

## Course descriptions

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## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/281AM/21	<b>Course title:</b> Business Analytics and 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> 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Information Systems and Application Software, Statistics, Mathematics, Financial Management	
<b>Course requirements:</b> COURSE ACTIVITIES Homework Most weeks you will have an assignment that is designed to assess your mastery of the topics and techniques covered the previous week and provide feedback to improve your understanding of the material. Homework assignments will be assessed. You may work with your colleagues to figure out the underlying concepts and problem-solving processes, but are expected to work individually to answer the specific problems that are assigned. Completed assignments can be submitted via e-mail. Timely submission of the completed assignments is essential. The due date of each assignment will be stated clearly in the assignment description. Group Project In groups of 2-3 you should prepare either a data-related project or a research paper. Additional detail about the group project will be provided via e-mail or at SharePoint of the FMCU. These projects should provide an opportunity for you to test your understanding of the techniques, processes, and problems associated with mobilizing raw data for use in individual and organization decision making. Scale of assessment (preliminary/final): Grading 40% Homework 40 pts 60% Group Project: Proposal 10 pts. Midterm report 10 pts. Final Poster/Presentation/Paper 30 pts. Answers to questions in discussion 10 pts.	
<b>Learning outcomes:</b> After completing this course you will be able to: - Select and evaluate various types of data to for use in decision making; - Use prescriptive and descriptive analyses to reach defensible, data-driven conclusions; - Select and apply appropriate statistical methods to address decision problems; - Use MS Excel or Wolfram Mathematica for data manipulation and analysis - Critically evaluate data analyses and develop strategies for making better decisions.	
<b>Class syllabus:</b> Introduction Some Basic Concepts: Measurement, Design, Validity Data Visualization Data Manipulation Probability and Significance (Sample, Population, CLT, Sampling Error) Hypothesis	

Testing (Power, Effect Size) Chi-squared, t-tests Analysis of Variance (ANOVA, Contrasts, Trends, Interactions) Correlations Multiple Regression (Sets of IVs, Nominal Scales, Interactions)

**Recommended literature:**

Readings and Online Resources: There are many good texts and online sources for information on decision-making, statistical techniques and data tools. Because each student's needs and interests will differ, none of these are explicitly required, but here are some you may find helpful.

Judgment and Decision Making: - The Psychology of Judgment and Decision Making (Scott Plous) McGraw-Hill - ISBN: 0070504776 - Thinking, Fast and Slow (Daniel Kahneman) Farrar, Straus and Giroux - ISBN: 0374275637 (Hardcover); 0374533555 (Paperback); 0385676514 (Kindle); 0739357980 (Audio). Statistics and Statistical Reasoning - HyperStat Online Statistics Textbook - <http://davidmlane.com/hyperstat/> - Williams, F. & Monge, P. (2001), Reasoning with Statistics: How to Read Quantitative Research (5th Edition), Harcourt College Publishers: Fort Worth, TX, ISBN 0-15-50681-6 - Rice Virtual Lab in Statistics - <http://onlinestatbook.com/rvls.html> - Online Statistics Education: An Interactive Multimedia Course of Study - <http://onlinestatbook.com/2/index.html> - Statistics to Use - <http://www.physics.csbsju.edu/stats/> - Statistica's StatSoft Electronic Statistics Textbook - The entire textbook can be downloaded for free. The parent website (<http://www.statsoftinc.com/>) has a link to StatSoft's public service textbook is available online. - Web interface for statistical education at Claremont Graduate School (<http://wise.cgu.edu/tutor.asp>) Excel Tutorials - Parsons, J.J. Oja, D. Ageloff, R. & Carey, P. New Perspectives on Microsoft Excel 2010: Comprehensive SPSS Tutorials - SPSS On-Line Training Workshop - <http://calcnnet.mth.cmich.edu/org/spss/toc.htm> - Resources to help you learn and use SPSS - <http://www.ats.ucla.edu/stat/spss/> - Shannon, D.M. & Davenport, M.A. (2001) Using SPSS to Solve Statistical Problems: A Self Instruction Guide. Upper Saddle River NJ: Prentice Hall - SPSS Tools and Tips - <http://www.spsstools.net/> - IBM SPSS Guides - <http://www.norusis.com/index.php> Wolfram Mathematica Tutorials <http://library.wolfram.com/infocenter/Books/8501/> VARIAN, H.: Computational Economics and Finance Modeling and Analysis with Mathematica. Springer, 1996. ISBN 978-03-879-4518-7 WOLFRAM, S. 2015. An Elementary Introduction to the Wolfram Language. <http://www.wolfram.com/language/elementary-introduction/preface.html> <http://www.wolfram.com/learningcenter/tutorialcollection/> - Wolfram Mathematica Tutorial Collection from Wolfram Research (a collection of free downloadable pdf files)

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 5

A	ABS	B	C	D	E	FX	M
40,0	0,0	20,0	20,0	0,0	0,0	20,0	0,0

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

**Last change:** 23.09.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/051AM/21	<b>Course title:</b> Business Ethics
<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> 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Course evaluation: continuous 50 points + written exam 50 points. Total max 100 points. Continuous: Active participation in the seminar, solving ethical dilemmas and assigned tasks (30 points), midterm test (20 points). Exam: Written. In the examination period according to the FM UK Schedule. Max. number of test points: 50 points. To obtain an A grade it is necessary to obtain at least 91 points, to obtain a B grade at least 81 points, to a C grade at least 73 points, to a D grade at least 66 points and to obtain an E grade at least 60 points are needed. Note: In compliance with the regulations of the internal regulation No. 16/2017 Rector's Directive Comenius University in Bratislava Full reading of the internal regulation No. 23/2016 Rector's Directive Comenius University in Bratislava, which issues the Code of Ethics of the Comenius University in Bratislava as read in supplement No. 1, every student acquires his/her study results honestly; does not cheat and use dishonest practices during any form of assessment of his/her acquired knowledge. Cases of breaking the Code of Ethics of Comenius University can be judged as breaking the duties following from legal regulations, (...). Such judgement may be connected with enforcing accompanying legal consequences on academic, (...) disciplinary level. In accordance with the regulations of the internal regulation No. 13/2018 approved by the Academic senate of Comenius University in Bratislava the Disciplinary Regulations of Comenius University in Bratislava for Students, a disciplinary offence of a student is any form of copying or forbidden cooperation or providing answers during written or oral examination (assessment of knowledge) or during preparation for it within the course, or using technical devices or any information carriers in other than allowed ways during written or oral evaluation of study results (assessment of knowledge) or during preparation for it within the course. Committing a disciplinary offence may lead to imposing some disciplinary precautions on the student: admonition, conditional suspension of studies or dismissal from studies. Scale of assessment (preliminary/final): 50 / 50	
<b>Learning outcomes:</b>	

Students will become familiar with business ethics as an academic discipline. They will gain new knowledge connected with the theory business ethics and learn to apply it through solving ethical dilemmas. At the same time, they will gain skills and knowledge on how to successfully implement and develop business ethics and ethics management in organizational practice. The specific skills acquired in this course are: ethical decision-making and solving ethical dilemmas, ethical leadership, setting the so-called ethical tone on the top in the organization, setting organizational values, setting up a corporate social responsibility program and related ethics program in the organization, creating specific positions and processes related to ethics management in the work environment, how to create a code of ethics, and how to implement a whistleblowing line in the organization.

#### **Class syllabus:**

1. Introduction to the study. Ethics and morality.
2. The essence of business ethics. Profit versus ethics. Origin, essence, subject of business ethics. Different levels of intersection of ethics and economics.
3. Corporate social responsibility. The essence of the concept of corporate social responsibility. Stakeholder theory.
4. Human rights in the workplace. Discrimination, sexual harassment. Diversity management.
5. Ethical aspects of recruitment and selection of employees.
6. Ethical aspects in performance appraisal, feedback and career management. Motivation and remuneration of employees in terms of ethics.
7. Professional ethics of a manager. Managerial oath. Ethical development of managers / leaders.
8. Unethical manager. Corrective measures.
9. Whistleblowing. Nature and types of corruption. Ethical measures to fight corruption. On the connection between corruption and whistleblowing.
10. Ethical problems in Slovak managerial practice. Unethical practices, their causes and solutions at the level of organization and personnel management.
11. Institutionalization of ethics. Ethical and compliance program. Code of ethics.
12. How the ethical and compliance program works in a specific organization - examples from practice.
13. Ethics management - a comprehensive view. Summary of specific measures through which a personnel manager can establish an ethical organizational culture and a better climate in the workplace.

#### **Recommended literature:**

- [1] Remišová, A. 2011. Vademecum of Business Ethics. Bratislava: Sprint2.
- [2] Crane, A. – Matten, D. et al. (2016). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford: Oxford University Press.
- [3] Stanwick, P. – Stanwick, S. (2014). Understanding Business Ethics. Thousand Oaks: SAGE Publications.
- [4] Lašáková, A. – Remišová, A. – Bohinská, A. (2021). Best practices in ethics management: Insights from a qualitative study in Slovakia. In: Business Ethics: A European Review. – Roč. 30, č. 1, s. 54-75.
- [5] Remišová, A. – Lašáková, A. – Kirchmayer, Z. (2019). Influence of formal ethics program components on managerial ethical behavior. In: Journal of Business Ethics. – Roč. 160, č. 1, s. 151-166.
- [6] Lašáková, A. – Remišová, A. – Bajžíková, Ľ. (2021). Differences in occurrence of unethical business practices in a post-transitional country in the CEE region: The case of Slovakia. In: Sustainability. – Roč. 13, č. 6, s. 1-33.
- [7] Remišová, A. – Lašáková, A. – Schaefer-Krzykala, R. (2013). Corporate social responsibility

in European countries: The keystones of the concept and intercultural connotations. In: Journal for East European Management Studies. – Roč. 18, č. 4, s. 512-543.

