuses on introducing a comprehensive set of definitions of services. It includes materials that provide early definitions and thoughts on services. This survey of services is meant to provide some context around the burgeoning study of services and impact on modern economies.

Part 2: Management of Services / Service Level Management - The focus of this part is to introduce students to the notions about what differs in the management of services versus traditional operations or manufacturing management, namely:

- creating a services strategy and the unique aspects of services management planning;
- competitive role of information in services development;
- process analysis;
- diverse marketing&management challenges in services.

Part 3: Productivity and Innovation - This part is the foundation for uncovering different types of service innovation opportunities. It aims to gain a frame of reference about productivity conundrums, develop a point of view and be able to discuss this with others. It also considers the issue - what are the relationships between innovation and productivity.

Part 4: Service Engineering and Systems - This part focuses on the general description of systems and their relevance to services. Services can be viewed as socio-technological systems and differ somewhat from a manufacturing system or economic system. All three systems include elements, interconnections, attributes, and stakeholders. These components can be represented by an input, throughput, output process model where, in a services system there is a feedback loop that defines a service engagement.

Part 5: Service Science and Modeling - This part includes specific considerations for the use of methods in the services lifecycle from engagement through solutions design and delivery. The primary context for the discussions in this part is an IT services business. The part-5 depends on the students to have an understanding of today's increasing globalization of business and familiarity with the "What are Services". The queuing theory methods as well as techniques in optimization and adaptive decision-making will be introduced.

Part 6: Services and Software Architectures Infrastructure and Engineering - The Internet-based economy is gearing towards the real world of fully automated business processes. Automated services have emerged as the next generation of Web based technology for exchanging information over the Internet and promise to revolutionize the process of developing and deploying distributed software applications. Service Oriented Architecture is a logical way of analyzing and designing a software system to provide services to either end-user applications or to other services distributed in the Internet, via published and discoverable interfaces. The objective of this part is to present the principles and fundamental underpinnings of Web Services and Service Oriented Architectures, concentrating on service analysis and design.

Part 7: Service Economics - This part covers service description and structuring as well as the financial evaluation and economic planning behind the services provided. This includes the following topics:

- service portfolio management;
- service level management;
- planning and calculation; • costing and charging.

### **Recommended literature:**

#### **Readings**

1. Daskin, Mark S., Service Science, 1. Edition, John Wiley & Sons, November 2010.

2. Katzan Harry Jr, Service Science: Concepts, Technology, Management, iUniverse, Incorporated, November 2008.
3. Maglio Paul and Spohrer Jim, Fundamentals of service science, Journal of the Academy of Marketing Science, Vol. 36, Iss. 1, 2008.
4. Ching M. Chang, Service Systems Management and Engineering: Creating Strategic Differentiation and Operational Excellence, 1 edition, Wiley, April 2010.
5. Bettencourt Lance, Service Innovation: How to Go from Customer Needs to Breakthrough Services, 1 edition, McGraw-Hill, May 2010.
6. Papazoglou Michael, Web Services: Principles and Technology, Prentice Hall; 1st Edition, September 2007.
7. Michael Bell, Service-Oriented Modeling (SOA): Service Analysis, Design, and Architecture, Wiley, 2008.
8. Glushko Robert, Designing a Service Science Discipline with Discipline, IBM Systems Journal, 47(1): 15 27, 2008.
9. Glushko Robert, Seven Contexts for Service System Design, in Maglio, P. P., Kieliszewski, C, & Spohrer, J. Handbook of Service Science, 219 249, 2010.

**Languages necessary to complete the course:**

English language

**Notes:**

**Past grade distribution**

Total number of evaluated students: 33

A	ABS	B	C	D	E	FX
100,0	0,0	0,0	0,0	0,0	0,0	0,0

**Lecturers:** doc. Ing. Natalia Kryvinska, PhD., Mgr. Martina Halás Vančová, doc. RNDr. Michal Greguš, PhD.

**Last change:** 14.10.2017

**Approved by:**



## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/050AM/17		<b>Course title:</b> E-business a E-marketing				
<b>Educational activities:</b> <b>Type of activities:</b> <b>Number of hours:</b> <b>per week: per level/semester:</b> <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 6						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 0						
A	ABS	B	C	D	E	FX
0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> Mgr. Andrea Studeničová						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KISANG/FM.KIS/10		<b>Course title:</b> E-business and E-marketing				
<b>Educational activities:</b> <b>Type of activities:</b> lecture / practicals <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 6						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 91						
A	ABS	B	C	D	E	FX
94,51	0,0	1,1	1,1	0,0	0,0	3,3
<b>Lecturers:</b> Mgr. Andrea Studeničová						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/010AM/16		<b>Course title:</b> E-business and E-marketing				
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 6						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 69						
A	ABS	B	C	D	E	FX
98,55	0,0	1,45	0,0	0,0	0,0	0,0
<b>Lecturers:</b> Mgr. Andrea Studeničová						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/020AB/16	<b>Course title:</b> Economics I
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Successful completion of the course requires active participation in lectures and seminars, passing a preliminary test and final exam, as well as individual work and continuous preparation for individual lessons. Scale of assessment (preliminary/final): Individual work, written essay and presentation, preliminary test, final written examination. Seminars 30 %: (Activity in seminars 10%, Result semester test 10%, Written essay and presentation 10%). Result of final written exam :70%	
<b>Learning outcomes:</b> The aim of this course is to learn the basic premises and assumptions economy functioning in different economic systems. The course is focused on understanding the nature of the functioning of the market and the market mechanism based on a thorough analysis of the factors defining the demand and supply. It allows students to understand how to market creates market equilibrium, equilibrium price and how and why non-equilibrium situations generated in the market. Using the basic theoretical knowledge students understand how economic subjects behave under conditions of perfect competition and specific forms of imperfect competition. Students will be able to evaluate using the empirical and quantitative approaches basic microeconomic phenomena and processes. They will be able to think abstractly, analytically and economically.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. History and alternative schools of Economic theory.</li> <li>2. Basic concepts: economy and economics, economic versus accounting profit, marginal analysis.</li> <li>3. Market competition and market entities, Market imperfections.</li> <li>4. Market forces – Demand and Supply. Market equilibrium. Price restrictions and Market Equilibrium.</li> <li>5. Quantitative Demand Analysis. Elasticity of demand. Own price elasticity, Cross-Price Elasticity, Income Elasticity.</li> <li>6. Production process and costs. Short-Run vs. Long-Run Decisions. Factors of production. Costs minimization.</li> <li>7. The market structure. Perfect competition, monopoly, monopolistic competition, and oligopoly. Profit maximization and price fixation on the different kinds of markets. Price determination on the oligopoly market. Price strategies of monopoly.</li> </ol>	

8. Factors of production. Labor Market. Land Market. Capital Market.						
<b>Recommended literature:</b> BAYE, M.R. - PRICE, J.T. - SQUALLI, J. 2013. Managerial economics and Business strategy. McGraw-Hill, 2013. 636 p. ISBN 978-0-0771-5450-9						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 50						
A	ABS	B	C	D	E	FX
28,0	0,0	26,0	24,0	6,0	10,0	6,0
<b>Lecturers:</b> doc. Ing. Zuzana Stoličná, PhD., prof. RNDr. Jozef Komorník, DrSc., Mgr. Katarína Rentková, PhD., Mgr. Darko Panevski						
<b>Last change:</b> 16.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/021AB/16	<b>Course title:</b> Economics II
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Economics I / Economics 1	
<b>Course requirements:</b> Successful completion of the course requires active participation in lectures and seminars, passing a preliminary test and final exam, as well as individual work and continuous preparation for individual lessons. Scale of assessment (preliminary/final): Individual work, written essay and presentation, preliminary test, final written examination. Seminars 30 %: (Activity in seminars 10%, Result semester test 10%, Written essay and presentation 10%). Result of final written exam :70%	
<b>Learning outcomes:</b> The goal of the course is to understand the basic principles of economic functioning as a whole and to be able to interpret relationships among the most important macroeconomic variables - GDP, GNP, inflation, unemployment, exchange rates. After the course student will be able to explain how the macroeconomic equilibrium is being created and what is the cause and consequence of macroeconomic imbalances.	
<b>Class syllabus:</b> Fundamental macroeconomic variables: gross domestic product, the unemployment rate, the inflation rate. The goods market. Aggregate demand and its composition. The equilibrium output of economy. Dynamics of the goods market. Financial markets. Money and obligations. The demand for money, the supply of money and equilibrium interest rate. The task of central bank and commercial banks. IS-LM model, equilibrium on the goods market and financial market. Fiscal and monetary policy. Expectations and their influence on consumption and investment. The price of bonds and yield curve. The capital market and price of stocks. Expectations and macroeconomic politics. The goods market in an open economy. Equilibrium market and trade balance. IS-LM model in an open economy. Exchange rates. Effectiveness of a macroeconomic politics.	
<b>Recommended literature:</b> BLANCHARD, O. - JOHNSON, D.R. 2013. Macroeconomics. 6.vydanie. Pearson Education, Inc., 2013. 573 p. ISBN 978-0-273-76633-9	
<b>Languages necessary to complete the course:</b>	

English						
<b>Notes:</b>						
<b>Past grade distribution</b>						
Total number of evaluated students: 40						
A	ABS	B	C	D	E	FX
20,0	0,0	32,5	17,5	2,5	17,5	10,0
<b>Lecturers:</b> doc. Ing. Zuzana Stoličná, PhD., prof. RNDr. Jozef Komorník, DrSc., Mgr. Katarína Rentková, PhD., Mgr. Darko Panevski						
<b>Last change:</b> 16.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/022AB/16	<b>Course title:</b> Economics III
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Economics I, Economics II	
<b>Course requirements:</b> During the term is needed to require the minimum of 15 points (= 15% of the total evaluation). Scale of assessment (preliminary/final): 30% / 70%	
<b>Learning outcomes:</b> Students should acquire the overview and knowledge from the area of macroeconomics, directed at the economy of the labour market and understanding the economic growth and its development.	
<b>Class syllabus:</b> The labour market. Wage setting and price setting relation. The natural rate of unemployment. Aggregate demand and aggregate supply. Inefficiency of monetary politics in the long-run. Efficiency of fiscal politics. Changes in the natural rate of unemployment. Phillips curve. Inflation, expected inflation and unemployment. Okun´s law - the relation between the output growth rate and the rate of unemployment. Economic growth. Saving, capital accumulation and output. Technological progress and growth. Technological progress and the natural rate of unemployment.	
<b>Recommended literature:</b> BLANCHARD, O. – JOHNSON, D. R. 2013. Macroeconomics. 6. vydanie. Pearson Education, Inc., 2013. 573 s. ISBN 978-0-273-76633-9 MANKIW, N. G. – TAYLOR, M. P. 2015. Macroeconomics. New York: Worth Publishers, 2014, ISBN 978-1-4641-4177-5 (could be also older edition) MANKIW, N. G. Principles of Macroeconomics. Stamford: Cengage Learning, 2015. ISBN 978-1-285-16591-2 (or older editions) Articles and other reading materials distributed during the term.	
<b>Languages necessary to complete the course:</b> English	
<b>Notes:</b>	



<b>Past grade distribution</b>						
Total number of evaluated students: 37						
A	ABS	B	C	D	E	FX
16,22	0,0	10,81	10,81	29,73	13,51	18,92
<b>Lecturers:</b> doc. PhDr. Paulína Stachová, PhD., prof. RNDr. Jozef Komorník, DrSc.						
<b>Last change:</b> 12.03.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/023AB/16	<b>Course title:</b> Economics IV
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Economics I, II, III	
<b>Course requirements:</b> 30 % of the evaluation is based on the work during the semester (different tasks will be presented in the 1st week of semester) 70 % final written exam Scale of assessment (preliminary/final): 30/70	
<b>Learning outcomes:</b> After the course students should be able to explain the relations within the international trade, understand the different position of different economies in the system of the international trade and based on the theories of international trade analyse the present state in the global economy.	
<b>Class syllabus:</b> Differences among countries and comparative advantages. Ricardian model of international trade. Countries' benefits from international trade. Model of international trade with specific factors. Irregularity of benefit division inside the country. Resources and trade - Heckscher-Ohlin model, Leontief paradox. Growing returns to scale as a reason for trade. Imperfect competition and international trade.	
<b>Recommended literature:</b> P. R. Krugman, M. Obstfeld: International Economics, Addison-Wesley (different editions are available) Pugel, T.: International Economics (different editions are available) Weekly paper „The Economist“	
<b>Languages necessary to complete the course:</b> English	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 6						
A	ABS	B	C	D	E	FX
33,33	0,0	0,0	0,0	0,0	66,67	0,0
<b>Lecturers:</b> doc. PhDr. Paulína Stachová, PhD., prof. RNDr. Jozef Komorník, DrSc.						
<b>Last change:</b> 22.02.2017						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/086AM/16	<b>Course title:</b> Economy Processes Modelling
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> <p>The students will be assessed in the following way. The overall score is 100 points. The assessment will be divided into two parts: summative and formative assessment. The students have 3 class tests. The first class test will be after lecture 5 and the second will be after lecture 10. The students can obtain 30 points maximum from the first and second class test. The third class test will be the exam class test. The students can obtain 40 points overall mark from this test. The tests make up 70% of the overall mark score. These class tests are considered as a summative assessment form.</p> <p>The students should do the project as part of a formative assessment. The project will be carried out by pairs of student. Each pair of student gets a different project. Each project outline will be specified after the third lecture for each pair of students. Each project consists of a basic economic problem. The students have to solve the project by using the selected software package from R, SPSS, Wolfram Mathematica, Eviews. They should demonstrate the ability to use skills which they have learned throughout the course. The deadline for projects is the last revision lecture. They can earn a maximum of 30 points from the project. The students have the opportunity to discuss the project with lecturers and tutors.</p> <p>Grade table:</p> <p>A : 100-91 points          B : 90-81 points          C : 80-73 points          D : 72-66 points          E: 65-60 points          FX : less than 60 points</p>	
<b>Learning outcomes:</b> <p>Course aims: To provide an accessible and understandable introduction to econometrics. Engaging and encouraging students to use econometrics and mathematics in a variety of economics examples. The lectures are primarily aimed at students of Faculty of Management master degree. By the end of this module, in both their written work and in tutorial discussion:</p> <ol style="list-style-type: none"> <li>1. The student should be able to solve real economic processes, relations and problems using econometrics techniques and methods.</li> <li>2. The student should be able to use the R, Wolfram Mathematica, SPSS and Eviews</li> </ol>	

software packages for solving economic problems with econometrics.						
<b>Class syllabus:</b> Introduction to Econometrics. Regression models. Statistical hypothesis testing. Econometrics model selection methods. Generalized least squares and heteroskedasticity. Generalized method of moments. Maximum-likelihood estimation. Nonlinear least squares. Endogenous and exogenous variables. Bootstrap. Autocorrelation. Univariate time series. Box-Jenkins models (AR, MA, ARMA, ARIMA). GARCH and ARCH models. Multivariate time series analyses. Cointegration. Panel data analyses. Nonparametric approach to econometrics. Numerical methods used in econometrics. Simulation methods used in econometrics. Software tools in econometrics R, SPSS, Wolfram Mathematica, Eviews.						
<b>Recommended literature:</b> Badi H. Baltagi, Econometrics, 2008 Springer-Verlag Berlin Heidelberg, ISBN 978-3-540-76515-8 Damodar N. Gujarati, Dawn C. Porter, Basic Econometrics. McGraw Hill International Edition, Singapoure, 2009 Jeffrey M Wooldridge, Econometric Analysis of Cross Section and Panel Data, Second Edition, The MIT Press, ISBN: 9780262232586, 1096 pp, October 2010 Peter Dalgaard, Introductory Statistics with R, Springer, 2008, ISBN: 978-0-387-79053-4 Jonathan D. Cryer, Kung-Sik Chan, Time Series Analysis With Applications in R, SpringerVerlag New York, 2008, ISBN 978-0-387-75958-6						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 2						
A	ABS	B	C	D	E	FX
100,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> prof. RNDr. Michal Greguš, PhD.						
<b>Last change:</b> 21.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KEF/087AM/16		<b>Course title:</b> Economy Processes Modelling				
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 6						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 0						
A	ABS	B	C	D	E	FX
0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> prof. RNDr. Michal Greguš, PhD.						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/006AB/16	<b>Course title:</b> English for Managers I
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 12% for active participation in class, 12% for mid-term test, 26% for two writing tasks and 50% for the test at the end of semester Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> By completing the course the student extends his/her vocabulary related to management, human resources and strategic management. The telephoning skill is practiced and he/she will also be able to actively take part in meetings led in English. He/she will be able to write a professional email and create a structured professional CV, as well as write a letter of application.	
<b>Class syllabus:</b> Topics: <ul style="list-style-type: none"> <li>• English language – Lingua Franca of the 21st century</li> <li>• Numbers in managerial work</li> <li>• Fundamental principles of management</li> <li>• Styles of management</li> <li>• Company structure</li> <li>• Human resource management</li> <li>• Competition and markets</li> <li>• Production, quality control</li> <li>• The environment and sustainable development</li> </ul> Managerial skills: Telephoning and meetings Writing: emails and CV Grammar: Tense review, prepositions with verbs, nouns and adjectives, passive voice, modal verbs, the usage of “used to do” and “be used to doing”.	
<b>Recommended literature:</b> Internal material distributed by the lecturers at the beginning of semester. Ian MacKenzie: English for Business Studies. Third Edition. CUP 2010. Emmerson, P.: Email English. MacMillan 2004. Emmerson, P.: Business Builder. Modules 1, 2, and 3. MacMillan 2009. Emmerson, P.: Business Builder. Modules 4, 5, and 6. MacMillan 2009.	

Mascull, B.: Business Vocabulary in Use. CUP 2002. Goodale, M.: The Language of Meetings. Thomson Heinle 1998. Hughes, J.: Telephone English. MacMillan 2006. Murphy, R.: English Grammar in Use for intermediate learners, fourth edition. CUP 2012. Oxford Business English Dictionary. OUP 2008.						
<b>Languages necessary to complete the course:</b> English on level B2						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 36						
A	ABS	B	C	D	E	FX
5,56	0,0	47,22	13,89	19,44	11,11	2,78
<b>Lecturers:</b> Mgr. Lenka Procházková, PhD., PaedDr. Jarmila Brtková, Mgr. Alexandra Mittelman, Mgr. Zuzana Tenglerová						
<b>Last change:</b> 14.03.2018						
<b>Approved by:</b>						



## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/007AB/16	<b>Course title:</b> English for Managers II
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> English for managers I	
<b>Course requirements:</b> 9 % for active participation in class, 3 % for regularly done homework, 10 % for negotiating, 15 % for mid-term test, 13 % for writing assignment and 50 % for final test taken at the end of the semester while the minimum to pass the test is 21 %. Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> By completing the course the student will acquire vocabulary from the field of economics, international trade, banking, accounting, stock exchange and insurance. He/she will learn terminology and phrases from negotiating, and will be able to use them while negotiating with other students in class. He/she can write a professional report.	
<b>Class syllabus:</b> Brief outline of the course: Topics: <ul style="list-style-type: none"> <li>• Global economy in 21st century</li> <li>• International trade: export, import, incoterms</li> <li>• Banking</li> <li>• Company finances</li> <li>• Accounting</li> <li>• Stock exchange, shares and bonds</li> <li>• Insurance</li> <li>• Types of businesses: with limited liability, public companies, partnerships, sole traders</li> <li>• Establishing a business – business plan</li> </ul> Managerial skill: negotiating Writing: Business report Grammar: Countable and uncountable nouns, verbs “do“ and “make“, conditionals, contrasts, relative clauses.	
<b>Recommended literature:</b>	

Internal material distributed at the beginning of semester. Ian MacKenzie: English for Business Studies. Third Edition. CUP 2010. Emmerson, P.: Business Builder. Modules 7, 8, and 9. MacMillan 2009. Mascull, B.: Business Vocabulary in Use. CUP 2002. Hewings, M.: Advanced Grammar in Use, second edition. CUP 2005. Oxford Business English Dictionary. OUP 2008.						
<b>Languages necessary to complete the course:</b> English on level B2						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 25						
A	ABS	B	C	D	E	FX
16,0	0,0	32,0	36,0	0,0	0,0	16,0
<b>Lecturers:</b> Mgr. Alexandra Mittelman, PaedDr. Jarmila Brtková, Mgr. Lenka Procházková, PhD., Mgr. Zuzana Tenglerová						
<b>Last change:</b> 14.03.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/009AB/16	<b>Course title:</b> English for Managers III
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> English for Managers I , English for Managers II	
<b>Course requirements:</b> Active participation in classes - 12%; mid-term test - 12%; presentation - 16%; test at the end of semester - 60%. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> By completing the course the student will acquire vocabulary from the field of retailing, marketing, brand management, advertising and media. He/she is able to communicate professionally at work as well as with external partners in English. He/she acquires terminology and phrases from CSR. He/she will learn basic legal terminology connected to corruption, bribery as well as economic crime.. He/she is able to prepare and carry out a fifteen minute presentation in English.	
<b>Class syllabus:</b> Topics: <ul style="list-style-type: none"> <li>• Retailing in the 21st century</li> <li>• E-commerce</li> <li>• Marketing, marketing mix</li> <li>• Brand management</li> <li>• Advertising</li> <li>• Media and PR</li> <li>• Managerial communication</li> <li>• The role of government and non-governmental organizations in economy</li> <li>• CSR – corporate social responsibility, volunteering</li> <li>• Corporate ethics, ethical code</li> <li>• Corruption, bribery and crime</li> </ul> Managerial skill: presentations Grammar: Indirect speech, verb patterns, articles	
<b>Recommended literature:</b> Internal materials distributed by lecturers at the beginning of semester	

<p>Ian MacKenzie: English for Business Studies. Third Edition. CUP 2010.  Williams, E. J.: Presentations in English. MacMillan 2008.  Emmerson, P.: Business Builder. Modules 7, 8, and 9. MacMillan 2009.  Mascull, B.: Business Vocabulary in Use Advanced. CUP 2004.  Farrall, C., Lindsley, M.: Professional English in Use – Marketing. CUP 2008.  Hewings, M.: Advanced Grammar in Use, second edition. CUP 2005  Oxford Business English Dictionary. OUP 2008.</p>						
<p><b>Languages necessary to complete the course:</b>  English on level B2</p>						
<p><b>Notes:</b></p>						
<p><b>Past grade distribution</b>  Total number of evaluated students: 8</p>						
A	ABS	B	C	D	E	FX
37,5	0,0	25,0	25,0	12,5	0,0	0,0
<p><b>Lecturers:</b> Mgr. Alexandra Mittelman, PaedDr. Jarmila Brtková, Mgr. Lenka Procházková, PhD.,  Mgr. Zuzana Tenglerová</p>						
<p><b>Last change:</b> 16.03.2018</p>						
<p><b>Approved by:</b></p>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/019AB/16	<b>Course title:</b> Entrepreneurship
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Accounting I, II, III, Managerial Economics, Marketing, Fundamentals of Financial Management, Fundamentals of Human Resources Management, Business Law I	
<b>Course requirements:</b> 1. Continuous evaluation during the semester 50 %. 2. Evaluation in the exam period 50 %. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81 90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
<b>Learning outcomes:</b> To acquaint students with the nature of business, its importance and role. Develop an entrepreneurial mindset and characteristics, highlight their importance not only in the business. Develop the ability to seek opportunities and ideas, refine them and formulate into business models. Learn the basic techniques of business planning and practice them with concrete examples. Understand the overall context of the operation and management of the company. Make familiar with the practicalities of starting a business.	
<b>Class syllabus:</b> 1. Introduction to entrepreneurship. Entrepreneurship and its role in the context of economy. Small and medium-sized companies, entrepreneurs and business. Entrepreneurial process. Current status and problems of doing entrepreneurship in Slovakia. 2. Entrepreneurial mindset and characteristics. The role of creativity in business. 3. Identifying business opportunities. Search techniques, generating ideas and fine-tuning. Innovation. 4. The business model - the fundamentals, the basics of creating, types, examples. Business strategies. 5. Specifics of start-up business. Support and funding sources. Techniques for the development of start-ups. 6. Business plan and business planning. 7. Marketing in business planning - market segmentation, competitive analysis, marketing communication, modern marketing tools. 8. Management of people and resources - the specifics of SMEs, management of human and other resources in terms of business planning.	

9. Financial and accounting aspects of business. Context, a comprehensive view of the enterprise. Financial planning in business planning. 10. Setting up a business - process of steps, legislative aspects of the business.						
<b>Recommended literature:</b> [1] STOKES, D., WILSON, N. Small Business Management and Entrepreneurship. 6th edition. Andover: South-Western Cengage Learning, 2010. [2] OSTERWALDER, A., PIGNEUR, Y. Business Model Generation. Hoboken: Wiley, 2010. [3] RIES, E. The Lean Startup. New York: Crown Business, 2011. [4] Commercial Law-book. [5] Trade Law.						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 134						
A	ABS	B	C	D	E	FX
20,9	0,0	52,24	22,39	2,99	1,49	0,0
<b>Lecturers:</b> Mgr. Marian Holienka, PhD., Mgr. Miloš Mrva, PhD., Mgr. Peter Marcin, PhD.						
<b>Last change:</b> 01.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/193AJM/12	<b>Course title:</b> European Integration
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> - Small-group (3-5 students) semester project on selected issues of the EU/CM - Semester test - Presentation of the semester project and discussion/debate on selected issues	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b> Introduction to international economic relations (IER) and regional integration (RI) - Brief history of the development in the IER - Main factors of the contemporary IER – globalization, international regional economic integration (IREI), international trade, FDI, international organizations, NGOs, etc. - Declining role of national states/governments in the IER - The role of the United Nations and its specialized agencies in the IER - Regional aspects of the UN role in the IER and technical and financial assistance to developing countries - Other important international organizations regarding IER (OECD, WTO, etc.) and their role in the IER - Institutionalization of the IREI and its role in IER – the model role of the EU institutions - “Free trade” as the basics of the IER and IREI - FDI as an important factor for the development of IER and IREI especially for developing and transitional countries - IREI and its role in the IER and regarding ongoing globalization (main building block and/or hurdle) - IREI as the dominant feature and development trend in the contemporary IER - Main stages of the IREI - Types and specifics of the IREI - Basic terms and forms of the IREI - The EU as a prototype of the IREI - Brief history of the EU and its effects on the development of the IREI and IER - The EU and its three pillars as new approach to the IREI and IER	

- The EU's community legislation and its effects on the IREI and IER
- The EU institutions and their functions
- The EU and its assistance to the developing world (ACP countries, etc.)
- IREI, IER and EU in the world
- Common international policies as a new important factor and development trend in the IREI and the IER
- Common international policies in trade and customs
- Common international policy in regional development
- Common international policies in agriculture - CAP
- Common international budgetary, financial and monetary policies, Euro
- Common international commercial policy and EU internal market
- The role of Common foreign and security policy in support of the IREI and IER
- Current EU development trends and problems – Eurozone, Grexit, Brexit, Illegal Refugees and Schengen, etc.
- Slovakia and its place in the ongoing globalization, IREI and IER

**Recommended literature:**

- 1) Craig, P., De Burca, G.: EU LAW, Text, Cases and Materials, Third Edition, Oxford, UK 2003, pp. 1-176
- 2) Soltes, D.: Global trends in FDI and regional integration, KEPS Bratislava 2004, pp. 33-113, 151-281
- 3) Lecture Notes
- 4) web site: <http://europa.eu.int> , <http://www.un.org>, <http://www.oecd.org>, etc.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 186

A	ABS	B	C	D	E	FX
29,57	0,0	48,92	17,74	3,23	0,54	0,0

**Lecturers:** prof. Ing. Dušan Šoltés, CSc.

**Last change:** 12.03.2018

**Approved by:**



## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/265AJM/15	<b>Course title:</b> European Integration
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> - Small-group (3-5 students) semester project on selected issues of the EU/CM - Semester test - Presentation of the semester project and discussion/debate on selected issues	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b> Introduction to international economic relations (IER) and regional integration (RI) - Brief history of the development in the IER - Main factors of the contemporary IER – globalization, international regional economic integration (IREI), international trade, FDI, international organizations, NGOs, etc. - Declining role of national states/governments in the IER - The role of the United Nations and its specialized agencies in the IER - Regional aspects of the UN role in the IER and technical and financial assistance to developing countries - Other important international organizations regarding IER (OECD, WTO, etc.) and their role in the IER - Institutionalization of the IREI and its role in IER – the model role of the EU institutions - “Free trade” as the basics of the IER and IREI - FDI as an important factor for the development of IER and IREI especially for developing and transitional countries - IREI and its role in the IER and regarding ongoing globalization (main building block and/or hurdle) - IREI as the dominant feature and development trend in the contemporary IER - Main stages of the IREI - Types and specifics of the IREI - Basic terms and forms of the IREI - The EU as a prototype of the IREI - Brief history of the EU and its effects on the development of the IREI and IER - The EU and its three pillars as new approach to the IREI and IER - The EU’s community legislation and its effects on the IREI and IER	

- The EU institutions and their functions
- The EU and its assistance to the developing world (ACP countries, etc.)
- IREI, IER and EU in the world
- Common international policies as a new important factor and development trend in the IREI and the IER
- Common international policies in trade and customs
- Common international policy in regional development
- Common international policies in agriculture - CAP
- Common international budgetary, financial and monetary policies, Euro
- Common international commercial policy and EU internal market
- The role of Common foreign and security policy in support of the IREI and IER
- Current EU development trends and problems – Eurozone, Grexit, Brexit, Illegal Refugees and Schengen, etc.
- Slovakia and its place in the ongoing globalization, IREI and IER

**Recommended literature:**

- 1) Craig, P., De Burca, G.: EU LAW, Text, Cases and Materials, Third Edition, Oxford, UK 2003, pp. 1-176
- 2) Soltes, D.: Global trends in FDI and regional integration, KEPS Bratislava 2004, pp. 33-113, 151-281
- 3) Lecture Notes
- 4) web site: <http://europa.eu.int> , <http://www.un.org>, <http://www.oecd.org>, etc.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 48

A	ABS	B	C	D	E	FX
54,17	0,0	35,42	10,42	0,0	0,0	0,0

**Lecturers:** prof. Ing. Dušan Šoltés, CSc.

**Last change:** 12.06.2017

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/158AM/16	<b>Course title:</b> European law
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> - Preliminary assessment <input type="checkbox"/> Active participation 20% <input type="checkbox"/> European news presentation 20% <input type="checkbox"/> Presentation 20% - Final assessment: written exam 40%	
<b>Learning outcomes:</b> basis of european institutionnal law	
<b>Class syllabus:</b> Session 1 Introduction Session 2 History of the EU in 10 steps. Presentation: "The integration of the Slovak republic in the EU" Session 3 The legal nature of the EU The Costa v Enel case Presentation: "Intergovernmentalism or supranationalism?: the nature of the EU" <a href="http://www.freeonline researchpapers.com/compare-elements-supranationalismintergovernmentalism">http://www.freeonline researchpapers.com/compare-elements-supranationalismintergovernmentalism</a> Session 4 The EU institutions:the european commission Presentation: «The commission and the EU's foreign policy» Session 5 The EU institutions : the european council and the council Presentation: «The european council and the council the strongest institutions in the EU?» Session 6 The EU institutions: the parlement Presentation: The evolution of the parlement role Session 7	

<p>The legal sources of the EU law  Presentation: the place of the EU laws in the slovak and french hierarchy of norms  Session 8  The Council of Europe  Study case: The 1985's Charter of local autonomy  Presentation: Multigovernance, subsidiarity and Europe of regions  Session 9  The protection of the fundamental rights in the EU  Presentation: The charter of Fundamental rights of the EU and the European Convention on Human Rights  Session 10  The economic and monetary union (EMU) and the euro  Presentation: the role of the European central bank and the national banks in the eurozone  Session 11  The budget of the EU  Presentation: The regional policy and structural funds  <a href="http://ec.europa.eu/regional_policy/policy/history/index_fr.htm">http://ec.europa.eu/regional_policy/policy/history/index_fr.htm</a>  <a href="http://europa.eu/pol/reg/index_en.htm">http://europa.eu/pol/reg/index_en.htm</a>  Session 12  Test</p>						
<p><b>Recommended literature:</b>  The ABC of European Law, Prof. Klaus –Dieter Borchardt, Luxembourg: Publications Office of the European Union, 2010, ISBN 978-92-78-40525-0</p>						
<p><b>Languages necessary to complete the course:</b>  English</p>						
<p><b>Notes:</b></p>						
<p><b>Past grade distribution</b>  Total number of evaluated students: 18</p>						
A	ABS	B	C	D	E	FX
66,67	0,0	22,22	11,11	0,0	0,0	0,0
<p><b>Lecturers:</b> Dr. Frédéric Delaneuville, PhD.</p>						
<p><b>Last change:</b> 12.03.2018</p>						
<p><b>Approved by:</b></p>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/033AM/16	<b>Course title:</b> Financial Accounting
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Principles of Financial Accounting I	
<b>Course requirements:</b> Scale of assessment (preliminary/final): 40% / 60%	
<b>Learning outcomes:</b> This course examines financial accounting statements from a user perspective. The interpretation of financial data for decision analysis will be emphasized. The objective of the course is to introduce students the status of accounting theory and techniques for analyzing corporate financial statements. This course introduces methodology of financial accounting and stresses the reporting function of accounting to external users.	
<b>Class syllabus:</b> Accounting as an information system, Accounting Cycle and Accrual Accounting Concepts, Merchandise Operations, Multiple-Step Income Statement and Revenue Recognition, Financial statements preparation –Income statement, Balance sheet and Cash flow, The statement of changes in the shareholders' equity, Reporting and analyzing assets, liabilities and shareholders' equity. The students will master the theoretical concepts and be required to perform the following learning activities: textbook reading is required and is designed both to reinforce what is discussed in class, and cover topics for which classroom time is insufficient and apply gained knowledge in solving the minicase studies.	
<b>Recommended literature:</b> 1. Saxunová D.: Financial Accounting - Financial Statements – theory and problems, Practicum, Bratislava: Wolters Kluwer, Prague, (2014). 2. Financial Accounting 4th, 5th ed.; Schroeder, Clark and Cathey: Financial Accounting Theory and Analysis, 10th edition John Wiley and Sons. 978-0-470-64628-1 3. Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso- Financial Accounting: Tools for Business Decision Making, WileyPLUS, 7th Edition, 2013 4. Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso- Financial and Managerial Accounting,	

WileyPLUS, 2nd Edition, 2015						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 34						
A	ABS	B	C	D	E	FX
17,65	0,0	26,47	29,41	11,76	11,76	2,94
<b>Lecturers:</b> doc. RNDr. Darina Saxunová, PhD.						
<b>Last change:</b> 12.03.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/037AM/16	<b>Course title:</b> Financial Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The prerequisite for this class is a passing grade in Introduction to Financial Management. Therefore, it is expected that students will be comfortable with the following topics: Capital asset pricing model (CAPM), calculation of present/future value, value of bond, security market line (SML), comparative analysis and trend analysis, Du Pont system, Dividend Discount Model, Weighted average cost of capital (WACC) and evaluation of capital investments (NPV, IRR, MIRR, PP). Scale of assessment (preliminary/final): Problem and Cases Sets: 30% Presence: 30% Final: 40%	
<b>Learning outcomes:</b> This is an advanced course in financial management and in corporate finance. The course has three main objectives: 1) Develop an understanding of the tools that are used to analyze firm's risk and how to calculate and determine fundamental value of a company. 2) Understand the advanced issues involved in how to use concepts of Effective Capital Structures in corporate finance, how to use concepts of the Working Capital Management. 3). Understand the advanced issues involved in why the financial markets are very important and integral part of global economy, and why H. Markowitz's Modern Portfolio Theory (MPT) is still actual. Emphasis will be placed on appreciating the limitations and challenges that are faced when applying the theoretical framework of corporate finance to real world problems.	
<b>Class syllabus:</b> Class Syllabus: Ch 2 – Financial statements + Ch 3 - Analysis of financial statements (Introduction to Financial management, repeating): ratio indicators, indicators of liquidity, liability, turnover, profitability, market value, analysis of cash flows, comparative analysis and trend analysis, some problems of financial statements analysis, Altman model, Taffler model, economic added value, Liquidity ratios, Asset management ratios, Profitability ratios, Market value ratios, Trend analysis, Du Pont system, Horizontal and Vertical financial analysis, Benchmarking. Ch 4 - Time value of money + Ch 5 - Bonds, Bond Valuation, and Interest Rates (Introduction to Financial management, repeating): future value, present value, annuity, perpetuity, effective annual	

rate (EAR), short time periods, continuous interest, continuous discount, general pricing model, types and basic attributes of securities, present value of bond, yield to maturity (YTM), yield to call (YTC), interest and reinvestment risk of bonds, bond duration.

Ch 6 - Risk and return + Ch 7 - Stocks, Stock Valuation (Introduction to Financial management, repeating): financial assets and their risks, desired yield, expected yield, realized yield, measurement of isolated risk, portfolio's risk, diversification and volatility of investment portfolios, diversified and non-diversified risk, beta coefficient, security market line (SML), effective set, indifferent curves, optimal portfolio, capital asset pricing model (CAPM), capital market line (CML), arbitrage pricing theory (APT), hypothesis of effective markets, intrinsic value of a share of stock, present value of the stream of dividends, expected rate of return on a constant growth stock, supernormal growth stock, horizon (terminal) value, value of a share of perpetual preferred stock, Efficient Markets Hypothesis (EMH), Equilibrium.

Ch 9 – Cost of Capital + Ch 10 - Evaluation of capital investments (Introduction to Financial management, repeating): Weighted average cost of capital (WACC), component cost of debt, marginal costs of capital, cost of common equity, CAPM approach, DCF approach, risk-free rate, various factors affect a firm's cost of capital, market or Beta risk, risk-adjusted cost of capital, project's classification, methods of project's evaluation, maturity of projects, Net present value of project (NPV), Internal rate of return of project (IRR), Profitability index of project, Modified IRR of project (MIRR), present value of future costs, project's financing.

Ch 11 – Cash Flow Estimation and Risk Analysis: Stand-alone risk, Sensitivity analysis, scenario analysis, Monte Carlo simulation, risk-adjusted discount rate or project cost of capital, growth option, staged decision-tree analysis.

Ch 12 – Financial Planning and Forecasting Financial Statements: Forecasted financial statements (FFS) method, Additional funds needed (AFN) equation, sales growth rate, economies of scale.

Ch 13 – Corporate Valuation, Value-Based Management and Corporate Governance: Corporate assets, operating assets, Growth options, Financial or non-operating assets, value of operations, terminal or horizon value, corporate valuation model, value of equity, Value-based management, value drivers, Expected return on invested capital (EROIC), Corporate governance, Managerial entrenchment, Nonpecuniary benefits. □

Ch 15 – Capital Structure Decisions: optimal capital structure, target capital structure, Business risk, Financial leverage, Financial risk, Operating leverage. □

Ch 16 – Working Capital Management: Net working capital, Net operating working capital, relaxed working capital policy, restricted working capital policy, inventory conversion period, average collection period, payables deferral period, cash conversion cycle (CCC), inventory management, account receivable, aging schedule, days sales outstanding (DSO). □

Ch 24 – Portfolio Theory, Asset Pricing Models, and Behavioral Finance: Modern Portfolio Theory (MPT), feasible set, efficient portfolio, optimal portfolio, indifference curve, efficient set, Capital Asset Pricing Model (CAPM), Capital Market Line (CML), Security Market Line (SML), beta coefficient, market risk, variability, Arbitrage Pricing Theory (APT), Fama-French three-factor model, Behavioral finance.

### **Recommended literature:**

Required textbook:

1. Brigham, E. F. – Ehrhardt, M. C.: Financial Management, 14th Edition, Thomson, South-Western, 2014. ISBN-13: 978-1-111-97221-9.

Supplementary textbook:

2. Brealey, R. A. – Myers, S. C. – Allen, F.: Principles of Corporate Finance, 9th Edition, McGrawHill, 2010. ISBN: 978-007-126327-6.

Other information source about finance which will be used during the semester:

3. Bloomberg Professional Terminal



4. yahoo.finance.com						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 73						
A	ABS	B	C	D	E	FX
49,32	0,0	26,03	12,33	5,48	5,48	1,37
<b>Lecturers:</b> prof. RNDr. Ing. Ľudomír Šlahor, CSc., Mgr. Martin Vozár, PhD., prof. RNDr. Jozef Komorník, DrSc.						
<b>Last change:</b> 12.03.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/169AB/16	<b>Course title:</b> Financial Management in the 3rd Sector
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Scale of assessment (preliminary/final): 50%/50%	
<b>Learning outcomes:</b> The objective of this topic is to present and analyze the specific problems of financing in the nonprofit sector, to comparative current situation in the some EU-countries and Slovakia.	
<b>Class syllabus:</b> Plan of themes: 1. Introduction 2. 3rd sector in Europe and in Slovakia – a comparison 3. Introduction to the fundamentals of finance in non-profit sector 4. Basics of ethical issues in the 3rd sector 5. Specific problems of financing in the non-profit sector 6. Voluntary service in the 3rd sector from the financial point-of-view 7. Financial planning 8. Case studies	
<b>Recommended literature:</b> 1. DAVIS, L. – ETCHART, N. – JARA, M.C. – MESSING, J: Get ready, get set. NESsT. San Francisco, CA. 2008; ISBN 978-1-9360363-30-4. 2. NESsT: Profits for Nonprofits: An Assessment of Challenges in NGO Self-Financing. NESsT. San Francisco, CA. 1999. ISBN 1-930363-01-X. 3. BELL, J – SCHAFFER, E.: Financial Leadership for Nonprofit Executives: Guiding Your Organization to Long-term Success. CompassPoint Nonprofit Service. Saint Paul, MN (USA). 2005; ISBN-13: 978-0-940069-44-2. 4. POWELL, W.W. – STEINBECK, R.: Nonprofit sector: A Research Handbook. Yale University Press. 2006; ISBN 5. McCURLY, Steve - LYNCH, Rick: Volunteer Management.	
<b>Languages necessary to complete the course:</b> English	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 4						
A	ABS	B	C	D	E	FX
100,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> PhDr. Daniela Majerčáková, PhD., MBA						
<b>Last change:</b> 09.03.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/032AM/16	<b>Course title:</b> Financial Markets and Institutions
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Banking, Corporate Finance, Investment Banking	
<b>Course requirements:</b> The students must visit the lectures and work on team projects that involve preparation of own portfolios and investing via demo versions of trading applications. The final exam has a written form. The final evaluation is based on the results of the exam and points collected for activities performed during the semester. The minimum amount of 55 points is required.	
<b>Learning outcomes:</b> The student should be able to distinguish between investments in individual types of money market and capital market securities. He should know different legislature and operations related to the securities. He should be also able to evaluate particular risks related to the securities and to the derivatives market. The absolvent should obtain theoretical and practical skills that are suitable for a career in financial institutions as well as in the private business sector.	
<b>Class syllabus:</b> 1. The financial system and its components. The basics of investing on financial markets. Return, risk and liquidity on financial markets. 2. The mechanism of the money market. The interbank market and interest rates. T-bills, the reasons of their issuance, the trading strategies 3. Capital market and its tools. The bond market, issuer, yield. Credit and interest risks. The EMS and its principles. 4. The innovations on the bond market. 5. Trading on bond markets and investment strategies. The role of the financial institutions in the European debt crisis. 6. The stock market. Stock indices and their mechanism. 7. The macro-level analysis and factors impacting the stock market. The impacts of fiscal and monetary policies on stock markets. The impact of political factors on stock markets. 8. The sectoral structure of the economy and its implications for the stock market. 9. The micro-level analysis. Stock pricing models. 10. Technical analysis and its tools. 11. Psychological analysis. The bubble theory. 12. Derivatives on financial markets and their utilisation in the investment process.	
<b>Recommended literature:</b> Chovancová, B., Malacká V., Demjan, V. Kotlebová, J. : Financial Markets - Instruments, Transactions, Walters Kluver, Bratislava 2016 2. Kohout, P.: Investment Strategies for the Third	

Millennium, Grada, Prague 2008 3. Jílek, J.: Financial Markets and Investments, Grada, Prague 2008 4. Musilek, P. : Analysis of Securities, Grada, Prague 2004 5. Jílek, P. : Financial Markets, Grada, Prague 2002 6. Rejnuš, O: Financial Markets, Grada Praha 2014

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 8

A	ABS	B	C	D	E	FX
0,0	0,0	75,0	12,5	12,5	0,0	0,0

**Lecturers:** Ing. Vladimír Valach, MBA

**Last change:** 12.03.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/222AB/16	<b>Course title:</b> Financial Mathematics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Mathematics (1), Mathematics (2)	
<b>Course requirements:</b> There will be two tests during the semester, 15 points each, which makes total of 30 points. At the writing exam during the exam period there will be available next 70 points. Standard marking is 60-65 points for E, 66-72 points D, 73-80 points C, 81-90 points B and 91-100 points A.	
<b>Learning outcomes:</b> The subject is a natural extension of Mathematics 1 and Mathematics 2. Students will receive an information about a dynamical analysis of economy, together with an analysis of financial mechanisms and pricing. Students, who pass the subject, will be able to solve various problems from an economy and a financial management.	
<b>Class syllabus:</b> I. Dynamical analysis of an equilibrium. Applications of definite integrals in the economy. Marginal and total functions, current value of income streams. Domar's model of the growth of an economy. Modelling of economic evolution processes using differential equations with one and two-dimensional phase spaces. Dynamics of market prices. Linearization of nonlinear differential equations. IS - LM model. II. Financial portfolios. Shares, derivatives and their mathematical properties. Probabilistic models of revenues. Models of pricing the derivatives (interest rate, CAPM, binomial model, Black-Scholes model).	
<b>Recommended literature:</b> 1. Chiang, A.C.: Fundamentals Methods of Mathematical Economics. McGraw-Hill International Editions., Singapore , 1984 2. Bradfield, J.: Introduction to the Economics of Financial Markets. Oxford University Press. 2007 3. Werner, F. – Sotskov, Y. N.: Mathematics of Economics and Business 4. Shone, R: An Introduction to Economic Dynamics. Cambridge University Press, 2003	
<b>Languages necessary to complete the course:</b> English	

<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 2						
A	ABS	B	C	D	E	FX
50,0	0,0	0,0	0,0	0,0	50,0	0,0
<b>Lecturers:</b> doc. RNDr. Mária Bohdalová, PhD., prof. RNDr. Martin Knor, Dr.						
<b>Last change:</b> 22.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/014AB/16		<b>Course title:</b> Information Systems and Application Software				
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 5						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 18						
A	ABS	B	C	D	E	FX
61,11	0,0	27,78	11,11	0,0	0,0	0,0
<b>Lecturers:</b> Mgr. Andrea Studeničová, Mgr. Vincent Karovič, PhD., PhDr. Peter Veselý, PhD.						
<b>Last change:</b>						
<b>Approved by:</b>						



## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/011AM/17	<b>Course title:</b> Innovation Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 1. Active participation at seminars and participation in the discussions 30% points. 2. Team project - practical case study (2 + 1 final presentation) 70% points. Teams 3-5 students. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81 90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
<b>Learning outcomes:</b> Considering the importance of innovation for the company as for the whole society, the course aims to awake the spirit of innovation and openness to change in students. Students would learn how to search for innovative and entrepreneurial opportunities, incorporate a systematic approach to the management of innovation and change in existing businesses, respectively build new entrepreneurial ventures based on innovative ideas and create a viable business model that enables innovation to succeed in the real world. The subject deals with innovation and related changes rather from the perspective of strategic management, then from a technical point of view. The course utilizes lectures, in-class discussions, case study, video presentations, independent reading and student presentations.	
<b>Class syllabus:</b> 1. Introduction. Information about the Course and Evaluation. 2. The Lead User Method. The Open Innovation. 3. Introduction into the Case study. 4. Entrepreneurial Management. The Entrepreneurial Business. 5. Entrepreneurship in the Service Institution. The New Venture. 6. Case study – 1st Presentation 7. Entrepreneurial Strategies: “Fustest with the Mostest.” “Hit Them Where They Ain’t.” 8. Entrepreneurial Strategies: Ecological Niches. Changing Values and Characteristics. 9. Case study – 2nd Presentation. 10. Definition. Design of the Business Model for Innovation. 11. Key Partners, Key Activities, Channels / Distribution, Key Resources, Costs 12. Revenue, Customer, Customer Relationships, Value Proposition 13. Case study – Final Presentation. Review Session. Final Evaluation.	
<b>Recommended literature:</b>	

Essential reading:

- [1] CHESBROUGH, H. W. Open Services Innovation: Rethinking Your Business to Grow and Compete in a New Era. 2nd ed. Hoboken: Jossey-Bass, 2010. (FM UK Library on-line, <http://site.ebrary.com/lib/uniba/docDetail.action?docID=10441387>)
- [2] DAVID, A. A., KUMAR, V., DAY, G. S. Marketing research. Danvers: John Wiley & Sons, 2007. (FM UK Library, IX-0738).
- [3] DRUCKER, P. F. Innovation and Entrepreneurship. New York: Harper & Row, 1985. (FM UK Library, CU-5248).
- [4] VON HIPPEL, E. Democratizing Innovation. Cambridge: The MIT Press, 2005. (download at: <http://web.mit.edu/evhippel/www/>).

Optional reading:

- [1] CHESBROUGH, H. W., VANHAVERBEKE, W., WEST, J. Open Innovation: Researching a New Paradigm. Oxford: Oxford University Press, 2006. (FM UK Library on-line, <http://site.ebrary.com/lib/uniba/docDetail.action?docID=10194775>).
- [2] DAVID, A. A. Brand relevance: making competitors irrelevant. San Francisco: Jossey-Bass, 2011, (FM UK Library on-line, <http://site.ebrary.com/lib/uniba/Doc?id=10438354>).
- [3] DAVID, A. A. Building strong brands. London: Simon & Schuster, 2002. (FM UK Library, IX-0716).
- [4] DRUCKER, P. The Discipline of Innovation. In: Harvard Business Review on the Innovative Enterprise. Boston: Harvard Business School Press, 2003, (FM UK Library, XII-1678).
- [5] VON HIPPEL, E. The Sources of Innovation. New York: Oxford University Press, 1988. (download at: <http://web.mit.edu/evhippel/www/>).

Other articles / studies distributed throughout the semester to individual problem areas.

The minimum condition is the possibility of student access to the internet through the Comenius University network: EBSCO HOST / Business Source Premier (<http://web.ebscohost.com/ehost/search/basic?sid=b65368bb-dc1d-46f4-a549-4fac23378b1b%40sessionmgr198&vid=2&hid=108>).

- [1] CHESBROUGH, H. W. Business model innovation: it's not just about technology anymore. In: Strategy & Leadership. Chicago, 2007. Vol. 35, Iss. 6; p. 12.
- [2] CHESBROUGH, H. W. Business Model Innovation: Opportunities and Barriers. In: Long Range Planning. London, Apr-Jun 2010. Vol. 43, Iss. 2/3; p. 354.
- [3] CHESBROUGH, H. W. Why Companies Should Have Open Business Models. In: MIT Sloan Management Review. Cambridge, Winter 2007. Vol. 48, Iss. 2; p. 22-28.
- [4] GAL, P. Case study Heineken. 2012.
- [5] CHRISTENSEN, C., RAYNOR, M. The Innovator's Solution. Cambridge: Harvard Business School Press, 2003.
- [6] MULLINS, J. W., KOMISAR, R. A Business Plan? Or a Journey to Plan B? In: MIT Sloan Management Review. Cambridge, Spring 2010. Vol. 51, Iss. 3; p. 1-6.
- [7] OSTERWALDER, A., PIGNEUR, Y., TUCCI Ch. L. Clarifying Business Models: Origins, Present, and Future of the Concept. In: Communications of the Association for Information Systems. Atlanta, 2005. Vol. 16; p. 1-25.
- [8] PORTER, M. E. What Is Strategy? In: Harvard Business Review on Strategy. Boston: Harvard Business Press.

**Languages necessary to complete the course:**

English

**Notes:**

<b>Past grade distribution</b>						
Total number of evaluated students: 28						
A	ABS	B	C	D	E	FX
71,43	0,0	25,0	0,0	3,57	0,0	0,0
<b>Lecturers:</b> Mgr. Peter Gál, PhD.						
<b>Last change:</b> 01.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KEF/217M/15		<b>Course title:</b> Insurance and Reinsurance				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 3						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b> The students will acquire knowledge about the basics of insurance and reinsurance, as well as an overview of the complex processes involved in the operations of global insurers and reinsurers highlighted by practical examples.						
<b>Class syllabus:</b> Introduction to insurance and reinsurance. Characteristics and importance of insurance, functions of insurance providers. Subjects of insurance market and insurance products. Characteristics and importance of reinsurance, functions of reinsurance providers. Natural disasters and their impact. Obligatory reinsurance (treaty). Facultative non-life reinsurance (Property & Casualty). Life reinsurance (life & health). Underwriting (underwriting of insurance / reinsurance risk). Risk engineering. Trends and emerging risks in insurance and reinsurance. Technical accounting & claims. Asset management.						
<b>Recommended literature:</b> 1. Hauter, N. A History of Insurance. Zürich: Swiss Reinsurance Company Ltd, 2013 2. Swiss Re. An introduction to reinsurance. Zürich: Swiss Reinsurance Company Ltd, 2013 3. Swiss Re. The essential guide to reinsurance. Zürich: Swiss Reinsurance Company Ltd, 2010 4. The Insurance Institute of Switzerland. Introduction to Insurance and Risk Management. Malvern: The Institutes, 2011. ISBN 978-0-89463-458-1						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 44						
A	ABS	B	C	D	E	FX
81,82	0,0	15,91	0,0	0,0	0,0	2,27
<b>Lecturers:</b> Mgr. Dávid Molnár						

<b>Last change:</b> 06.03.2018
<b>Approved by:</b>

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/069B/00	<b>Course title:</b> Intercultural Communication I (N)
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Für einen erfolgreichen Fachabschluss ist die aktive Seminarteilnahme notwendig, weiter eine mündliche Zwischen- und Abschlussprüfung, sowie eine eigenständige Arbeit und kontinuierliche Vorbereitung auf die einzelnen Stunden. Scale of assessment (preliminary/final): 30% - mündliche Zwischenprüfung; 20% - aktive Teilnahme; 50% - mündliche Abschlussprüfung	
<b>Learning outcomes:</b> Nachdem die Studierendenden das Fach absolvieren, erhalten sie einen Überblick über die Kulturunterschiede einzelner Länder, sie erkennen unterschiedliche Formen verbaler und nonverbaler Kommunikation und sie sollten geeignete Kommunikationskompetenzen erlangen, die für die Arbeit in einem multikulturellen Arbeitsumfeld erforderlich sind.	
<b>Class syllabus:</b> - Wahrnehmung unterschiedlicher Kultur (Stereotype, Vorurteile, Klischees) - Missverständnisse und Sprachbarriere - Kommunikationsformen (verbal und nonverbal) - Konventionen, Stereotype, Zusammentreffen unterschiedlicher Kultur am Arbeitsplatz - Simulation und Training von Modellsituationen	
<b>Recommended literature:</b> Eismann, V.: Erfolgreich in der interkulturellen Kommunikation. Cornelsen, Berlin, 2007. ISBN 978-3-06-020266-9. Internet	
<b>Languages necessary to complete the course:</b> Deutsch	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 396						
A	ABS	B	C	D	E	FX
72,47	0,0	18,94	5,05	2,02	1,52	0,0
<b>Lecturers:</b> Mgr. Petra Milošovičová, PhD.						
<b>Last change:</b> 10.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/070B/00	<b>Course title:</b> Intercultural Communication II (N)
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Für einen erfolgreichen Fachabschluss ist die aktive Seminarteilnahme notwendig, weiter eine mündliche Zwischen- und Abschlussprüfung, sowie eine eigenständige Arbeit und kontinuierliche Vorbereitung auf die einzelnen Stunden. Scale of assessment (preliminary/final): 30% - mündliche Zwischenprüfung; 20% - aktive Teilnahme; 50% - mündliche Abschlussprüfung	
<b>Learning outcomes:</b> Nachdem die Studierenden das Fach absolvieren, erhalten sie einen Überblick über die Kulturunterschiede einzelner Länder (hauptsächlich Deutschlands, Österreichs und der Slowakei), sie erkennen unterschiedliche Formen verbaler und nonverbaler Kommunikation und sie sollten geeignete Kommunikationskompetenzen erlangen, die für die Arbeit in einem multikulturellen Arbeitsumfeld erforderlich sind.	
<b>Class syllabus:</b> - Verbale Kommunikation – Fallstudien - Körpersprache, Mimik, Gestik - Normen und Etikette, Tabu in der Kommunikation - Kommunikationsarten am Arbeitsplatz im Vergleich mit Deutschland/Österreich/der Schweiz - Anrede und Titel in der mündlichen und schriftlichen Kommunikation	
<b>Recommended literature:</b> Eismann, V.: Erfolgreich in der interkulturellen Kommunikation. Cornelsen, Berlin, 2007. ISBN 978-3-06-020266-9. Internet	
<b>Languages necessary to complete the course:</b> Deutsch	
<b>Notes:</b>	



<b>Past grade distribution</b>						
Total number of evaluated students: 396						
A	ABS	B	C	D	E	FX
77,27	0,0	15,91	5,56	0,76	0,51	0,0
<b>Lecturers:</b> Mgr. Petra Milošovičová, PhD., Dr. Hans Wefers, Dr.Ph.						
<b>Last change:</b> 10.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KEF/074AB/16		<b>Course title:</b> International Economic Law				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 3						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b> Midterm Exam, Case Study, Presentation, Final Exam						
<b>Learning outcomes:</b> To teach students to correctly assess the field of international economic relations, to teach them principles of legal regulation of international economic law, structure, objective and legal regulation of particular instruments of international economic law, to lead them to correct interpretation and application of the legal regulation in the field of international economic law. Within this course, students shall be acquainted with international finance law, international trade law, international investment law, international law of development.						
<b>Class syllabus:</b> International economic law – in general, concept and object, sources of international economic law, international finance law, International Monetary Fund, World Bank Group, international trade law, World Trade Organization, dispute settlement in WTO, international investment law, foreign direct investments, investment incentives, international investment arbitration, international law of development.						
<b>Recommended literature:</b> Evans, M.: International Law, 4th ed., Oxford University Press, 2014, ISBN: 978-019-965467-3, Chapter 24						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 30						
A	ABS	B	C	D	E	FX
76,67	0,0	3,33	6,67	3,33	10,0	0,0
<b>Lecturers:</b> Mgr. Milena Nosková, PhD.						
<b>Last change:</b> 13.10.2017						

<b>Approved by:</b>
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## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/245AB/16	<b>Course title:</b> International Economic Relations
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Economics (Macroeconomics, International Economics)	
<b>Course requirements:</b> During the semester students will be asked to work on several different tasks (team work, essay, midterm, reading and questionnaire), for which they can gain up to 40% of the total evaluation. The needed minimum to be obtained during the semester is 25% of the total evaluation. The course finish by the final written exam, which has the value of 60% of the total evaluation (the needed minimum for passing the course is 30% from the total evaluation in the final exam). Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> Students should acquire the overview and knowledge from the area of international trade, international organizations and economic relations including also international movement of capital and workers (migration).	
<b>Class syllabus:</b> <ul style="list-style-type: none"> <li>- Basic terms of „international economic relations“</li> <li>- International organizations – international economic organizations (OECD, WTO, UNO – UNCTAD, EU) and international financial organizations (EBRD, EIB, IMF, The World Bank Group)</li> <li>- International movement of capital with the goal of profit</li> <li>- International movement of capital with the goal of aid - Development aid</li> <li>- International movement of labour - Migration</li> </ul>	
<b>Recommended literature:</b> Krugman, P. – Obstfeld, M. International Economics: Theory and Policy. Harlow: Pearson Education. 2015 or 2012. Pugel, T. A. International Economics. New York: McGraw-Hill. 2016 or 2012. Archer, C.: International organizations, 3rd Edition, Londýn : Routledge, 2001. Materials distributed during the term (e.g. relevant articles, legislative documents of international organizations etc.).	
<b>Languages necessary to complete the course:</b>	

English						
<b>Notes:</b>						
<b>Past grade distribution</b>						
Total number of evaluated students: 35						
A	ABS	B	C	D	E	FX
17,14	0,0	8,57	31,43	22,86	11,43	8,57
<b>Lecturers:</b> doc. PhDr. Paulína Stachová, PhD.						
<b>Last change:</b> 12.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/227AB/16	<b>Course title:</b> International Financial Reporting Standards
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Principles of Financial Accounting	
<b>Course requirements:</b> 3 case studies -50% final test -50%	
<b>Learning outcomes:</b> Upon the successful completion of this course, the students will be able to: <ol style="list-style-type: none"> <li>1. Apply the conceptual framework to the accounting process;</li> <li>2. Research current accounting issues and relate those issues to their impact on the entities and industries involved;</li> <li>3. Prepare the four basic financial accounting statements;</li> <li>4. Analyze the four basic financial accounting statements;</li> <li>5. Evaluate the implications of internal financial decisions on the financial statements;</li> <li>6. Interpret the Statement of Cash Flows;</li> <li>7. Explain the usefulness of the Statement of Cash Flows to users;</li> <li>8. Apply Generally Accepted Accounting Principles (GAAP) requirements for valuing major balance sheet accounts;</li> <li>9. Evaluate the implications of using alternative GAAP methods for the users of financial statements.</li> </ol>	
<b>Class syllabus:</b> This course examines financial accounting statements from a user perspective. The interpretation of financial data for decision analysis will be emphasized. The impact of current accounting recommendations on organizational decision making will be evaluated. <ol style="list-style-type: none"> <li>1. Objectives and functions of the financial accounting, conceptual framework of the accounting of US.GAAP, IFRS,</li> <li>2. Financial Statements, Financial statements preparations</li> <li>3. Reporting and Analyzing Inventory -IAS 2</li> <li>4. Fraud, Internal Control, and Cash</li> <li>5. IFRS 15 - revenue recognition, case study</li> <li>6. Comprehensive income, Earnings quality</li> </ol>	

7. The statement of financial position - assets (investments, PPE, Intangibles and biological assets, IAS 16, 36 and 41 8. Cash Flow, prípadová štúdia 9. Financial assets - IFRS 9 10. Liabilities and Lease - IFRS 16 11. Shareholders Equity, EPS						
<b>Recommended literature:</b> [1] WILEY IFRS 2017: Interpretation and Application of IFRS Standards. Hoboken : JohnWiley and Sons. [2] KIESO, D. E. – WEYGANDT, J. J. – WARFIELD, T. D. 2015. Intermediate Accounting: IFRS Edition. 2nd Edition. 2015. [3] SAXUNOVÁ, D. 2014. Financial Accounting – Financial Statements Under US GAAP and IFRS. Prague : Wolters Kluwer, 2014. [4] Internetové zdroje na webových sídlach: <a href="http://www.ifrs.org">www.ifrs.org</a> , <a href="http://www.fasb.org">www.fasb.org</a> .						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 8						
A	ABS	B	C	D	E	FX
100,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> doc. RNDr. Darina Saxunová, PhD.						
<b>Last change:</b> 21.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/022AM/16	<b>Course title:</b> International Human Resource Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Preliminary Assessment: Team presentation (30%) In-class activities (20%) Final Assessment: Written exam (50%) Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> Students familiarize with the major of human resource management (HRM) functions within the supranational companies, with the focus on different apprehension of the employment relations in selected countries.	
<b>Class syllabus:</b> Introduction to European HRM Industrial Relations in Europe Employee Participation and Work Councils Flexible Forms of Work Organization HRM in Selected Countries (Germany, Great Britain, France, Italy. Middle Europe: Czech Republic, Slovakia, Slovenia, Hungary, Poland. Asia: selected country) and their comparison. Student presentations.	
<b>Recommended literature:</b> Bajžíková, Ľ. - Búciová, Z. 2012. Medzinárodný manažment ľudských zdrojov. UK. Scholz Ch. – Böhm, H.: Human Resource Management in Europe (Comparative analysis and contextual understanding). Routledge. 2008. Hollinshead, G. – Leat, M.: Human Resource Management (an international and comparative perspective on the employment relationship). Pitman Publishing. 1994. Kirkbride, P.S.: Human Resource Management in Europe (perspectives for the 1990's). Routledge. 1994. Sparrow, P. – Hiltrop, J.M. European Human Resource Management in Transition. Prentice Hall. 1994. Journal of HRM, Bratislava, Faculty of Management, Slovakia 2008-2018.	
<b>Languages necessary to complete the course:</b>	



English						
<b>Notes:</b>						
<b>Past grade distribution</b>						
Total number of evaluated students: 1						
A	ABS	B	C	D	E	FX
100,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> prof. Ing. Ľubica Bajžíková, PhD., Mgr. Zuzana Kirchmayer, PhD.						
<b>Last change:</b> 12.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/030AM/16	<b>Course title:</b> International Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Marketing	
<b>Course requirements:</b> 40 % interim evaluation: Active attendance on seminars and case studies solution (in case of unjustified absence or unpreparedness on seminar loss of 10%), interim evaluation (2 written midterm tests – 0%, possible loss of 10%), semester project – application of theoretical knowledge on selected organization – 20%, term work on selected and approved topic – 20%, 60 % final written test. The semester project is elaborated continuously at individual seminars, the particular assignment is always given with a one-week advance to the seminar. Semester work is complexly evaluated in terms of its quality. Semester work must be prepared and submitted at least one week before the first test date in printed version or in electronic form, send by e-mail to marketing@fm.uniba.sk. Best work can be published in the journal Marketing Science and Inspirations. Work delivered after a set deadline will not be accepted. Semester work is handed without the possibility of additional adjustments and additional exchanges. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> After graduating students will have the opportunity to learn more about business and business subjects in the international and global market environment as well as the international market environment, to define suitable strategies for entering the given markets as well as to apply the marketing mix elements in the international context. The subject allows to estimate and analyze the international environment, to determine the appropriate strategy for entering the international market and to understand the application of the marketing mix elements in the context of the international environment.	
<b>Class syllabus:</b> 1. International Marketing – Introduction to the issue. 2. International environment. 3. International markets and international marketing research. 4. Entry strategies for foreign markets.	

5. Market segmentation, target market selection and positioning.
6. International marketing mix.
7. 4P's in marketing - product, price, place, promotion.
8. Implementation of marketing strategies. Selected aspects of international marketing.
9. An overview of the content of the subject and a lecture on the current topic.

**Recommended literature:**

- [1] CZINKOTA, M. R. – RONKAINEN, I. A. – ZVOBGO, G. 2011. International Marketing. Hampshire: South-Western Cengage Learning, 2011. 592 p. ISBN 9781408009239
- [2] CATEORA, P. R. – GRAHAM, J. L. 2007. International Marketing. McGraw-Hill: Irwin Professional, 2007. 702 p. ISBN 978-0071105941
- [3] USUNIER, J. C. – LEE, J. A. 2005. Marketing Across Cultures. Harlow: Pearson Education Limited, 2005. 573 p. ISBN 9780273685296
- [4] HOLLESEN, S. 2007. Global Marketing: A Decision-Orientated Approach. Harlow: Financial Times Press, 2007. 714 p. ISBN 9780273706786
- [5] Journal of International Marketing and Marketing Science and Inspirations journals.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 25

A	ABS	B	C	D	E	FX
44,0	0,0	40,0	8,0	8,0	0,0	0,0

**Lecturers:** Mgr. František Olšavský, PhD., prof. Mgr. Peter Štarchoň, PhD.

**Last change:** 08.03.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/031AM/16	<b>Course title:</b> International Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Marketing	
<b>Course requirements:</b> 40 % interim evaluation: Active attendance on seminars and case studies solution (in case of unjustified absence or unpreparedness on seminar loss of 10%), interim evaluation (2 written midterm tests – 0%, possible loss of 10%), semester project – application of theoretical knowledge on selected organization – 20%, term work on selected and approved topic – 20%, 60 % final written test. The semester project is elaborated continuously at individual seminars, the particular assignment is always given with a one-week advance to the seminar. Semester work is complexly evaluated in terms of its quality. Semester work must be prepared and submitted at least one week before the first test date in printed version or in electronic form, send by e-mail to marketing@fm.uniba.sk. Best work can be published in the journal Marketing Science and Inspirations. Work delivered after a set deadline will not be accepted. Semester work is handed without the possibility of additional adjustments and additional exchanges. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> After graduating students will have the opportunity to learn more about business and business subjects in the international and global market environment as well as the international market environment, to define suitable strategies for entering the given markets as well as to apply the marketing mix elements in the international context. The subject allows to estimate and analyze the international environment, to determine the appropriate strategy for entering the international market and to understand the application of the marketing mix elements in the context of the international environment.	
<b>Class syllabus:</b> 1. International Marketing – Introduction to the issue. 2. International environment. 3. International markets and international marketing research. 4. Entry strategies for foreign markets.	