[8] Remišová, A. – Lašáková, A. (2017). Theoretical foundations of the Bratislava school of business ethics. In: Ethics & Bioethics. – Roč. 7, č. 3-4 (2017), s. 177-186.

[9] Website of the Academic library of the UK – external information resources available at: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne zdroje/>.

[10] Additional resources will be continuously supplemented and updated (with regard to new and available resources).

**Languages necessary to complete the course:**

English

**Notes:**

A detailed syllabus has been prepared for the course, which will be distributed at the beginning of the semester to all students who enroll in this course.

**Past grade distribution**

Total number of evaluated students: 8

A	ABS	B	C	D	E	FX	M
0,0	0,0	12,5	12,5	12,5	50,0	12,5	0,0

**Lecturers:** prof. Mgr. Anna Lašáková, PhD.

**Last change:** 02.08.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/312AM/21	<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> 1.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<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. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> By completing the subject, students will acquire cloud computing skills using the software provided by the Faculty of management to gain deeper theoretical and practical knowledge of cloud computing systems. The education is alternatively divided into 4 phases AKVA - Analytical (2-4 weeks), Conceptual (2-4 weeks), Verification (1-3 weeks), Argumentative (1-3 weeks).	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction to cloud computing,</li> <li>2. Software as a Service (SaaS),</li> <li>3. Platform as a Service (PaaS),</li> <li>4. Infrastructure as a Service (IaaS),</li> <li>5. Public clouds,</li> <li>6. SLA management,</li> <li>7. License terms of leading cloud service providers,</li> <li>8. Private clouds,</li> <li>10. Hybrid cloud model,</li> <li>11. Cloud computing and security,</li> <li>12. Development of applications in the cloud,</li> <li>13. Architecture of cloud systems,</li> <li>14. Cloud and regulation.</li> </ol>	
<b>Recommended literature:</b>	

[1]. SILVERMAN, Ben a Michael SOLBERG, 2018. OpenStack for Architects: Design production-ready private cloud infrastructure, 2nd Edition. 2nd Revised edition edition. Birmingham: Packt Publishing. ISBN 978-1-78862-451-0.

[2]. THOMAS, Erl, Puttini RICARDO a Mahmood ZAIGHAM, 2013. Cloud Computing: Concepts, Technology & Architecture. 1st edition. B.m.: Pearson.

[3]. VACCA, John R., ed., 2020. Cloud Computing Security: Foundations and Challenges. 2nd edition. B.m.: CRC Press.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 19

A	ABS	B	C	D	E	FX	M
36,84	0,0	26,32	31,58	0,0	0,0	5,26	0,0

**Lecturers:** Mgr. Vincent Karovič, PhD.

**Last change:** 29.09.2021

**Approved by:**



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM/012AM/21				<b>Course title:</b> Diploma Project			
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 4.							
<b>Educational level:</b> 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: 3							
A	ABS	B	C	D	E	FX	M
66,67	0,0	0,0	0,0	33,33	0,0	0,0	0,0
<b>Lecturers:</b> doc. JUDr. PhDr. Katarína Gubíniiová, PhD., doc. Mgr. Zuzana Papulová, PhD., Mgr. Maroš Bobulský, PhD., doc. RNDr. Mária Bohdalová, PhD., Mgr. Soňa Dávideková, MPH, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Martin Pažický, PhD., Mgr. Peter Pšenák, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., Ing. Vladimír Valach, PhD., CFA, MBA, Mgr. Katarína Vechter Močarníková, PhD., doc. Ing. Jana Kajanová, PhD., doc. PhDr. Paulína Mihaľová, PhD., Mgr. Ľudmila Mitková, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. Michal Páleník, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., Mgr. Lucia Paškrťová, PhD., Mgr. Katarína Rentková, PhD., prof. RNDr. Darina Saxunová, PhD., doc. Ing. Zuzana Stoličná, PhD., Mgr. Rita Szalai, PhD., Mgr. Martin Vozár, PhD., Mgr. Andrea Gažová, PhD., doc. PhDr. René Pawera, PhD., doc. Ing. Jarmila Wefersová, PhD., doc. PhDr. Marian Šuplata, PhD.							
<b>Last change:</b>							
<b>Approved by:</b>							

## STATE EXAM DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM/O6AM/21	<b>Course title:</b> Diploma Thesis Defence
<b>Number of credits:</b> 15	
<b>Educational level:</b> II.	
<b>State exam syllabus:</b>	
<b>Last change:</b>	
<b>Approved by:</b>	

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM/021AM/21		<b>Course title:</b> Diploma Thesis Seminary I					
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 2.							
<b>Educational level:</b> 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: 12							
A	ABS	B	C	D	E	FX	M
50,0	0,0	16,67	0,0	8,33	16,67	8,33	0,0
<b>Lecturers:</b> doc. JUDr. PhDr. Katarína Gubíniiová, PhD., doc. PhDr. Paulína Mihal'ová, PhD., Mgr. Katarína Rentková, PhD., doc. Ing. Milan Fekete, PhD., Mgr. Peter Gál, PhD., Mgr. Andrea Gažová, PhD., doc. PhDr. Marian Holienka, PhD., Ing. Jaroslav Hul'vej, PhD., Mgr. Petronela Klačanská, PhD., doc. Mgr. Lucia Kohnová, PhD., Mgr. Juraj Mikuš, PhD., Mgr. Miloš Mrva, PhD., prof. Ing. Jozef Papula, PhD., doc. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., prof. Ing. Anna Pilková, PhD., MBA, doc. Mgr. Emília Charfaoui, CSc., Mgr. Maroš Bobulský, PhD., doc. RNDr. Mária Bohdalová, PhD., Mgr. Soňa Dávideková, MPH, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Martin Pažický, PhD., Mgr. Peter Pšenák, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., Ing. Vladimír Valach, PhD., CFA, MBA, Mgr. Katarína Vechter Močarníková, PhD., Mgr. Ľudmila Mitková, PhD., doc. Ing. Jana Kajanová, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. Michal Páleník, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., Mgr. Lucia Paškrtová, PhD., prof. RNDr. Darina Saxunová, PhD., doc. Ing. Zuzana Stoličná, PhD., Mgr. Rita Szalai, PhD., Mgr. Martin Vozár, PhD., prof. Ing. Ľubica Bajzíkiová, PhD., doc. PhDr. Lukáš Copuš, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., Ing. Mgr. Juraj Chebeň, PhD., prof. Mgr. Anna Lašáková, PhD., Mgr. Michaela Poláková, PhD., prof.							

Ing. Ján Rudy, PhD., doc. Ing. Mgr. Ľubomíra Strážovská, PhD., doc. PhDr. Rozália Sulíková, PhD.
<b>Last change:</b>
<b>Approved by:</b>

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM/022AM/21		<b>Course title:</b> Diploma Thesis Seminary 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> 3.							
<b>Educational level:</b> 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: 6							
A	ABS	B	C	D	E	FX	M
50,0	0,0	16,67	0,0	0,0	16,67	16,67	0,0
<b>Lecturers:</b> doc. JUDr. PhDr. Katarína Gubíniiová, PhD., doc. PhDr. Paulína Mihaľová, PhD., prof. Ing. Ľubica Bajžíková, PhD., doc. PhDr. Lukáš Copuš, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., Ing. Mgr. Juraj Chebeň, PhD., prof. Mgr. Anna Lašáková, PhD., Ing. Marián Mikolášik, Mgr. Michaela Poláková, PhD., prof. Ing. Ján Rudy, PhD., doc. Ing. Mgr. Ľubomíra Strážovská, PhD., doc. PhDr. Rozália Sulíková, PhD., prof. JUDr. Daniela Nováčková, PhD., Mgr. Katarína Rentková, PhD., doc. PhDr. René Pawera, PhD., doc. Ing. Milan Fekete, PhD., Mgr. Peter Gál, PhD., Mgr. Andrea Gažová, PhD., doc. PhDr. Marian Holienka, PhD., Ing. Jaroslav Hul'vej, PhD., Mgr. Petronela Klačanská, PhD., doc. Mgr. Lucia Kohnová, PhD., Mgr. Juraj Mikuš, PhD., Mgr. Miloš Mrva, PhD., prof. Ing. Jozef Papula, PhD., doc. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., prof. Ing. Anna Pilková, PhD., MBA, doc. RNDr. Mária Bohdalová, PhD., Mgr. Soňa Dávideková, MPH, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Martin Pažický, PhD., Mgr. Peter Pšenák, PhD., Mgr. Peter Struk, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., Ing. Vladimír Valach, PhD., CFA, MBA, Mgr. Katarína Vechter Močarníková, PhD., Mgr. Ľudmila Mitková, PhD., doc. Ing. Jana Kajanová, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. Michal Páleník, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., Mgr. Lucia Paškrtová,							

PhD., prof. RNDr. Darina Saxunová, PhD., doc. Ing. Zuzana Stoličná, PhD., Mgr. Rita Szalai, PhD., Mgr. Martin Vozár, PhD.
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<b>Last change:</b>
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<b>Approved by:</b>
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## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University 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> 1.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 1. The student will prepare a presentation on the assigned topic from e-business, e-marketing or e-commerce in general. (This must not be any advertising presentation on software commercial product or company). I recommend that the presentation is to be done in two-or three-student team. Presentation will be on the assigned topic, or you can send me a proposal with a short outline of the proposed presentation for approval. The presentation must be presented in front of the whole class during the semester (and submitted to me in advance in electronic form). The length of presentation in the case of a two-student team should be about 25 minutes, the team consisting of three students for about 35 minutes. The presentation must be prepared and realized during the semester on assigned dates. (at seminars). 2. Web site for an e-shop or upon agreement (not requested programming skills, you can use for studying purposes wix.com etc.) Student will be assigned into international teams of approximately 3-4 students. You will be preparing and organizing the whole e-business through the course from the scratch through all related and necessary parts, you will start by studying the fundamentals of ebusiness, gradually developing your analytical and practical skills. The web site will be presented at the end of the semester ( at seminars) in its final form 3. Midterm Test / Midterm presentation of your web site project ( at seminars)	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b> 1) Introduction to E-marketing What is e-marketing? New rules for the digital economy? E-marketing challenges and opportunities Comparing Web to other marketing channels 2) Internet User Characteristics and Behavior Customers in the 21st century Market segmentation E-marketing segments Consumer navigation behavior Country profiles	

Internet marketing research

3) Marketing Knowledge

Marketing databases and data warehouses

Data analysis and distribution

Online privacy

4) E-Marketing Strategies

B2C

B2B

B2B2C

G2B

5) Product and Pricing Online

Creating customer value online

E-marketing solutions based on new technology

Enablers, application service providers, VSPs (Vertical service providers)

Electronic data interchange,

Collaboration platforms,

E-learning

Multimedia, convergence

Branding strategies

Taxonomy for Internet products Is the Internet an efficient market?