5. Market segmentation, target market selection and positioning.
6. International marketing mix.
7. 4P's in marketing - product, price, place, promotion.
8. Implementation of marketing strategies. Selected aspects of international marketing.
9. An overview of the content of the subject and a lecture on the current topic.

**Recommended literature:**

- [1] CZINKOTA, M. R. – RONKAINEN, I. A. – ZVOBGO, G. 2011. International Marketing. Hampshire: South-Western Cengage Learning, 2011. 592 p. ISBN 9781408009239
- [2] CATEORA, P. R. – GRAHAM, J. L. 2007. International Marketing. McGraw-Hill: Irwin Professional, 2007. 702 p. ISBN 978-0071105941
- [3] USUNIER, J. C. – LEE, J. A. 2005. Marketing Across Cultures. Harlow: Pearson Education Limited, 2005. 573 p. ISBN 9780273685296
- [4] HOLLENSSEN, S. 2007. Global Marketing: A Decision-Orientated Approach. Harlow: Financial Times Press, 2007. 714 p. ISBN 9780273706786
- [5] Journal of International Marketing and Marketing Science and Inspirations journals.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 34

A	ABS	B	C	D	E	FX
44,12	0,0	29,41	14,71	5,88	5,88	0,0

**Lecturers:** prof. Mgr. Peter Štarchoň, PhD., Mgr. František Olšovský, PhD.

**Last change:** 08.03.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KEF/218AB/16		<b>Course title:</b> International Organizations				
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 5						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 13						
A	ABS	B	C	D	E	FX
100,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> PhDr. Monika Lavrovičová, doc. PhDr. René Pawera, PhD.						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/091AB/16		<b>Course title:</b> International Public Law				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 3						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 32						
A	ABS	B	C	D	E	FX
78,13	0,0	18,75	3,13	0,0	0,0	0,0
<b>Lecturers:</b> Mgr. Milena Nosková, PhD.						
<b>Last change:</b> 19.03.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/269M/16	<b>Course title:</b> International Public Policy
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Students are expected to have a basic understanding of international relations theories and the workings of international institutions. They should be able to understand and produce work in English at an advanced level.	
<b>Learning outcomes:</b> This course prepares students for systematic understanding of public policy and its issues and how political institutions, processes and public policies operate in world affairs. How is public policy created? What actors are involved? What are the challenges of cooperation and what implications does it have for policy-making? We will look at a range of both theoretical and empirical scholarship. International issues such as international organisations, cyber-security, piracy or humanitarian work will be covered as well as cross-cutting themes that are not exclusive to the international arena namely organisational management and behavioral economics.	
<b>Class syllabus:</b> 1. Introduction to International Public Policy 2. Actors in the policy process 3. Challenges of cooperation and policy-making 4. Global public policy issues I 5. Global public policy issues II 6. Behavioural and economic insights into public policy	
<b>Recommended literature:</b> - Baylis, J., Smith, S. and Owens, P. (2011). The globalization of world politics. New York: Oxford University Press. - Burchill, S. and Linklater, A. (2009). Theories of International Relations. Basingstoke [etc.]: Palgrave Macmillan. - Dunne, T., Kurki, M. and Smith, S. (2007). International relations theories. Oxford: Oxford University Press. - Ferlie, E., Lynn, L. and Pollitt, C. (2005). The Oxford handbook of public management. Oxford: Oxford University Press. - Walt, S. (1998). International Relations: One World, Many Theories. Foreign Policy, (110), p.29.	



- Wilson, J. (1989). Bureaucracy. New York: Basic Books.						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 0						
A	ABS	B	C	D	E	FX
0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> Ing. Jana Trnovská, Mgr. Rastislav Molnár						
<b>Last change:</b> 13.06.2017						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/134AB/16	<b>Course title:</b> Introduction to Financial Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The prerequisite for this class is a passing grade in foundations of accounting and statistics and to be familiar with the basic financial concepts. Therefore, it is expected that students will be comfortable with the following topics: basics financial concepts, basics accounting principles and basics statistical concepts. Scale of assessment (preliminary/final): Problem and Cases Sets: 30% Presence: 30% Final: 40%	
<b>Learning outcomes:</b> This is an introductory course in financial management and in corporate finance. The course has three main objectives: 1) Develop an understanding of the tools that are used to analyze firm's financial statements, bonds value and basics evaluating methods for valuing firms. 2) Understand the basic issues involved in how to use concepts of present value and future value in finance and how to use concepts of the risk and return. 3). Understand the basic issues involved in how the financial markets are working. Emphasis will be placed on appreciating the limitations and challenges that are faced when applying the theoretical framework of corporate finance to real world problems.	
<b>Class syllabus:</b> Ch 1 - Introduction to financial management: financial markets, investments, financial products and financial instruments, value management of a business, financial manager in organizational structure of a company, categories of financial markets, attributes of financial markets, financial institutions, transfer of capital, organized stock exchange, OTC-markets, price of money, interests, yield curve, factors influencing demand and supply of money. Ch 2 – Financial statements: ratio indicators, indicators of liquidity, liability, turnover, profitability, market value, analysis of cash flows, comparative analysis and trend analysis, some problems of financial statements analysis, Altman model, Taffler model, economic added value. Ch 3 - Analysis of financial statements: Liquidity ratios, Asset management ratios, Profitability ratios, Market value ratios, Trend analysis, Du Pont system, Horizontal and Vertical financial analysis, Benchmarking. Ch 4 - Time value of money: future value, present value, annuity, perpetuity, effective annual rate (EAR), short time periods, continuous interest, continuous discount.	

Ch 5 - Bonds, Bond Valuation, and Interest Rates: general pricing model, types and basic attributes of securities, present value of bond, yield to maturity (YTM), yield to call (YTC), interest and reinvestment risk of bonds, bond duration.

Ch 6 - Risk and return: financial assets and their risks, desired yield, expected yield, realized yield, measurement of isolated risk, portfolio's risk, diversification and volatility of investment portfolios, diversified and non-diversified risk, beta coefficient, security market line (SML), effective set, indifferent curves, optimal portfolio, capital asset pricing model (CAPM), capital market line (CML), arbitrage pricing theory (APT), hypothesis of effective markets.

Ch 7 - Stocks, Stock Valuation: intrinsic value of a share of stock, present value of the stream of dividends, expected rate of return on a constant growth stock, supernormal growth stock, horizon (terminal) value, value of a share of perpetual preferred stock, Efficient Markets Hypothesis (EMH), Equilibrium.

Ch 8 - Financial Options: Financial options, call options, strike price, put options, exercise value, Black-Scholes option pricing model (OPM), put-call parity relationship.

Ch 9 – Cost of Capital: Weighted average cost of capital (WACC), component cost of debt, marginal costs of capital, cost of common equity, CAPM approach, DCF approach, risk-free rate, various factors affect a firm's cost of capital, market or Beta risk, risk-adjusted cost of capital.

Ch 10 - Evaluation of capital investments: project's classification, methods of project's evaluation, maturity of projects, Net present value of project (NPV), Internal rate of return of project (IRR), Profitability index of project, Modified IRR of project (MIRR), present value of future costs, project's financing.

#### **Recommended literature:**

Required textbook: 1. Brigham, E. F. – Ehrhardt, M. C.: Financial Management, 14th Edition, Thomson, South-Western, 2014. ISBN-13: 978-1-111-97221-9.

Supplementary textbook: 2. Brealey, R. A. – Myers, S. C. – Allen, F.: Principles of Corporate Finance, 9th Edition, McGrawHill, 2010. ISBN: 978-007-126327-6.

Other information source about finance which will be used during the semester: 3. Bloomberg Professional Terminal 4. yahoo.finance.com

#### **Languages necessary to complete the course:**

English

#### **Notes:**

The main textbook is available for purchase online at Amazon.com. The main textbook is also available at the FMUK Library. The relevant chapters are indicated in the class syllabus. This textbook should be used as main reading. There will be several case studies for the course in MS Excel form. They will be available for download from teacher's web cloud solution. The cases are intended to help you understand the course material and prepare you for the exam. The solutions for the case study will be discussed in class. The cases will be graded.

#### **Past grade distribution**

Total number of evaluated students: 43

A	ABS	B	C	D	E	FX
32,56	0,0	58,14	6,98	2,33	0,0	0,0

**Lecturers:** Mgr. Martin Vozár, PhD.

**Last change:** 07.03.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/060AB/16	<b>Course title:</b> Introduction to Management I
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Essay (max. 10%), presentation of the essay (max. 10%), midterm test (max. 15%), active participation in solving case studies is expected, final test (25%), oral exam (max. 40%). Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b> After completing the course the student obtains a comprehensive knowledge of selected areas of management theory and become familiar with the basic procedures for identifying and solving problems in management practice. Regarding a deliberately broad range of topics, the course intention is to provide students basic wide-range introduction to the whole field and selected topics are divided into two semesters –Introduction to Management I in fall semester, Introduction to Management II in spring semester. Course content also focuses on developing managerial skills and abilities of listeners. Students through an individual elaboration of an essay, its presentation followed by discussion and case studies enhance the correct use of terminology of management as a science discipline, expanding their knowledge and improving the skills necessary for further study and management practice.	
<b>Class syllabus:</b> 1. Managers and management – management as a process, science, and profession. 2. Management theory development. 3. Organizational culture. 4. Organizational environment. 5. Management in a global environment. 6. Social responsibility and managerial ethics. 7. Managerial decision-making. 8. Foundations of planning. 9. Strategic management. 10. Forecasting.	
<b>Recommended literature:</b> [1] ROBBINS, P. R. – COULTER, M. 2016. Management. 13th Edition. Harlow : Pearson Education Limited, 2016. [2] DAFT, R. L. New Era of Management. Hampshire: South-Western Cengage Learning, 2010	

[3] ROBBINS, S. P., DECENZO, D. A.: Fundamentals of management Essential concepts and applications. Upper Saddle River: Pearson Education International, 2005.  
[4] RUDY, J. 1998. Introduction to Management. Selected Readings. Bratislava : Comenius University, 1998.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 58

A	ABS	B	C	D	E	FX
24,14	0,0	29,31	17,24	12,07	10,34	6,9

**Lecturers:** Mgr. Michaela Poláková, PhD., doc. Mgr. Emil Wojčák, PhD.

**Last change:** 16.05.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/061AB/16	<b>Course title:</b> Introduction to Management II
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Essay (max. 10%), presentation of the essay (max. 10%), midterm test (max. 15%), active participation in solving case studies, final test (25%), oral exam (max. 40%). Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b> After completing the course the student obtains a comprehensive knowledge of selected areas of management theory and become familiar with the basic procedures for identifying and solving problems in management practice. Course content also focuses on developing managerial skills and abilities of listeners. Students through an individual elaboration of an essay, its presentation followed by discussion and case studies enhance the correct use of terminology of management as a science discipline, expanding their knowledge and improving the skills necessary for further study and management practice.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Basics of organizing.</li> <li>2. Job design.</li> <li>3. Human resource management.</li> <li>4. Individual and group behavior.</li> <li>5. Motivation of employees.</li> <li>6. Leadership theories.</li> <li>7. Communication and interpersonal skills.</li> <li>8. Controlling as a function of management.</li> <li>9. Change management.</li> <li>10. Self management and time management.</li> </ol>	
<b>Recommended literature:</b> [1] ROBBINS, P. R. – COULTER, M. 2016. Management. 13th Edition. Harlow : Pearson Education Limited, 2016. [2] DONNELLY, J. H. – GIBSON, J. L. – IVANCEVICH, J. M. 1992. Fundamentals of Management. Boston : Irwin McGraw Hill, 1992. [3] ROBBINS, P. R. – COULTER, M. 2005. Management. 11th Edition. New Jersey : Pearson Prentice Hall, 2005.	

[4] ROBBINS, P. R. – COULTER, M. 1996. Management. 7th Edition. New Jersey : Pearson Prentice Hall, 1996.  
 [5] RUDY, J. 1998. Introduction to Management. Selected Readings. Bratislava : Comenius University, 1998.  
 JOURNALS: Journal of Human Resource Management, UK Bratislava.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 25

A	ABS	B	C	D	E	FX
40,0	0,0	20,0	24,0	12,0	4,0	0,0

**Lecturers:** Mgr. Michaela Poláková, PhD., doc. Mgr. Emil Wojčák, PhD.

**Last change:** 26.01.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/062AB/16	<b>Course title:</b> Introduction to Personnel Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / practicals <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Assignments during the semester: Case study (team assignment) - 15% Midterm test - 15% Final test - 15% In-class activities - 15% Oral exam in the exam period: 40% Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b> The aim of this course is to familiarize students with the major functions of HR management (e.g. job analysis, recruitment and selection, training and development, career management, compensation, etc.) and their relations to other fields of management as well as to explore the link between business strategy and individual HR functions. Students develop a basic understanding of the implementation of individual HR functions from both employer and employee points of view.	
<b>Class syllabus:</b> The role of HR management in the organization. HR planning and job analysis. Employee recruitment and selection. Performance management and performance appraisal. Employee training, development and career. Employee compensation and motivation. Employee and labor relations. International HRM.	
<b>Recommended literature:</b> Carbery, R., Cross, C. 2013. Human Resource Management – A Concise Introduction. Houndmills, Basingstoke, Hampshire: Palgrave Macmillan. Milkovich T., Boudreau J. 1996. Human Resource Management. Boston: Richard Irwin, 8th edition. Journal of Human Resource Management. Bratislava: Comenius University, Faculty of Management. ISSN 2453-7683.	



Selected case studies.						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 63						
A	ABS	B	C	D	E	FX
36,51	0,0	25,4	17,46	6,35	12,7	1,59
<b>Lecturers:</b> prof. Ing. Ľubica Bajžíková, PhD., Mgr. Zuzana Kirchmayer, PhD., Mgr. Jana Fratričová, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., Ing. Andrea Rakytová Valentová, PhD.						
<b>Last change:</b> 12.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/053AM/16	<b>Course title:</b> Investment Analysis
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Financial Management	
<b>Course requirements:</b>	
<b>Learning outcomes:</b> The aim of the course is to deepen student's knowledge about financial markets, its problems and risks, as well as about some products, which are tradeable at those markets. The purpose of the course is also familiarization of basic methods and techniques of investing to stocks and bonds.	
<b>Class syllabus:</b> International financial management: purchasing power parity, unsecured interest rate parity, term parity, covered interest rate parity, yield of investment in foreign country, effect of global diversification, examples of global investment strategies, financial markets correlation. Acquisition and mergers: some reasons for acquisitions and mergers, tactics and defence during mergers and acquisitions, forms of business combinations, structure of supply for take over, tasks of investment banks during mergers and acquisitions. Financial risks: types of financial risks, value at risk (VaR), measurement of interest risk by VaR, surveying of interest positions, VaR and diversification effects, VaR of investment portfolios, project's impact on VaR, cash-flow at risk (CaR). Financial derivatives and hedging of risks: basic types of financial derivatives, standardization of financial derivatives, long- and short- position, term-contracts pricing, hedging of open positions, risk factors, examples of complicated hedging techniques, option parity, replication of option position, option pricing methods, riskless arbitrage, dynamic data-hedging, sensitivity parameters, interest and currency swap. Duration and immunization: yield curves and interest structures, Macaulay duration, present value effect and reinvesting effect while investing to bonds, modified duration, effective duration and key-rate duration, immunization of open bond positions.	
<b>Recommended literature:</b> Brigham, E. F., Ehrhardt, M. C.: Financial Management, 13th Edition, Thomson, South-Western, 2005 Lectures	

Recommended: Brealey, R. A., Myers, S. C.: Principles of Corporate Finance, 7th Edition, McGraw Hill, 2003						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 31						
A	ABS	B	C	D	E	FX
74,19	0,0	22,58	0,0	0,0	3,23	0,0
<b>Lecturers:</b> prof. RNDr. Ing. Ľudomír Šlahor, CSc., Mgr. Darko Panevski						
<b>Last change:</b> 09.03.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KMn/004B/00		<b>Course title:</b> Japanese I				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 2						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b> Passing the final comprehensive exam Scale of assessment (preliminary/final): 100/0						
<b>Learning outcomes:</b> The ability to read and write both Hiragana and Katakana, counting system, day and time, vocabulary						
<b>Class syllabus:</b> Introduction to the course Lessons from 1 to 11 that include reading, writing and Japanese grammar						
<b>Recommended literature:</b> Tanaka, O: Japanese for Today, Gakken Co. Ltd.,Osaka, 1980 AJALT: Japanese for Busy People, Kodansha International, Tokyo, 1983 Yoshida, Y.: The First Step to Kanji, Osaka University of Foreign Studies, 1969						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 207						
A	ABS	B	C	D	E	FX
77,29	0,0	5,8	5,8	2,42	6,28	2,42
<b>Lecturers:</b> prof. Ing. Ján Rudy, PhD.						
<b>Last change:</b> 05.01.2016						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KMn/005B/00		<b>Course title:</b> Japanese II				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 2						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b> Passing the final comprehensive exam Scale of assessment (preliminary/final): 100/0						
<b>Learning outcomes:</b> Understand Japanese grammar, enlargement of vocabulary, communication skills on the beginner's level.						
<b>Class syllabus:</b> Introduction to the course Lessons from 12 to 18 that include reading, writing, vocabulary, and Japanese grammar						
<b>Recommended literature:</b> Tanaka, O: Japanese for Today, Gakken Co. Ltd.,Osaka, 1980 AJALT: Japanese for Busy People, Kodansha International, Tokyo, 1983 Yoshida, Y.: The First Step to Kanji, Osaka University of Foreign Studies, 1969						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 65						
A	ABS	B	C	D	E	FX
83,08	0,0	3,08	6,15	1,54	0,0	6,15
<b>Lecturers:</b> prof. Ing. Ján Rudy, PhD.						
<b>Last change:</b> 31.01.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KMn/006B/10		<b>Course title:</b> Japanese III				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 2						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b> Passing the final comprehensive exam Scale of assessment (preliminary/final): 100/0						
<b>Learning outcomes:</b> Advanced grammar, vocabulary, giving and receiving, giving preferences, ownership.						
<b>Class syllabus:</b> Introduction to the course Lessons from 19 to 25 that include reading, writing, vocabulary, and Japanese grammar First step to Kanji						
<b>Recommended literature:</b> Tanaka, O: Japanese for Today, Gakken Co. Ltd.,Osaka, 1980 AJALT: Japanese for Busy People, Kodansha International, Tokyo, 1983 Yoshida, Y.: The First Step to Kanji, Osaka University of Foreign Studies, 1969						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 36						
A	ABS	B	C	D	E	FX
83,33	0,0	8,33	2,78	2,78	0,0	2,78
<b>Lecturers:</b> prof. Ing. Ján Rudy, PhD.						
<b>Last change:</b> 05.01.2016						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KMn/007B/10		<b>Course title:</b> Japanese IV				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 2						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b> Passing the final comprehensive exam Scale of assessment (preliminary/final): 100/0						
<b>Learning outcomes:</b> Introduction to the Kanji system, ability to read and write about 100 Kanji characters.						
<b>Class syllabus:</b> Introduction to the course Lessons from 26 to 30 that include reading, writing, vocabulary, and Japanese grammar First step to Kanji						
<b>Recommended literature:</b> Tanaka, O: Japanese for Today, Gakken Co. Ltd.,Osaka, 1980 AJALT: Japanese for Busy People, Kodansha International, Tokyo, 1983 Yoshida, Y.: The First Step to Kanji, Osaka University of Foreign Studies, 1969						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 25						
A	ABS	B	C	D	E	FX
100,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> prof. Ing. Ján Rudy, PhD.						
<b>Last change:</b> 05.01.2016						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/302AB/16	<b>Course title:</b> Labor Law
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> None	
<b>Course requirements:</b> Comparative Country Case Study, Panel Discussion Scale of assessment (preliminary/final): Comparative Country Case Study 80%, Panel Discussion 20%	
<b>Learning outcomes:</b> to teach students to correctly assess the field of employment relations with focus on international labour law, to teach them principles of legal regulation of employment relations, structure, objective and legal regulation of particular instruments of labour law, to lead them to correct interpretation and application of the legal regulation in the field of labour law in practice incl. comparative approach to foreign legal systems. Within this course, students shall be acquainted with the standing of employer and employee within social-insurance legal relations in terms of personal and material scope incl. comparative approach to foreign legal systems.	
<b>Class syllabus:</b> concept, object, sources of labour law, legal personality in labour law, pre-contractual relations, formation, duration and termination of employment relations, types of employment relations, obstacles to work on the side of the employer and the employee, liability in employment relations, agreements on work executed outside the employment relations, standing of the employer and the employee in the social insurance system, personal scope of social insurance, material scope of social insurance	
<b>Recommended literature:</b> Servais, J.M.: International Labour Law, 4th ed., Wolters Kluwer, 2014, ISBN: 9041156747	
<b>Languages necessary to complete the course:</b> English	
<b>Notes:</b>	



<b>Past grade distribution</b>						
Total number of evaluated students: 19						
A	ABS	B	C	D	E	FX
84,21	0,0	10,53	5,26	0,0	0,0	0,0
<b>Lecturers:</b> doc. JUDr. PhDr. Tomáš Peráček, PhD., JUDr. Silvia Treľová, PhD., doc. JUDr. Ján Matlák, CSc., Mgr. Milena Nosková, PhD.						
<b>Last change:</b> 14.03.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/303AB/17		<b>Course title:</b> Labor Law				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 5						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 9						
A	ABS	B	C	D	E	FX
77,78	0,0	11,11	11,11	0,0	0,0	0,0
<b>Lecturers:</b> Mgr. Milena Nosková, PhD.						
<b>Last change:</b> 13.03.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/011AM/16	<b>Course title:</b> Leadership
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 100 % evaluation during semester entails: active in-class participation. in-class written tasks (short quizzes, test in the middle of semester), research project and its presentation at the end of semester. For the „A“ evaluation 91 points at least are needed, for the „B“ evaluation 81 points at least are needed, for the „C“ evaluation 73 points at least are needed, for the „D“ evaluation 66 points at least are needed, for the „E“ evaluation 60 points at least are needed. Scale of assessment (preliminary/final): 100/0	
<b>Learning outcomes:</b> The aim of this course is to provide students with new and up-to-date knowledge from the sphere of leadership. The course derives from Organizational behaviour and HRM. Students will gain deeper understanding of the nature of leadership as one of managerial functions and will develop competencies that are tied to the effective leading of subordinates. They will adopt practical manuals of how to effectively lead subordinates. They will internalize new knowledge through case studies analysis and active self-reflection and self-evaluation.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction to the leadership studies.</li> <li>2. Followers of the leader. How to become an effective member of the team.</li> <li>3. Personality traits of effective leaders.</li> <li>4. Charismatic (values oriented) and transformational leadership.</li> <li>5. Participative and directive style of leadership. People-oriented and task-oriented leaders.</li> <li>6. Situational approaches to leadership. Leader and leadership in the times of crisis.</li> <li>7. The ethical leader.</li> <li>8. Politics-related tactics in leadership.</li> <li>9. The process of influencing of subordinates.</li> <li>10. The team-oriented leader.</li> <li>11. Creative and innovative style of leadership.</li> <li>12. Presentations of tasks. Summary.</li> </ol>	
<b>Recommended literature:</b> DuBrin, Andrew (2013). Principles of Leadership. 7th ed. Mason, South-Western Cengage Learning.	

<p>Yukl, Gary (2013). Leadership in Organizations. 8th ed. Essex, Pearson Education Limited.</p> <p>Lašáková, A., Remišová, A. (2015). Unethical Leadership: Current Theoretical Trends and Conceptualization. In Procedia Economics and Finance, vol. 34, Elsevier, s. 319 - 328. Dostupné na: <a href="http://www.sciencedirect.com/science/article/pii/S2212567115016366">http://www.sciencedirect.com/science/article/pii/S2212567115016366</a></p> <p>Lašáková, A., Remišová, A., Kirchmayer, Z. (2016). Are Managers in Slovakia Ethical Leaders? Key Findings on the Level of Ethical Leadership in the Slovak Business Environment. Available at: <a href="https://www.researchgate.net/publication/311767239_Are_Managers_in_Slovakia_Ethical_Leaders_Key_Findings_on_the_Level_of_Ethical_Leadership_in_the_Slovak_Business_Environment">https://www.researchgate.net/publication/311767239_Are_Managers_in_Slovakia_Ethical_Leaders_Key_Findings_on_the_Level_of_Ethical_Leadership_in_the_Slovak_Business_Environment</a></p>						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 42						
A	ABS	B	C	D	E	FX
69,05	0,0	26,19	0,0	0,0	0,0	4,76
<b>Lecturers:</b> doc. Mgr. Anna Lašáková, PhD.						
<b>Last change:</b> 01.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/005AB/16	<b>Course title:</b> Logistics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Basics of management I, Basics of management II	
<b>Course requirements:</b> 1. Attendance and active participation 40%. 2. Project work 60%. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81 90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
<b>Learning outcomes:</b> This course seeks to improve your understanding of Logistics Management and to give you specific skills. At the end of this course you should have to: <ul style="list-style-type: none"> <li>- develop an awareness of the issues related to managing logistics activities;</li> <li>- develop a terminology base allowing you to effectively converse with logistics management personnel;</li> <li>- understand how a product or service is produced and delivered to the customer and purchased from the supplier according to the logistics principles and lean supply chain management.</li> </ul>	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction to the logistics course. The role of lean management in macro- and micrologistics and manufacturing.</li> <li>2. Description of macro-logistics based on the example of Slovak republic</li> <li>3. Mapping the current state of the supply chain</li> <li>4. Envisioning the future state of the supply chain</li> <li>5. Customer collaboration in supply chain</li> <li>6. Outbound logistics</li> <li>7. Shipping, receiving, and trailer-yard management</li> <li>8. Material ordering</li> <li>9. Inbound logistics</li> <li>10. Supplier collaboration</li> <li>11. Sustainable supply chain</li> <li>12. Efficient Customer Response concept</li> <li>13. Final review – evaluation</li> </ol>	

**Recommended literature:**

- [1] BHATNAGAR, A. Textbook of Supply Chain Management. Global Media, 2009.
- [2] GOLDSBY, T., MARTICHENKO, R. Lean Six Sigma Logistics. Ross Publishing, 2005.
- [3] HARRIS, C., HARRIS, R., STREETER, C. Lean Supplier Development: Establishing Partnerships and True Costs Throughout the Supply Chain. Taylor and Francis, 2011.
- [4] HINES, P., et al. Value Stream Management: Strategy and Excellence in the Supply Chain. Pearson Education Limited, Prentice Hall, 2000.
- [5] Van WEELE, A. Purchasing and Supply Chain Management. 4th edition. Thomson Learning, 2005.

**Languages necessary to complete the course:**

English

**Notes:****Past grade distribution**

Total number of evaluated students: 76

A	ABS	B	C	D	E	FX
98,68	0,0	0,0	0,0	0,0	0,0	1,32

**Lecturers:** doc. Ing. Milan Fekete, PhD.

**Last change:** 01.02.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/005B/00	<b>Course title:</b> Logistics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Written test during the semester 20%, seminar paper 30%, exam in the exam period 50%.	
<b>Learning outcomes:</b> The course addresses issues of management of materials flows and related information flows in companies. Students gain comprehensive information on the roles and methods of strategic and operational management of business logistics in the context of supply chains. Based on the theoretical foundations the course deals with the topics of inventory management, warehousing, transportation, material handling and processing of logistics information. It explains the issues relating to procurement, production and distribution of goods and provides the knowledge needed for analyzing and solving logistical problems.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Definition and role of logistics in the company</li> <li>2. Logistics strategy and goals</li> <li>3. Procurement and supplier management</li> <li>4. Inbound logistics and material management</li> <li>5. Production logistics</li> <li>6. Distribution logistics and reverse logistics</li> <li>7. Inventory management</li> <li>8. Storage and transportation</li> <li>9. Information technology in logistics</li> <li>10. Management of cooperation and logistics service provider</li> </ol>	
<b>Recommended literature:</b> HULVEJ, J. Logistika: Učebné texty. Bratislava: Kartprint, 2015. DUPAL, A., BREZINA, I. Logistika v manažmente podniku. Bratislava: Sprint, 2006. LAMBERT, D., STOCK, J. R., ELLRAM, L. Logistika. 2. vyd. Brno: CP Books, 2005. PERNICA, P. Logistika pro 21. století (supply chain management). Praha: Radix, 2005. SCHULTE, C. Logistik: Wege zur Optimierung der Supply Chain. 4. Aufl. München: Vahlen, 2005. KUMMER, S., GRÜN, O., JAMMERNEGG, W. Grundzüge der Beschaffung, Produktion und Logistik. 2. Aufl. München: Pearson Studium, 2009.	

<b>Languages necessary to complete the course:</b> Slovak (French program students), German (German program students)						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 555						
A	ABS	B	C	D	E	FX
62,16	0,0	24,14	8,83	3,42	0,72	0,72
<b>Lecturers:</b> Ing. Jaroslav Huřvej, PhD.						
<b>Last change:</b> 15.02.2018						
<b>Approved by:</b>						



## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/029AM/16	<b>Course title:</b> Management Information Systems
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> 1. COURSE DESCRIPTION The course concentrates on analysis and development of information systems in business organizations. This course will develop the framework for an information system and explore how systems that support the business functions of the organization are integrated and aid the manager with decision-making responsibilities within the operational, tactical, and strategic hierarchy of the company. Underlying the examination of various types of organizational information systems will be an exploration of emerging technologies that drive these systems. This course provides the student with the knowledge and skills necessary to understand and use information technology effectively and shows how information technology provides organizations with a strategic competitive advantage. 2. EXPECTED KNOWLEDGE THE STUDENT IS REQUIRED TO HAVE Familiarity with the basic hardware and software components of a computer and an ability to use the computer for word processing and e-mail are required. 3. STATEMENT OF COURSE OBJECTIVES a) To assist the student in understanding the issues and problems facing the manager or business user of computer-based information systems, and what solutions are available. b) To enable the student to learn how to make intelligent decisions about computer based information systems, and as a user, to attain their effective application. c) To prepare the student for participation as a user or a manager in the development of business information system. d) To assist the student in appreciating the problems of management in attempting to direct and control corporate information technology.	
<b>Course requirements:</b> 7. CASE STUDIES Case Studies, labelled Case Problems, are described at the end of each chapter of the text. Students should analyze those listed in the schedule and be prepared to discuss them. Students may be asked to present the results of their analysis. 8. VISUAL AIDS Students should use PowerPoint presentations tools. For the project data flow diagrams they should use Visio and also if they wish MindManager software.	

## 9. AVAILABILITY OF THE TEACHER

I will usually be in my room half an hour before class begins. In addition, office hours will take place at least once per week and I can also make myself available at other times by appointment. Other students can communicate via e-mail.

## 12. COURSE FORMAT

The general format of each class will be:

- ☐ review of assigned reading and discussion
- ☐ lectures interspersed with group and class discussion of relevant case studies
- ☐ class review of term projects

## TERM PROJECT

1 Each student is required, as a member of a team of not more than four or five, to identify and then analyze a non-trivial, unresolved problem or opportunity which has the potential to be solved or improved by a computerized information system.

2 The problem/opportunity may exist in a business with which the students are familiar, or in Society at large. An example in these days of electronic commerce could be the design of a web site. Another might be a sales reporting system for the local grocer. Of course, the most important example is the development of information system

3 The team should prepare a term paper in the form of a consulting report to top management recommending how to solve the problem or take advantage of the opportunity. Apart from an analysis of the problem/opportunity, the report should include an outline design of the proposed solution, illustrating necessary hardware and software components, as well as a proposal on how the system is to be developed.

4 The report should be not less than 7 pages typed single spaced per person in the team and should be handed in by the \_last\_Class (the end of the semester). Late submissions will be penalized.

5 You are also required to summarize your results in a twenty minute group presentation. You will earn extra marks for doing an executive summary of not more than one page and providing copies of it to your fellow students at the time of your class presentation.

6 As this course is about information systems in a business orientation, you should put emphasis on managerial and business issues rather than technical aspects; although systems and data analysis should be carried out using the modelling tools you will learn during the course. It is very important that you include references to the sources of your data, in order that I can verify these.

7 The 40% of the course grade assigned to the Term Project will be graded according to the following criteria, i.e. how well you have:

- i defined the problem or opportunity and determined the user requirements for solving the problem or exploiting the opportunity
- ii analyzed the current situation, the problem/opportunity and the users' requirements
- iii considered alternative solutions, examined the technical, economic and organizational feasibility of each and selected the most appropriate
- iv illustrated how the chosen solution will work [i.e. how the system's hardware, software, data, people components will interact]
- v identified and designed in outline the databases and processes involved in the system
- vi identified input and output screens, forms and reports and specified the purpose of each
- vii identified and planned any hardware and software procurement needed by the system and scheduled the system's subsequent development and implementation

Specific deliverables to be included in the semester paper are as follows:

## SYSTEM PHASE PROJECT DELIVERABLES % of GRADE

### PROBLEM STUDY PROBLEM DEFINITION

- o BACKGROUND SITUATION DESCRIPTION
- o PROBLEMS, OPPORTUNITIES & DIRECTIVES

- o RECOMMENDATIONS FOR IMPROVEMENT 5%
- FEASIBILITY STUDY FEASIBILITY REPORT
- o CURRENT SYSTEM DESCRIPTION
- o NEW USER/SYSTEM REQUIREMENTS
- o IDENTIFICATION OF ALTERNATIVE SOLUTIONS
- o ANALYSIS OF EACH ALTERNATIVE SOLUTION
- o S/W, H/W & P/W RESOURCES NEEDED
- o TECHNICAL FEASIBILITY
- o ECONOMIC FEASIBILITY
- o ORGANIZATIONAL FEASIBILITY
- o OPERATION FEASIBILITY
- o RECOMMENDATIONS 10%
- SYSTEMS ANALYSIS SYSTEM PROPOSAL
- o SYSTEM ENVIRONMENT DIAGRAM (a sketch of the following :)
- o HARDWARE COMPONENTS
- o SOFTWARE COMPONENTS
- o PEOPLE COMPONENTS
- o COMMUNICATIONS COMPONENTS
- o LOGICAL DATA MODEL
- o ENTITY RELATIONSHIP DIAGRAM
- o TABLE DATA STRUCTURES
- o LOGICAL PROCESS MODEL
- o CONTEXT DIAGRAM
- o 1ST LEVEL DATA FLOW DIAGRAM
- o USER INTERFACES
- o LIST OF PROPOSED INPUT FORMS/SCREENS, INCL. DESCRIPTION OF PURPOSE OF EACH
- o PROPOSED PROCUREMENT PLAN
- o PROPOSED DEVELOPMENT SCHEDULE 15%

8 All the above must be written in electronic form and, of course, if you prefer in printed version, too. You are not expected to implement any part of the system, although in some parts, e.g. design of screens, it may well be easier to draft them on the computer.

9 It is necessary to get my agreement of your choice of term project by the first quarter of the semester (from the beginning of the semester), at which time you should submit a brief description of the problem you are attempting to solve and what likely solutions you are considering.

10 A brief progress report should be made to the class in the middle of the semester classes, when each team should report:

- what has been achieved so far
- what major problems have been encountered
- what schedule of activities is planned for the rest of the course

Scale of assessment (preliminary/final): 10. COURSE REQUIREMENTS Students are required to prepare for each class by: • reading the recommended literature; • verifying their understanding by doing the multiple choice tests available for the recommended literature; • preparing themselves for group and class discussion of the case problems assigned and about their project work; Grading % of grade Mid-Term Exam 40 Term Project 40 Class Presentation of Term Project and Discussion 20 Course grade: A is 91-100%, B is 81-90%, C is 73-80, D is 66-72, E is 61-65, and F is ≤60. MISSED CLASSES, PARTICIPATION AND THEIR EFFECTS ON YOUR GRADE I know that absences are sometimes unavoidable due to sickness, business travel etc. However, we have only a few hours of class time, so my policy dictates that each class-hour missed without pre-

arrangement make-up work will cost you percent, i.e. you will lose 1 point of your grade for each class-hour missed unless you arrange make-up work with me beforehand. Furthermore, my policy on attendance stipulates that any student missing more hours of classes will not be able to make the grade in the given semester. Although you will not be able to make up completely for any absence, since you will have missed all discussion and interaction in the class itself, you can nevertheless make up for some of the loss by completing various assignments. I therefore urge you to contact me in advance if you are forced to miss a class and arrange how you can make up for the absence. Failure to do so will result in an unexcused absence. Normally the make-up assignment will involve submitting by e-mail, not later than 2 weeks after the absence, written answers to:

- a list of questions related to missed lectures
- Case Problems assigned for the missed class and any other assignments for that class

Your grade for Participation will be based on how well you involve and express yourself in the class. Your grade for Case Problems will be based on how well you involve and express yourself in the class and group discussion of these case studies.

11. FINAL GRADES

Midterm exam papers will be given at the second half of the semester. Semester projects can be presented not later than end of examination period of the semester.

**Learning outcomes:**

Although the term project as described above may seem large, it is entirely manageable, especially as you will be learning all you need to know during the course. And since you will be developing a real information system it can also be extremely rewarding.

**Class syllabus:****4. SCHEDULE**

Lecture 1 MANAGING INFORMATION SYSTEMS

Lecture 2 SYSTEMS THEORY

Lecture 3 SYSTEM DEVELOPMENT LIFE CYCLE

Lecture 4 THE IMPACT OF INFORMATION TECHNOLOGY ON BUSINESS, E-BUSINESS

Lecture 5 CLOUD COMPUTING

Lecture 6 DATABASES, DATAMINING, DATA and BUSINESS ANALYTICS

Lecture 7 NETWORKS & DATA COMMUNICATIONS

MID-TERM EXAM

Lecture 8 SERVICE ORIENTED ARCHITECTURE, E-SERVICE MANAGEMENT

Lecture 9 INFORMATION SYSTEMS FOR DECISION SUPPORT, INFORMATION TECHNOLOGY ISSUES FOR MANAGEMENT

Lecture 10 EXPERT SYSTEMS, DATA ANALYTICS, INTERNET OF THINGS

Lecture 11 INFORMATION SYSTEMS FOR THE ENTERPRISE,

Lecture 12 SECURITY & ETHICAL CHALLENGES

FINAL EXAM

To be able to benefit fully from each class, it is really very important to read the scheduled chapters and prepare the assigned Case Problems before class. We will cover a great deal of material in the course and even if you are knowledgeable about Business Information Systems, you will be wasting your time and money, as well as your chances of a good grade, if you do not read the text.

**Recommended literature:****5. TEXT USED**

James A. O'Brien, Northern Arizona University, George M. Marakas, University of Kansas: Management Information Systems, 10/e, ISBN: 0073376817, Copyright year: 2011, [http://highered.mcgraw-hill.com/sites/0073376817/information\\_center\\_view0/](http://highered.mcgraw-hill.com/sites/0073376817/information_center_view0/)

Ken Laudon, Jane Laudon: Management Information Systems, 12th Edition, ISBN-10: 0-13-214285-6, ISBN-13: 978-0-13-214285-4, Published by Prentice Hall, © 2012, Pub. Date: Jan 4, 2011, <http://www.pearsonhighered.com/laudon/>

Natalia Kryvinska, Michal Greguš: SOA and its Business Value in Requirements, Features, Practices and Methodologies, Univerzita Komenského v Bratislave, 2014, ISBN 978-80223-3764-9

Michal Greguš, Natalia Kryvinska: Service Orientation of Enterprises – Aspects, Dimensions, Technologies, Bratislava: Comenius University, 2015. ISBN: 978-80-223-3978-0

6. Other REFERENCES

Kathy Schwalbe: Information Technology Project Management, Course Technology, Fifth edition, 2008, ISBN 978-0324665215

**Languages necessary to complete the course:**

**Notes:**

**Past grade distribution**

Total number of evaluated students: 33

A	ABS	B	C	D	E	FX
45,45	0,0	39,39	15,15	0,0	0,0	0,0

**Lecturers:** doc. RNDr. Michal Greguš, PhD., prof. RNDr. Michal Greguš, PhD.

**Last change:** 13.03.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/030AM/16	<b>Course title:</b> Management Information Systems
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b> FM.KIS/003AB/16 - Databases	
<b>Recommended prerequisites:</b> EXPECTED KNOWLEDGE THE STUDENT IS REQUIRED TO HAVE Familiarity with the basic hardware and software components of a computer and an ability to use the computer for word processing and e-mail are required. VISUAL AIDS Students should use PowerPoint presentations tools. For the project data flow diagrams they should use Visio and also if they wish MindManager software.	
<b>Course requirements:</b> COURSE REQUIREMENTS Students are required to prepare for each class by: <ul style="list-style-type: none"> <li>• reading the recommended literature;</li> <li>• verifying their understanding by doing the multiple choice tests available for the recommended literature;</li> <li>• preparing themselves for group and class discussion of the case problems assigned and about their project work;</li> </ul> MISSED CLASSES, PARTICIPATION AND THEIR EFFECTS ON YOUR GRADE I know that absences are sometimes unavoidable due to sickness, business travel etc. However, we have only a few hours of class time, so my policy dictates that each class-hour missed without pre-arrangement make-up work will cost you percent, i.e. you will lose 1 point of your grade for each class-hour missed unless you arrange make-up work with me beforehand. Furthermore, my policy on attendance stipulates that any student missing more hours of classes will not be able to make the grade in the given semester. Although you will not be able to make up completely for any absence, since you will have missed all discussion and interaction in the class itself, you can nevertheless make up for some of the loss by completing various assignments. I therefore urge you to contact me in advance if you are forced to miss a class and arrange how you can make up for the absence. Failure to do so will result in an unexcused absence. Normally the make-up assignment will involve submitting by e-mail, not later than 2 weeks after the absence, written answers to: <ul style="list-style-type: none"> <li>• a list of questions related to missed lectures</li> <li>• Case Problems assigned for the missed class and any other assignments for that class</li> </ul>	

Your grade for Participation will be based on how well you involve and express yourself in the class. Your grade for Case Problems will be based on how well you involve and express yourself in the class and group discussion of these case studies.

#### FINAL GRADES

Midterm exam papers will be given at the second half of the semester. Semester projects can be presented not later than end of examination period of the semester.

#### COURSE FORMAT

The general format of each class will be:

- ☐ review of assigned reading and discussion
- ☐ lectures interspersed with group and class discussion of relevant case studies
- ☐ class review of term projects

#### CASE STUDIES

Case Studies, labelled Case Problems, are described at the end of each chapter of the text. Students should analyze those listed in the schedule and be prepared to discuss them. Students may be asked to present the results of their analysis.

#### TERM PROJECT

1 Each student is required, as a member of a team of not more than four or five, to identify and then analyze a non-trivial, unresolved problem or opportunity which has the potential to be solved or improved by a computerized information system.

2 The problem/opportunity may exist in a business with which the students are familiar, or in Society at large. An example in these days of electronic commerce could be the design of a web site. Another might be a sales reporting system for the local grocer. Of course, the most important example is the development of information system

3 The team should prepare a term paper in the form of a consulting report to top management recommending how to solve the problem or take advantage of the opportunity. Apart from an analysis of the problem/opportunity, the report should include an outline design of the proposed solution, illustrating necessary hardware and software components, as well as a proposal on how the system is to be developed.

4 The report should be not less than 7 pages typed single spaced per person in the team and should be handed in by the \_last\_ Class (the end of the semester). Late submissions will be penalized.

5 You are also required to summarize your results in a twenty minute group presentation. You will earn extra marks for doing an executive summary of not more than one page and providing copies of it to your fellow students at the time of your class presentation.

6 As this course is about information systems in a business orientation, you should put emphasis on managerial and business issues rather than technical aspects; although systems and data analysis should be carried out using the modelling tools you will learn during the course. It is very important that you include references to the sources of your data, in order that I can verify these.

7 The 40% of the course grade assigned to the Term Project will be graded according to the following criteria, i.e. how well you have:

- i defined the problem or opportunity and determined the user requirements for solving the problem or exploiting the opportunity
- ii analyzed the current situation, the problem/opportunity and the users' requirements
- iii considered alternative solutions, examined the technical, economic and organizational feasibility of each and selected the most appropriate
- iv illustrated how the chosen solution will work [i.e. how the system's hardware, software, data, people components will interact]
- v identified and designed in outline the databases and processes involved in the system
- vi identified input and output screens, forms and reports and specified the purpose of each

vii identified and planned any hardware and software procurement needed by the system and scheduled the system's subsequent development and implementation

Specific deliverables to be included in the semester paper are as follows:

#### SYSTEM PHASE PROJECT DELIVERABLES % of GRADE

##### PROBLEM STUDY PROBLEM DEFINITION

- o BACKGROUND SITUATION DESCRIPTION
- o PROBLEMS, OPPORTUNITIES & DIRECTIVES
- o RECOMMENDATIONS FOR IMPROVEMENT 5%

##### FEASIBILITY STUDY FEASIBILITY REPORT

- o CURRENT SYSTEM DESCRIPTION
- o NEW USER/SYSTEM REQUIREMENTS
- o IDENTIFICATION OF ALTERNATIVE SOLUTIONS
- o ANALYSIS OF EACH ALTERNATIVE SOLUTION
- o S/W, H/W & P/W RESOURCES NEEDED
- o TECHNICAL FEASIBILITY
- o ECONOMIC FEASIBILITY
- o ORGANIZATIONAL FEASIBILITY
- o OPERATION FEASIBILITY
- o RECOMMENDATIONS 10%

##### SYSTEMS ANALYSIS SYSTEM PROPOSAL

- o SYSTEM ENVIRONMENT DIAGRAM (a sketch of the following :)
- o HARDWARE COMPONENTS
- o SOFTWARE COMPONENTS
- o PEOPLE COMPONENTS
- o COMMUNICATIONS COMPONENTS
- o LOGICAL DATA MODEL
- o ENTITY RELATIONSHIP DIAGRAM
- o TABLE DATA STRUCTURES
- o LOGICAL PROCESS MODEL
- o CONTEXT DIAGRAM
- o 1ST LEVEL DATA FLOW DIAGRAM
- o USER INTERFACES
- o LIST OF PROPOSED INPUT FORMS/SCREENS, INCL. DESCRIPTION OF PURPOSE OF EACH
- o PROPOSED PROCUREMENT PLAN
- o PROPOSED DEVELOPMENT SCHEDULE 15%

8 All the above must be written in electronic form and, of course, if you prefer in printed version, too. You are not expected to implement any part of the system, although in some parts, e.g. design of screens, it may well be easier to draft them on the computer.

9 It is necessary to get my agreement of your choice of term project by the first quarter of the semester (from the beginning of the semester), at which time you should submit a brief description of the problem you are attempting to solve and what likely solutions you are considering.

10 A brief progress report should be made to the class in the middle of the semester classes, when each team should report:

- what has been achieved so far
- what major problems have been encountered
- what schedule of activities is planned for the rest of the course



Although the term project as described above may seem large, it is entirely manageable, especially as you will be learning all you need to know during the course. And since you will be developing a real information system it can also be extremely rewarding.

Scale of assessment (preliminary/final): Grading % of grade  
Mid-Term Exam 40  
Term Project 40  
Class Presentation of Term Project and Discussion 20  
Course grade: A is 91-100%, B is 81-90%, C is 73-80, D is 66-72, E is 61-65, and F is  $\leq 60$ .

**Learning outcomes:**

The course concentrates on analysis and development of information systems in business organizations. This course will develop the framework for an information system and explore how systems that support the business functions of the organization are integrated and aid the manager with decision-making responsibilities within the operational, tactical, and strategic hierarchy of the company. Underlying the examination of various types of organizational information systems will be an exploration of emerging technologies that drive these systems. This course provides the student with the knowledge and skills necessary to understand and use information technology effectively and shows how information technology provides organizations with a strategic competitive advantage.

**Class syllabus:****SCHEDULE**

Lecture 1 MANAGING INFORMATION SYSTEMS

Lecture 2 SYSTEMS THEORY

Lecture 3 SYSTEM DEVELOPMENT LIFE CYCLE

Lecture 4 THE IMPACT OF INFORMATION TECHNOLOGY ON BUSINESS, E-BUSINESS

Lecture 5 CLOUD COMPUTING

Lecture 6 DATABASES, DATA MINING, DATA and BUSINESS ANALYTICS

Lecture 7 NETWORKS & DATA COMMUNICATIONS

**MID-TERM EXAM**

Lecture 8 SERVICE ORIENTED ARCHITECTURE, E-SERVICE MANAGEMENT

Lecture 9 INFORMATION SYSTEMS FOR DECISION SUPPORT, INFORMATION TECHNOLOGY ISSUES FOR MANAGEMENT

Lecture 10 EXPERT SYSTEMS, ARTIFICIAL INTELLIGENCE & NEURAL NETWORKS

Lecture 11 INFORMATION SYSTEMS FOR THE ENTERPRISE, BUSINESS INTELLIGENCE

Lecture 12 SECURITY & ETHICAL CHALLENGES

**FINAL EXAM****Recommended literature:**

To be able to benefit fully from each class, it is really very important to read the scheduled chapters and prepare the assigned Case Problems before class. We will cover a great deal of material in the course and even if you are knowledgeable about Business Information Systems, you will be wasting your time and money, as well as your chances of a good grade, if you do not read the text.

**TEXT USED**

James A. O'Brien, Northern Arizona University, George M. Marakas, University of Kansas: Management Information Systems, 10/e, ISBN: 0073376817, Copyright year: 2011, [http://highered.mcgraw-hill.com/sites/0073376817/information\\_center\\_view0/](http://highered.mcgraw-hill.com/sites/0073376817/information_center_view0/)

Ken Laudon, Jane Laudon: Management Information Systems, 12th Edition, ISBN-10: 0-13-214285-6, ISBN-13: 978-0-13-214285-4, Published by Prentice Hall, © 2012, Pub. Date: Jan 4, 2011, <http://www.pearsonhighered.com/laudon/>

Natalia Kryvinska, Michal Greguš: SOA and its Business Value in Requirements, Features, Practices and Methodologies, Univerzita Komenského v Bratislave, 2014, ISBN 978-80223-3764-9

Michal Greguš, Natalia Kryvinska: Service Orientation of Enterprises – Aspects, Dimensions, Technologies, Bratislava: Comenius University, 2015. ISBN: 978-80-223-3978-0

Other REFERENCES

Kathy Schwalbe: Information Technology Project Management, Course Technology, Fifth edition, 2008, ISBN 978-0324665215

FACULTY SHAREPOINT ("STUDY MATERIALS"):  
<https://fmuniba.sharepoint.com/materialy/SitePages/Domov.aspx>  
 MIS4 folder:  
<https://fmuniba.sharepoint.com/materialy/MIS%204%20ronk/Forms/AllItems.aspx>

**Languages necessary to complete the course:**

English language

**Notes:**

STATEMENT OF COURSE OBJECTIVES

- a) To assist the student in understanding the issues and problems facing the manager or business user of computer-based information systems, and what solutions are available.
- b) To enable the student to learn how to make intelligent decisions about computer based information systems, and as a user, to attain their effective application.
- c) To prepare the student for participation as a user or a manager in the development of business information system.
- d) To assist the student in appreciating the problems of management in attempting to direct and control corporate information technology.

**Past grade distribution**

Total number of evaluated students: 31

A	ABS	B	C	D	E	FX
51,61	0,0	35,48	0,0	6,45	6,45	0,0

**Lecturers:** doc. RNDr. Michal Greguš, PhD., prof. RNDr. Michal Greguš, PhD., Ing. Rastislav Kulháněk

**Last change:** 13.10.2017

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KSP/051AM/16		<b>Course title:</b> Management of Innovation and Change				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 3						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 22						
A	ABS	B	C	D	E	FX
31,82	0,0	40,91	9,09	9,09	9,09	0,0
<b>Lecturers:</b> Mgr. Peter Gál, PhD.						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/057AM/16	<b>Course title:</b> Managerial Accounting
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Cost Accounting	
<b>Course requirements:</b> test 1- 15% test 2- 25% final test - 60% Scale of assessment (preliminary/final): 40%/60%	
<b>Learning outcomes:</b> The students upon the completion of the subject will get the knowledge and fundamental managerial skills of the different costing systems and methods which are used in determining the cost of products and services in the organization. Students will solve case studies preparing business strategy, perform plan preparation and control. Students will be able to prepare budgets and analyze variances, analyze the results of the company applying Balance score card methodology. In this course students will apply the concepts and tools needed to compute, interpret and analyze cost information for decision making.	
<b>Class syllabus:</b> Upon completion of this course, a student should be able to solve case studies on the following topics: <ol style="list-style-type: none"> <li>1. Costs in a company, cost-volume-profit analysis, break-even and cash break-even point, degree of operating, financial and combined leverage and sensitivity analysis.</li> <li>2. Determination of cost functions using several methods and subsequent evaluation of the functions.</li> <li>3. Relevant revenue and costs for managerial decision making.</li> <li>4. Job cost accounting under actual, normal and standard costing, activity-based costing approach in a cost system.</li> <li>5. Variable and Absorption costing</li> <li>6. Operating and financial budgets, static and flexible budget.</li> <li>7. Cost variances and financial and nonfinancial measures of quality and time.</li> <li>8. Customer-profitability analysis and sales variance analysis.</li> <li>9. Analysis of the results of the company using Balance score card</li> </ol>	

10. Transfer pricing.						
<b>Recommended literature:</b> 1. Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso- Financial Accounting: Tools for Business Decision Making, WileyPLUS, 7th Edition, 2013 2. Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso- Financial and Managerial Accounting, WileyPLUS, 2nd Edition, 2015 3. Drury, Colin: Management Accounting for Business, South-Western, Cengage Learning, 2013, 5th edition or 7th edition, 4. Charles T. Horngren, Srikant M. Datar, Madhav V.Rajan: Cost accounting 15/E. Prentice Hall, 2015, 15th edition2. Horngren, Datar, Foster: Cost accounting 15th, 14 th ed. , Prenhall						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 51						
A	ABS	B	C	D	E	FX
33,33	0,0	19,61	19,61	11,76	9,8	5,88
<b>Lecturers:</b> doc. RNDr. Darina Saxunová, PhD.						
<b>Last change:</b> 12.03.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/009AM/16	<b>Course title:</b> Managerial Decision-Making
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Finished bachelor degree.	
<b>Course requirements:</b> The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): Ongoing: 40% / Exam: 60%. The exam consists of the written mid-term exam during the semester 30% and of the final exam during the examination period 30%.	
<b>Learning outcomes:</b> Decision-making belongs to main responsibilities and functions of the managers and managers are regarded and evaluated in terms of success in making decisions. The goal of the course is to improve the decision-making skills of students and to contribute to their ability to effectively and creatively solve problems both individually and within the teams. The course graduates would learn to perceive decision-making as a systematic process in the context of problem solving. They would be able to use rational methods of decision-making under conditions of certainty, risk and uncertainty as well as to solve the sequence of successive decisions. They would be familiar with the techniques of decision-making in groups and teams. They would sense the psychological perspective of the decision-making. They would practice the gained theoretical knowledge practically by means of the various simulations and case studies.	
<b>Class syllabus:</b> 1. Introduction into the subject. Decision-making in management. The nature of managerial decision-making. The decision-making process. 2. The rational approaches in the managerial decision-making. Methods and approaches of the decision-making under certainty, uncertainty and risk. The sequence of decisions and decision trees. 3. The psychological aspect of managerial decision-making. The two systems in us. The heuristics of anchoring, availability and representativeness. The prospect theory. The irrational types of choices. The limits of the human mind. 4. The group decision making. Defining the group's assignment, planning and organizing the overall group effort and staffing the decision group. Directing and controlling the group meeting. The creative methods and techniques of group decision-making.	

**Recommended literature:**

KAHNEMAN, Daniel: Thinking, Fast and Slow. NY : Farrar, Straus and Giroux, 2011. 499 p. ISBN 978-0-374-53355-7.

MONAHAN, George. Management Decision Making. Cambridge : Cambridge University Press, 2007. ISBN 978-0-521-78118-3.

GRÜNIG, Rudolf – KÜHN, Richard: Successful Decision-making : A Systematic Approach to Complex Problems. 1st ed. Berlin : Springer, 2005. 231 p. ISBN 3-540-24307-0.

HUBER, George. Managerial Decision Making. 1st ed. Glenview : Scott, Foresman and Company, 1980. 228 p. ISBN 0-673-15141-7.

GÁL, Peter – MRVA, Miloš – GAJDOŠOVÁ, Zuzana: The cognitive reflection test and the propensity to use heuristics in decision making. In: Comenius Management Review, roč. 8, č. 2 (2014), s. 29-40. ISSN 1337-6721.

GÁL, Peter – MRVA, Miloš – MEŠKO, Matej: Heuristics, biases and traps in managerial decision making. In: Acta Univ. Agric. Silvic. Mendel. Brun, 2013, 61(7), 2117-2122; ISSN 1211-8516. doi:10.11118/actaun201361072117.

MRVA, Miloš – GÁL, Peter – MEŠKO, Matej – MARCIN, Peter: Heuristics in the Process of Decision-Making. In: Comenius Management Review, vol. 7, nr. 2 (2013), p. 28-40. ISSN 1337-6721.

Harvard Business Review on Decision Making. Boston : Harvard Business School Press, 2001. 200 p. ISBN 978-1-57851-557-8.

Other articles / studies distributed throughout the semester to individual problem areas. The minimum condition is the possibility of student access to the internet through the Comenius University network.

**Languages necessary to complete the course:**

English.

**Notes:****Past grade distribution**

Total number of evaluated students: 10

A	ABS	B	C	D	E	FX
0,0	0,0	50,0	30,0	20,0	0,0	0,0

**Lecturers:** Mgr. Peter Gál, PhD.

**Last change:** 19.02.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/061AB/16	<b>Course title:</b> Managerial Economics
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester students can obtain 40% points and 60% points during the examination period. 40% points during the semester can be obtained for the midterm test and activity. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81 90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
<b>Learning outcomes:</b> Understanding and orientation in basic knowledge about an enterprise in the market economy, about economic thinking and economy of an enterprise. Getting enriched knowledge base for subsequent courses.	
<b>Class syllabus:</b> 1. Introduction to Managerial Economics. Objects of interest of Managerial Economics. Company and its position in the market economy, the definition of the nature of the business. Enterprise as a goal-oriented system, the goals of the company, risk in the company. Enterprise relationship with the environment. Business environment and company structure. 2. Controlled entity as an economic system. Business and the life cycle of the company. Business transformation process. Assets and business participation in the transformation process. Non-current assets and its nature, valuation and modalities for acquisition of fixed assets. Depreciation and amortization of fixed assets. Current assets, its nature and usage. The issue of financing the assets, sources of financing, own and foreign sources of funding. 3. Costs and corporate profit. Classic and dynamic views on cost management. Current approaches and techniques in cost management. Cash flow management, planning and evaluation of cash flow. External environment. Taxes and taxation. Internal environment. Planning of transformation process, optimization calculations in planning. Investments and assessment of investment in the company. 4. Monitoring and evaluation of the economic performance of the company, revenues, expenses and results of operations of the company. Economic analysis and evaluation of the company's performance, balance sheet, income statement and cash flow statement. Approaches to evaluating of business performance. Controlling as an effective tool of managerial economics.	
<b>Recommended literature:</b>	



- [1] SALVATORE, D. Managerial economics: principles and worldwide applications. New York: Oxford University Press, 2015.
- [2] BHAT, M. S., RAU, A. V. Managerial economics and financial analysis. Hyderabad: BS Publications, 2008.
- [3] BAYE, R., PRINCE, J. T., SQUALLI, J. Managerial Economics and Business Strategy Michael. Berkshire: McGraw-Hill, 2013.
- [4] Lectures of Managerial Economics

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 20

A	ABS	B	C	D	E	FX
50,0	0,0	30,0	15,0	0,0	5,0	0,0

**Lecturers:** Mgr. Andrea Gažová, PhD.

**Last change:** 01.02.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/015AB/16	<b>Course title:</b> Managerial Ethics
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 100 % evaluation during semester. The evaluation consists of: active in-class participation, written solution of seminar exercises (ethical dilemmas) according to given assignments, short quizzes, test in the middle of the semester, final short presentations of the projects that students will prepare on selected topics according to the agreement with the lecturer. Scale of assessment (preliminary/final): 100/0	
<b>Learning outcomes:</b> Students will gain up-to-date knowledge from the domain of managerial ethics as a professional ethics and will learn how to identify and solve moral issues at workplace and in the entrepreneurial sphere. The traditional form of education is combined with resolution of ethical-economical dilemmas and case studies.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Defining the notion of managerial ethics.</li> <li>2. Basic ethical cornerstones of managerial ethics.</li> <li>3. The oath of the manager.</li> <li>4. Ethical profile of the manager.</li> <li>5. Managerial ethical decision-making.</li> <li>6. Models of managerial ethical decision-making.</li> <li>7. The role of manager regarding the development of ethics in organization.</li> <li>8. Resolution of ethical-economical managerial dilemmas.</li> <li>9. Whistle-blowing.</li> <li>10. Ethical aspects of managerial communication.</li> <li>11. Institutionalization of ethics in organization.</li> <li>12. Significance of the company's code of ethics.</li> <li>13. Procedure of the creation of company's code of ethics.</li> </ol>	
<b>Recommended literature:</b> Crane, A. and Matten, D. (2010). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford: Oxford University Press. Anderson, M., Escher, P. (2010). The MBA Oath: Setting a Higher Standard for Business Leaders. Portfolio, Penguin Books.	

<p>Lašáková, A., Remišová, A. (2017). On Organisational Factors that Elicit Managerial Unethical Decision-Making. Available at: <a href="https://www.researchgate.net/publication/317601140_On_Organisational_Factors_that_Elicit_Managerial_Unethical_Decision-Making">https://www.researchgate.net/publication/317601140_On_Organisational_Factors_that_Elicit_Managerial_Unethical_Decision-Making</a></p> <p>Lašáková, A., Remišová, A. (2015). Unethical Leadership: Current Theoretical Trends and Conceptualization. Available at: <a href="https://www.researchgate.net/publication/287310927_Unethical_Leadership_Current_Theoretical_Trends_and_Conceptualization">https://www.researchgate.net/publication/287310927_Unethical_Leadership_Current_Theoretical_Trends_and_Conceptualization</a></p> <p>Remišová, A. et al. (2016). Ethical Leadership in the Slovak Business Environment. Praha: Wolters Kluwer.</p>																				
<p><b>Languages necessary to complete the course:</b> english</p>																				
<p><b>Notes:</b></p>																				
<p><b>Past grade distribution</b> Total number of evaluated students: 32</p> <table> <tr> <th>A</th><th>ABS</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th></tr> <tr> <td>65,63</td><td>0,0</td><td>12,5</td><td>3,13</td><td>9,38</td><td>6,25</td><td>3,13</td></tr> </table>							A	ABS	B	C	D	E	FX	65,63	0,0	12,5	3,13	9,38	6,25	3,13
A	ABS	B	C	D	E	FX														
65,63	0,0	12,5	3,13	9,38	6,25	3,13														
<p><b>Lecturers:</b> doc. Mgr. Anna Lašáková, PhD., prof. PhDr. Anna Remišová, CSc.</p>																				
<p><b>Last change:</b> 01.02.2018</p>																				
<p><b>Approved by:</b></p>																				

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/100AB/16	<b>Course title:</b> Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 40 % interim evaluation: - active attendance on seminars (in case of unjustified absence or unpreparedness on seminar loss of 10%) - interim evaluation (2 written intermediate tests 10%) - semester project – application of theoretical knowledge on selected organization – 30% 60 % final evaluation: - exam – written test (corrective dates – oral exam) The overall student rating consists of the sum of the percentages for active attendance on seminars the semester project, and of the percentage obtained from the exam. Exam is written. System of interim evaluation is set on the beginning of semester. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> The aim of the course is to acquire the basic knowledge from the various areas of marketing theory. The subject emphasizes the importance and benefits of basic marketing postulates in terms of the interconnection of the organization and its customers. Emphasis is placed on acquiring skills in marketing decision-making and performing individual marketing activities of the organization, especially in strategic and marketing planning, market segmentation and market positioning, marketing research, analysis of marketing environment and consumer and organizational purchasing behavior in designing of marketing mix and in exploitation of international marketing. The subject also emphasizes the impact of the online environment and the selected specifics of digital marketing. In addition to gaining theoretical knowledge, the subject is also aimed at stimulating the students' ability to apply the marketing concept in economic practice.	
<b>Class syllabus:</b> 1. Position and importance of marketing in company development. 2. The nature of the marketing concept. 3. Strategic planning and marketing management. 4. Importance of marketing planning. 5. Marketing environment. 6. Marketing information system and marketing research.	

7. Shopping behavior of consumers in organizations. 8. Market segmentation, target group selection and creation of market position. 9. Marketing mix and advanced marketing mix. 10. Product as a marketing mix tool. 11. Pricing and pricing strategy of the company. 12. Distribution channels and physical distribution. 13. Marketing communication and marketing communication mix. 14. International marketing.						
<b>Recommended literature:</b> [1] BAINES, P. – FILL, C. – PAGE, K.: Marketing. Oxford: Oxford University Press 2011. ISBN 978-0-19-957961-7 [2] BLYTHE, J.: Principles and Practice of Marketing. 2nd Editon. Hampshire: Cengage Learning EMEA 2009. ISBN 978-1-4080-114-78 [3] ARMSTRONG, G. – KOTLER, P.: Marketing: An Introduction. 8th Editon. Upper Saddle River: Pearson Education, Inc. 2007. ISBN 0-13-186591-9 – selected chapters. [4] BRASSINGTON, F. – PETTITT, S.: Principles of Marketing. Harlow: Prentice Hall 2006. ISBN 0-273-69559-2 [5] Marketing Science and Inspirations and Marketing&Media journals. With regard to new and available resources, supplementary literature will be updated on a continuous basis.						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 16						
A	ABS	B	C	D	E	FX
25,0	0,0	31,25	31,25	6,25	6,25	0,0
<b>Lecturers:</b> Mgr. František Olšavský, PhD., prof. Mgr. Peter Štarchoň, PhD., Mgr. Lucia Vilčeková, PhD.						
<b>Last change:</b> 08.03.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/102AB/16	<b>Course title:</b> Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 40 % interim evaluation: - active attendance on seminars (in case of unjustified absence or unpreparedness on seminar loss of 10%) - interim evaluation (2 written intermediate tests 10%) - semester project – application of theoretical knowledge on selected organization – 30% 60 % final evaluation - exam – written test (corrective dates – oral exam) The overall student rating consists of the sum of the percentages for active attendance on seminars the semester project, and of the percentage obtained from the exam. Exam is written. System of interim evaluation is set on the beginning of semester. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> The aim of the course is to acquire the basic knowledge from the various areas of marketing theory. The subject emphasizes the importance and benefits of basic marketing postulates in terms of the interconnection of the organization and its customers. Emphasis is placed on acquiring skills in marketing decision-making and performing individual marketing activities of the organization, especially in strategic and marketing planning, market segmentation and market positioning, marketing research, analysis of marketing environment and consumer and organizational purchasing behavior in designing of marketing mix and in exploitation of international marketing. The subject also emphasizes the impact of the online environment and the selected specifics of digital marketing. In addition to gaining theoretical knowledge, the subject is also aimed at stimulating the students' ability to apply the marketing concept in economic practice.	
<b>Class syllabus:</b> 1. Position and importance of marketing in company development. 2. The nature of the marketing concept. 3. Strategic planning and marketing management. 4. Importance of marketing planning. 5. Marketing environment. 6. Marketing information system and marketing research.	