E-business pricing models: segmented pricing, negotiation

Online pricing strategies

6) Distribution

Distribution functions

Distribution channels online

Disintermediation and Reintermediation

Length of distribution channels

Power relationships among channel players

E-commerce models

Content sponsorship

Direct selling

Intermediary models: the brokerage model, agent models, e-tailing Logistics

7) E-Marketing Communication

Integrated marketing communication online

IMC e-business models

Content publishing

Community building

Online advertising

Online sales promotions

Direct e-mail and viral marketing

The net as a medium, including measurement metrics

8) Customer Relationship Management

Building Customer Relationships

CRM Customization Tools: e-mail, Web site customization, Intranet, Extranet, data mining,

Real-time profiling, agents, Web log analysis, cookies, collaborative filtering

Building Partnerships through Community

Guarding customer privacy

9) The Internet Marketing Plan A Multistep E-Marketing Plan

The Venture Capital E-Marketing Plan



Conducting a situation analysis  
 Designing e-marketing mix strategies  
 Creating an action plan  
 Budgeting for e-marketing  
 Evaluating the plan  
 Selling the Plan  
 10) Leveraging Technology  
 Product Technologies  
 Building a Web Site: Multimedia, Database Marketing, Computer Viruses, Denial of Service Attacks  
 Price Technologies: Shopping Agents  
 Distribution Technologies: Bandwidth and Market Opportunities, Content Filtering, Transaction Security  
 IMC Technologies: Site Rating Services, Proxy Servers and Cache, Leveraging Search Engines  
 Work, Privacy, Log Files, and Cookies, Rotating and Targeted Ad, Banners Relationship Marketing Technologies  
 11) Applications: Success and failure?  
 Amazon.com and B2C  
 eBay and classified sales  
 Yahoo  
 E-trading  
 12) Online Ethics and Law  
 Codes of Conduct  
 Privacy: Background in Law and Ethics  
 Privacy: Digital Concepts  
 Copyright, Patent and Trademark Law  
 Hyperlinks, Metatags, and Framing  
 Cyber-Squatting, Domain Names and Site Development Issues  
 Expression and Defamation  
 Spam  
 Jurisdiction and other pending problems

**Recommended literature:**

1. Kenneth Laudon, Carol Guercio Traver: E-Commerce 2013 Business, Technology, Society(9th Edition) , Prentice Hall; 9 edition, 2013, ISBN-10: 0273-77935-4
2. Fellenstein, C., Wood, R.: Exploring E-commerce, Global E-business, and Esocieties, Prentice Hall PTR, 2000
3. Turban E., Leidner D., McLean E., Wetherbe J., Information Technology for Management: Transforming Organizations in the Digital Economy, 5th Edition, Wiley, New York 2006. ISBN: 978-0-471-70522-2
4. Knight P., Vysoce efektivní marketingový plán, Grada, Praha 2007, ISBN 97880-247-1999-3

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

**Notes:**

<b>Past grade distribution</b>							
Total number of evaluated students: 257							
A	ABS	B	C	D	E	FX	M
81,32	0,0	14,79	1,56	0,39	0,0	1,95	0,0
<b>Lecturers:</b> Mgr. Andrea Studeničová							
<b>Last change:</b> 09.09.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/275AM/21	<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> 7	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> It is expected that students will be comfortable with the following topics: Capital asset pricing model (CAPM), calculation of present and future value, bond valuation, Security market line (SML) theory, financial analysis, comparative and trend analysis, Dividend discount model (DDM), Weighted average cost of capital (WACC) and evaluation of capital investments (NPV, IRR, MIRR, PP) and basic understanding to theory of Capital structures.	
<b>Course requirements:</b> Participation in seminars, individual student work during the semester, active monitoring of developments in selected financial markets, continuous testing, final test. The mid-term evaluation at the seminars consists of the following parts: <ul style="list-style-type: none"> <li>- preparation of a presentation in a team on a topic in the field of asset valuation (MAX 5%),</li> <li>- elaboration of homework assignments during the semester (MAX 10%),</li> <li>- participation in seminars and activity during the semester (MAX 15%),</li> <li>- continuous testing during the semester (MAX 20%).</li> </ul> Final evaluation: <ul style="list-style-type: none"> <li>- final written test (MAX 50%).</li> </ul> The condition for completing the course is to obtain at least 60% of the total evaluation. The condition for completing the seminars is to obtain at least 25% of the evaluation seminars. Scale of assessment (preliminary/final): 50% / 50%	
<b>Learning outcomes:</b> This is an advanced course in financial management. The course deepens knowledge of the basics of financial management. It emphasizes the role of the financial manager in deciding on the creation of the optimal capital structure of the company, the profitability and risk in capital budgeting, selected problems of management and control of individual sources of long-term financing, short-term financing or current assets management. Other course objectives are: 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.	

Understand the advanced issues involved in how to use concepts of CAPM model in corporate finance, how to use concepts of the Working Capital Management.  
Understand the advanced issues involved in why the financial markets are 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.

**Class syllabus:**

1. Financial statements and Analysis of financial statements.
2. Bonds, Bond Valuation and Interest Rates.
3. Risk and return, Stocks and Stock Valuation.
4. Cost of Capital and Evaluation of capital investments.
5. Cash Flow Estimation and Risk Analysis.
6. Financial Planning and Forecasting Financial Statements.
7. Corporate Valuation, Value-Based Management and Corporate Governance.
8. Capital Structure Decisions.
9. Working Capital Management.
10. Portfolio Theory, Asset Pricing Models and Behavioral Finance.

**Recommended literature:**

1. Smoleň J. - Komorník J.: Finančný manažment, Univerzita Komenského v Bratislave. 2019. ISBN: 978-80-223-4594-1.
  2. Brigham, E. F. – Ehrhardt, M. C.: Financial Management, 14th Edition, Thomson, South-Western, 2014. ISBN-13: 978-1-111-97221-9.
  3. Brealey, R. A. – Myers, S. C. – Allen, F.: Principles of Corporate Finance, 9th Edition, McGrawHill, 2010. ISBN: 978-007-126327-6.
- Other information sources: 4. [www.bloomberg.com](http://www.bloomberg.com) 5. [www.yahoo.finance.com](http://www.yahoo.finance.com)  
6. [www.morningstar.com](http://www.morningstar.com) 7. [www.gurufocus.com](http://www.gurufocus.com)

**Languages necessary to complete the course:**

Slovak, English

**Notes:**

Textbook (recommended literature 2.) is available at the FMUK Library. This textbook should be used as main reading. The main textbook is also available for purchase online at Amazon.com. The relevant chapters are indicated in the class syllabus. There will be several case studies for the course provided in MS Excel form. They will be available for download from faculty's MS Teams cloud solution. The cases are intended to help students understand the course material and prepare them for the exam and real world of finance. The solutions for the case study will be discussed in class.

**Past grade distribution**

Total number of evaluated students: 70

A	ABS	B	C	D	E	FX	M
78,57	0,0	15,71	2,86	0,0	0,0	2,86	0,0

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

**Last change:** 21.09.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University 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> 3.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Marketing	
<b>Course requirements:</b> 40 % interim evaluation: - active attendance (in case of unjustified absence or unpreparedness to seminar - loss of 10%), - semester project – application of theoretical knowledge on selected organization – 20%, - semester work on selected and approved topic – 20% 60 % final evaluation - exam – written, online test using the selected application (MS Forms) Electronic communication and method of distribution of study materials is carried out by MS Teams application. The semester project is elaborated continuously at individual seminars, namely the assignment is always given one week in advance at the seminar. Students can work on the semester project in groups or individually. Semester project is handed out without the possibility of additional adjustments and additional exchanges. Semester work is complexly evaluated in terms of its quality. Semester work must be prepared and submitted at least one week before the first final test date. 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. Product. 8. Brand. 9. Distribution. 10. Price. 11. Marketing communication. 12. Implementation of marketing strategies. Selected aspects of international marketing. 13. An overview of the content of the subject and a lecture on the current topic.							
<b>Recommended literature:</b> [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] 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: 119							
A	ABS	B	C	D	E	FX	M
31,09	0,0	35,29	18,49	9,24	4,2	1,68	0,0
<b>Lecturers:</b> Mgr. František Olšavský, PhD., prof. Mgr. Peter Štarchoň, PhD., Mgr. Lukáš Vaľko, PhD.							
<b>Last change:</b> 08.09.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KKM/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> 3.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Financial Management	
<b>Course requirements:</b> Conditions for completing the course are - attendance of lectures and consultation meetings, individual student work during the semester, active monitoring of developments, changes and events in selected financial markets. The condition for passing the course is to obtain at least 60% of the total assessment. Scale of assessment (preliminary/final): 30/70	
<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.