7. Shopping behavior of consumers in organizations.
8. Market segmentation, target group selection and creation of market position.
9. Marketing mix and advanced marketing mix.
10. Product as a marketing mix tool.
11. Pricing and pricing strategy of the company.
12. Distribution channels and physical distribution.
13. Marketing communication and marketing communication mix.
14. International marketing.

**Recommended literature:**

- [1] BAINES, P. – FILL, C. – PAGE, K.: Marketing. Oxford: Oxford University Press 2011. ISBN 978-0-19-957961-7
- [2] BLYTHE, J.: Principles and Practice of Marketing. 2nd Editon. Hampshire: Cengage Learning EMEA 2009. ISBN 978-1-4080-114-78
- [3] ARMSTRONG, G. – KOTLER, P.: Marketing: An Introduction. 8th Editon. Upper Saddle River: Pearson Education, Inc. 2007. ISBN 0-13-186591-9 – selected chapters.
- [4] BRASSINGTON, F. – PETTITT, S.: Principles of Marketing. Harlow: Prentice Hall 2006. ISBN 0-273-69559-2
- [5] Marketing Science and Inspirations and Marketing&Media journals.
- With regard to new and available resources, supplementary literature will be updated on a continuous basis.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 51

A	ABS	B	C	D	E	FX
66,67	0,0	15,69	11,76	3,92	1,96	0,0

**Lecturers:** Mgr. František Olšavský, PhD., prof. Mgr. Peter Štarchoň, PhD., Mgr. Lucia Vilčeková, PhD.

**Last change:** 08.03.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/026AM/16	<b>Course title:</b> Marketing Analytics
<b>Educational activities:</b> <b>Type of activities:</b> practicals <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Grading: 30 % SAS models <ul style="list-style-type: none"> <li>• Association analysis model: 10%</li> <li>• Cross sell model: 10%</li> <li>• Segmentation model: 10%</li> </ul> 70 % final oral exam The overall student rating consists of the sum of the percentages for the analyzed analytical models, the active participation and the percentage obtained for the oral exam. The individual analytical models are developed continuously on individual seminars, in particular the procedures are always explained and demonstrated at the seminar. The oral exam is comprehensively evaluated with regard to the quality of the model processing and the solving of the given task. Each student gets the job to use the selected model that was taken during the semester. The evaluation will be based on model quality and explanation of its use for marketing purposes. The individual grades of the grading scale are awarded on the basis of the total number of points / points that reflects the degree of completion of the subject. The ratio of continuous and final evaluation is 30: 70. Grading scale: 100 –91=A/ 90-81=B/ 80-73=C/ 72-66=D/ 65-60=E/ 59-0=Fx Learning outcomes:	
<b>Learning outcomes:</b> This course introduces basic concepts, tasks, methods, and techniques in data mining. The emphasis is on various data mining problems and their solutions. Students will develop an understanding of the data mining process and issues, learn various techniques for data mining, and apply the techniques in solving data mining problems using data mining tools and systems. Students will also be exposed to a sample of data mining applications.	
<b>Class syllabus:</b> 1. Basic characteristics of marketing analytics Marketing Research and its components. Role and status of marketing analytics in the organization. Customer Life Cycle.	



## 2. Statistical Software Enterprise Miner

Strana: 2

Introduction to SAS Enterprise Miner software. Basic terms. Data retrieval, fault finding and missing data records, impute and replacement, data cleansing, data standardization.

### 3. Types of analysis used in marketing analytics

Customer segmentation. Cross Sell, Up Sell, Customer Retention and Customer lifetime value.

### 4. Customer segmentation

Definitions, basic types of segmentation. Business rules - Profit ranking, RFM (Recency, Frequency, Monetary), Supervised clustering - Decision tree, Unsupervised clustering - K-means clustering. Creating customer segments.

### 5. Profiling customer segments

Segmentation strategies. A detailed description of each customer group in terms of their sociodemographic

profile, purchasing behavior, experience and needs.

### 6. Cross Sell and Up Sell.

Definition of terms. Basic components of Cross Sell Modeling. Next Best Offer. Analysis of customer potential for sales of products and services. The analysis provides valuable patterns of buying behavior in the form of transparent outputs. Its conclusions are used in referral systems, when compiling promotional packages, determining the content of promotional catalogs, and especially targeting marketing campaigns to existing customers.

### 7. Association analysis

Using association analysis (shopping cart analysis) to identify the Next Best Offer. Model results in managing campaigns.

### 8. Sequence analysis

Using sequential analysis to identify Next Best Offer. Sequence analysis also uses a variable to capture information about the order of product purchase by individual customers. The result is two to multi-element rules that show the sequence of purchases. Using modeling results in managing campaigns.

### 9. Propensity to Buy

Basic principles of predictive modeling. Practical example of modeling propensity to purchase and interpretation of results. Utilizing modeling results in managing campaigns.

### 10. Customer Retention

Definitions. Customer retention and profitability of the organization. Fundamental retention strategy for the organization. Analysis of the retention factors. Modeling propensity to leave.

### 11. Modelling customer retention and fraud detection

Which customers will leave next month? Using modeling results to manage the campaigns. Fraud processing. Detection and prevention of fraud in various areas of business (insurance fraud, tax cuts, employee fraud).

### 12. Customer lifetime value (CLV).

Definition of terms. Basic approaches to calculating the lifetime value of the customer: a) Coverage (sales minus variable costs). b) Marketing and other costs not included in the coverage. c)

Probability of purchase over a given time period. Each of these indicators needs to be modeled on the basis of historical trends and predictive indicators.

### 13. Utilizing CLV in marketing

The CLV expresses true financial value of customers, enables customer segmentation and segmentation according to their financial potential and the subsequent prioritization of customers and resources. The data will help in deciding: To which existing and potential customers do we invest more and into which less? How to redirect resources? What steps to take to maintain a customer who wants leave our company and go to competition? How to increase customers'

profitability?						
14. Final class						
<b>Recommended literature:</b> [1] PARR RUD, O. 2013. Data mining. Praha: Computer Press, 2013. 370 s. ISBN 8072265776 [2] KEE HO, W. - LUAN, X. 2003. Data mining. North Carolina: University of North Carolina at Chapel Hill [online]. Dostupné z: <a href="http://www.unc.edu/~xluan/258/datamining.html#history">http://www.unc.edu/~xluan/258/datamining.html#history</a> [3] GHANI, R. 2010. Data mining for business applications. Amsterdam: IOS Press, 2010. [online]. Dostupné z: <a href="http://site.ebrary.com/lib/uniba/Doc?id=10440450">http://site.ebrary.com/lib/uniba/Doc?id=10440450</a> [4] SAS. 2017. Enterprise Miner Tutorial. 2017. [online]. Dostupné z: <a href="http://video.sas.com/#category/videos/sas-enterprise-miner_">http://video.sas.com/#category/videos/sas-enterprise-miner_</a> [5] SAS. 2017. Analytics in action. 2017. [online]. Dostupné z: <a href="http://video.sas.com/#category/videos/analytics-in-action">http://video.sas.com/#category/videos/analytics-in-action</a> [6] SAS. 2017. Customer intelligence. 2017. [online]. Dostupné z: <a href="http://video.sas.com/detail/videos/trending/video/4059012552001/sas®-enterprise">http://video.sas.com/detail/videos/trending/video/4059012552001/sas®-enterprise</a>						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 14						
A	ABS	B	C	D	E	FX
92,86	0,0	7,14	0,0	0,0	0,0	0,0
<b>Lecturers:</b> Mgr. Lucia Vilčeková, PhD.						
<b>Last change:</b> 01.03.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/027AM/16	<b>Course title:</b> Marketing Analytics
<b>Educational activities:</b> <b>Type of activities:</b> practicals <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Grading: 30 % SAS models <ul style="list-style-type: none"> <li>• Association analysis model: 10%</li> <li>• Cross sell model: 10%</li> <li>• Segmentation model: 10%</li> </ul> 70 % final oral exam The overall student rating consists of the sum of the percentages for the analyzed analytical models, the active participation and the percentage obtained for the oral exam. The individual analytical models are developed continuously on individual seminars, in particular the procedures are always explained and demonstrated at the seminar. The oral exam is comprehensively evaluated with regard to the quality of the model processing and the solving of the given task. Each student gets the job to use the selected model that was taken during the semester. The evaluation will be based on model quality and explanation of its use for marketing purposes. The individual grades of the grading scale are awarded on the basis of the total number of points / points that reflects the degree of completion of the subject. The ratio of continuous and final evaluation is 30: 70. Grading scale: 100 –91=A/ 90-81=B/ 80-73=C/ 72-66=D/ 65-60=E/ 59-0=Fx	
<b>Learning outcomes:</b> This course introduces basic concepts, tasks, methods, and techniques in data mining. The emphasis is on various data mining problems and their solutions. Students will develop an understanding of the data mining process and issues, learn various techniques for data mining, and apply the techniques in solving data mining problems using data mining tools and systems. Students will also be exposed to a sample of data mining applications.	
<b>Class syllabus:</b> 1. Basic characteristics of marketing analytics Marketing Research and its components. Role and status of marketing analytics in the organization. Customer Life Cycle. 2. Statistical Software Enterprise Miner	

Introduction to SAS Enterprise Miner software. Basic terms. Data retrieval, fault finding and missing data records, impute and replacement, data cleansing, data standardization.

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Customer segmentation. Cross Sell, Up Sell, Customer Retention and Customer lifetime value.

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### 13. Utilizing CLV in marketing

The CLV expresses true financial value of customers, enables customer segmentation and segmentation according to their financial potential and the subsequent prioritization of customers and resources. The data will help in deciding: To which existing and potential customers do we invest more and into which less? How to redirect resources? What steps to take to maintain a customer who wants leave our company and go to competition? How to increase customers' profitability?

### 14. Final class

Each student will get the task to create specific model which was explained during the semester. The evaluation will be based on model quality and explanation of its use for marketing purposes.

**Recommended literature:**

- [1] PARR RUD, O. 2013. Data mining. Praha: Computer Press, 2013. 370 s. ISBN 8072265776  
[2] KEE HO, W. - LUAN, X. 2003. Data mining. North Carolina: University of North Carolina at Chapel Hill [online]. Dostupné z: <http://www.unc.edu/~xluan/258/datamining.html#history>  
[3] GHANI, R. 2010. Data mining for business applications. Amsterdam: IOS Press, 2010. [online]. Dostupné z: <http://site.ebrary.com/lib/uniba/Doc?id=10440450>  
[4] SAS. 2017. Enterprise Miner Tutorial. 2017. [online]. Dostupné z: [http://video.sas.com/#category/videos/sas-enterprise-miner\\_](http://video.sas.com/#category/videos/sas-enterprise-miner_)  
[5] SAS. 2017. Analytics in action. 2017. [online]. Dostupné z: <http://video.sas.com/#category/videos/analytics-in-action>  
[6] SAS. 2017. Customer intelligence. 2017. [online]. Dostupné z: [http://video.sas.com/detail/videos/trending/video/4059012552001/sas®-enterprise-miner™---pattern-recognition-demo?autoStart=true#category/videos/customer-intelligence\\_](http://video.sas.com/detail/videos/trending/video/4059012552001/sas®-enterprise-miner™---pattern-recognition-demo?autoStart=true#category/videos/customer-intelligence_)

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 32

A	ABS	B	C	D	E	FX
100,0	0,0	0,0	0,0	0,0	0,0	0,0

**Lecturers:** Mgr. Lucia Vilčeková, PhD.

**Last change:** 12.02.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/042AM/16	<b>Course title:</b> Marketing Applications
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 1. Continuous work on seminars - active engagement of the student, the student has to prepare 5 case studies on the actual course of the subject about 70% 2. Continuous test during the semester, number of test questions - 3 - approx. 30%	
<b>Learning outcomes:</b> 614/5000 Learning outcomes of the course unit The aim of the subject is to teach students the application of marketing in various branches of the national economy and forms of entrepreneurship with an emphasis on marketing specifics. Students will broaden their already acquired theoretical marketing knowledge about professional marketing practices in selected sectors, focusing on the most important sectors of the national economy contained in the syllable. The lesson also includes lectures on the application of marketing in tourism and its follow-up to the spa industry or the historical view of the use of marketing in the business process in family businesses as well as at present.	
<b>Class syllabus:</b> 1. Marketing in the tourism industry 3. Marketing in the hotel management 4. Marketing in the spa industry 5. Marketing in small and medium business 6. Marketing in family businesses	
<b>Recommended literature:</b> [1] BOROVSKEÝ, J. – SMOLKOVÁ, E. – NIŇAJOVÁ, I. 2008. Cestovný ruch trendy a perspektívy. Bratislava: Iura Edition, 2008. 257 p. ISBN 978-80-8078-215-3 [2] JAKUBÍKOVÁ, D. 2009. Marketing v cestovnom ruchu. Praha : Grada Publishing, 2009. 325 p. ISBN 978-80-89090-25-4 [3] KIRÁĽOVÁ, A. 2006. Marketing hotelových služieb, . 2. vyd. Praha : Ekopres, 2006. 321 p. ISBN 80-86929-05-1 [4] STRÁŽOVSKÁ, H. – STRÁŽOVSKÁ, Ľ. a kol. 2009. Podnikanie. - [1. vyd.]. - Bratislava: Merkury, 2009. 309 p. ISBN 978-80-89143-79-5	

- [5] STRÁŽOVSKÁ, H. – STRÁŽOVSKÁ, Ľ. – BAŽÓ, L. 2013. Podnikanie malých a stredných podnikov. Bratislava: Sprint, 2013. 320 p. ISBN 9 788089 393886
- [6] STRÁŽOVSKÁ, Ľ. Podnikanie formou rodinných podnikov. In: Malé a stredné podnikanie / zmeny obsahu ekonomických nástrojov/. - Bratislava: Sprint 2, 2016. – p. 143-160. ISBN 978-80-89710-21-8
- [7] STRÁŽOVSKÁ, H. a kol. Náuka o obchodnom podnikaní. Bratislava: Sprint, 2014. 334 p. ISBN 978-80-89393-98-5
- [8] Les Henokiens - medzinárodná organizácia viac ako storočných podnikov, [www.leshenokiens.com](http://www.leshenokiens.com), prípadové štúdie
- [9] Trend, Journal of International Marketing, Marketing Science and Inspirations.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 5

A	ABS	B	C	D	E	FX
100,0	0,0	0,0	0,0	0,0	0,0	0,0

**Lecturers:** doc. Ing. Mgr. Ľubomíra Strážovská, PhD.

**Last change:** 06.03.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/028AM/16	<b>Course title:</b> Marketing Research
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The grading will be based on research project of the students. The project will be done in groups of 2-3 students; in every class the students make a part of the project. The reporting should be very detailed in terms of strategic implications and possible courses of action based on the research findings. The research project must include: <ul style="list-style-type: none"> <li>- Authorization letter for the research</li> <li>- Table of contents</li> <li>- Executive summary</li> <li>- Research objectives</li> <li>- Methodology</li> <li>- Results</li> <li>- Conclusions and recommendations</li> <li>- Appendices (containing a copy of questionnaire)</li> </ul> Grading scale: 100 –91=A/ 90-81=B/ 80-73=C/ 72-66=D/ 65-60=E/ 59-0=Fx	
<b>Learning outcomes:</b> The purpose of this course is to learn how plan and implement a marketing research project. Upon successful completion of this class, course participants will have a working knowledge of the following. <ol style="list-style-type: none"> <li>1. To be able to conduct a marketing research project from start to finish.</li> <li>2. To design research to fit a variety of marketing problems.</li> <li>3. To learn how to analyze marketing data using SAS</li> <li>4. To interpret statistics and to make judgments about data.</li> <li>5. To learn the language of marketing research.</li> <li>6. To learn more about marketing and consumer behavior by conducting research.</li> </ol>	
<b>Class syllabus:</b> Course description: <ol style="list-style-type: none"> <li>1. Introduction To Marketing Research             <ul style="list-style-type: none"> <li>• Role of marketing research in marketing</li> <li>• Definition</li> <li>• Scope</li> </ul> </li> </ol>	



- Significance
- Limitations
- Obstacles in acceptance
- Ethics in marketing research
- Difference between Marketing Research and Market Research
- Introduction to Market Research
- Types of Research
- 2. Research process
  - Introduction
  - Identification of Management Problem
  - Formulation of Research Problem
  - Steps in Research Process
  - Common Research Errors
  - Evaluation and Control of the Marketing Research Efforts
- 3. Research designs
  - Introduction
  - Definition of Research Design
  - Types of Research Design
  - Exploratory Research
  - Conclusive Research
- 4. Sources and collection of Secondary Data
  - Introduction
  - Types of data
  - Secondary data
  - Advantages & Limitations of secondary data
  - Internal Sources
  - External Sources
- 5. Sources and collection of Primary Data
  - Primary Data
  - Advantages & Limitations of primary data
  - Methods of Collecting Primary Data
  - Survey method of Primary Data Collection
  - Questionnaire Design
  - Observation Method
  - Consumer Panel Method
  - Experimental Research Method
  - Others
- 6. Scaling Techniques
  - Concept of Attitude
  - Types of Scales
  - Criterion for good scale
  - General Procedure in Attitude Scaling
  - Selected Attitude Scales
  - Limitations of Attitude Scale
- 7. Sampling Design
  - Some basic Terms
  - Advantages of Sampling
  - Disadvantages of Sampling
  - The sampling process

- Sampling methods
  - Characteristics of Good Sampling Design
  - sampling and non sampling errors
  - Sample size calculation (Numerical expected)
  - Practical considerations in determining sample size.
8. Data analysis
- Data Processing
  - Data Analysis
  - Univariate analysis
  - Bivariate analysis
  - Multivariate analysis
  - Simple and cross tabulation
  - Simple and multiple regression
  - Factor analysis.
9. Hypothesis testing
- Introduction
  - What is Hypothesis
  - Types of tests and test selection
  - One sample test
  - Two-Independent Sample tests
  - Two-related sample tests
  - Chi-square test
  - Tests for large and small samples (Numerical expected)
10. Report writing
- Purpose of Report
  - Classification of Report
  - Functions of Research Report
  - Types of Reports
  - Principles of report writing
  - Fundamentals of good reports
11. Applications of Marketing Research
- Cluster analysis for identifying market segments
  - Conjoint analysis for Product research
  - Multi-dimensional scaling
  - Discriminant analysis and perceptual mapping for Brand positioning research
  - Advertising research
  - Market and Sales Analysis
  - Sales forecasting – objective and subjective methods
  - Test marketing
  - Multidimensional scaling - positioning research
12. Setting up & Implementation of Marketing Research Project
- Introduction
  - Steps in formulating Market Research Projects

**Recommended literature:**

- Market Research in Practice: A Guide to the Basics. Hague, Paul N. Hague, Nick . Pages: 257  
Publisher: Kogan Page Ltd. E-source: <http://site.ebrary.com/lib/uniba/Doc?id=10084442>
- Cram101: e-Study Guide for: Marketing Research with SPSS by Patrick De Pelsmacker, ISBN 9780273703839

• Kenneth E. Clow, Karen E. James: Essentials of Marketing Research: Putting Research Into Practice, 2013, ISBN 1452299625

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 75

A	ABS	B	C	D	E	FX
90,67	0,0	9,33	0,0	0,0	0,0	0,0

**Lecturers:** Mgr. Lucia Vilčeková, PhD.

**Last change:** 06.07.2017

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/029AM/16	<b>Course title:</b> Marketing Research
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The grading will be based on research project of the students. The project will be done in groups of 2-3 students; in every class the students make a part of the project. The reporting should be very detailed in terms of strategic implications and possible courses of action based on the research findings. The research project must include: <ul style="list-style-type: none"> <li>- Authorization letter for the research</li> <li>- Table of contents</li> <li>- Executive summary</li> <li>- Research objectives</li> <li>- Methodology</li> <li>- Results</li> <li>- Conclusions and recommendations</li> <li>- Appendices (containing a copy of questionnaire)</li> </ul> Grading scale: 100 –91=A/ 90-81=B/ 80-73=C/ 72-66=D/ 65-60=E/ 59-0=Fx	
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  - Disadvantages of Sampling
  - The sampling process

<ul style="list-style-type: none"> <li>• Sampling methods</li> <li>• Characteristics of Good Sampling Design</li> <li>• sampling and non sampling errors</li> <li>• Sample size calculation (Numerical expected)</li> <li>• Practical considerations in determining sample size.</li> </ul> <p>8. Data analysis</p> <ul style="list-style-type: none"> <li>• Data Processing</li> <li>• Data Analysis</li> <li>• Univariate analysis</li> <li>• Bivariate analysis</li> <li>• Multivariate analysis</li> <li>• Simple and cross tabulation</li> <li>• Simple and multiple regression</li> <li>• Factor analysis.</li> </ul> <p>9. Hypothesis testing</p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• What is Hypothesis</li> <li>• Types of tests and test selection</li> <li>• One sample test</li> <li>• Two-Independent Sample tests</li> <li>• Two-related sample tests</li> <li>• Chi-square test</li> <li>• Tests for large and small samples (Numerical expected)</li> </ul> <p>10. Report writing</p> <ul style="list-style-type: none"> <li>• Purpose of Report</li> <li>• Classification of Report</li> <li>• Functions of Research Report</li> <li>• Types of Reports</li> <li>• Principles of report writing</li> <li>• Fundamentals of good reports</li> </ul> <p>11. Applications of Marketing Research</p> <ul style="list-style-type: none"> <li>• Cluster analysis for identifying market segments</li> <li>• Conjoint analysis for Product research</li> <li>• Multi-dimensional scaling</li> <li>• Discriminant analysis and perceptual mapping for Brand positioning research</li> <li>• Advertising research</li> <li>• Market and Sales Analysis</li> <li>• Sales forecasting – objective and subjective methods</li> <li>• Test marketing</li> <li>• Multidimensional scaling - positioning research</li> </ul> <p>12. Setting up &amp; Implementation of Marketing Research Project</p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Steps in formulating Market Research Projects</li> </ul>
<b>Recommended literature:</b>
<b>Languages necessary to complete the course:</b> English
<b>Notes:</b>

<b>Past grade distribution</b>						
Total number of evaluated students: 69						
A	ABS	B	C	D	E	FX
100,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> Mgr. Lucia Vilčeková, PhD.						
<b>Last change:</b> 06.07.2017						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/016AM/16	<b>Course title:</b> Marketing management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> in-class case studies 30 percent/ final exam 70 percent For the grade A, at least 91 points are needed, for B at least 81 points, for C at least 73 points, for D at least 66 points, for E at least 60 points. If a student receives less than 60 points, he will fail and will get Fx evaluation.	
<b>Learning outcomes:</b> Marketing Management prepares students to become effective managers overseeing global marketing activities in an increasingly competitive environment. Relevant to all business majors, the course encourages students to learn how marketing managers work across business functions for effective corporate performance on a global basis and achievement of overall corporate goals.	
<b>Class syllabus:</b> 1 The need for reform of marketing management at the threshold of the third millennium. 2 The concept of rational marketing management. 3 Sustainable marketing and sustainable consumption. 4 Position of the customer in the concept of rational marketing management. 5 Performance evaluation of marketing in the organization. 6 Marketing metrics used for assessing the efficiency and effectiveness of marketing activities. 7 What has changed in the product strategy of enterprises under the influence of the concept of rational and sustainable marketing management? 8 What has changed in the pricing strategy of enterprises under the influence of the rational concept of marketing management? Role played by the price of sustainable approaches Marketers? 9 Selected attributes of the distribution strategy of sustainable approaches in marketing. 10 Selected attributes of marketing communication approaches in sustainable marketing.	
<b>Recommended literature:</b> <ul style="list-style-type: none"> <li>• Philip Kotler, Kevin Keller: Marketing Management Plus 2014 Mymarketinglab with Pearson Etext -- Access Card Package, 2014, ISBN 0133764044</li> <li>• Masaaki (Mike) Kotabe, Kristiaan Helsen: Global Marketing Management, 6th Edition, 2014, ISBN 1118808215</li> </ul>	
<b>Languages necessary to complete the course:</b>	



English						
<b>Notes:</b>						
<b>Past grade distribution</b>						
Total number of evaluated students: 63						
A	ABS	B	C	D	E	FX
82,54	0,0	12,7	0,0	0,0	0,0	4,76
<b>Lecturers:</b> doc. JUDr. PhDr. Katarína Gubíniiová, PhD.						
<b>Last change:</b> 06.07.2017						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KEF/064AB/16		<b>Course title:</b> Mathematics I				
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 5						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b> There will be two 75-minute midterm exams and one 100-minute final exam. Grading: The final course grade will be determined by: Midterm 1: 15%, Midterm 2: 15%, Final exam: 70%.						
<b>Learning outcomes:</b> This course gives students the possibility to understand basic mathematical principles with emphasis to Economy and Management. All the topics are supported by applications.						
<b>Class syllabus:</b> Linear algebra: Systems of linear equations, Gauss elimination, matrices, solving of matrix equations, determinants, vector spaces, eigenvalues and eigenvectors. Mathematical analysis: Functions in one variable, limits, derivatives, optimization problems, definite and indefinite integrals, applications.						
<b>Recommended literature:</b> [1] KNOR, M.: Mathematics for Managers I, Univerzita Komenského, Bratislava, 2003. [2] WINSTON, W.L.: Operation research, PWS-KENT Publishing Company, Belmont, California, 1991						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 10						
A	ABS	B	C	D	E	FX
0,0	0,0	10,0	20,0	10,0	30,0	30,0
<b>Lecturers:</b> prof. RNDr. Martin Knor, Dr., doc. RNDr. Mária Bohdalová, PhD.						
<b>Last change:</b> 25.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/065AB/16	<b>Course title:</b> Mathematics II
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Mathematics I	
<b>Course requirements:</b> There will be one 75-minute midterm exam and a final 100-minute exam. Grading: The final course grade will be determined by: Midterm: 20%, Active participating on exercises: 10%, Final exam: 70%.	
<b>Learning outcomes:</b> This course is a continuation of Mathematics I and gives students the possibility to gain mathematical skills in solving optimization problems. In many economic applications, a manager deals with situations where several variables have to be included in the mathematical model, e.g. usually the output depends on a set of different input factors. Therefore, this course deals with optimization problems for functions depending on more than one independent variable. Students will solve some real problem using software Wolfram Mathematica.	
<b>Class syllabus:</b> Functions of several variables: partial derivatives, gradient, total differential, competitive and complementary products. Unconstrained and constrained optimization: optimality conditions, Lagrange multipliers, Kuhn-Tucker conditions. Linear programming: simplex methods, duality, sensitivity analysis. Integer linear programming.	
<b>Recommended literature:</b> [1] KNOR, M.: Mathematics for Managers II, Univerzita Komensk0ho, Bratislava, 2003. [2] WINSTON, W. L. 2004. Operations Research. Applications and Algorithms. Belmont: Thomson. Brooks/Cole. 2004. ISBN 0-534-52020-0	
<b>Languages necessary to complete the course:</b> English	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 6						
A	ABS	B	C	D	E	FX
0,0	0,0	16,67	16,67	16,67	33,33	16,67
<b>Lecturers:</b> prof. RNDr. Martin Knor, Dr., doc. RNDr. Mária Bohdalová, PhD.						
<b>Last change:</b> 25.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/086AM/16	<b>Course title:</b> Modeling of Economic Processes
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> <b>Attendance</b> Attendance of the seminars is absolutely necessary. In case of illness student must immediately notify me (the student must notify me about the absence prior to the seminar via e-mail). The student will get alternative assignment, which compensates the absence. <b>Homework</b> Some weeks you will have an assignment that is designed to assess your mastery of the topics and techniques covered the previous week(s) and provide feedback to improve your understanding of the material. You may work with your colleagues to figure out the underlying concepts and problem solving processes, but you are expected to work individually to answer the specific problems that are assigned. Completed assignments will be submitted in electronic form. Timely submission of the completed assignments is essential. The due date of each assignment will be stated clearly in the assignment description. <b>Group Project</b> In groups of 2 or 3 (the groups must be mixed in each group of two or three persons there must be at least one Slovak student and one incoming Erasmus student) you will prepare project that can be either a report or a research paper. Additional details about the project you can discuss in class. <b>Exams</b> There will be a midterm test (10pts) and a final test (20pts) (final test will be in that case during the examination period) or one longer test (30pts) at the end of the semester. These exams provide an opportunity for you to test your understanding of the techniques, processes, and problems associated with analyzing data for use in individual and organization decision making. Scale of assessment (preliminary/final): 1. Developing a group project. 2. Active participation in the exercises (Homework: solving problems and exercises with options).3. Class attendance: The base is plus 2 points. If the student does not attend lecture and seminar, on a given week, it is counted minus one point (so the number of negative points can reach -10 points or even -11 or -12 depending on the number f seminars in the semester). 4. Exams: Midterm (10pts), Final (10pts) (or alternatively only one longer final test (20pts)). Altogether the student must collect during the semester minimum 30points in order to be admitted to the exam5. The projectThe project should be sent electronically as a Wolfram Mathematica notebook files, if necessary accompanied by a	

MS Word document ( files should be clearly named: FirstName\_LastName\_MEP.docx, etc. to teacher's e-mail address not later than the date agreed upon on the first lecture. The data must accompany the previous files in a separate file, too. The document file must contain the detailed explanation the goal of the project, where the data come from, data structure and also it should be explained in sufficiently clearly the method of solution and the process of solution. The project evaluation will be sent to the student onto the faculty e-mail address or discussed directly during the examination.6. The oral examination and presentation of the project (15Pts).

### **Learning outcomes:**

The course cover mainly financial time series as an important topic for managers from econometrics. It provides tools for empirical work with time series data and is an introduction into the theoretical foundation of time series models. Much of statistical methodology is concerned with models in which the observations are assumed to be independent. However, many data sets occur in the form of time series where observations are dependent. In this course, we will concentrate on both univariate and multivariate time series analysis, with a balance between theory and applications. Students expected to prepare a project report on real life data. After completing this course, a student will be able to analyze univariate and multivariate time series data using available software as well as pursue research in this area. In order to emphasize application of theory to real (or simulated) data, we will use Wolfram Mathematica.