**Recommended literature:**

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.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 115

A	ABS	B	C	D	E	FX	M
70,43	0,0	16,52	6,09	0,87	6,09	0,0	0,0

**Lecturers:** prof. RNDr. Ing. Ľudomír Šlahor, CSc., Ing. Vladimír Valach, PhD., CFA, MBA, doc. RNDr. Mária Bohdalová, PhD.

**Last change:** 08.04.2022

**Approved by:**



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/080AM/21	<b>Course title:</b> Knowledge 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> 2.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Data, knowledge, decision making; Databases; Business intelligence; Big data; Information systems and application software; Statistics; Mathematics;	
<b>Course requirements:</b> Participation in seminars, homework, and elaboration and presentation of the final project. The project can also be a team project (increasing the scope of the project in proportion to the number of students in the team). Scale of assessment (preliminary/final): Activity at meetings 20% Homework 20% Project 60%	
<b>Learning outcomes:</b> After completing this course, you will be able to: <ul style="list-style-type: none"> <li>- Characterize knowledge management, its pillars and dimensions, the benefits of its implementation in companies, historical development, etc.</li> <li>- Define data, information and knowledge; their interdependencies and contexts;</li> <li>- Define different types of knowledge and their treatment.</li> <li>- Define a learning organization as well as a SECI model.</li> <li>- Define the term knowledge carrier and tell examples of knowledge and knowledge carrier interconnections in organizations</li> <li>- Define internal and external structures of the organization's "elusive" (knowledge) assets.</li> <li>- Describe the basic elements in the implementation of knowledge management in the practice of the organization.</li> <li>- Describe the benefits of introducing knowledge management in companies</li> <li>- Describe the sharing - exchange (conversion) of knowledge within the external; internal structures of the organization and between structures.</li> <li>- Get acquainted with various forms of implementation of knowledge management in companies as well as information systems supporting knowledge management; critically evaluate the impacts on knowledge management in the company and develop knowledge management strategies.</li> </ul>	
<b>Class syllabus:</b> 1. Introduction to knowledge management and its definition.	

2. The role of knowledge management. 3. Historical development of knowledge management. 4. Hierarchy of data, information and knowledge. 5. Classification of knowledge. 6. Definition of knowledge and learning organization 7. Intellectual capital 8. Knowledge economy, knowledge society, learning region 9. Knowledge workers and knowledge capital 10. Knowledge management within the organization 11. Integration of knowledge management 12. Influence of soft skills on knowledge sharing and transfer. 13. IT systems to support knowledge management.
<p><b>Recommended literature:</b></p> <p>Recommended literature:  There are many freely available texts and online sources for information on knowledge management. Because each student's needs and interests differ, none of these are explicitly required, however, following are some resources listed that may be helpful for the course completion.</p> <p>[1] Jennifer Rowley: Strategic Management information systems and Techniques, Blackwell, Manchester and Oxford 1994, ISBN 1-85554-210-2  [2] Turban, E.; Aronson, J.E.; Liang T-P , Decision Support Systems and Intelligent Systems , Pearson/Prentice Hall , 2005 .  [3] Power, Daniel J. , Decision Support Systems: Concepts and Resources for Managers , Greenwood Publishing Group , 2002  [4] Davide Moraschi: Business Intelligence with Microstrategy Cookbook, Packt Publishing, Birmingham 2013, ISBN 978-1-78217-975-7  [5] Scott Plous: the Psychology of Judgment and Decision Making, Mcgraw-Hill - ISBN: 0070504776  [6] Daniel Kahneman: Thinking, Fast and Slow, Farrar, Straus and Giroux - ISBN: 0374275637 (Hardcover); 0374533555 (Paperback); 0385676514 (Kindle); 0739357980 (Audio).  [7] Williams, F. &amp; Monge, P.: Reasoning With Statistics: How to Read Quantitative Research (5th Edition), Harcourt College Publishers: Fort Worth, Tx 2001, ISBN 0-15-50681-6  [8] Shannon, D.M. &amp; Davenport, M.A.: Using Spss to Solve Statistical Problems: A Self Instruction Guide. Upper Saddle River Nj 2001: Prentice Hall  Fotr, J. -- Švecová, L. -- Hružová, H. -- Richter, J. Manažerské Rozhodování : Postupy, Metody A Nástroje. Praha: Ekopress, 2010. 978-80-86929-59-0  [9] Fotr, J. Manažerské Rozhodování : Postupy, Metody A Nástroje. Praha: Ekopress, 2006. 80-86929-15-9  [10] Hružová, H. -- Richter, J. -- Švecová, L. Manažerské Rozhodování (Cvičebnice S Řešenými Příklady). 2003. 802454863</p>
<p><b>Languages necessary to complete the course:</b></p> <p>English</p>
<p><b>Notes:</b></p>

<b>Past grade distribution</b>							
Total number of evaluated students: 15							
A	ABS	B	C	D	E	FX	M
40,0	0,0	26,67	0,0	20,0	13,33	0,0	0,0
<b>Lecturers:</b> PhDr. Ing. Monika Dávideková, PhD., prof. RNDr. Michal Greguš, PhD.							
<b>Last change:</b> 12.10.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/273AM/21	<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: per level/semester:</b> 2s / 2s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 7	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> <p>In accordance with the provisions of internal regulation no. 16/2017 Directive of the Rector of Comenius University in Bratislava Full text of internal regulation no. 23/2016 Directive of the Rector of Comenius University in Bratislava, which issues the Code of Ethics of Comenius University in Bratislava, as amended by Supplement no. 1, each student always achieves his / her study results in an honest manner; does not deceive or use dishonest practices during any form of verification of his / her study knowledge and skills. Cases of breach of the UK Code of Ethics may be considered a breach of legal obligations, (...). Such an assessment may involve the application of appropriate legal consequences at the academic, (...) disciplinary level.</p> <p>In accordance with the provisions of internal regulation no. 13/2018 approved by the Academic Senate of Comenius University in Bratislava Disciplinary Code of Comenius University in Bratislava for students, student disciplinary offense is any form of depreciation or illegal cooperation or counseling during written or oral evaluation of study results (knowledge testing) or during preparation for it within the subject , or the use of technical devices or any information media in a manner other than permitted during the written or oral assessment of learning outcomes (knowledge testing) or during preparation for the course. Some of the disciplinary measures can be imposed on a student for a disciplinary offense: reprimand, conditional expulsion from study or expulsion from study.</p> <p>Type of Activities: 2 hours lectures and 2 hours seminars Number of Hours: 4 hours per week Per Week; Per Level/Semester:</p> <p>Form of the Course: Full time / Combined Method</p> <p>During the semester midterm and/or final tests for 30 points. Score of 10 point will be given for presentation and its oral examination. Score of 60 points will be given for the semester project.</p> <p>Scale of assessment (preliminary/final): 40/60</p>	
<b>Learning outcomes:</b> <p>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</p>	

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:**

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

**Recommended literature:**

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/)

Strana: 5

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:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 21

A	ABS	B	C	D	E	FX	M
47,62	0,0	28,57	23,81	0,0	0,0	0,0	0,0

**Lecturers:** Mgr. Vincent Karovič, PhD.

**Last change:** 13.02.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/058AM/21	<b>Course title:</b> Managerial 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> 2.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Principles of Financial Accounting I	
<b>Course requirements:</b> 1. 3 case studies 2. 3 written tests during the term 3. Final written exam Scale of assessment (preliminary/final): 15%, 30%/ 55%	
<b>Learning outcomes:</b> Upon successful completion of this course, students will be able to: 1. use financial accounting information for future cost management, costing and budgeting processes; 2. understand the relationship between costs in the company and sources of costs, estimate cost functions using mathematical methods for the purpose of cost planning in the company. 3. use the knowledge on the company's costs, in quantifying and interpreting the Break-even point, margin of safety, targeted operating income units or sales etc. 3. have knowledge about job costing and their types and to calculate full costs for the product and will be able to compile cost calculations and select the appropriate type of calculation and price the product appropriately for individual outputs, 4. monitor the cost efficiency and cost effectivity, 5. apply the knowledge on relevant revenues and relevant costs, opportunity costs making the right decisions, e.g. Buy or make, accept or reject a special order, drop or add the customer etc., 6. prepare Master and flexible budget, 7. Analyze the achieved results using variances of the 1st, 2nd and 3rd level. or using KPIs. for decision-making, 7. Understand the Balance Score Card approach.	
<b>Class syllabus:</b> 1. Introduction to managerial accounting 2. Types of costs and cost behavior, Production costs - Material, Wages and overheads 3. CVP analysis (Cost-volume -profit), Breakeven point 4. Variable and absorption costing and their models of the income statement 5. Mathematical methods for determining the cost function	

6. Job costing - traditional job costing, ABC, target costing,
7. Pricing
8. Inventory management
9. Relevant costs and relevant revenues - decision making
10. Budgets - Master budget
11. Flexible budget, Variations. Responsibility accounting, Strategic Profitability Analysis, Customer Profitability Analysis
12. Balance Score Card
13. KPI

**Recommended literature:**

**Languages necessary to complete the course:**

**Notes:**

**Past grade distribution**

Total number of evaluated students: 29

A	ABS	B	C	D	E	FX	M
3,45	0,0	20,69	31,03	24,14	13,79	6,9	0,0

**Lecturers:** prof. RNDr. Darina Saxunová, PhD., Ing. Yuanxin Li, PhD.

**Last change:** 06.09.2021

**Approved by:**



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University 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> 2.	
<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%. 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 sense the psychological perspective of the decision-making. They would be familiar with the techniques of decision-making in groups and teams. 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.

The recommended literature also includes publications using the results of our own research.

GÁL, Peter – HOLIENKA, Marian – HOLIENKOVÁ, Jana – Decision-making of student entrepreneurs: positive, creative, fast, and simultaneously wise. In: International conference on Decision making for small and medium-sized enterprises : Conference proceedings. Karvina : Slezska univerzita v Opave, 2019. s. 88-95 [online]. ISBN 978-80-7510-339-0.

GÁL, Peter: Marketing Implications of Framing in the Decision-Making, In: Acta Univ. Agric. Silvic. Mendel. Brun, 2018, 66(5): 1267 – 1273, doi: 10.11118/actaun201866051267.

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.

Materials from the international project ARTCademy: <https://www.artcademy.eu/>.

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:**

Subject is provided only in the summer semester.

In compliance with the regulations of the internal regulation No. 16/2017 Rector's Directive Comenius University in Bratislava Full reading of the internal regulation No. 23/2016 Rector's Directive Comenius University in Bratislava, which issues the Code of Ethics of the Comenius University in Bratislava as read in supplement No. 1, every student acquires his/her study results honestly; does not cheat and use dishonest practices during any form of assessment of his/her acquired knowledge. Cases of breaking the Code of Ethics of Comenius University can be judged as breaking the duties following from legal regulations, (...). Such judgement may be connected with enforcing accompanying legal consequences on academic, (...) disciplinary level.

In accordance with the regulations of the internal regulation No. 13/2018 approved by the Academic senate of Comenius University in Bratislava the Disciplinary Regulations of Comenius University in Bratislava for Students, a disciplinary offence of a student is any form of copying or forbidden cooperation or providing answers during written or oral examination (assessment

of knowledge) or during preparation for it within the course, or using technical devices or any information carriers in other than allowed ways during written or oral evaluation of study results (assessment of knowledge) or during preparation for it within the course. Committing a disciplinary offence may lead to imposing some disciplinary precautions on the student: admonition, conditional suspension of studies or dismissal from studies.

**Past grade distribution**

Total number of evaluated students: 161

A	ABS	B	C	D	E	FX	M
35,4	0,0	36,65	18,01	8,07	1,24	0,62	0,0

**Lecturers:** Mgr. Peter Gál, PhD.

**Last change:** 14.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/084AM/21	<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> 7	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 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. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> The aim of the course is, after completion of the acquisition of the knowledge of the foundations of marketing in the bachelor degree study and dealing of basic "marketing alphabet" explore options for addressing the problems faced by the current practice of marketing management. It solves the problems of lack of effectiveness of marketing activities and proposes ways to measure their effectiveness, as in the ever-increasing expenditure on marketing is an ever smaller economic effect of them. How to proceed in this situation? How to deal with rising spending on marketing in the high competition environment? The answers to these questions provide an object which is a practical guide how to do it in the current competitive environment, which is in the field of marketing management increasingly tougher course is focused on acquiring the principles of rationality in marketing management. Based on an analysis of reviews of the criticisms of marketing and the trend of sustainability in marketing management organizations on the threshold of the third millennium.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Why Sustainable Marketing?</li> <li>2. Critical Marketing.</li> <li>3. The Sustainable Consumer and Buyer Behaviour.</li> <li>4. Sustainable Marketing Planning.</li> <li>5. Sustainable Product Strategy – Customer Benefits.</li> <li>6. Sustainable Price Strategy – Cost to Customers.</li> <li>7. Sustainable Distribution Strategy – Convenience.</li> <li>8. Sustainable Communication Strategy.</li> <li>9. Marketing Themes in the 21st Century – Relationship Marketing.</li> <li>10. Marketing Themes in the 21st Century – Internal Marketing.</li> <li>11. Marketing Themes in the 21st Century – Sustainable Entrepreneurship.</li> </ol>	

12. Measurement of marketing activities and investments within the organization and the creation and organization of activities in the building of a unique marketing management within the organization.							
13. Summary of the course and the lecture on actual topic.							
<b>Recommended literature:</b> [1] AMATULLI, C. – DE ANGELIS, M. – COSTABILE, M. 2017. Sustainable Luxury Brands. Evidence from Research and Implications for Managers. London : Macmillan, 2017, 259 p. ISBN 978-1-137-60158-2 [2] BELZ, F. M. – PEATTIE, K. 2011. Sustainability Marketing. A Global Perspective. West Sussex : John Willey & Sons, 2011. ISBN 978-0-470-51922-6 [3] BRIDGES, C. M. – WILHELM, W. B. 2008. Going Beyond Green: The „Why and How“ of Integrating Sustainability Into the Marketing Curriculum. In : Journal of Marketing Education. 2008, Vol. 30, No. 1, p. 33-46. ISSN 0273-4753 [4] HACKLEY, Ch. 2009. Marketing. A Critical Introduction. London : Sage Publications, 2009. 186 p. ISBN 978-1-4129-1149-8 [5] RICHARDSON, N. 2020. Sustainable Marketing Planning. London : Routledge, 2020, 271 p. ISBN 978-0-367-02521-2 [6] Databases of University Library, Slovak Centre of Scientific and Technical Information.							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 39							
A	ABS	B	C	D	E	FX	M
30,77	0,0	28,21	17,95	10,26	10,26	2,56	0,0
<b>Lecturers:</b> doc. JUDr. PhDr. Katarína Gubíniiová, PhD.							
<b>Last change:</b> 16.09.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University 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> 2.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 40% research project The evaluation will be based on an assessment of the level and quality of the research project. The research project will include: - Research title, Contents, Executive Summary- Research objectives- Methodology- Results-Conclusions and recommendations- Appendices The research project must contain at least 3 of the following analyses: contingency tables including chi square tests, association analysis, wilcoxon test, kruskal wallis test, conjoint analysis, cluster analysis, multidimensional scaling. The final test will be a combination of open and closed questions from lectures and seminars. Weight of the intermediate / final evaluation: 40:60 From each seminar a brief summary will be prepared and sent to all students immediately after its completion. Detailed conditions of its processing will be determined by the teacher. 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> C1. The role of research in marketing Content: Definition, scope, meaning, limitations of marketing research. Understanding marketing research and ethics in marketing research. The difference between marketing research and market research. Content of examples, tasks, assignments to consolidate the topic:	

GeXng acquainted with the course of seminars, as well as with the conditions of course evaluation. Justification of the importance of marketing research in current economic practice. The task is to visit the TNS website ([www.tnsglobal.com](http://www.tnsglobal.com)) and examine the essence of the research services offered by the company, their description and analysis in the context of the topic presented.

## 2. Approaches to defining a research sample.

Content:

Basic terms. Advantages of using a research sample and its disadvantages. Sampling approaches and characteristics of good sampling practice. Sampling errors. Sample size calculation. Practical considerations for determining sample size. Panel research as a sample.

Content of examples, tasks, assignments to consolidate the topic:

Come up with one sentence summarizing the key difference between stratified and cluster sampling as if you were teaching this concept to a student who is just starting off in a statistics course.

Suppose you are going to be conducting a study on FMCU students, asking for their opinion on an issue of interest to you (could be related to the university, or a wider societal issue). First, formulate your research questions. Then, describe how you would carry out the sampling of students using the following methods:

(a) simple random sampling

(b) stratified sampling

(c) cluster sampling

Think about what attributes of the FMCU student population make sense to stratify vs. cluster on with respect to your research questions.

## 3. Research process.

Content:

Research management. Formulation of a research problem. Logic of the research process. Common mistakes in research management. Evaluation and control of marketing research. Identifying the problem.

Reviewing literature.

Selecting research questions, objectives, and hypotheses. Choosing the study design.

Deciding on the sample design.

Collecting data.

Processing and analyzing data. Writing the report.

Content of examples, tasks, assignments to consolidate the topic:

Write three research questions that could guide the beginning of a research study. They can deal with any subject matter that asks about the behavior, attitudes, and opinions of people. Be sure to follow the guidelines for writing good questions.

Imagine that you are the Marketing Director of McDonalds.

a Make a list of potential marketing objectives whose fulfillment could improve the performance of McDonalds during the pandemic.

b Select what you feel would be the most important marketing objective. Develop a set of marketing research objectives that you consider would support the decisions needed to fulfill that marketing objective

## 4. Research design and research methodology.

Content:

Definition of research proposal, its preparation. Marketing research methodology. Exploratory research. The essential elements of the research design are:

Accurate purpose statement

Techniques to be implemented for collecting and analyzing research The method applied for analyzing collected details

Type of research methodology

Probable objectives for research

Settings for the research study

Timeline

Measurement of analysis

Content of examples, tasks, assignments to consolidate the topic:

Visit [www.neglix.com](http://www.neglix.com) (look for the site in your home country) and search online using your library's online databases to gather information of consumers' attitudes towards TV and movie streaming services. Neglix would like to determine consumers' attitudes towards entertainment streaming services and hope to repeat this project annually. What type of research design would you recommend and why? As the marketing director of Neglix in your country, how would you use information about consumers' attitudes towards streaming services to increase consumer sign-ups and retention?

5. Typology of research methods.

Content:

Observation, questioning, experiment, primary and secondary research. Limits and benefits of their use.

Experimental design and its use in marketing research

Experiment design. Dependent and independent variable. Classic experimental design. Solomon's four-group experimental design.