### **Class syllabus:**

1. Introduction to time series modeling, decomposition of time series, trend analysis regression methods, global and adaptive approach
2. Practical analysis
3. Simple exponential smoothing. The seasonal component of time series
4. Practical analysis
5. ARIMA models. Autocorrelation properties of time series, identification of the AR,I, MA component of the model
6. Practical analysis
7. ARIMA models. Autocorrelation properties of time series, verification of the model, seasonal models
8. Capital Asset Pricing Model (CAPM)
9. Practical analysis
10. Financial markets and products, forwards, futures and options.
11. Practical analysis
12. Option strategies
13. Practical analysis

### **Recommended literature:**

1. Bohdalová, Mária - Greguš, Michal: Stochastické analýzy finančných trhov. Bratislava : Univerzita Komenského, 2012. ISBN: 978-80-223-3318-7
2. Komorníková, Komorník, Mikula: Modelovanie ekonomických a finančných procesov. Skriptum FM UK Bratislava 1997
3. T. Cipra: Finanční ekonometrie. Praha, EKOPRESS, 2008
4. D. N. Gujarati, D. C. Porter: Basic Econometrics. McGraw-Hill International Edition, 2009
5. Ruey S. Tsay: Analysis of Financial Time Series. John Wiley, 2010
6. Hull: Options, Futures, and Other Derivatives, Prentice Hall
7. Gebhard Kirchgässner, JürgenWolters, Introduction to Modern Time Series Analysis, Springer-Verlag Berlin Heidelberg 2007, ISBN 978-3-540-73290-7
8. Eduard Baumohl, Štefan Lyóscsa, Tomáš Výrost: Fundamentálna analýza akciových trhov, Košice 2011, ISBN 978-80-8086-191-6

9. Jan Říha, František Látal, Veronika Říhová: WolframAlpha ve výuce přírodovědných a ekonomických předmětů, Univerzita Palackého v Olomouci, Olomouc 2015, ISBN 978-80-244-4471-0
10. Wiliam T. Shaw: Modeling Financial Derivatives with Mathematica, Cambridge Univesity Press, 1998, ISBN 0 521 59233 X

**Languages necessary to complete the course:**

english

**Notes:**

**Past grade distribution**

Total number of evaluated students: 16

A	ABS	B	C	D	E	FX
93,75	0,0	6,25	0,0	0,0	0,0	0,0

**Lecturers:** prof. RNDr. Michal Greguš, PhD., Ing. Rastislav Kulháněk

**Last change:** 29.01.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/087AM/16		<b>Course title:</b> Modeling of Economic processes				
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 6						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 23						
A	ABS	B	C	D	E	FX
100,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> prof. RNDr. Michal Greguš, PhD., doc. RNDr. Mária Bohdalová, PhD.						
<b>Last change:</b>						
<b>Approved by:</b>						



## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/098AB/16	<b>Course title:</b> Money and Banking
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Successful completion of the course requires active participation in lectures and seminars, passing a preliminary test and final exam, as well as individual work and continuous preparation for individual lessons. Scale of assessment (preliminary/final): Individual work, written essay and presentation, preliminary test, final written examination. Seminars 30 %: (Activity in seminars 10%, Result semester test 10%, Written essay and presentation 10%) Result of final written exam : 70%	
<b>Learning outcomes:</b> Graduates of the course will know the theoretical aspects of the money, banking system and money market as part of the financial market and the practical functioning of the most important segment of the money market – the interbank market focused on the conditions for the functioning of the euro area. Graduates will be able to obtain and process relevant economic data from reliable international sources.	
<b>Class syllabus:</b> Money and circulation of money: Fundamentals, functions and forms of money, currency and monetary system, monetary policy and its goals, instruments of monetary policy, foreign currency policy. Financial system: the task of financial system, financial markets and financial means, participants of financial markets, regulation of financial markets, financial market in Slovak republic and in other foreign countries. Banking system in Slovak republic and in other foreign countries: forms of banking system, development and present state of banking system, banking sector, specialised non-banking institutions. Position and main activities of commercial banks: legal form, main activities of commercial banks, requirements on banks, assets and debits management, banking risks. Counterfeiting and money laundering – definition, clarification, anti-counterfeiting measures, anti-money laundering measures. New forms of banking systems. Electronic banking and virtual money.	
<b>Recommended literature:</b>	

Stephen G. Cecchetti, Kermit L. Schoenholtz (2015) Money, Banking, and Financial Markets. McGraw-Hill Education, 2015. ISBN 978-981-4575-16-4  
Cheol S. Eun, Bruce G. Resnick (2014) International Finance. McGraw-Hill Education, 2014. ISBN 978-0-0771-6161-3

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 106

A	ABS	B	C	D	E	FX
22,64	0,0	17,92	30,19	11,32	12,26	5,66

**Lecturers:** prof. RNDr. Ing. Ľudomír Šlahor, CSc., Mgr. Katarína Rentková, PhD.

**Last change:** 16.02.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/099AB/16	<b>Course title:</b> Money and Banking
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Successful completion of the course requires active participation in lectures and seminars, passing a preliminary test and final exam, as well as individual work and continuous preparation for individual lessons. Scale of assessment (preliminary/final): Individual work, written essay and presentation, preliminary test, final written examination. Seminars 30 %: (Activity in seminars 10%, Result semester test 10%, Written essay and presentation 10%) Result of final written exam :70%	
<b>Learning outcomes:</b> Graduates of the course will know the theoretical aspects of the money, banking system and money market as part of the financial market and the practical functioning of the most important segment of the money market – the interbank market focused on the conditions for the functioning of the euro area. Graduates will be able to obtain and process relevant economic data from reliable international sources.	
<b>Class syllabus:</b> Money and circulation of money: Fundamentals, functions and forms of money, currency and monetary system, monetary policy and its goals, instruments of monetary policy, foreign currency policy. Financial system: the task of financial system, financial markets and financial means, participants of financial markets, regulation of financial markets, financial market in Slovak republic and in other foreign countries. Banking system in Slovak republic and in other foreign countries: forms of banking system, development and present state of banking system, banking sector, specialised non-banking institutions. Position and main activities of commercial banks: legal form, main activities of commercial banks, requirements on banks, assets and debits management, banking risks. Counterfeiting and money laundering – definition, clarification, anti-counterfeiting measures, anti-money laundering measures. New forms of banking systems. Electronic banking and virtual money.	
<b>Recommended literature:</b> Stephen G. Cecchetti, Kermit L. Schoenholtz (2015) Money, Banking, and Financial Markets. McGraw-Hill Education, 2015. ISBN 978-981-4575-16-4 Cheol S. Eun, Bruce G. Resnick (2014) International Finance. McGraw-Hill Education, 2014. ISBN 978-0-0771-6161-3	

<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 18						
A	ABS	B	C	D	E	FX
77,78	0,0	0,0	16,67	0,0	5,56	0,0
<b>Lecturers:</b> prof. RNDr. Ing. Ľudomír Šlahor, CSc., Mgr. Katarína Rentková, PhD.						
<b>Last change:</b> 16.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/063AM/17	<b>Course title:</b> New Venture Strategy and Financing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Evaluation during the semester 80 points (project work and seminar activities divided into three parts, 4x 20 points). Tests during semester 10 points, Final exam 10 points. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81 90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
<b>Learning outcomes:</b> Main goal: a/ to provide knowledge related to key topics of the new venture strategic development and financing; b/ To ensure learning outcomes from key topics through experiential learning, particular by: a) Application of the selected tools and methods through using them in practical solving issues of the cooperated start-ups. b) Working on solution of the designated assignments from the selected areas of new ventures financing; c) Transferring knowledge from guest speakers – practitionairs to students. Based on that goal learning outcomes are: Getting to know with the nature and specifics of new businesses with high growth potential - so called new ventures. Understanding the life cycle of new ventures, techniques and design methods of individual phases with an emphasis on uncertainty, funding opportunities and interdependencies. Acquisition of practical skills with the application of selected methods of strategic planning and financing of new ventures using multiple "toolkits" containing trained methods and models. They are very practical tools that are widely used in the management of specific of new ventures, as well as in the analytical units of financial institutions and audit companies. Thanks to guest speakers, the students become familiar with practical alternatives to the possibility of applying their knowledge.	
<b>Class syllabus:</b> 1. Introduction to course. 2. Key steps of the new venture financing according to MIT model. 2.1. Customer, segmentation, the last profile user, detail characteristics of the concrete customer in the selected beachhead market.	

- 2.2. New venture and its development in line with customer requirements, life cycle of the offered product, competition and competitive advantage
- 2.3. Selling process.
- 2.4. How to make Money: business model design, pricing, calculation of the value of the acquired customer during the life cycle, calculation of the costs of the customer.
- 2.5. High level product specification.
3. New venture financing: financial tools and products according to phases of the new venture building.
- 3.1 Bootstrapping, Venture capital, Mezzanine capital...
- 3.2. Crowdfunding,
- 3.3. Project financing.
4. Financial forecasting: a/ methods of financial forecasting of new venture yields under conditions of certainty and uncertainty; b/ financial forecasting method using an integrated financial model of new venture.
5. The project approach to strategic management and financing of new ventures: the basic principles of project approach (funding of balance sheet assets, the share of each participant to risk, financing based on cash flow), analysis of business ideas, risk matrix and due diligence, financial modelling of possible alternatives, commercial contracts and the riskiness, financial contracts, monitoring of the fulfilment of strategic objectives of new ventures.
6. Stages of funding selection of new ventures.
7. Exit and its forms: a/ failure and restart; b/ "going public", c/ acquisition, d/ management buy-out.

**Recommended literature:**

- [1] AULET, B. Disciplined Entrepreneurship. Wiley, 2013
- [2] SMITH, J. K., SMITH, R. L., BLISS, R. T. Entrepreneurial Finance: Strategy Valuation & Deal Structure. Stanford Economics and Finance, 2011.
- [3] WICKHAM, P. A. Strategic Entrepreneurship. 4th edition. FT Prentice Hall, 2006.
- [4] VINTURELLA, J. B., ERICKSON, S. M. Raising Entrepreneurial Capital. Elsevier, 2003.
- [5] PILKOVÁ, A., HOLIENKA, M., KUBIŠOVÁ, M. Lecturing Notes and Case Studies.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 6

A	ABS	B	C	D	E	FX
50,0	0,0	33,33	16,67	0,0	0,0	0,0

**Lecturers:** prof. Ing. Anna Pilková, PhD., MBA, Mgr. Marian Holienka, PhD., Mgr. Juraj Mikuš

**Last change:** 01.02.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/018AB/16	<b>Course title:</b> Operations Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The evaluation consists of two parts. The first part is the presentation of the seminary work or project (40 points). The second part represents a combination of written and oral examination (60 points). The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
<b>Learning outcomes:</b> This operations management course is intended to be an analysis of the operating practices and procedures found in either manufacturing firms or companies providing services. The focus is on the set of activities, which lead to the transformation of inputs into outputs in an efficient way and to the value creation in the form of goods and services for the customers. Thus, operations management spans the real value-added activities of an organization including product and process design, material and information flow, inventory and material-handling management, process improvement, and also many supporting activities like production planning and control systems, quality management, demand management, and productivity management. These topics will be covered based on the principles, methodology and tools of lean management concept and other relevant concepts related to operations management like supply chain management and quality management approaches.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Characteristics of operations management and effective production system</li> <li>2. Characteristics of lean management and lean logistics</li> <li>3. Process management when having capacity shortage</li> <li>4. Process management when having capacity excess</li> <li>5. Process improvement based on the target condition and design for operational excellence concepts</li> <li>6. Tools for process improvement and problem solving</li> <li>7. Inventory management and pull system</li> <li>8. Productivity management</li> <li>9. Creating the lean culture of continuous improvement and engaged employees</li> </ol>	
<b>Recommended literature:</b> [1] HILL, A., HILL, T. Operations management. 3rd edition. Palgrave Macmillan, 2012.	

- [2] TAYLOR, D., BRUNT, D. Manufacturing Operations and Supply Chain Management. 2001.
- [3] WOMACK, J. P., JONES, D. T. Lean Thinking: Banish Waste and create Wealth in your Corporation. Free Press, 1996, 2003.
- [4] MONDEN, Y. Toyota Production System: An Integrated Approach to Just-in-Time. 4th edition. CRC Press Taylor & Francis, 2012.
- [5] CHARRON, R., HARRINGTON, H. J., VOEHL, F., WIGGIN, H. The Lean Management Systems Handbook. Productivity Press, 2015.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 52

A	ABS	B	C	D	E	FX
88,46	0,0	11,54	0,0	0,0	0,0	0,0

**Lecturers:** doc. Ing. Milan Fekete, PhD.

**Last change:** 01.02.2018

**Approved by:**



## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/105AB/16		<b>Course title:</b> Operations Research				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 3						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 0						
A	ABS	B	C	D	E	FX
0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> RNDr. Eva Kostrecová, PhD.						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/039AM/16	<b>Course title:</b> Organizational Behavior
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 20 % – case study preparation and presentation, 30 % - midterm written exam, 50 % – oral exam. Grade A requires 91 % (minimum), B 81 %, C 73 %, D 66 % , and grade E requires 60% at minimum. Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> The course covers specific content areas of Organizational Behavior (OB) and is designed for graduate students in the field of Management. OB as a contemporary approach to management is a course designed to introduce graduate students to the theories, concepts, and practical applications of research in the field. The course helps to develop the skills necessary to solve specific problems of OB faced by organizations.	
<b>Class syllabus:</b> <ul style="list-style-type: none"> <li>• Introduction, The Nature of Organizations, Trends in the New Workplace, The Nature of Managerial Work, Managerial Skills, Management Lessons from Abroad – Japanese Management.</li> <li>• Individual Behavior and Performance, Basic Attributes of Individuals, Values, Attitudes, and the Perceptual Process.</li> <li>• Motivation Theories, Learning, Reinforcement, Self-Management, Job Design</li> <li>• Groups in Organizations, Group Effectiveness, Group Dynamics, Group Norms, Teamwork.</li> <li>• Managing Organizations: Organizational Design for Strategic Competency, Basic Elements of Organizational Structures, Organizational Design Concepts (Options).</li> <li>• Management and Chaos Theory, The New Organization</li> <li>• Managing Change in Organizations, Managers as Change Agents, Change Strategies, Resistance to Change, Crisis of Change, Dynamics of Stress. Power. Leadership and followership. Managerial decision-making.</li> </ul>	
<b>Recommended literature:</b> Robbins S.P. - Judge T.A.: Organizational Behavior, 16th Edition, Pearson, Harlow, 2015. Shermerhorn, J. R.- Hunt, J.G., - Osborn, R.N.: Organizational Behavior, John Wiley and Sons, N.Y. 2008 Robbins, S. P. –Judge, T.A.: Organizational Behavior, Prentice Hall, New Jersey, 2011 Robbins S.P, Judge T.A.: Organizational Behavior, 16th Edition, Pearson, Harlow, 2015.	

<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 33						
A	ABS	B	C	D	E	FX
18,18	0,0	15,15	21,21	30,3	12,12	3,03
<b>Lecturers:</b> prof. Ing. Ján Rudy, PhD., doc. Mgr. Anna Lašáková, PhD.						
<b>Last change:</b> 05.06.2017						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/036B/00	<b>Course title:</b> Organizational Cultures
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 30 % – assessed work and its presentation 15% - active participation in class discussions and case studies analyses 55 % – final written exam Scale of assessment (preliminary/final): 45/55	
<b>Learning outcomes:</b> The course provides basics in organizational culture theory, namely the principles of emergence of organisational culture, its characteristics and actors influencing its emergence, evolution, and change, as well as its influence on an organization's functioning. On completion of this course the student will be able to: Understand what organizational culture is Identify and characterize an organizational culture in an organization Identify the impact of the organizational culture on the organization's functioning.	
<b>Class syllabus:</b> Introduction to organizational cultures (definitions, relevant theories, research methodology) Substance and forms of organizational culture Organization and environment, national cultures as an organization's environment Organizational socialization Creation, maintenance, and change of organizational culture Subcultures and countercultures Cultural leadership Organizational culture and communication models	
<b>Recommended literature:</b> Trice, H, M. - Beyer, J. M.: The Cultures of Work Organizations, Englewood Cliffs, Prentice Hall 1993. Brown, A.: Organizational Culture, London, Pitman Publishing 1998. Lewis, R.D.: When Cultures Collide, Nicholas Brealey Publishing 2006. Alvesson, M.: Understanding Organisational Culture. Sage Publications Ltd. 2012. Trompenaars, F. – Voerman, E.: Servant-Leadership Across Cultures. Oxford: Infinite Ideas Ltd. 2010.	

<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 308						
A	ABS	B	C	D	E	FX
14,61	0,0	22,73	25,65	16,23	15,58	5,19
<b>Lecturers:</b> doc. PhDr. Helena Šajgalíková, PhD., prof. Ing. Ľubica Bajžíková, PhD.						
<b>Last change:</b> 07.01.2016						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/038AM/16	<b>Course title:</b> Organizational Cultures - European Features
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 30 % – assessed work and its presentation 15% - in-class test 55 % – final written exam Scale of assessment (preliminary/final): 44/55	
<b>Learning outcomes:</b> The course aims to develop an understanding of differences in cultural evolution of individual European countries and their materialization in typical organizational cultures as a basis for organizational culture typology. On completion of this course the student will be able to: Analyse organizational culture Identify, understand and interpret the differences in organizational cultures Use the acquired skills in managerial work.	
<b>Class syllabus:</b> Organizational culture, its assessment History of the EU member states resulting in differences in cultures of individual member states The EU member states and their typical organizational cultures	
<b>Recommended literature:</b> Mercado, S. – Welford, R. – Prescott, K.: European Business, Pearson Education Ltd., Harlow 2001. Crane, R.: European Business Cultures, London, Prentice Hall Europe 2000. Lewis, R.D.: When Cultures Collide. London: Nicholas Brealey Publishing 2006. Hofstede, G.: Culture and Organizations: Software of the Mind, New York, McGraw-Hill, 1997. Adler, N.J.: International Dimension of Organizational Behaviour, Cincinnati, ITP 1997. Hampden-Turner, Ch. – Trompenaars, F.: Building Cross-cultural Competence, John Wiley Ltd., Chichester 2000. Trompenaars, F. – Woolliams, P.: Business Across Cultures. Chichester: Capstone Publishing Ltd. 2006. Trompenaars, F. – Voerman, E.: Servant-Leadership Across Cultures. Oxford: Infinite Ideas Ltd. 2010. Steers, R.M. – Sanchez-Runde, C.J. – Nardon, L.: Management Across Cultures: Challenges and Strategies. Cambridge University Press 2011.	
<b>Languages necessary to complete the course:</b>	

english						
<b>Notes:</b>						
<b>Past grade distribution</b>						
Total number of evaluated students: 16						
A	ABS	B	C	D	E	FX
31,25	0,0	18,75	18,75	12,5	6,25	12,5
<b>Lecturers:</b> prof. Ing. Ľubica Bajžíková, PhD., doc. PhDr. Helena Šajgalíková, PhD.						
<b>Last change:</b> 05.06.2017						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/037M/00	<b>Course title:</b> Organizational Cultures - Theory
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 30 % – assessed work and its presentation 15% - active participation in class discussions and case studies analyses 55 % – final written exam Scale of assessment (preliminary/final): 45/55	
<b>Learning outcomes:</b> The course provides basics in organizational culture theory, namely the principles of emergence of organisational culture, its characteristics and actors influencing its emergence, evolution, and change, as well as its influence on an organization's functioning. On completion of this course the student will be able to: Understand what organizational culture as an important tool in management is Identify and characterize organizational culture in an organization Identify the impact of organizational culture on an organization's functioning.	
<b>Class syllabus:</b> Introduction to organizational cultures (definitions, relevant theories, research methodology) Substance and forms of organizational culture Cultural dimensions. What organisational cultures differ in Typology of organizational cultures Creation, maintenance, and change of organizational culture Subcultures, professional cultures, and countercultures Organizational socialization Cultural leadership Organizational culture and strategic planning Organizational culture and organization Organizational culture and human resource management Organizational culture and communication models.	
<b>Recommended literature:</b> Trice, H, M. – Beyer, J. M.: The Cultures of Work Organizations, Englewood Cliffs, Prentice Hall 1993. Brown, A.: Organizational Culture, London, Pitman Publishing 1998.	



Schneider, S. – Barsoux, J. L.: Managing across Cultures, Prentice Hall Europe 1998.  
 Lewis, R.D.: When Cultures Collide. Nicholas Brealey Publishing 2006.  
 Alvesson, M.: Understanding Organisational Culture. Sage Publications Ltd. 2012.  
 Trompenaars, F. – Woolliams, P.: Business Across Cultures. Chichester: Capstone Publishing Ltd. 2006.  
 Trompenaars, F. – Voerman, E.: Servant-Leadership Across Cultures. Oxford: Infinite Ideas Ltd. 2010.  
 Steers, R.M. – Sanches-Runde, C.J. – Nardon, L.: Management Across Cultures: Challenges and Strategies. Cambridge University Press 2011.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 27

A	ABS	B	C	D	E	FX
48,15	0,0	7,41	22,22	11,11	3,7	7,41

**Lecturers:** doc. PhDr. Helena Šajgalíková, PhD.

**Last change:** 05.06.2017

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KMn/041AB/16		<b>Course title:</b> Personnel Management - Selected Topics				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 3						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b> Case study solution and presentation, passing the final comprehensive exam. Scale of assessment (preliminary/final): 100/0						
<b>Learning outcomes:</b> Understanding of basic features of traditional Japanese approach to management such as life-time employment, Ringi system, and seniority system						
<b>Class syllabus:</b> Introduction to the course A brief outline of Japanese history Japanese society and business environment in Japan The postwar recovery and the "miracle" of Japanese economy Bubble economy and the "lost ten years" era Typical characteristics of traditional Japanese approach to management Specific features of HRM in Japanese large industrial companies Management development in Japan Total Quality Management philosophy in Japan						
<b>Recommended literature:</b> Rudy, J. - Rudyová, J.: Human Resource Management in Japan, VHK Altdorf, 2008 Ouchi, W.: Theory Z, Addison- Wesley Publishing Company, Massachusetts, 1981						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 32						
A	ABS	B	C	D	E	FX
81,25	0,0	3,13	3,13	0,0	3,13	9,38
<b>Lecturers:</b> Mgr. Jana Fratričová, PhD., prof. Ing. Ján Rudy, PhD.						
<b>Last change:</b> 31.01.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/192AM/17	<b>Course title:</b> Practical Financial Markets I
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Introduction to financial markets	
<b>Learning outcomes:</b> The subject introduces the foreign exchange (FX) markets, reflecting the curriculum of the certificate/diploma of ACI-the Financial Markets Association (in several countries the ACI certificate/diploma is required for positions in bank dealing rooms). The course focuses on the practical applications of the concepts with numerous examples/case studies. At the end of the semester, students will understand key tools, techniques and strategies used by the market makers (banks) and market users (corporates, institutional investors, traders..) in trading, hedging and arbitraging on the global foreign exchange markets. Suitable for bank traders, sales staff, brokers, fund managers, risk managers, corporate treasury staff and back office staff.	
<b>Class syllabus:</b> FX markets & institutions: O-T-C markets vs exchanges, systematic internalization, trading platforms, market makers, brokers, market users, clearing centres. The role of foreign exchange markets in the global financial markets infrastructure. Spot FX: wholesale and retail quotations, base vs quoted currencies, direct vs indirect quotations, calculation of cross rates from the market maker's and market taker's perspectives. Position management: FX market risk, liquidity risk, settlement risk, open FX position, processing of FX deals, organizational framework of a trading operation in banks and corporates. Code of ethics for trading FX. Calculation of profits & loss from trading, trading costs. Hedging, trading, arbitraging: definition of basic types of activities in the FX markets. Trading games, case studies hedging and arbitraging. Applications of FX forwards, FX swaps, FX options. Technical and Fundamental analysis: efficiency of the FX markets, prediction of future foreign exchange rates using basic tools of the technical and fundamental analysis.	
<b>Recommended literature:</b> 1. „FOREIGN EXCHANGE AND MONEY MARKETS: THEORY, PRACTICE AND RISK MANAGEMENT“, ISBN 07506 5025 7, BOB STEINER, BUTTERWORTH HEINEMANN, LONDON 2002 2. „FINANCIAL INSTRUMENTS, THE HANDBOOK“. LEX VAN DER WIELEN, ISBN 978-90-816351-3-4, THE FINANCIAL MARKETS ACADEMY, LONDON 2011	

3. „TREASURER’S HANDBOOK”.HANNES ENTHOFFER, PATRICK HAAS, ISBN-10 3714302387, LINDE VERLAG, FRANKFURT 2013  
4. “CFA LEVEL I, II, III”. CFA INSTITUTE, ISBN 978-1-939515, WILLEY, NEW YORK 2015,

**Languages necessary to complete the course:**

**Notes:**

**Past grade distribution**

Total number of evaluated students: 30

A	ABS	B	C	D	E	FX
56,67	0,0	26,67	16,67	0,0	0,0	0,0

**Lecturers:** Ing. Vladimír Valach, MBA

**Last change:** 07.03.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/193AM/17	<b>Course title:</b> Practical Financial Markets II
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Exam Period 100%	
<b>Learning outcomes:</b> The subject introduces the interest rate markets, reflecting the curriculum of the certificate/diploma of ACI-the Financial Markets Association (the ACI certificate/diploma is required in several countries for positions in bank dealing rooms). The course focuses on the practical applications of the key concepts with numerous examples/case studies. At the end of the semester, students will understand main tools, techniques and strategies used by the market makers (banks) and market users (corporates, institutional investors, traders..) in trading, hedging and arbitraging on the global interest rate markets. Suitable for bank traders, sales staff, brokers, fund managers, risk managers, corporate treasury staff and back office staff.	
<b>Class syllabus:</b> Return calculations: Expected vs required yield. Short term and long term yields, spot and forward rates, spot and forward yield curves. Basic types of returns in money markets and fixed income markets: holding period yield, discount rates, effective annual yields, yield to maturity, yield to call, yield to put. Institutions active in the interest rate markets: Banks, corporates, insurance companies, pension funds, fund managers, hedge funds, endowments and their interest rate related business. O-T-C markets vs exchanges, systematic internalization, trading platforms, market makers, market users, brokers, market users, clearing centres. Key activities in the interest rate markets: investing, hedging, trading, arbitraging, asset and liabilities management. Cash market's products: money markets and instruments (deposits, T-bills, certificates of deposits, repos, commercial papers), fixed income markets (treasuries, corporate and bank bonds, mortgage backed securities, collateral debt obligations, callable and putable bonds). Derivatives: FRA, short term interest rate futures, bond futures, interest rate swaps, basis swaps, overnight index swaps, cross ccy interest rate swaps, interest rate guarantees, caps, floors, collars, swaptions. Structured products: various combinations of cash and derivative products.	

Asset and liabilities management (ALM): interest rate risk, ALM in banks, insurances and investment managers.						
<b>Recommended literature:</b> 1. „FINANCIAL INSTRUMENTS, THE HANDBOOK“. LEX VAN DER WIELEN, ISBN 978-90-816351-3-4, THE FINANCIAL MARKETS ACADEMY, LONDON 2011 2. „TREASURER’S HANDBOOK”. HANNES ENTHOFFER, PATRICK HAAS, ISBN-10 3714302387, LINDE VERLAG, FRANKFURT 2013 3. “CFA LEVEL I, II, III”. CFA INSTITUTE, ISBN 978-1-939515, WILEY, NEW YORK 2015,						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 1						
A	ABS	B	C	D	E	FX
0,0	0,0	0,0	100,0	0,0	0,0	0,0
<b>Lecturers:</b> Ing. Vladimír Valach, MBA						
<b>Last change:</b> 07.03.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/192AJM/12	<b>Course title:</b> Practical financial markets
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Introduction to financial markets	
<b>Course requirements:</b>	
<b>Learning outcomes:</b> The subject introduces the foreign exchange (FX) markets, reflecting the curriculum of the certificate/diploma of ACI-the Financial Markets Association (in several countries the ACI certificate/diploma is required for positions in bank dealing rooms). The course focuses on the practical applications of the concepts with numerous examples/case studies. At the end of the semester, students will understand key tools, techniques and strategies used by the market makers (banks) and market users (corporates, institutional investors, traders... ) in trading, hedging and arbitraging on the global foreign exchange markets. Suitable for bank traders, sales staff, brokers, fund managers, risk managers, corporate treasury staff and back office staff.	
<b>Class syllabus:</b> FX markets & institutions: O-T-C markets vs exchanges, systematic internalization, trading platforms, market makers, brokers, market users, clearing centres. The role of foreign exchange markets in the global financial markets infrastructure. Spot FX: wholesale and retail quotations, base vs quoted currencies, direct vs indirect quotations, calculation of cross rates from the market maker's and market taker's perspectives. Position management: FX market risk, liquidity risk, settlement risk, open FX position, processing of FX deals, organizational framework of a trading operation in banks and corporates. Code of ethics for trading FX. Calculation of profits & loss from trading, trading costs. Hedging, trading, arbitraging: definition of basic types of activities in the FX markets. Trading games, case studies hedging and arbitraging. Applications of FX forwards, FX swaps, FX options. Technical and Fundamental analysis: efficiency of the FX markets, prediction of future foreign exchange rates using basic tools of the technical and fundamental analysis.	
<b>Recommended literature:</b>	

1. STEINER, B.: FOREIGN EXCHANGE AND MONEY MARKETS: THEORY, PRACTICE AND RISK MANAGEMENT. BUTTERWORTH HEINEMANN, LONDON, 2002, ISBN 07506 5025 7 2. LEX VAN DER WIELEN: FINANCIAL INSTRUMENTS, THE HANDBOOK. THE FINANCIAL MARKETS ACADEMY, LONDON, 2011, ISBN 978-90-816351-3-4 3. HAAS, P.: TREASURER'S HANDBOOK. HANNES ENTHOFFER, LINDE VERLAG, FRANKFURT 2013, ISBN-10 3714302387 4. CFA INSTITUTE: CFA LEVEL I, II, III. WILEY, NEW YORK, 2015, ISBN 978-1-939515						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 99						
A	ABS	B	C	D	E	FX
31,31	0,0	31,31	23,23	13,13	0,0	1,01
<b>Lecturers:</b> Ing. Vladimír Valach, MBA						
<b>Last change:</b> 21.02.2018						
<b>Approved by:</b>						



## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/197AJM/12	<b>Course title:</b> Practical financial markets
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Introduction to financial markets	
<b>Course requirements:</b>	
<b>Learning outcomes:</b> The subject introduces the interest rate markets, reflecting the curriculum of the certificate/diploma of ACI-the Financial Markets Association (the ACI certificate/diploma is required in several countries for positions in bank dealing rooms). The course focuses on the practical applications of the key concepts with numerous examples/case studies. At the end of the semester, students will understand main tools, techniques and strategies used by the market makers (banks) and market users (corporates, institutional investors, traders..) in trading, hedging and arbitraging on the global interest rate markets. Suitable for bank traders, sales staff, brokers, fund managers, risk managers, corporate treasury staff and back office staff.	
<b>Class syllabus:</b> Return calculations: Expected vs required yield. Short term and long term yields, spot and forward rates, spot and forward yield curves. Basic types of returns in money markets and fixed income markets: holding period yield, discount rates, effective annual yields, yield to maturity, yield to call, yield to put. Institutions active in the interest rate markets: Banks, corporates, insurance companies, pension funds, fund managers, hedge funds, endowments and their interest rate related business. O-T-C markets vs exchanges, systematic internalization, trading platforms, market makers, market users, brokers, market users, clearing centres. Key activities in the interest rate markets: investing, hedging, trading, arbitraging, asset and liabilities management. Cash market's products: money markets and instruments (deposits, T-bills, certificates of deposits, repos, commercial papers), fixed income markets (treasuries, corporate and bank bonds, mortgage backed securities, collateral debt obligations, callable and putable bonds). Derivatives: FRA, short term interest rate futures, bond futures, interest rate swaps, basis swaps, overnight index swaps, cross ccy interest rate swaps, interest rate guarantees, caps, floors, collars, swaptions.	

Structured products: various combinations of cash and derivative products. Asset and liabilities management (ALM): interest rate risk, ALM in banks, insurances and investment managers.						
<b>Recommended literature:</b> 1. LEX VAN DER WIELEN: FINANCIAL INSTRUMENTS, THE HANDBOOK. THE FINANCIAL MARKETS ACADEMY, LONDON, 2011, ISBN 978-90-816351-3-4 2. HAAS, P.: TREASURER'S HANDBOOK. HANNES ENTHOFFER, LINDE VERLAG, FRANKFURT 2013, ISBN-10 3714302387 3. CFA INSTITUTE: CFA LEVEL I, II, III. WILEY, NEW YORK, 2015, ISBN 978-1-939515						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 47						
A	ABS	B	C	D	E	FX
48,94	0,0	23,4	21,28	0,0	4,26	2,13
<b>Lecturers:</b> Ing. Vladimír Valach, MBA						
<b>Last change:</b> 21.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/220AB/16	<b>Course title:</b> Principles of Financial Accounting I
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Introduction into Business	
<b>Course requirements:</b> test 1 - 15% test 2 -25 % Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> The goal of the subject is to master basic accounting procedures for double-entry accounting for entrepreneurs and process of the financial statements preparation and their interpretation.	
<b>Class syllabus:</b> Principles of Financial Accounting is taught in two terms. The course covers principles of the Financial Accounting. Students will learn fundamentals of financial accounting (double-entry bookkeeping), accounting procedures. The emphasis is given to practical exercises of the most frequent accounting transactions within accounting categories. Topics focused on are: Accounting as an information system, global sets of Accounting US GAAP and IFRS, Conceptual framework of Accounting, Financial Statements preparation and interpretation, Accounting cycle, accounting transactions and adjusting entries, Merchandise operations, Cash and Cash equivalents, Accounts Receivables, Inventory and Marketable securities, Liabilities and Equity, Financial Statement analysis.	
<b>Recommended literature:</b> 1. Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso- Financial Accounting: Tools for Business Decision Making, WileyPLUS, 7th Edition, 2013 2. Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso- Financial and Managerial Accounting, WileyPLUS, 2nd Edition, 2015 3. Reeve, Warren Duchac - The principles of Financial Accounting-11th edition, 12th edition 4. Kimmel, Weyghandt, Kieso: Financial Accounting -5th edition and higher	
<b>Languages necessary to complete the course:</b> English	

<b>Notes:</b>						
<b>Past grade distribution</b>						
Total number of evaluated students: 6						
A	ABS	B	C	D	E	FX
33,33	0,0	16,67	33,33	0,0	16,67	0,0
<b>Lecturers:</b> doc. RNDr. Darina Saxunová, PhD., Mgr. Lenka Chorvatovičová						
<b>Last change:</b> 08.03.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/221AB/16	<b>Course title:</b> Principles of Financial Accounting II
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Introduction to Business	
<b>Course requirements:</b>	
<b>Learning outcomes:</b> The goal of the subject is to master basic accounting procedures for double-entry accounting for entrepreneurs and process of the financial statements preparation and their interpretation.	
<b>Class syllabus:</b> Principles of Financial Accounting is taught in two terms The course covers principles of the Financial Accounting. Students will learn fundamentals of financial accounting (double-entry bookkeeping), accounting procedures. The emphasis is given to practical exercises of the most frequent accounting transactions within accounting categories. Topics focused on are: Accounting as an information system, global sets of Accounting US GAAP and IFRS, Conceptual framework of Accounting, Financial Statements preparation and interpretation, Accounting cycle, accounting transactions and adjusting entries, Merchandise operations, Cash and Cash equivalents, Accounts Receivables, Inventory and Marketable securities, Liabilities and Equity, Financial Statement analysis.	
<b>Recommended literature:</b> Literature: 1. Companion website: <a href="http://bcs.wiley.com/he-bcs/">http://bcs.wiley.com/he-bcs/</a> 2. Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso- Financial Accounting: Tools for Business Decision Making, WileyPLUS, 7th Edition, 2013 3. Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso- Financial and Managerial Accounting, WileyPLUS, 2nd Edition, 2015 4. Carl S. Warren, Jonathan Duchac, Jim Reeve - Principles of Financial Accounting South-Western, Cengage Learning, 14th edition, 5. Curtis L. Norton & Gary A. Porter: Introduction to Using Finance Accounting Information: Publisher: South-Western, Cengage Learning, 8th Edition 2013	
<b>Languages necessary to complete the course:</b>	

English						
<b>Notes:</b>						
<b>Past grade distribution</b>						
Total number of evaluated students: 16						
A	ABS	B	C	D	E	FX
25,0	0,0	31,25	18,75	12,5	6,25	6,25
<b>Lecturers:</b> doc. RNDr. Darina Saxunová, PhD., Mgr. Lenka Chorvatovičová						
<b>Last change:</b> 21.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/005AB/16	<b>Course title:</b> Programming in Wolfram Mathematica I
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b> FM.KEF/065AB/16 - Mathematics II FM.KEF/134AB/16 - Introduction to Financial Management FM.KEF/222AB/16 - Financial Mathematics FM.KEF/116AB/16 - Statistics	
<b>Recommended prerequisites:</b> Mathematics I, II, Statistics, Statistical methods, Economics I, II and Introduction to Finance	
<b>Course requirements:</b> Participation in seminars and elaboration of the final project. Scale of assessment (preliminary/final): 100	
<b>Learning outcomes:</b> Learning Outcomes: Wolfram Mathematica is software used to perform both simple and complicated mathematical calculations which requires no previous knowledge of or training in computer programming. This course is about programming in Mathematica oriented into advanced data analysis and will cover such areas as econometrics in addition to the language of the software itself. Because it can be used for a variety of computational techniques it can be useful for students in mathematics, the sciences, management, economics, finance, accounting and information sciences. The output should be a project presented on a student conference	
<b>Class syllabus:</b> Course Syllabus: <ul style="list-style-type: none"> <li>• Use Wolfram Mathematica modelling &amp; simulation software to develop, implement, and debug algorithms for a range of typical problems in management, economics, and finance.</li> <li>• Analyse posed problems, define the “best-fit” computational approach, and write well-designed, well-documented, modular code using an interpreter-based scripting language of Wolfram Mathematica.</li> <li>• Utilize extensive Mathematica visualization/graphics capabilities to present the code output in an easily understandable, report/publication-style format.</li> <li>• Get introduced to building of interactive applications with Mathematica</li> </ul> Since programming is usually intensively time consuming, the courses Programing using Wolfram Mathematica I and II can be taken in parallel in the same semester, if necessary, in order to have enough time to complete larger projects.	
<b>Recommended literature:</b>	

<b>Recommended Literature:</b> [1] VARIAN, H.: Computational Economics and Finance Modeling and Analysis with Mathematica. Springer, 1996. ISBN 978-03-879-4518-7 [2] WOLFRAM, S. 2015. An Elementary Introduction to the Wolfram Language. <a href="http://www.wolfram.com/language/elementary-introduction/preface.html">http://www.wolfram.com/language/elementary-introduction/preface.html</a> [3] <a href="http://www.wolfram.com/learningcenter/tutorialcollection/">http://www.wolfram.com/learningcenter/tutorialcollection/</a> - Wolfram Mathematica Tutorial Collection from Wolfram Research (a collection of free downloadable pdf files)						
<b>Languages necessary to complete the course:</b> Good knowledge of English language is strongly recommended, but not absolutely necessary.						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 0						
A	ABS	B	C	D	E	FX
0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> prof. RNDr. Michal Greguš, PhD., doc. RNDr. Mária Bohdalová, PhD.						
<b>Last change:</b> 13.10.2017						
<b>Approved by:</b>						



## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/006AB/16		<b>Course title:</b> Programming in Wolfram Mathematica II				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 3						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 0						
A	ABS	B	C	D	E	FX
0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> prof. RNDr. Michal Greguš, PhD., doc. RNDr. Mária Bohdalová, PhD.						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/051AB/16		<b>Course title:</b> Project Management				
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 5						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 0						
A	ABS	B	C	D	E	FX
0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> prof. RNDr. Michal Greguš, PhD.						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/032AM/16	<b>Course title:</b> Project Management - A Managerial Approach
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b> FM.KMn/039AM/16 - Organizational Behavior FM.KIS/029AM/16 - Management Information Systems FM.KEF/037AM/16 - Financial Management	
<b>Course requirements:</b> Total 100% grade of the course consists of three parts: active participation, term paper with presentation and tests. Term paper usually has two parts : the theoretical part at least five or six pages of text or, alternatively, instead of writing a paper, you can prepare a presentation for minimum 15 minutes - that is minimum 17 slides, is to be submitted within the specified deadline (the exact date will be specified after the beginning of lectures, if it is in the form of presentation, then it must be presented in class) in electronic form in MS Word, MS Excel, Mindjet and MS Project on a professional level of processing with complete citations, And the practical part: the theoretical part has to be illustrated by a practical example. Both parts can be intertwined into one logical document. If the term paper is being prepared by a team it must be of course longer, depending on the number of the team members. Term paper – and/or presentation 40 percent: Active participation in the seminars: tests (during the classes in form of several open tests during the semester or one final closed test) of the total up to 40% of the value of the grade and participation is 20 percent of the grade Instead of active participation it is not possible to make a substitute work. Late submission of the term paper can be compensated by a longer term paper and/or longer presentation of the paper in PowerPoint in class. Alternative to the abovementioned conditions is a team project (up to 4 or 5 students). Project and defense of the project is then max 40 points and test 40 points, participation 20 points . Team project must be at least 25 pages long with detailed output from MS Project and Mindjet (output from equivalent open-source software is also accepted). The mentioned test is a comprehensive test (similar to PMP certification tests). Scale of assessment (preliminary/final): 40/20/40	
<b>Learning outcomes:</b> This course is aimed to give the student a deep knowledge of the problems involved with projects and will examine various methods and techniques used in project management. The course addresses project management from a managerial perspective rather than a technical perspective. We will address the basic nature of managing all types of projects—public, business,	

engineering, information systems, and so on—as well as the specific techniques and insights required to carry out this unique way of getting things done. We intend to deal with the problems of selecting projects, initiating them, and operating and controlling them. We intend to discuss the demands made on the project manager and the nature of the manager's interaction with the rest of the parent organization. The course wants to cover the difficult problems associated with conducting a project using people and organizations that represent different cultures and may be separated by considerable distances. Finally, we also will cover the issues arising when the decision is made to terminate a project.