Content of examples, tasks, assignments to consolidate the topic:

Select two different perfume advertisements for any brand of perfume. Design and conduct an experiment to determine which advertisement is the most effective. Use a student sample, with 10 students being exposed to each advertisement (treatment condition). Develop your own measures of advertising effectiveness in this context.

6. Qualitative and quantitative research.

Content:

Differences and areas of application. Methodology of qualitative and quantitative research. Differences between qualitative and quantitative research and the role of each in marketing research. Reasons for adopting a qualitative approach to marketing research (Stage 2 of the marketing research process). These reasons are developed by examining the basic philosophical stances that underpin qualitative research. The concept of ethnographic techniques is presented, with illustrations of how such techniques support marketing decision makers

Content of examples, tasks, assignments to consolidate the topic:

Describe the key elements to be balanced in the application of action research.

What do you see as the key advantages and challenges of conducting qualitative research online?

An advertising agency has selected three pieces of music that it could use in a new advertising campaign. It has come to you as a researcher to help in making the case for selecting the right piece of music for the campaign. What would be the case for using qualitative techniques for this task?

7. Descriptive statistics

Descriptive statistics, raw data, interpretation of the data. How to properly describe data through statistics and graphs. Typically, there are two general types of statistics that are used to describe data:

Measures of central tendency: these are ways of describing the central position of a frequency distribution for a group of data. In this case, the frequency distribution is simply the distribution and pattern of marks scored by the 100 students from the lowest to the highest. We can describe this central position using a number of statistics, including the mode, median, and mean. Measures of spread: these are ways of summarizing a group of data by describing how spread out the scores are. Measures of spread help us to summarize how spread out these scores are. To describe this



spread, a number of statistics are available to us, including the range, quartiles, absolute deviation, variance and standard deviation.

Content of examples, tasks, assignments to consolidate the topic:

Use descriptive statistics to summarize your group of data using a combination of tabulated description (i.e., tables), graphical description (i.e., graphs and charts) and statistical commentary (i.e., a discussion of the results).

#### 8. Data typology and decisions on data analysis methods.

Content:

Data typology and decisions on data analysis methods. Hypothesis testing. Test statistics as a suitably determined function of sampling data. The subsequently calculated value of this statistic is used to decide whether or not to reject the null hypothesis. The decision rule of the statistical hypothesis test is a rule that specifies the conditions under which the null hypothesis can be rejected. Chi-square tests, analysis of variance, Kruskal-Wallis test.

Content of examples, tasks, assignments to consolidate the topic:

Determine the level of significance: in the social sciences, the level of significance is traditionally set at 0.05 ( $p = 0.05$ ). By choosing the level of significance of  $\alpha$ , we determine the risk of erroneous rejection of the null hypothesis and at the same time define how much difference from the null hypothesis we are willing to tolerate as a consequence of the influence associated with working with random selection. Formulate null and alternative hypotheses for chi-square test, analysis of variance and Kruskal-Wallis test on the example of your own data. Identify which data pairs are appropriate for the tests.

#### 9. Application of market research.

Content:

Basic concept and scope of cluster analysis and its importance in marketing research; statistics associated with cluster analysis;

procedure for conducting cluster analysis, including formulating the problem, selecting a distance measure, selecting a clustering procedure, deciding on the number of clusters, interpreting clusters and profiling clusters; purpose and methods for evaluating the quality of clustering results and assessing reliability and validity; applications of non-hierarchical clustering and clustering of variables;

Content of examples, tasks, assignments to consolidate the topic:

You are a marketing research analyst for a major airline. You have been set the task of determining consumers' attitudes towards budget airlines. Construct a 15-item scale for this purpose. In a group of five students, obtain data on this scale and standard demographic characteristics from 25 males and 25 females in your community. These data should then be used to cluster participants and to cluster the 15 variables measuring consumer attitudes towards budget airlines.

#### 10. Multidimensional scaling and conjoint analysis.

Content:

Basic concept and scope of multidimensional scaling (MDS) in marketing research and its various applications; steps involved in MDS of perception data, including formulating the problem, obtaining input data, selecting an MDS procedure, deciding on the number of dimensions, labelling the dimensions and interpreting the configuration and assessing reliability and validity; MDS scaling of preference data and distinguish between internal and external analysis of preferences; basic concepts of conjoint analysis, contrast it with MDS and its various applications; procedure for conducting conjoint analysis, including formulating the problem, constructing the stimuli, deciding the form of input data, selecting a conjoint analysis procedure, interpreting the results and assessing reliability and validity.

Content of examples, tasks, assignments to consolidate the topic:

Consider 12 brands of bath soap (you can use the following – or other brands that you are more familiar with): Dove, Zest, Dial, Imperial Leather, Body Shop, Camay, Ivory, Palmolive, Irish Spring, Lux, Safeguard, Fairy. Form all the possible 66 pairs of these brands. Rate these pairs of brands in terms of similarity using a seven-point scale. Write a report on what you would see as the participant experience in completing the task of comparing these brands.

#### 11. Internet and research.

Content:

Internet as a method of research. Internet as a object of research. Internet as a medium of research. Utilizing social media to start understanding the volume of conversations and mentions around a business idea. AB testing. Advantages and disadvantages of online market research.

Content of examples, tasks, assignments to consolidate the topic:

Please divide the below techniques into qualitative and quantitative. Furthermore, as online research is becoming more and more relevant, try to do the same between the online and offline techniques.

The result should be taxonomy of four quadrants: quadrant 1, online qualitative techniques; quadrant 2, online quantitative; quadrant 3, offline qualitative, quadrant 4: offline quantitative:

Online ethnography

Visual data

Telephone questionnaire

Online questionnaire

Online interview

In-depth interview Self-administrated questionnaire E-mail questionnaire

Online focus group Participant observation Secondary data Content analysis

Focus group

Ethnography Semi-structured interview

#### 12. Cross sell analysis.

Content:

Basic characteristics of marketing analytics. Marketing Research and its components. Role and status of marketing analytics in the organization. Customer Life Cycle. 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.

Content of examples, tasks, assignments to consolidate the topic:

Perform cross sell based on teachers instructions.

#### 13. Association analysis.

Content:

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

Content of examples, tasks, assignments to consolidate the topic:

Perform association analysis model.

#### 14. Marketing research trends.

Content:

The pace of global change, technological development, changing economic power, changing population, pressure on the environment and the development of consumer values are

<p>supporting disruptions in almost every industry in the world. Market research is no exception. Automation and DIY surveys. Big Data and predictive analytics. Partnership 3.0.</p> <p>Content of examples, tasks, assignments to consolidate the topic:</p> <p>Present your research project.</p>																							
<p><b>Recommended literature:</b></p> <p>[1]BRADLEY,N.,2013.Market Research Tools and Techniques.Oxford:Oxford University Press, 2013. 359 p. ISBN 978-0-19-965509-0.</p> <p>[2] CHURCHILL, A. G. – IACOBUCCI, D., 2018. Market Research. Methodological Foundations. Mason: Thomson/South-Western, 2018. 403 p. ISBN 0-324-22509-1.</p> <p>[3]KUMAR,V.,2015.Market research.A global Outlook.New Delhi:Sage Publications, 2015. 412 p. ISBN 978-93-515-0248-7.</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: 214</p> <table> <tr> <th>A</th><th>ABS</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th><th>M</th></tr> <tr> <td>82,71</td><td>0,0</td><td>12,15</td><td>3,27</td><td>0,93</td><td>0,47</td><td>0,47</td><td>0,0</td></tr> </table>								A	ABS	B	C	D	E	FX	M	82,71	0,0	12,15	3,27	0,93	0,47	0,47	0,0
A	ABS	B	C	D	E	FX	M																
82,71	0,0	12,15	3,27	0,93	0,47	0,47	0,0																
<p><b>Lecturers:</b> Mgr. Lucia Vilčeková, PhD.</p>																							
<p><b>Last change:</b> 27.01.2021</p>																							
<p><b>Approved by:</b></p>																							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KKM/279AM/21	<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> 7	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Course evaluation during the semester: 2 written test in the middle and at the end of the semester for 20 points (max. 40 points). The test can be taken in an alternate time during the semester, if the student proves his / her absence by a medicine confirmation. According to the University Act, a student can have max 2 absences (one on theoretical and one on practical exercises). Next absence will be evaluated by -1 point in the final assessment of each type of exercise. Assessment of the subject during the Examinations period: The final written exam (100 minutes), consists of 2 examples (1 from time series modelling and 1 from Option strategies). (max. 60 points) Exam: a student can complete 1 regular and one corrective term if he / she does not reach the required number of points to complete the course on the regular term. The student completes the course if he / she obtains at least 60% of points (ie 24 points) from the continuous assessment, so that he / she can go to the exam and min. 60% of the exam points (ie 36 points) to pass the exam. The points that the student obtains during the semester and in the exam are included in the final grade of the subject. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> The objective of this course is to provide some knowledge of financial time series, introduce some statistical tools useful for analyzing these series, and gain experience in financial applications of various econometric methods.	
<b>Class syllabus:</b> Financial Time Series and Their Characteristics. Linear Time Series Analysis and Its Applications. ARIMA models. Random walk. Seasonal models. Continuous-Time Models and Their Applications. Option. European call option, European put option and its relation to the stock's price. Portfolio. Definition of diffuse process, Itô's process, drift, dispersing coefficient. Itô's lema and its consequences for stock and option price differential. Black Scholes formula. Binomic tree. American call and put options, basic differences between	

American and European one and possibilities of searching its solution as a free boundary problem. Options hedging strategies.							
<b>Recommended literature:</b> D. N. Gujarati, D. C. Porter: Basic Econometrics. McGraw-Hill International Edition, 2009 Carlo Vercellis: Business Intelligence: Data Mining and Optimization for Decision Making. John Wiley & Sons Ltd. 2009 (chapters 4-9) <a href="http://faculty.washington.edu/ez">http://faculty.washington.edu/ez</a> Cipra: Analyza časových řad s aplikacemi v ekonomii, SNTL/Alfa Wilmott, Dewynne, Howison: Option Pricing: Math. Models and Computation Bohdalová, Mária - Greguš, Michal: Stochastické analýzy finančných trhov. Ruey S. Tsay: Analysis of Financial Time Series							
<b>Languages necessary to complete the course:</b> english							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 26							
A	ABS	B	C	D	E	FX	M
0,0	0,0	0,0	3,85	23,08	57,69	15,38	0,0
<b>Lecturers:</b> doc. RNDr. Mária Bohdalová, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Peter Pšenák, PhD.							
<b>Last change:</b> 30.10.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University 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> 2.	
<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. Scale of assessment (preliminary/final): 90/10	
<b>Learning outcomes:</b> Main goal: 1/ to provide knowledge related to key topics of the new venture strategic development and financing; 2/ 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 – practitioners 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	

<p>2.2. New venture and its development in line with customer requirements, life cycle of the offered product, competition and competitive advantage</p> <p>2.3. Selling process</p> <p>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</p> <p>2.5. High level product specification</p> <p>3. New venture financing: financial tools and products according to phases of the new venture building</p> <p>3.1 Bootstrapping, Venture capital, Mezzanine capital...</p> <p>3.2. Crowdfunding</p> <p>3.3. Project financing</p> <p>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</p> <p>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</p> <p>6. Stages of funding selection of new ventures</p> <p>7. Exit and its forms: a/ failure and restart; b/ "going public", c/ acquisition, d/ management buy-out</p>
<p><b>Recommended literature:</b></p> <p>[1] AULET, B. Disciplined Entrepreneurship. Wiley, 2013.</p> <p>[2] SMITH, J. K., SMITH, R. L., BLISS, R. T. Entrepreneurial Finance: Strategy Valuation &amp; Deal Structure. Stanford Economics and Finance, 2011.</p> <p>[3] WICKHAM, P. A. Strategic Entrepreneurship. 4th edition. FT Prentice Hall, 2006.</p> <p>[4] VINTURELLA, J. B., ERICKSON, S. M. Raising Entrepreneurial Capital. Elsevier, 2003.</p> <p>[5] PILKOVÁ, A., HOLIENKA, M., KUBIŠOVÁ, M. Lecturing Notes and Case Studies.</p>
<p><b>Languages necessary to complete the course:</b></p> <p>English</p>
<p><b>Notes:</b></p> <p>In compliance with the regulations of the internal regulation No. 16/2017 Rector's Directive Comenius University in Bratislava Full reading of the internal regulation No. 23/2016 Rector's Directive Comenius University in Bratislava, which issues the Code of Ethics of the Comenius University in Bratislava as read in supplement No. 1, every student acquires his/her study results honestly; does not cheat and use dishonest practices during any form of assessment of his/her acquired knowledge. Cases of breaking the Code of Ethics of Comenius University can be judged as breaking the duties following from legal regulations, (...). Such judgement may be connected with enforcing accompanying legal consequences on academic, (...) disciplinary level.</p> <p>In accordance with the regulations of the internal regulation No. 13/2018 approved by the Academic senate of Comenius University in Bratislava the Disciplinary Regulations of Comenius University in Bratislava for Students, a disciplinary offence of a student is any form of copying or forbidden cooperation or providing answers during written or oral examination (assessment of knowledge) or during preparation for it within the course, or using technical devices or any information carriers in other than allowed ways during written or oral evaluation of study results (assessment of knowledge) or during preparation for it within the course. Committing a disciplinary offence may lead to imposing some disciplinary precautions on the student: admonition, conditional suspension of studies or dismissal from studies.</p>

<b>Past grade distribution</b>							
Total number of evaluated students: 82							
A	ABS	B	C	D	E	FX	M
37,8	0,0	23,17	20,73	9,76	8,54	0,0	0,0
<b>Lecturers:</b> prof. Ing. Anna Pilková, PhD., MBA, doc. PhDr. Marian Holienka, PhD., Mgr. Natália Vančíšínová, PhD.							
<b>Last change:</b> 14.05.2022							
<b>Approved by:</b>							



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/040AM/21	<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: per level/semester:</b> 2s / 2s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 7	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 20% - report on solution and presentation of the assigned case study (weight 0,2) + written midterm test (weight 0,3) + final comprehensive oral exam (weight 0,5) At least 91% must be obtained to obtain an A grade, at least 81% to obtain a B grade, at least 73% to obtain a C grade, at least 66% to obtain a D grade, and at least 60% to obtain an E grade. Gaining 59 points or less indicates an Fx grade. Scale of assessment (preliminary/final): 50 / 50	
<b>Learning outcomes:</b> The course provides master's students with knowledge about approaches, concepts and practical application of research results in the field of Organizational Behavior as a current view of the management of organizations. This results in the development of students' ability to solve specific problems of organizations that are associated with people management. Students will gain new knowledge, e.g. on individual behavior, motivation, group dynamics, leading work groups, minimization of negative manifestations of group behavior, building authority, conflict resolution in the workplace and negotiations. The seminars in this course are based on the solution of case studies (case-based teaching) in the field of Organizational Behavior. Students will thus develop their skills of teamwork and systematic and creative solution of various problems of organizational practice.	
<b>Class syllabus:</b> 1. Introduction. What is OB and why it is important, the nature of organizations, trends in the new workplace, OB and Management, the nature of managerial work, managerial skills. Dilemmas and challenges associated with leading groups and teams that current managers face in the workplace. 2. Management lessons from abroad – Organizational behavior and culture. How culture affects the perception of the world around us and the behavior of people in the work environment. A culturally diverse work environment. Attributes of culture strongly influencing planning, negotiation, leadership, communication in the work environment. 3. Individuals in the organization. Components of work performance. Personality traits. Big Five model. Values, attitudes. Perceptual process and perceptual barriers. Attribution error and implications for managerial practice. 4. Motivation. Practical implications of content and process theories of motivation. Job design.	

<p>Motivational potential of work. Factors influencing motivation. Basic work attitudes (job satisfaction, job involvement, and organizational commitment).</p> <p>5. Groups in the organization. Group dynamics. Tuckman's model of group dynamics. Effectiveness of work groups. Types of teams. Negative manifestations of group behavior and how to minimize them. Asch's effect. Groupthink. Stanford prison experiment.</p> <p>6. Organizational design, classic and organic organizational structures. Determinants of organizational structure. Principles of creating organizational structure. Span of control, departmentalization, centralization, formalization, specialization of work. Interdependencies between organizational structure and organizational culture.</p> <p>7. Management and Chaos Theory. New model of organization. Learning organization.</p> <p>8. Managing change in organizations, the role of the manager in the process of change management. Change agents. Lewin's model of change. Resistance to change and tactics to overcome it.</p> <p>9. Power and authority. Sources of individual power. Organizational politics and employee political behavior in the organization.</p> <p>10. Leadership. Definition of this process, its basic elements. Development of theoretical reflection of leadership through time. Classical theories (trait theories, behavioral theories, situational theories). Values-oriented leadership, neo-charismatic leadership, team leadership.</p> <p>11. Managerial communication. Development of communication skills. Active listening. Effective feedback. Constructive criticism.</p> <p>12. Decision-making and conflict resolution. Sources and types of conflicts. Task, relational and procedural conflicts. Productive conflict. Negotiation - stages of the process and its elements. Negotiation methods and tactics.</p>
<p><b>Recommended literature:</b></p> <p>[1] Rudy, J.: Management and Chaos Theory. Bratislava: Faber, 1997.</p> <p>[2] Robbins, S. P. – Coulter, M.: Management, Pearson Education, Harlow, 2021.</p> <p>[3] Robbins, S. P. – Judge, T.A.: Organizational Behavior. New Jersey: Prentice Hall, 2015.</p> <p>[4] Schermerhorn, J. R. – Hunt, J. G. – Osborn, R. N.: Organizational Behavior. John Wiley and Sons, 2008.</p> <p>[5] Lašáková, A. - Bajžíková, Ľ. - Dedze, I. (2017). Barriers and drivers of innovation in higher education: Case study-based evidence across ten European universities. International Journal of Educational Development, 55, 69-79.:</p> <p>[6] Case studies (selection), e.g. Harvard Business Publishing, <a href="https://hbsp.harvard.edu/cases/?ab=browse%7Ccases">https://hbsp.harvard.edu/cases/?ab=browse%7Ccases</a></p> <p>[7] Website of the Academic library at Comenius University in Bratislava – external information sources accessible for CU at: <a href="http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademickakniznica-uk/externe-informacne-zdroje/">http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademickakniznica-uk/externe-informacne-zdroje/</a>.</p> <p>[8] Journals: Organizational Behavior and Human Decision Processes, Organizational Dynamics, Organization Science, Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Journal of Applied Psychology, Business Horizons, Human Relations, Journal of Personality and Social Psychology, Harvard Business Review</p> <p>[9] Additional resources will be continuously supplemented and updated (with regard to new and available resources).</p>
<p><b>Languages necessary to complete the course:</b></p> <p>English</p>
<p><b>Notes:</b></p> <p>An extensive syllabus is prepared for the course, which is electronically distributed to all students who have enrolled in this course at the beginning of the semester.</p> <p>ETHICS</p>

In accordance with the provisions of internal regulation no. 16/2017 Directive of the Rector of Comenius University in Bratislava Full text of internal regulation no. 23/2016 Directive of the Rector of Comenius University in Bratislava, which issues the Code of Ethics of Comenius University in Bratislava, as amended by Supplement no. 1, each student always achieves his / her study results in an honest manner; does not deceive or use dishonest practices during any form of verification of his / her study knowledge and skills. Cases of breach of the UK Code of Ethics may be considered a breach of legal obligations, (...). Such an assessment may involve the application of appropriate legal consequences at the academic, (...) disciplinary level. In accordance with the provisions of internal regulation no. 13/2018 approved by the Academic Senate of Comenius University in Bratislava Disciplinary Code of Comenius University in Bratislava for students, student disciplinary offense is any form of depreciation or illegal cooperation or counseling during written or oral evaluation of study results (knowledge testing) or during preparation for it within the subject , or the use of technical devices or any information carriers in a manner other than permitted during the written or oral assessment of learning outcomes (knowledge testing) or during preparation for the subject. Some of the disciplinary measures can be imposed on a student for a disciplinary offense: reprimand, conditional expulsion from study or expulsion from study.