**Class syllabus:**

Project Management – The Basics / Seminar – Introduction to MS Project  
The Project Stakeholders / Seminar – Stakeholder Analysis  
Project Management Environment / Seminar – The Project Feasibility  
Project Planning and Project Scheduling / Seminar – The Project Scheduling  
Estimating, Budgeting and Cost Control / Seminar – The Project Budget  
Project Resources Planning / Seminar – The Project Resource Planning  
Project Organization / Seminar – The Project Team  
Project Control - The Control Process / Seminar – The Earned Value Analysis  
Project Control - The Monitoring / Seminar – The Project Risk Analysis and Identification  
Project Execution / Seminar – The Project Execution  
Project Communications / Seminar – The Project Communication Plan  
Human Factors in Project Management / Seminar – The Project Conflicts Management

**Recommended literature:**

Obligatory Literature:

Meredith and Mantel, Project Management: A Managerial Approach, 6th ed., Wiley and Sons, 2005, ISBN 0471715379

PROJECT MANAGEMENT INSTITUTE: A Guide to the Project Management Body of Knowledge (PMBOK Guide) – Fourth Edition. An American National Standard ANSI/PMI 99-001-2008, ISBN 978-1-933890-51-7

Additional Literature:

KATHY SCHWALBE: Information Technology Project Management, Course Technology, Fifth edition, 2008, ISBN 978-0324665215

Sharepointportal of the Faculty of Management („STUDIJNE MATERIALY“):

<https://fmuniba.sharepoint.com/materialy/Project%20Management/Forms/AllItems.aspx>  
or briefly

<https://fmuniba.sharepoint.com/materialy/>

**Languages necessary to complete the course:**

The students will be expected to read the assigned texts before the class begins in English language! This will allow for the efficient presentation of project management theory and simultaneous development of a case-study projects also in English language. All assignments, tests and presentations must be in English language.

**Notes:**

Conditions for the evaluation of the performance.

The expanding capabilities of information technology increase their complexity. Finishing the project on time and at the same time within the planned financial budget and ensure the quality means for today's project managers a great professional challenge. Often they work under pressure and strict deadlines and they must perform tasks with limited human and financial resources.

Therefore project leader should be able to answer the following types of questions:

- What capacities are needed to carry out the project?
- How to create a realistic timetable?
- What risks are associated with the project and how to effectively eliminate them?
- How clearly a project manager needs to state certain task and how to ensure quality output?
- What kind of resources will be needed in various stages of the project?
- What tools and techniques are to be used in carrying out various activities? Where you can have freedom and where it is necessary to standardize?
- How to monitor progress of the project costs and execution of tasks and what mechanisms should be introduced for “Change Management”?
- And more

Each student demonstrates the ability to make a corresponding analysis of the objectives of the project and answer the above questions.

**Past grade distribution**

Total number of evaluated students: 73

A	ABS	B	C	D	E	FX
71,23	0,0	28,77	0,0	0,0	0,0	0,0

**Lecturers:** PhDr. Ing. Monika Dávideková, PhD., prof. RNDr. Michal Greguš, PhD.

**Last change:** 13.10.2017

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/052AB/16		<b>Course title:</b> Project Mangement				
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 5						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 24						
A	ABS	B	C	D	E	FX
70,83	0,0	4,17	16,67	0,0	8,33	0,0
<b>Lecturers:</b> prof. RNDr. Michal Greguš, PhD.						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/215AB/16	<b>Course title:</b> Research Methods
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Take-home assignment accounts for 100% of grade (either review of a research paper or data analysis).	
<b>Learning outcomes:</b> Upon taking the course, the student will have a thorough understanding of how to do research. He will be able to define a research topic, find relevant literature, obtain data and use right methods in order to analyze and conclude on them.	
<b>Class syllabus:</b> Session 1 Starting the research Session 2 Literature review & topic specification Session 3 Data collection & retrieval Session 4 Qualitative methods Session 5 Quantitative methods Session 6 Challenges for thesis & paper writing Session 7 Example of the research	
<b>Recommended literature:</b> 1. Ashby, Mike. "How to write a paper." Engineering Department, University of Cambridge, Version 5 (2000): 38. 2. Murray, Rowena. How to write a thesis. McGraw-Hill International, 2011. 3. Freedman, D., R. Pisani, and R. Purves. "Statistics (2007)." (1978). 4. Stock, James H., and Mark W. Watson. Introduction to econometrics. Vol. 104. Boston: Addison Wesley, 2003. 5. Selected research papers	
<b>Languages necessary to complete the course:</b> English	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 38						
A	ABS	B	C	D	E	FX
73,68	0,0	23,68	0,0	2,63	0,0	0,0
<b>Lecturers:</b> Mgr. Rastislav Molnár						
<b>Last change:</b> 13.03.2018						
<b>Approved by:</b>						



## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/331M/16	<b>Course title:</b> Research Methods in Information Technologies
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Attendance, literature research, field research, and writing a semestral paper. Scale of assessment (preliminary/final): 100	
<b>Learning outcomes:</b> Learning Outcomes Upon successful completion of this subject, students should: <ul style="list-style-type: none"> <li>• be able to identify and justify an appropriate research methodology for a research problem;</li> <li>• be able to determine and evaluate philosophical assumptions, underpinning research approaches and strategies;</li> <li>• be able to design a quantitative and/or qualitative research study for the chosen research problem;</li> <li>• be able to evaluate research design approaches to data collection.</li> <li>• review and critique research literature, research design and reported findings in a sub-discipline of IT;</li> <li>• communicate research findings, orally and in writing, in research and industry settings;</li> <li>• explain the ethical and professional issues that may arise in IT research and demonstrate them in practice;</li> <li>• identify, explain and critique major research philosophies and paradigms;</li> <li>• evaluate, select and justify research methods and techniques of data collection and analysis appropriate to particular research designs, projects and disciplines;</li> <li>• analyse and describe the technical, professional and socio-economic contexts that motivate research, and the implications of research outcomes;</li> <li>• design and carry out a rigorous and ethical research project and produce a report explaining the project, its design and interpretation of the results.</li> <li>• apply research skills to operate effectively as a member of a research project team.</li> </ul>	
<b>Class syllabus:</b> Learning Outcomes Upon successful completion of this subject, students should: <ul style="list-style-type: none"> <li>• be able to identify and justify an appropriate research methodology for a research problem;</li> <li>• be able to determine and evaluate philosophical assumptions, underpinning research approaches and strategies;</li> </ul>	

- be able to design a quantitative and/or qualitative research study for the chosen research problem;
- be able to evaluate research design approaches to data collection.
- review and critique research literature, research design and reported findings in a sub-discipline of IT;
- communicate research findings, orally and in writing, in research and industry settings;
- explain the ethical and professional issues that may arise in IT research and demonstrate them in practice;
- identify, explain and critique major research philosophies and paradigms;
- evaluate, select and justify research methods and techniques of data collection and analysis appropriate to particular research designs, projects and disciplines;
- analyse and describe the technical, professional and socio-economic contexts that motivate research, and the implications of research outcomes;
- design and carry out a rigorous and ethical research project and produce a report explaining the project, its design and interpretation of the results.
- apply research skills to operate effectively as a member of a research project team.

### **Recommended literature:**

Sources to Read:

Osei-Bryson, K.-M., & Ngwenyama, O. (2014). *Advances in research methods for information systems research*. New York, NY: Springer.

Alison Jane Pickard "Research Methods in Information, 2nd edition", 2013, Facet Publishing, London, ISBN 9781856048132.

Kirsty Williamson, Graeme Johanson "Research Methods: Information, Systems and Contexts", Tilde Publishing, 2013, ISBN 9780734611482.

Martin S. Olivier "Information Technology Research : A Practical Guide for Computer Science and Informatics - 2nd Revised edition", Van Schaik Publishers, South Africa, ISBN 9780627025761.

Sauer, Chris, Willcocks, Leslie P., Lacity, Mary C. (Eds.) "Formulating Research Methods for Information Systems, Volume 1", 2016, Palgrave Macmillan UK, eBook ISBN 978-1-137-50985-7, DOI 10.1057/9781137509857, Hardcover ISBN 978-1-137-50983-3.

Thomas Hansson "Handbook of Research on Digital Information Technologies: Innovations, Methods, and Ethical Issues", 2008, ISBN: 9781599049700, DOI: 10.4018/978-1-59904-970-0.

Vijay K. Vaishnavi, William Kuechler "Design Science Research Methods and Patterns: Innovating Information and Communication Technology, 2nd Edition", CRC Press, 2015, ISBN 9781498715263.

### **Languages necessary to complete the course:**

English language

### **Notes:**

This subject familiarizes participants with a range of approaches used in information technology research, with an emphasis on approaches commonly used in practical settings. The advantages and limitations of different research approaches are examined, as well as their applicability in different information technology contexts. Experience is provided in the design of research studies, in the analysis and interpretation of data, and in report presentation. Participants acquire skills that are useful in the conduct of research agendas and in the critical evaluation of others' research work.

This subject also will enable students to choose and justify a research methodology from a broad range of quantitative and qualitative research methods relevant across the Information Technology (IT) discipline. Students will prepare a research plan incorporating a critique of existing knowledge, appropriate research methodology, suitable data collection techniques and an

outline of the ethical issues impacting their research topic. Students are provided the opportunity to write a substantial proportion of their methodology/data collection chapter and publish their preliminary work by identifying a publication outlet, such as a journal or conference, and providing the publication template.

Besides, this subject exposes students to research across the range of IT disciplines, preparing them to conduct research in their home discipline. It provides broad coverage of the issues, concepts, methods and techniques associated with Computer Science, Software Engineering, Information Systems and Information Management. It introduces students to major research philosophies and paradigms, the principles of research design, research ethics, and research methods and techniques of data collection and analysis appropriate to IT research generally and to their sub-discipline specifically. It covers oral and written communication skills.

Skills developed and knowledge acquired from this subject will prepare students to conduct and communicate their own research, as well as to be knowledgeable and critical interpreters of others' research.

**Past grade distribution**

Total number of evaluated students: 15

A	ABS	B	C	D	E	FX
100,0	0,0	0,0	0,0	0,0	0,0	0,0

**Lecturers:** doc. Ing. Natalia Kryvinska, PhD., Mgr. Martina Halás Vančová

**Last change:** 13.10.2017

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/049AM/16	<b>Course title:</b> Risk Management I
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Presentations of the results of the assignments stated during semester. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81 90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
<b>Learning outcomes:</b> Course on the one hand, deepens understanding of the bank management and on the other side extends the knowledge from risk management field (with emphasis on current international regulations) in accordance with the best practices applied at current practice. Students gain practical experience through a numerous assignments solving that are related to current analysis and risk management practices in commercial banks and use concrete commercial banks data. Theoretical knowledge and practical experiences of partial areas of risk management obtained during this course can be also used as an important input for completion of course Risk management II (will be run in the summer semester 2015/2016) focused on the advanced methods and sophisticated decisions formulation in particular financial institution, using the simulation model. Course creates solid knowledge basis for further studying courses focused on credit and market risk management in financial institutions. The main goals are: <ol style="list-style-type: none"> <li>1. To provide basic theoretical knowledge and practical experiences on the commercial bank risk management as a component of the whole bank management so that students will be able to understand the role of the risk management within the bank's managerial framework.</li> <li>2. To provide key ideas on relationship of strategic management of non financial institution and its key risks.</li> </ol>	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Commercial Bank and its Business-Risk-Financial Profile             <ul style="list-style-type: none"> <li>- financial mediation and intermediation in the commercial bank</li> <li>- key business segments at commercial banks and their management</li> <li>- key commercial bank risk, they relationships with business activities, regulation and management.</li> </ul> </li> <li>2. Financial Analysis of the Commercial Bank – Key Components for Business-Risk Strategy Definition             <ul style="list-style-type: none"> <li>- Balance Sheet Analysis</li> <li>- Income Statement Analysis</li> </ul> </li> </ol>	

<ul style="list-style-type: none"> <li>- Performance and Value Chain Analysis.</li> </ul> <p>3. Strategy and Policies of Funds Management in the Banks</p> <ul style="list-style-type: none"> <li>- business-risk characteristics of deposit products.</li> <li>- repo a reverse repo</li> <li>- securitisations.</li> </ul> <p>4. Liquidity Risk Management</p> <ul style="list-style-type: none"> <li>- key issues and principals of the liquidity risk management</li> <li>- liquidity risk policy</li> <li>- liquidity management process.</li> </ul> <p>5. Interest Rate Risk Management</p> <ul style="list-style-type: none"> <li>- time structure of the interest rate risk and its theories</li> <li>- gap analysis in interest rate risk</li> <li>- interest rate risk strategies based on gap analysis.</li> </ul> <p>6. Off Balance Sheet and Risk Management</p> <ul style="list-style-type: none"> <li>- credit-based products and their key characteristics</li> <li>- investment banking</li> <li>- private banking.</li> </ul> <p>7. Capital Management and Current Regulation</p> <ul style="list-style-type: none"> <li>- Basel I, II, III.</li> <li>- key risks and calculation of capital requirements to cover them.</li> </ul> <p>8. Risk Management in Non-Financial Institutions</p> <ul style="list-style-type: none"> <li>- ERM System and its Key Components.</li> <li>- Key steps to implement ERM in accordance with COSO methodology.</li> </ul>																				
<p><b>Recommended literature:</b></p> <p>[1] SAUNDERS, A., CORNETT, M. Financial Institutions Management. 11ht edition. McGraw-Hill, 2014.</p> <p>[2] MONAHAN, G. Enterprise Risk Management: A Methodology for Achieving Strategic Objectives. John Willey &amp; Sons, 2008.</p> <p>[3] The other relevant materials will be distributed during course.</p>																				
<p><b>Languages necessary to complete the course:</b></p> <p>English</p>																				
<p><b>Notes:</b></p>																				
<p><b>Past grade distribution</b></p> <p>Total number of evaluated students: 31</p> <table> <tr> <th>A</th><th>ABS</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th></tr> <tr> <td>35,48</td><td>0,0</td><td>48,39</td><td>12,9</td><td>0,0</td><td>3,23</td><td>0,0</td></tr> </table>							A	ABS	B	C	D	E	FX	35,48	0,0	48,39	12,9	0,0	3,23	0,0
A	ABS	B	C	D	E	FX														
35,48	0,0	48,39	12,9	0,0	3,23	0,0														
<p><b>Lecturers:</b> prof. Ing. Anna Pilková, PhD., MBA</p>																				
<p><b>Last change:</b> 01.02.2018</p>																				
<p><b>Approved by:</b></p>																				

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KSP/050AM/16		<b>Course title:</b> Risk Management II				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 3						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 0						
A	ABS	B	C	D	E	FX
0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> prof. Ing. Anna Pilková, PhD., MBA						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/054B/00	<b>Course title:</b> Russian I
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 100% - active participation in class Scale of assessment (preliminary/final): 80/20	
<b>Learning outcomes:</b> To learn the Russian alphabet (azbuka) – the ability to write read and communicate in Russian on general level.	
<b>Class syllabus:</b> Making and developing contacts, greeting and introducing oneself Let's get Acquainted Initial contacts At the office Family Studies University - Faculty My work day Leisure time and Life style Hobbies Professions	
<b>Recommended literature:</b> Blum Tamara, Gorelova Elena: Put' k uspechu 1. (The road to success). Course book. Russian for everyday life and business communication. Vienna 2017, 192 p. Blum Tamara, Gorelova Elena: Put' k uspechu 1. (The road to success). Workbook. Russian for everyday life and business communication. Vienna 2017, 116 p.	
<b>Languages necessary to complete the course:</b> English language	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 605						
A	ABS	B	C	D	E	FX
61,82	0,0	27,27	7,11	2,15	0,17	1,49
<b>Lecturers:</b> doc. Mgr. Emilia Charfaoui, CSc.						
<b>Last change:</b> 08.02.2018						
<b>Approved by:</b>						



## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/055B/10	<b>Course title:</b> Russian II
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 100% - active participation in class Scale of assessment (preliminary/final): 80/20	
<b>Learning outcomes:</b> The aim of this study subject is to develop the ability to talk about everyday life situations within given topics.	
<b>Class syllabus:</b> Socializing and networking - polite phrases Telephoning Hotel Time is money Plans for the week Personal letter writing Describing people Health - at the doctor's Restaurant Shopping	
<b>Recommended literature:</b> Blum Tamara, Gorelova Elena: Put' k uspechu 1. (The road to success). Course book. Russian for everyday life and business communication. Vienna 2017, 192 p. Blum Tamara, Gorelova Elena: Put' k uspechu 1. (The road to success). Workbook. Russian for everyday life and business communication. Vienna 2017, 116 p.	
<b>Languages necessary to complete the course:</b> English and Russian language	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 203						
A	ABS	B	C	D	E	FX
80,79	0,0	14,29	1,48	0,49	0,0	2,96
<b>Lecturers:</b> doc. Mgr. Emilia Charfaoui, CSc.						
<b>Last change:</b> 30.01.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/056B/00	<b>Course title:</b> Russian III
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 100% - active participation in class Scale of assessment (preliminary/final): 80/20	
<b>Learning outcomes:</b> To develop communication skills, vocabulary and phraseology in the topics of everyday situations. To acquire the ability to discourse, raise and express arguments as well as to exchange own opinions and ideas.	
<b>Class syllabus:</b> Educational system in Russia and in Slovakia Healthy lifestyle Russian national cuisine Housing Transportation Grammatical tables	
<b>Recommended literature:</b> Blum Tamara, Gorelova Elena: Puť k uspechu 1. (The road to success). Course book. Russian for everyday life and business communication. Vienna 2014, 192 p. Blum Tamara, Gorelova Elena: Puť k uspechu 1. (The road to success). Workbook. Russian for everyday life and business communication. Vienna 2014, 116 p. Charfaoui, E. Professional lexical minimum of managerial and economical praxis. Vyd. Univerzita Komenského, Fakulta managementu, 2014, 116 s. Actual additional texts form magazines, newspapers and the Internet.	
<b>Languages necessary to complete the course:</b> English and Russian language	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 198						
A	ABS	B	C	D	E	FX
71,21	0,0	20,71	5,56	2,53	0,0	0,0
<b>Lecturers:</b> doc. Mgr. Emilia Charfaoui, CSc.						
<b>Last change:</b> 30.01.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/057B/10	<b>Course title:</b> Russian IV
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 100% - active participation in class Scale of assessment (preliminary/final): 80/20	
<b>Learning outcomes:</b> To mature and extend grammatical and lexical structures of the Russian language; and also to know Russian life and institutions and Russian culture (its tradition, habits, and cultural values).	
<b>Class syllabus:</b> Introduction into the work with a professional text Business correspondence Curriculum vitae, letter of application Job interview Employment contract Grammatical tables	
<b>Recommended literature:</b> Blum T., Gorelova E.: Put' k uspechu 2. (The Road to Success). Course book. Russian for everyday life and business communication. Vienna 2017, 192 s. Blum T., Gorelova E.: Put' k uspechu 2. (The Road to Success). Workbook. Russian for everyday life and business communication. Vienna 2017, 116 s. Charfaoui, E. Professional lexical minimum of managerial and economical praxis. Vyd. Univerzita Komenského, Fakulta managementu, 2014, 116 s. Actual additional texts form magazines, newspapers and the Internet.	
<b>Languages necessary to complete the course:</b> English and Russian language	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 68						
A	ABS	B	C	D	E	FX
89,71	0,0	7,35	1,47	0,0	0,0	1,47
<b>Lecturers:</b> doc. Mgr. Emilia Charfaoui, CSc.						
<b>Last change:</b> 30.01.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/302AM/17	<b>Course title:</b> Skills for Success – From University to Workplace
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> in-class presence and active participation (student can miss max 1x180 min) – 40 % Continuous evaluation: partial assignments handed-in for each of the 6 topics – 30 % Final evaluation: group presentation on selected topic from the course syllabus taking place in the last class and feedback giving to the teammates – 30 % Scale of assessment (preliminary/final): 70% / 30%	
<b>Learning outcomes:</b> The aim of the soft skills course needed for proper navigation on the job market of shared service centers is to acknowledge students with the portfolio of highly effective communication tools. Companies associated within the Business Service Center Forum and the under the auspices of the American Chamber of Commerce in Slovakia currently employ more than 29 000 full-time employees. They have identified soft communication skills as the most crucial, but also one of the least developed, skills fresh graduates possess when entering the job market. Upon successful completion of the course in English language, the students would be capable of more effective team work in international environment, managing their work time properly and efficiently and of communicating with higher portion of assertiveness. They will also increase their capabilities in providing and receiving constructive feedback, conflict resolution at a workplace and captivating their audience while presenting or applying design principles into daily communication routine.	
<b>Class syllabus:</b> Module 1 – Team Work – predominantly covered by the company Lenovo. The aim of this module is to raise awareness about the importance of team work at every work place. It would help the participants to understand behavioral forms supportive of team work, confidence and engagement building as well as team work for better and quicker results. Students will have an opportunity to role play those behavioral patterns hindering the quality of work and relations at a workplace. Furthermore, they would learn what kind of roles can they play in a team, how to use their strengths and how to eradicate their weaknesses in team work. The instructor would use the following education methods: role play, analysis, discussion and feedback. The module would last 180 minutes and would be delivered in English language. Module 2 – Time Management - predominantly covered by the company Siemens. This module aims to address the following topics:	

- Why do we want to manage our time better? What exactly do we want to change/get better at?
- How do we improve (and through what) quality of our life & are there any new activities?
- My mission, areas of responsibility, priority goals, activities. What do my coworkers expect from me?
- What are the priorities I decide by during managing my time? How do I spend my time and what is really important (to me)?
- Planning, tools and methods (my roles and activities). What are the rules I need to comply with during planning my activities? What do I need to avoid?
- How to set my goals & rules I need to comply with, eliminating mistakes, rescheduling activities?
- How to fight time eaters (subjective and objective ones), how to identify them? Tools to eliminate them (or minimize them).

Central to the module is the sub-topic of priorities management, where the lecturer would focus on taking control and balancing multiple tasks even when they are all priorities with the aim of minimizing the impact of most common time wasters. Handling all of the unexpected demands and unplanned situations that destroy the most careful scheduling is also part the education outcome. The module would last 180 minutes and would be delivered in English language.

Module 3 - Verbal and non-verbal communication – predominantly covered by the company PriceWaterhouseCoopers. This module would be divided into 2 blocks:

Block A (productive conversations) - People think that simple talking makes a good conversation. This block will deal with the issue why misunderstandings happen? Talking is simply not enough, for productive conversations much more is required than just ability to speak. The instructor would acknowledge the students with answers for the following questions: „How to make the other person sure we listen well? What and why to do it?“; „In which situations and how to raise a proper questions in order to get answers on what we’re asking?“ or „how to be authentic and convey a message of a competent and reliable employee?“. Techniques and scenarios of productive conversations are also part of education in Block A, and students will also get an opportunity to master the balance between Advocacy and Inquiry.

Block B (assertive communication) – Students would be presented assertive communication as highly effective tool used to express our feelings and point of view without being aggressive or stepping on other people’s toes. The lecturer would cover the following topics within Block B.

- How assertive you are? Knowing self is the best start (role play).
- Assertive rules and Transactional analysis based on Eric Berne.
- Aggressive - assertive - passive behaviors. And also passive aggressive. How to recognize them and how to respond?
- Effective strategies for dealing with others while taking into account the intended level of assertiveness and cooperation. When is it suitable to take a “defeat” strategy? Is “Compromise” the “Golden mean”?
- Good Assertive techniques.

The module would last 180 minutes and would be delivered in English language.

Module 4 – Conflict Resolution & Mindset - predominantly covered by the company IBM. The aim of this module is to introduce conflicts as moments that cannot be prevented, the most important thing is to learn how to handle or manage them. The students would learn strategies and techniques for addressing conflicts. Knowing when and how to use them can make participants more effective at handling challenging situations. By the end of this module, participants will be able to:

- Discuss what conflict is, how conflict can be both destructive and constructive, and how learning to overcome the barriers of addressing conflict can benefit their career.
- Recognize the five most common conflict resolution styles and improve their conflict



management skills by learning when to use or avoid using each style.

- Discuss how conflict resolution can improve their relationships, enhance their collaboration skills and increase their professional effectiveness.
- Discuss how mindset influences perception of conflict situations and helps them to manage the conflict in a constructive way.

The module would last 180 minutes and would be delivered in English language.

Module 5 – Presentation Skills – predominantly covered by the company DELL. To have the idea is simply not enough in the corporate environment. The aim of this module is to provide the students with knowledge that it is equally important to accompany the ideas with a story, structure and image so that their presentations are motivating, memorable and compelling. Participants will undergo the theory as well as three steps of creating the presentation – content creation, basic techniques and principles of design and performance of their presentation. Practical exercises with the assistance of the lecturer where participants are able to try different techniques and principles are involved during these three cycles. Following this module, participants will be able to create engaging presentations or apply design principles to everyday communication. The module would last 180 minutes and would be delivered in English language.

Module 6 – Feedback – covered by companies Siemens, IBM, PriceWaterhouseCoopers. We hear about feedback all the time, whereas everybody is aware of how important it is to give feedback and everybody is interested to know how his/her performance and achievements are appreciated. However the lecturer would outline the students there is a difference between ‘feedback’ and ‘effective feedback’ and this module is aimed at explaining how to give/receive effective feedback which leads to improved performance and behaviors. The students will acknowledge themselves within this module also with the following topics:

- What is feedback? What types do we have?
- The difference between criticism and feedback, their definition.
- When do we give feedback?
- What do we achieve (or want to achieve) by giving our feedback to someone?
- Rules for effective and supportive feedback – verbal and nonverbal expressions, exercises.

Portion of the feedback module would be dedicated to final group presentation, being a comprehensive part of the overall student evaluation. The presentation will be delivered in video format as well as live performance on stage in front of the audience, while the team members will be requested to provide horizontal feedback to their teammates. The module would last 180 minutes and would be delivered in English language.

Literature:

Module 1 - Team work

<http://smallbusiness.chron.com/target-behaviors-lead-good-teamwork-63669.html>

<http://academics.boisestate.edu/fsp/files/2013/04/ULO-4-Teamwork.pdf>

Price Pritchett: Teamwork – the team member handbook

Module 2 – Time management

Stephen R. Covey: The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change

Dan S. Kennedy: No B.S. Time Management for Entrepreneurs

Module 3 – Verbal and non-verbal communication

Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler; McGraw-Hill: Crucial Confrontations - Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior

Cheryl Hamilton: Communication for Results – A Guide for Business and the Professions

Module 4 – Conflict Resolution & Mindset

The Arbinger Institute: The Anatomy of Peace: Resolving the Heart of Conflict

Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler: Crucial Conversations Tools for Talking When Stakes Are High

<p>Roger Fisher, William L. Ury, Bruce Patton: Getting to Yes - Negotiating Agreement Without Giving</p> <p>Module 5 –Presentation Skills</p> <p>Garr Reynolds, Presentation Zen: Simple Ideas on Presentation Design and Delivery</p> <p>Jerry Weissman, Presenting to Win: The Art of Telling Your Story</p>																				
<p><b>Recommended literature:</b></p> <p>Module 1 - Team work</p> <p><a href="http://smallbusiness.chron.com/target-behaviors-lead-good-teamwork-63669.html">http://smallbusiness.chron.com/target-behaviors-lead-good-teamwork-63669.html</a></p> <p><a href="http://academics.boisestate.edu/fsp/files/2013/04/ULO-4-Teamwork.pdf">http://academics.boisestate.edu/fsp/files/2013/04/ULO-4-Teamwork.pdf</a></p> <p>Price Pritchett: Teamwork – the team member handbook</p> <p>Module 2 – Time management</p> <p>Stephen R. Covey: The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change</p> <p>Dan S. Kennedy: No B.S. Time Management for Entrepreneurs</p> <p>Module 3 – Verbal and non-verbal communication</p> <p>Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler; McGraw-Hill: Crucial Confrontations - Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior</p> <p>Cheryl Hamilton: Communication for Results – A Guide for Business and the Professions</p> <p>Module 4 – Conflict Resolution &amp; Mindset</p> <p>The Arbinger Institute: The Anatomy of Peace: Resolving the Heart of Conflict</p> <p>Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler: Crucial Conversations Tools for Talking When Stakes Are High</p> <p>Roger Fisher, William L. Ury, Bruce Patton: Getting to Yes - Negotiating Agreement Without Giving</p> <p>Module 5 –Presentation Skills</p> <p>Garr Reynolds, Presentation Zen: Simple Ideas on Presentation Design and Delivery</p> <p>Jerry Weissman, Presenting to Win: The Art of Telling Your Story</p> <p>Module 6 – Feedback</p> <p>Dianna Booher: Confrontational Communication: Delivering Negative Feedback, Bad News, and Other Straight Talk</p> <p>Douglas Stone, Sheila Heen: Thanks for the Feedback – The Science and Art of Receiving Feedback Well.</p> <p>Note: literature will be complimented by the internal corporate education materials used for in-house trainings at respective companies associated within the Business Service Center Forum.</p>																				
<p><b>Languages necessary to complete the course:</b></p> <p>English</p>																				
<p><b>Notes:</b></p> <p>The course is headed by soft skills experts of companies associated within the AmCham's Business Service Center Forum (BSCF).</p>																				
<p><b>Past grade distribution</b></p> <p>Total number of evaluated students: 20</p> <table border="1"> <thead> <tr> <th>A</th><th>ABS</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th></tr> </thead> <tbody> <tr> <td>40,0</td><td>0,0</td><td>45,0</td><td>0,0</td><td>5,0</td><td>0,0</td><td>10,0</td></tr> </tbody> </table>							A	ABS	B	C	D	E	FX	40,0	0,0	45,0	0,0	5,0	0,0	10,0
A	ABS	B	C	D	E	FX														
40,0	0,0	45,0	0,0	5,0	0,0	10,0														
<p><b>Lecturers:</b> prof. RNDr. Jozef Komorník, DrSc., Mgr. Lucia Kočíšová</p>																				
<p><b>Last change:</b> 13.02.2018</p>																				

<b>Approved by:</b>
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## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/303AM/17	<b>Course title:</b> Skills for Success – From University to Workplace
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> in-class presence and active participation (student can miss max 1x180 min) – 40 % Continuous evaluation: partial assignments handed-in for each of the 6 topics – 30 % Final evaluation: group presentation on selected topic from the course syllabus taking place in the last class and feedback giving to the teammates – 30 %	
<b>Learning outcomes:</b> The aim of the soft skills course needed for proper navigation on the job market of shared service centers is to acknowledge students with the portfolio of highly effective communication tools. Companies associated within the Business Service Center Forum and the under the auspices of the American Chamber of Commerce in Slovakia currently employ more than 29 000 full-time employees. They have identified soft communication skills as the most crucial, but also one of the least developed, skills fresh graduates possess when entering the job market. Upon successful completion of the course in English language, the students would be capable of more effective team work in international environment, managing their work time properly and efficiently and of communicating with higher portion of assertiveness. They will also increase their capabilities in providing and receiving constructive feedback, conflict resolution at a workplace and captivating their audience while presenting or applying design principles into daily communication routine.	
<b>Class syllabus:</b> Module 1 – Team Work – predominantly covered by the company Lenovo. The aim of this module is to raise awareness about the importance of team work at every work place. It would help the participants to understand behavioral forms supportive of team work, confidence and engagement building as well as team work for better and quicker results. Students will have an opportunity to role play those behavioral patterns hindering the quality of work and relations at a workplace. Furthermore, they would learn what kind of roles can they play in a team, how to use their strengths and how to eradicate their weaknesses in team work. The instructor would use the following education methods: role play, analysis, discussion and feedback. The module would last 180 minutes and would be delivered in English language. Module 2 – Time Management - predominantly covered by the company Siemens. This module aims to address the following topics: <ul style="list-style-type: none"> <li>• Why do we want to manage our time better? What exactly do we want to change/get</li> </ul>	

better at?

- How do we improve (and through what) quality of our life & are there any new activities?
- My mission, areas of responsibility, priority goals, activities. What do my coworkers expect from me?
- What are the priorities I decide by during managing my time? How do I spend my time and what is really important (to me)?
- Planning, tools and methods (my roles and activities). What are the rules I need to comply with during planning my activities? What do I need to avoid?
- How to set my goals & rules I need to comply with, eliminating mistakes, rescheduling activities?
- How to fight time eaters (subjective and objective ones), how to identify them? Tools to eliminate them (or minimize them).

Central to the module is the sub-topic of priorities management, where the lecturer would focus on taking control and balancing multiple tasks even when they are all priorities with the aim of minimizing the impact of most common time wasters. Handling all of the unexpected demands and unplanned situations that destroy the most careful scheduling is also part the education outcome. The module would last 180 minutes and would be delivered in English language.

Module 3 - Verbal and non-verbal communication – predominantly covered by the company PriceWaterhouseCoopers. This module would be divided into 2 blocks:

Block A (productive conversations) - People think that simple talking makes a good conversation. This block will deal with the issue why misunderstandings happen? Talking is simply not enough, for productive conversations much more is required than just ability to speak. The instructor would acknowledge the students with answers for the following questions: „How to make the other person sure we listen well? What and why to do it?“; „In which situations and how to raise a proper questions in order to get answers on what we’re asking?“ or „how to be authentic and convey a message of a competent and reliable employee?“. Techniques and scenarios of productive conversations are also part of education in Block A, and students will also get an opportunity to master the balance between Advocacy and Inquiry.

Block B (assertive communication) – Students would be presented assertive communication as highly effective tool used to express our feelings and point of view without being aggressive or stepping on other people’s toes. The lecturer would cover the following topics within Block B.

- How assertive you are? Knowing self is the best start (role play).
- Assertive rules and Transactional analysis based on Eric Berne.
- Aggressive - assertive - passive behaviors. And also passive aggressive. How to recognize them and how to respond?
- Effective strategies for dealing with others while taking into account the intended level of assertiveness and cooperation. When is it suitable to take a “defeat” strategy? Is “Compromise” the “Golden mean”?
- Good Assertive techniques.

The module would last 180 minutes and would be delivered in English language.

Module 4 – Conflict Resolution & Mindset - predominantly covered by the company IBM. The aim of this module is to introduce conflicts as moments that cannot be prevented, the most important thing is to learn how to handle or manage them. The students would learn strategies and techniques for addressing conflicts. Knowing when and how to use them can make participants more effective at handling challenging situations. By the end of this module, participants will be able to:

- Discuss what conflict is, how conflict can be both destructive and constructive, and how learning to overcome the barriers of addressing conflict can benefit their career.
- Recognize the five most common conflict resolution styles and improve their conflict management skills by learning when to use or avoid using each style.

- Discuss how conflict resolution can improve their relationships, enhance their collaboration skills and increase their professional effectiveness.
- Discuss how mindset influences perception of conflict situations and helps them to manage the conflict in a constructive way.

The module would last 180 minutes and would be delivered in English language.

Module 5 – Presentation Skills – predominantly covered by the company DELL. To have the idea is simply not enough in the corporate environment. The aim of this module is to provide the students with knowledge that it is equally important to accompany the ideas with a story, structure and image so that their presentations are motivating, memorable and compelling. Participants will undergo the theory as well as three steps of creating the presentation – content creation, basic techniques and principles of design and performance of their presentation. Practical exercises with the assistance of the lecturer where participants are able to try different techniques and principles are involved during these three cycles. Following this module, participants will be able to create engaging presentations or apply design principles to everyday communication. The module would last 180 minutes and would be delivered in English language.

Module 6 – Feedback – covered by companies Siemens, IBM, PriceWaterhouseCoopers. We hear about feedback all the time, whereas everybody is aware of how important it is to give feedback and everybody is interested to know how his/her performance and achievements are appreciated. However the lecturer would outline the students there is a difference between ‘feedback’ and ‘effective feedback’ and this module is aimed at explaining how to give/receive effective feedback which leads to improved performance and behaviors. The students will acknowledge themselves within this module also with the following topics:

- What is feedback? What types do we have?
- The difference between criticism and feedback, their definition.
- When do we give feedback?
- What do we achieve (or want to achieve) by giving our feedback to someone?
- Rules for effective and supportive feedback – verbal and nonverbal expressions, exercises.

Portion of the feedback module would be dedicated to final group presentation, being a comprehensive part of the overall student evaluation. The presentation will be delivered in video format as well as live performance on stage in front of the audience, while the team members will be requested to provide horizontal feedback to their teammates. The module would last 180 minutes and would be delivered in English language.

### **Recommended literature:**

Module 1 - Team work

<http://smallbusiness.chron.com/target-behaviors-lead-good-teamwork-63669.html>

<http://academics.boisestate.edu/fsp/files/2013/04/ULO-4-Teamwork.pdf>

Price Pritchett: Teamwork – the team member handbook

Module 2 – Time management

Stephen R. Covey: The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change

Dan S. Kennedy: No B.S. Time Management for Entrepreneurs

Module 3 – Verbal and non-verbal communication

Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler; McGraw-Hill: Crucial Confrontations - Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior  
Cheryl Hamilton: Communication for Results – A Guide for Business and the Professions

Module 4 – Conflict Resolution & Mindset

The Arbinger Institute: The Anatomy of Peace: Resolving the Heart of Conflict

Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler: Crucial Conversations Tools for Talking When Stakes Are High

<p>Roger Fisher, William L. Ury, Bruce Patton: Getting to Yes - Negotiating Agreement Without Giving</p> <p>Module 5 –Presentation Skills</p> <p>Garr Reynolds, Presentation Zen: Simple Ideas on Presentation Design and Delivery</p> <p>Jerry Weissman, Presenting to Win: The Art of Telling Your Story</p> <p>Module 6 – Feedback</p> <p>Dianna Booher: Confrontational Communication: Delivering Negative Feedback, Bad News, and Other Straight Talk</p> <p>Douglas Stone, Sheila Heen: Thanks for the Feedback – The Science and Art of Receiving Feedback Well.</p> <p>Note: literature will be complimented by the internal corporate education materials used for in-house trainings at respective companies associated within the Business Service Center Forum.</p>																				
<p><b>Languages necessary to complete the course:</b></p> <p>English</p>																				
<p><b>Notes:</b></p> <p>The course is led by soft skills experts of companies associated within the AmCham´s Business Service Center Forum (BSCF).</p>																				
<p><b>Past grade distribution</b></p> <p>Total number of evaluated students: 26</p> <table> <tr> <th>A</th><th>ABS</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th></tr> <tr> <td>50,0</td><td>0,0</td><td>26,92</td><td>7,69</td><td>7,69</td><td>7,69</td><td>0,0</td></tr> </table>							A	ABS	B	C	D	E	FX	50,0	0,0	26,92	7,69	7,69	7,69	0,0
A	ABS	B	C	D	E	FX														
50,0	0,0	26,92	7,69	7,69	7,69	0,0														
<p><b>Lecturers:</b> prof. RNDr. Jozef Komorník, DrSc., Mgr. Lucia Kočíšová</p>																				
<p><b>Last change:</b> 13.02.2018</p>																				
<p><b>Approved by:</b></p>																				

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/007AM/16	<b>Course title:</b> Solving Business Problems with Wolfram Mathematica I
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> The students should have necessary knowledge from Mathematics, Statistics, Statistical methods, Finance, Information Systems and Programming in Wolfram Mathematica on the level of fully completed Bachelor Program in Management at FMCU.	
<b>Course requirements:</b> Participation in seminars and elaboration of the final project. The output of the project should be presented on a student conference and if possible published in the departmental Journal Digital Science Magazine Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> Learning Outcomes: At the end of the semester students will have a broader overview on the possibilities of applying mathematical and statistical methods in financial management, analysis of stock markets or in economic modelling using software Wolfram Mathematica	
<b>Class syllabus:</b> Class Syllabus: Solving Real Business Problems in computer lab: At the course in applied business modeling and analytical methods, which will be held at the Department of Information Systems FM CU, master students receive the task to solve real business problems provided by the companies. We will use the latest version of Wolfram Mathematica software for processing structured data, we will use machine learning principles and advanced mathematical and statistical methods to analyze multidimensional data. Since the real world problems are usually intensively time consuming, the course Solving Business Problems with Wolfram Mathematica I can be continued in the second semester in Solving Business Problems with Wolfram Mathematica II.	
<b>Recommended literature:</b> Recommended Literature: [1] KIRCHGÄSSNER, G. – WOLTERS, J.: Introduction to Modern Time Series Analysis. Berlin – Heidelberg : Springer-Verlag,2007. ISBN 978-35-407-3290-7 [2] SHAW, W. T.: Modeling Financial Derivatives with Mathematica. Cambridge University Press, 1998. ISBN 05-215-9233-X	



- [3] VARIAN, H.: Computational Economics and Finance Modeling and Analysis with Mathematica. Springer, 1996. ISBN 978-03-879-4518-7
- [4] WOLFRAM, S. A New Kind of Science. Wolfram Media, 2002. ISBN 978-15-795-5008-0
- [5] BOHDALOVÁ M., GREGUŠ M.: Market risk analysis of the portfolio using Wolfram Mathematica. Wolfram Technology Conference, Frankfurt 2015, URL: <http://software.additive-net.de/de/produkte/wolfram/technologien/wolfram-technology-conference?showall=&start=2>
- [6] WOLFRAM, S. 2015. An Elementary Introduction to the Wolfram Language. <http://www.wolfram.com/language/elementary-introduction/preface.html>

**Languages necessary to complete the course:**

The knowledge of English language is welcome.

**Notes:**

**Past grade distribution**

Total number of evaluated students: 1

A	ABS	B	C	D	E	FX
100,0	0,0	0,0	0,0	0,0	0,0	0,0

**Lecturers:** prof. RNDr. Michal Greguš, PhD., doc. RNDr. Mária Bohdalová, PhD.

**Last change:** 14.10.2017

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/008AM/16		<b>Course title:</b> Solving Business Problems with Wolfram Mathematica II				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 3						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 0						
A	ABS	B	C	D	E	FX
0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> prof. RNDr. Michal Greguš, PhD., doc. RNDr. Mária Bohdalová, PhD.						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/115AB/16	<b>Course title:</b> Statistical Methods
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Statistics	
<b>Course requirements:</b> Scale of assessment (preliminary/final): 30/70	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b> Introduction to the subject: The view of the methods of examining dependencies between statistical variables. 2. Analysis of dependence between qualitative variables - association (chi-quadrade test). 3. Analysis of variance - ANOVA. Parametric and nonparametric ANOVA methods. 4. Correlation analysis. Covariance and correlation matrix. 5. Regression analysis: Linear and nonlinear models. Simple linear model. Least squares method (LSM). 6. Multiple linear model. Methods of selecting variables for a model. Multicollinearity. 7. Introduction to stochastic processes: types of stochastic processes, stationary process, autocorrelation function. 8. Application of time series in management. Indices. 9. Decomposition of time series into components (multiplier, additive): trend, cycle, seasonality and random component. Subjective trend in the time series. 10. Estimation of trend using mathematical curves (line, parabola, Gomperz curve, exponential trend, logistic trend). 11. Moving averages method in determining the trend. Exponencional smoothing. 12. Seasonal component in time series. Winterson method (additive, multiplier). 13. Random tests. Forecasting by time series analysis.	
<b>Recommended literature:</b> 1. Pacáková a kol.: Štatistické metódy pre ekonómov. Iura Edition 2009, resp. Wolters Kluwer (kniha tlačaná+ zberka príkladov B, info na <a href="https://www.wolterskluwer.sk/sk/statisticke-metodypre-ekonomov.p570.html">https://www.wolterskluwer.sk/sk/statisticke-metodypre-ekonomov.p570.html</a> )	

2. Erik Šoltés a kol.: Štatistické metódy pre ekonómov - zbierka príkladov. Wolters Kluwer 2015. ISBN 978-80-8168-234-6 (aj elektronicky, info na <https://www.wolterskluwer.sk/sk/statistickemetody-pre-ekonomov-zbierka-prikladov.p2120.html>)

Strana: 2

3. Pacáková a kol.: Štatistická indukcia pre ekonómov a manažérov. Wolters Kluwer 2015. (obsahuje riešené príklady v SASe, aj elektronicky, info na <https://www.wolterskluwer.sk/sk/statisticka-indukcia-pre-ekonomov-a-manazerov.p2006.html>)

Literature - older:

Chajdiak J., Rublíková E., Gudába M: Štatistické metódy v praxi. STATIS Bratislava 1997.

Chajdiak J., Komorník J., Komorníková M.: Štatistické metódy. STATIS Bratislava 1999

Eva Rubíková: Analýza časových radov. IURA EDITION, Bratislava 2007,

ISBN-978-80-8078-139-2

McClave J. T., Benson P. G., Sincich T.: Statistics for Business and Economics, Prentice-Hall, INC., 2001 <http://www.prenhall.com/mcclave/>

Wonnacot T. H., Wonnacot R. J.: Introductory Statistics. John Wiley and Sons; Third Edition edition (1977)

Hanke J. H., Reitsch A. G.: Understanding Business Statistics, Richard D. Irwin, INC., 1991

E-book: <http://www.statsoft.com/textbook/stathome.html>

SAS on-line documentation: <http://support.sas.com/onlinedoc/913/docMainpage.jsp>

#### **Languages necessary to complete the course:**

English

#### **Notes:**

#### **Past grade distribution**

Total number of evaluated students: 13

A	ABS	B	C	D	E	FX
15,38	0,0	7,69	69,23	7,69	0,0	0,0

**Lecturers:** prof. RNDr. Jozef Komorník, DrSc.

**Last change:** 22.02.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/116AB/16	<b>Course title:</b> Statistics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Scale of assessment (preliminary/final): 30/70	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction into the course. Introduction into probability theory.</li> <li>2. Conditional probability, independence, and Bayes theorem.</li> <li>3. Random variable – definition, types (discrete and continuous), transformation, probability division.</li> <li>4. Distribution function and its basic characteristics. Density functions for continuous random variable.</li> <li>5. Types of theoretical probability distributions.</li> <li>6. Probability distributions derived from normal probability distribution.</li> <li>7. Limits: Convergence of random variables, law of large numbers, central limits.</li> <li>8. Random vector. Dependence and independence of random variables.</li> <li>9. Introduction into mathematical statistics. Descriptive statistics, primary graphic representation of statistical data. Classification of statistical data. Frequency table.</li> <li>10. Random choice and its basic characteristics. Selective characteristics. Unbiased and consistent estimates. Basic characteristics of realization of random choice.</li> <li>11. Interval estimates for random choice from normal distribution.</li> <li>12. Introduction into statistical hypothesis testing. Errors of first and second category during statistical hypothesis testing.</li> <li>13. Statistical hypothesis testing: parametric tests (for parameters of normal distribution).</li> </ol>	
<b>Recommended literature:</b> <ol style="list-style-type: none"> <li>1. Chajdiak J., Rublíková E., Gudába M: Štatistické metódy v praxi. STATIS Bratislava 1997.</li> <li>Chajdiak J., Komorník J., Komorníková M.: Štatistické metódy. STATIS Bratislava 1999</li> <li>2. McClave J. T., Benson P. G., Sincich T.: Statistics for Business and Economics, Prentice-Hall, INC., 2001 <a href="http://www.prenhall.com/mcclave/">http://www.prenhall.com/mcclave/</a></li> </ol> Strana: 2 <ol style="list-style-type: none"> <li>3. Viera Pacáková a kolektív: Štatistika pre ekonómov. IURA EDITION, Bratislava 2003.</li> <li>4. Viera Pacáková a kolektív: Štatistika pre ekonómov. Zbierka príkladov B. IURA EDITION,</li> </ol>	

Bratislava 2005.						
5. Electronic textbook of statistics (in Czech): <a href="http://badame.vse.cz/iastat/">http://badame.vse.cz/iastat/</a>						
6. Electronic textbook of statistics (in English): <a href="http://www.statsoft.com/textbook/stathome.html">http://www.statsoft.com/textbook/stathome.html</a>						
<b>Languages necessary to complete the course:</b>						
English						
<b>Notes:</b>						
<b>Past grade distribution</b>						
Total number of evaluated students: 49						
A	ABS	B	C	D	E	FX
40,82	0,0	20,41	24,49	10,2	4,08	0,0
<b>Lecturers:</b> doc. Ing. Iveta Stankovičová, PhD., prof. RNDr. Jozef Komorník, DrSc.						
<b>Last change:</b> 22.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/032AM/16	<b>Course title:</b> Strategic Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Written paper + oral presentation and discussion (40%/60%). The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81 90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
<b>Learning outcomes:</b> - Advanced understanding of strategy and strategic management - Application of various methods, tools and models in strategic management - Development of analytical and strategic thinking skills and practical application of knowledge on selected company/companies	
<b>Class syllabus:</b> 1. Strategic thinking of managers 2. Development of strategy theory, basic approaches and directions of theory development 3. Exploring factors of macro-environment as a basis for strategy development 4. Exploring subjects of microenvironment and their action 5. Examination of the internal environment and position in the external environment 6. Analytical and synthetic techniques and the creation of competitive strategy 7. General strategy and portfolio analyses 8. Strategy implementation 9. Strategic control 10. Specifics of strategic management of organizations of different types and orientations	
<b>Recommended literature:</b> [1] HITT, M. A, IRELAND, R. D., HOSKISSON, R. E. Strategic Management: Competitiveness and Globalization. Thompson, South-Western, 2005 (and later editions). [2] THOMSON, J. L. Strategic Management. 4th edition. London 2001 (and later editions). [3] PAPULA, J., PAPULOVÁ, Z. Approaches to Strategy: Experiences of Slovak enterprises. In: Proceedings of Annual Paris Business and Social Science Research. Melbourne: World Business Institute, 2013 [online]. [4] PAPULOVÁ, Z. The Significance of Vision and Mission Development for Enterprises in Slovak Republic. In: Journal of Economics, Business and Management, 2014, Vol.2(1), pp. 12-16. [online].	

Obligatory literature is accessible in faculty library. Additional materials will be given to students during classes or post in faculty eLearning.						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b> Forms of teaching transfer also the results of own original research into the teaching process.						
<b>Past grade distribution</b> Total number of evaluated students: 78						
A	ABS	B	C	D	E	FX
58,97	0,0	20,51	10,26	6,41	2,56	1,28
<b>Lecturers:</b> doc. Mgr. Zuzana Papulová, PhD.						
<b>Last change:</b> 01.02.2018						
<b>Approved by:</b>						



## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KSP/063AM/16		<b>Course title:</b> Strategies and Financing of New Ventures				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 3						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 1						
A	ABS	B	C	D	E	FX
100,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> prof. Ing. Anna Pilková, PhD., MBA, Mgr. Marian Holienka, PhD.						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/161M/17	<b>Course title:</b> Sustainable Energy Economics
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b> The course comprises three thematic blocks of the economic aspects of sustainable energy and resource management. In its introduction the course will teach different energy production means, their geo-political impacts and new market trends. In the second block students explore innovative technological approaches and clean energy concepts. The concluding block discusses new business models that disrupt the energy industry and its long established players. Each block of topics is summarised by a fun and engaging project to prepare and present in class under the guidance of lecturer, who carried out such projects and participated in such situations in real life. This economy course aims to educate future consultants, dedicated utility managers, environmental experts, serial entrepreneurs, or students who just want to broaden their horizons for their future jobs.	
<b>Class syllabus:</b> Block 1 - Getting started: Energy value chain: power generation, power transmission, energy distribution, wholesale, retail Energy mix in Europe and in the world: sources of energy, energy supply, trends in construction of new power-plants, cross-border trade implications and relationships Nuclear energy and its importance in the energy mix: the principle of nuclear power, economic model of the base electricity, the impact on energy prices Gas Energy and its geopolitical implications: gas extraction method of fracking, gas transmission forms, the use of gas in Europe and the world, industries dependent on gas, the growing trend of electricity production from gas and significance of peak electricity. Summary of the block, team roleplay - private banking pitch of an energy project Block 2 - Getting clean: Clean electricity based on gas, business models and project financing: urban combined heat and power (steam engines, back pressure, gas turbines), household fuel cells and their possibility of finance	

Renewable decentralized energy sources and their business models: solar energy, wind energy, small hydro power, biogas, other.

Energy storage, its methods and economic importance. Battery storage, development of battery prices and growing range of applications.

Electric mobility and a new lifestyle in the mobility of urban population, new economic models and trends in personal mobility and connectivity to electromobility. New trends in freight and transport - evolving business models in logistics and its impact on energy. Business models of the future, such as the "Physical Internet."

Summary of the block, group pitch - sell your clean energy solution to a municipal utility

Block 3 - Getting smart:

Electricity markets and the importance of flexibility: wholesale, Day ahead market, Intra-day market, Demand Response, markets, Support services, quasi-markets and distribution companies flexibility aggregation.

Price formation on various energy markets. Trading / investing on the markets with electricity, oil and gas. Commonalities and differences between these commodities. Spot prices and futures contracts for energy commodities.

The role and importance of information technology and social media in innovating energy companies. Artificial intelligence, optimization, virtual reality, mobile, intelligent asset management, utilization of sensor technology, infrastructure planning and investment modeling.

Smart Grid: investment in smart meters and their return, investment in technology sensors and real time data transmission.

Energy companies 2.0 and the reason for their occurrence: the death spiral of the original energy model trends of decentralization and independence

Disruptive business models within the new energy landscape.

Case studies: Solar city, Opower, Vandebron, Edison Electric, Energypool.

Summary of the block, group proposal and pitch - tender on RfP specification

### **Recommended literature:**

1. KIRSCHEN Daniel, STRBAC Goran: Fundamentals of Power System Economics. DS Kirschen, 2004.
2. STRBAC Goran: Demand Side Management Benefits and Challenges. Elsevier, 2008.
3. Sloomweg, J.G.; van der Meijden, M.A.M.M.; Knigge, J.D.; Veldman, E. Demystifying smart grids - Different concepts and the connection with smart metering, Proceedings 21st International Conference and Exhibition on Electricity Distribution (CIRED 2011), 6-9 June 2011, Frankfurt, Germany
4. E. Veldman, M. Gibescu, A. Postma, J.G. Sloomweg, Kling, W.L., 2009, "Unlocking the hidden potential of electricity distribution grids", Proc. 20th International Conference on Electricity Distribution (CIRED 2009), Prague, June 8-11, paper no. 467.
5. PELGRUM E, van der Meijden, M.A.M.M. A market-based investigation of large-scale renewable energy integration in northwestern Europe. IEEE, 2012
6. Gibbs, J., Pesaran, A. A., Sklad, P. S. & Marlino, L. D. in Fundamentals of Materials for Energy and Environmental Sustainability (eds Ginley, D. S. & Cahen D.) Ch. 31, 426–444 (Cambridge Univ. Press, 2012).
7. Schafer, A., Heywood, J. B. & Weiss, M. A. Future fuel cell and internal combustion engine automobile technologies: a 25-year life cycle and fleet impact assessment. Energy 31, 2064–2087 (2006).
8. M Dijk, RJ Orsato, R Kemp. The emergence of an electric mobility trajectory, 2013 – Elsevier
9. Perez-Arriaga, Ignacio J., Hugh Rudnick, and Michel Rivier. "Electric Energy Systems—An Overview." Chapter 1 in Electric Energy Systems: Analysis and Operation. Gomez-Exposito, Antonio, Antonio J. Conejo, and Claudio Canizares, eds. Boca Raton, FL: CRC Press, 2009.

10. Perez-Arriaga, Ignacio J., et al. "Traditional Regulation of the Electricity Industry." Regulation of Energy Utilities Training Course. Florence, Italy: Florence School of Regulation, 1985.
11. Joskow, Paul. "The Difficult Transition to Competitive Electricity Markets in the U.S." Prepared for the Conference "Electricity Deregulation: Where From Here?" Texas A&M University, April 4, 2003.
12. Scheepers, Martin, et. al. "Regulatory Improvements for Effective Integration of Distributed Generation into Electricity Distribution Networks." Summary of the DG-GRID Project Results. Petten, Netherlands: Energy Research Center of the Netherlands, 2007.
13. Energy, Transport, and Water Department. "Building Regional Power Pools: A Toolkit." Washington DC: The World Bank Group, 2005
14. Ellerman, Denny A. "Lessons for the United States from the European Union's CO2 Emissions Trading Scheme." Chapter 1 in Cap-and-Trade: Contributions to the Design of a U.S. Greenhouse Gas Program. A. Denny Ellerman, Mort Webster, et al. Cambridge, MA: MIT Center for Energy and Environmental Policy Research, 2008
15. EPRI Energy Technology Assessment Center. "The Power to Reduce CO2 Emissions." Discussion paper prepared for Electric Power Research Institute (EPRI) Summer Seminar, Palo Alto, CA, August 2007.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 9

A	ABS	B	C	D	E	FX
33,33	0,0	66,67	0,0	0,0	0,0	0,0

**Lecturers:** Mgr. Ján Smoleň, PhD., Mgr. Martin Rapoš

**Last change:** 23.02.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/014AM/16	<b>Course title:</b> Taxation
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Principles of Financial Accounting 1, 2	
<b>Course requirements:</b> Presentation of direct and indirect taxes in a selected country -10% Problem solving - case studies -40% Final test - 50% Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> When students complete the course they will be capable to: <ol style="list-style-type: none"> <li>1. Use appropriate terminology to communicate tax accounting concepts.</li> <li>2. Explain the theory and objectives of tax law, and distinguish between different tax strategies, elections, and related decisions.</li> <li>3. Calculate taxable income as it relates to corporate, partnership, and individual tax returns.</li> <li>4. Explain tax law as it relates to various taxable entities (individuals, corporations, partnerships)</li> <li>5. Identify tax research resources to solve tax problems.</li> <li>6. Gain a better understanding of the Internal Revenue Code and the IRS administrative process as related to tax law.</li> </ol> <p>This course begins with a discussion of the general aspects of the OECD tax classification, Model Double Taxation Convention (policy, background and development), The treaty attribution rules are analysed with regard to business and professional income (Art. 7), transportation income (Art. 8), real property income (Art. 6), dividends (Art. 10), interest (Art. 11), royalties (Art. 12) and capital gains (Art. 13). This course in the second part covers the income tax issues involved in the organization and operation of business entities in the EU. Both corporations and partnerships are studied, and attention is given to the choice of entity and income tax classification. The course provides the background necessary for understanding and participating in many types of business transactions involving both publicly and closely held organizations.</p>	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Tax and OECD tax classification.</li> <li>2. Direct taxes</li> <li>3. Indirect taxes</li> </ol>	

4. Corporate Income Taxation and Corporate Tax systems 5. Taxable and tax deductibles elements of the income statement, Taxable Income, taxable base, adjustments of the taxable base 6. Deferred Tax asset and Deferred Tax Liability 7. Income tax return preparation 8. Legislation and taxes, in the EU and in the member states 9. CCCTB – Common Consolidate Corporate Tax Base – harmonization of the taxes 10. Ethics In Tax Practice 11. Fraud in Tax practice, 12. Tax evasion, tax avoidance, Carrousel schemes						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b> English						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 46						
A	ABS	B	C	D	E	FX
76,09	0,0	23,91	0,0	0,0	0,0	0,0
<b>Lecturers:</b> doc. Ing. Jana Kajanová, PhD., doc. RNDr. Darina Saxunová, PhD., Mgr. Lenka Chorvatovičová						
<b>Last change:</b> 21.02.2018						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KSP/002AM/16		<b>Course title:</b> Value Based Management				
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 6						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 14						
A	ABS	B	C	D	E	FX
28,57	0,0	21,43	35,71	14,29	0,0	0,0
<b>Lecturers:</b> prof. Ing. Anna Pilková, PhD., MBA						
<b>Last change:</b>						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/046AM/17	<b>Course title:</b> Value Based Management and Entrepreneurial Risks at SME's
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Project (80%), exam (20%). The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
<b>Learning outcomes:</b> The main goal is to provide theoretical knowledge, the latest trends and practical experiences from the value based management in SME's so that students would be able to practice strategic management of the intrinsic value of the company, to identify its key drivers and key areas of focus for the potential company value creation improvement in the future. In addition to that they will learn about key entrepreneurial risks which are important to be considered in value based management approach. Course both extend knowledge from the Strategic Management and combine them with knowledge from the Finance in line with the current best practices. Main focus is on explanation of concrete methodology/model of intrinsic value calculation and identification of the key value drivers both from historical and strategic perspectives. During course the Valuation xls. based toolkit is used for practical demonstration of valuation methodology implementation and for own project development. In addition to that special focus is also put on „soft facts“ of value creation – company values and principles and their impact on value creation/destroying as we are witnessing at current crisis period.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction               <ul style="list-style-type: none"> <li>- Key terms/concept of the value-based management</li> </ul> </li> <li>2. Value-based management and strategic management in SME               <ul style="list-style-type: none"> <li>- Historical development of the value-based management inside of the strategic management</li> <li>- New trends in the value-based management – following the results of BCG and McKinsey research</li> <li>- VBM specifics in SME's</li> </ul> </li> <li>3. Key building blocks of the value-based management (top level)               <ul style="list-style-type: none"> <li>- Set up strategic goals/targets for sustainable value growth</li> <li>- Analysis: financial analysis, strategic analysis, qualitative analysis</li> <li>- Impact of intellectual capital on value creation</li> <li>- WACC (Weighted Average Cost of Capital)</li> </ul> </li> </ol>	



- Strategic scenarios development and company options creation
- Measurement of strategic options impacts on intrinsic value of company through corporate valuation model - formulation of inputs and analysis of results for each analysed option.
- Final decision on strategy/strategic option that is relevant from VBM perspectives and stated strategic goals/targets
- 4. Intellectual capital and its impact on value creation
- 5. Risk and its impact on company value
  - Risk categorization in financial and non-financial institutions
  - Strategic risk and value-based management
- 6. Strategic corporate value management under downturn
  - Short-term „survival“ strategy (time buying)
  - Restructuring
  - Sustainable competitive advantage as a longer-term strategy (behavioristic, social, reproductive, evolution)
  - Flexibility, adaptability to the new conditions
- 7. Sustainability as a new phenomenon in value-based management

#### **Recommended literature:**

##### **Mandatory:**

- [1] PILKOVÁ, A. Value Based Management in SME's – Lecturing Notes. FM UK, 2017.
- [2] SMITH, J. K., SMITH, R. R. L., BLISS, R. T. Entrepreneurial Finance. Strategy Valuation & Deal Structure. Stanford Economics and Finance, 2011.
- [3] COPELAND, T., KOLLER, T., MURRIN, T. Valuation: Measuring & Managing the Value of companies. John Wiley & Sons, 2005.
- [4] KROL, F. Value based management in SME's. Arbeitspapier 1-9; 2007
- [5] HENSCHHEL, T. Risk management practices of SME's. Erich Schmidt Verlag, 2007.
- [6] AMEELS, A., BRUGGEMAN, W., SCHEIPERS, G. Value-Based Management control processes to create value through integration a literature review. Vlerick Leuven Gent Management School, 2002.

##### **Recommended:**

- [1] BRIGHAM, E. F., DAVES, P. R. Intermediate Financial Management. 10th edition. South-Western Cengage-Learning, 2010.
- [2] Articles and research papers distributed during the course.

#### **Languages necessary to complete the course:**

English

#### **Notes:**

#### **Past grade distribution**

Total number of evaluated students: 7

A	ABS	B	C	D	E	FX
42,86	0,0	28,57	28,57	0,0	0,0	0,0

**Lecturers:** prof. Ing. Anna Pilková, PhD., MBA, Mgr. Juraj Mikuš

**Last change:** 01.02.2018

**Approved by:**

## COURSE DESCRIPTION

<b>University:</b> Comenius University in Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/150AB/17		<b>Course title:</b> Writing Scientific Papers				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 3						
<b>Recommended semester:</b>						
<b>Educational level:</b> I., II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 0						
A	ABS	B	C	D	E	FX
0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> doc. Ing. Natalia Kryvinska, PhD.						
<b>Last change:</b>						
<b>Approved by:</b>						