#### **Past grade distribution**

Total number of evaluated students: 39

A	ABS	B	C	D	E	FX	M
33,33	0,0	35,9	17,95	5,13	2,56	5,13	0,0

**Lecturers:** prof. Ing. Ján Rudy, PhD., prof. Mgr. Anna Lašáková, PhD.

**Last change:** 02.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KKM/194AM/21				<b>Course title:</b> Practical Financial Markets			
<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> 1.							
<b>Educational level:</b> 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: 15							
A	ABS	B	C	D	E	FX	M
6,67	0,0	6,67	46,67	0,0	20,0	20,0	0,0
<b>Lecturers:</b> Ing. Vladimír Valach, PhD., CFA, MBA							
<b>Last change:</b> 10.02.2022							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM/010AM/21				<b>Course title:</b> Practice			
<b>Educational activities:</b> <b>Type of activities:</b> practice <b>Number of hours:</b> <b>per week:</b> <b>per level/semester:</b> 6t <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 5							
<b>Recommended semester:</b> 4.							
<b>Educational level:</b> 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: 4							
A	ABS	B	C	D	E	FX	M
100,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> doc. JUDr. PhDr. Katarína Gubíniiová, PhD.							
<b>Last change:</b>							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/276AM/21	<b>Course title:</b> Project Management - Advanced
<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> 7	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester, the student has the opportunity to earn 60 percent for the submission and presentation of three part of the semester work. <ul style="list-style-type: none"> <li>• Presentations of a specific topic on a theoretical level - 15 percent.</li> <li>• Presentations of a specific topic on a practical level (from a specific organization) - 15 percent.</li> <li>• Developed internal methodology for project management - 30 percent.</li> </ul> During the exam period, it is possible to get 40 percent from the written test. The evaluation of the course is in accordance with the Study Regulations of Univerzita Komenského and the individual levels of classification scales are awarded on the basis of the points system applied, which reflects the degree success in completing the course. Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b> By completing the course the student will gain specific knowledge of multi-project issues management, in particular from the point of view of the organization and setting up of the system of coordination of planning processes, monitoring and control of parallel projects in the organization. After completing the course, students should be able to compile a methodology of project management for organization. The course develops knowledge of project management in the broader context of organizational management, points out the relationships and possibilities of application of project approach and project techniques in organization management. The course is set in close cooperation with representatives of business and managerial practice, such as also on the basis of own research in the field of project management and the use of methodologies project management.	
<b>Class syllabus:</b> The aim of the course is to supplement and develop the already acquired knowledge of project issues management. To acquaint students with the specifics of project management, especially from the point of view project portfolio management (multi-project management) in the context of organizational management. The aim of the course is also to acquaint students with the main methodologies of the project	

management in an experiential form.

The aim of the exercise is to gain specific knowledge of multi-project management, in particular from the point of view of the organization and setting up of the system of coordination of planning, monitoring and

control of parallel projects in the organization.

Project management process, basic types of risks, project management process, products, roles metrics, project life cycle, stages (phases) of the project - project start, project planning, project implementation, project closure. The place of project management in the organizational structure, models of organizational structures, team project management.

Project planning, content of the planning process, planning procedure, documentation planning process.

Hierarchical structure of project activities, time planning tools.

Project implementation management process, content of project implementation management process, tools for monitoring the status of project implementation, control mechanisms.

Project and investment. Demand analysis and forecasting methods. Capacities and project recalculations, content of project calculations, time funds, capacity, limiting conditions. Planning budget, impact of limited resources, risks and reserves. Investment efficiency, principles, stages evaluation, evaluation methods and criteria.

Feasibility study, goals, strategy, marketing strategy, market analysis and production volumes, material inputs and energy, workforce, location of the project in the environment, technology and technical support of the project, implementation plan of the project, economic evaluation of the project.

Strategic planning, other project procedures, selection of project procedure as correct apply processes, factors influencing the selection and adaptation of the process, possibilities of adaptation selected process.

### **Recommended literature:**

- [1] PAPULA, J. 2012. Strategický manažment projektov. Bratislava : Pagoda, 2012.
- [2] RUSSEV, S. – GREGUŠ, M. 2010. Riadenie projektov s Microsoft Project 2010. Krátky a rýchly návod na prácu s MS Project 2010. Bratislava : Microsoft, 2010.
- [3] BENTLEY, C. 2011. The Essence of the Project Management Method – PRINCE2. 7th Edition. AIS Management, 2011. ISBN 978-09-576-0760-6
- [4] COBB, C. G. 2011. Making Sense of Agile Project Management: Balancing Control and Agility. Hoboken : John Wiley and Sons, 2011. ISBN 978-04-709-4336-6
- [5] KERZNER, H. R. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling. 11th Edition. John Wiley and Sons, 2013. ISBN: 978-11-180-2227-6
- [6] MEREDITH – MANTEL. 2005. Project Management: A Managerial Approach. 6th Edition. John Wiley and Sons, 2005. ISBN 04-717-1537-9
- [7] PROJECT MANAGEMENT INSTITUTE. 2008. A Guide to the Project Management Body of Knowledge (PMBOK Guide). 4th Edition. An American National Standard ANSI/PMI 99-001-2008. ISBN 978-19-338-9051-7
- [8] ROSENAU, M. D. 2007. Řízení projektů. 3. vydání. Brno : Computer Press, 2007. ISBN 978-80-251-1506-0
- [9] RUSSEV, S. 2011. Manažment projektov. Bratislava : Univerzita Komenského v Bratislave, 2011. ISBN 978-80-223-2818-0
- [10] SABOL, T – MACEJ, P. 2001. Projektový manažment. Košice : Technická Univerzita v Košiciach, 2001.
- [11] SCHWALBE, K. 2008. Information Technology Project Management, Course Technology. 5th Edition. 2008. ISBN 978-03-246-6521-5
- [12] SCHWALBE, K. 2007. Řízení projektů v IT. Brno : Computer Press, 2007. ISBN

978-80-251-1526-8 [13] Webové sídlo Akademickéj knižnice UK – externé informačné zdroje prístupné pre UK: <a href="http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/">http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/</a> . [14] Ďalšie zdroje budú priebežne dopĺňané a aktualizované (vzhľadom na nové a dostupné zdroje).							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 43							
A	ABS	B	C	D	E	FX	M
11,63	0,0	37,21	18,6	4,65	23,26	4,65	0,0
<b>Lecturers:</b> Ing. Peter Balco, PhD., Mgr. Sharon Cherono Murgor							
<b>Last change:</b> 01.10.2021							
<b>Approved by:</b>							



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/100AM/21	<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> 7	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Evaluation during the the semester (60 percent), final exam in the exam period (40 percent). 60 percent of evaluation during the semester can be obtained for the elaboration of project, class activities and testing of knowledge. The final exam in the exam period is written. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 60-65%; F = 0-59% points. Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b> <ul style="list-style-type: none"> <li>- Advanced understanding of strategy and strategic management</li> <li>- Application of various methods, tools and models in strategic management</li> <li>- Development of analytical and strategic thinking skills and practical application of knowledge on selected company/companies</li> </ul>	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. Nature of Strategic Management</li> <li>3. Key Terms and Relations in Strategic Management</li> <li>4. Strategic Management Process</li> <li>5. The Business Vision and Mission</li> <li>6. Analysis of Macro Environment</li> <li>7. Analysis of Industry</li> <li>8. Analysis of Internal Environment</li> <li>9. SWOT Analysis</li> <li>10. Hierarchy of Strategy</li> <li>11. Strategic Implementation and Control</li> <li>12. Recapitulation and Conclusion</li> </ol>	
<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.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 67

A	ABS	B	C	D	E	FX	M
37,31	0,0	20,9	10,45	7,46	22,39	1,49	0,0

**Lecturers:** doc. Mgr. Zuzana Papulová, PhD., Mgr. Dávid Smolka

**Last change:** 14.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/077AM/21	<b>Course title:</b> Strategic 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> 2., 4.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Marketing	
<b>Course requirements:</b> During the semester, students will present 2 projects – (1) about the selected method of analysis, (2) the draft about the objectives and implementation of the strategic marketing plan of the selected company. Students can work in small teams (if they choose a large enterprise, which has several strategic business units or brands). Projects should be sent in digital form to the teacher via email. During the semester, students have the opportunity to get a 40% of grade (15% for the selected analytical technique utilized at a particular company, 30% for drafting a marketing plan for a specific company and 5% can be obtained for activities in the seminars. In the exam period, student can obtain 60%. The evaluation of the course is in accordance with the Study Regulations of Comenius University and the individual levels of the classification scale are awarded on the basis of the applied point system, which reflects the degree of success of completing the course. A minimum of 91 percent is required to obtain an A grade, a minimum of 81 percent to obtain a B, a minimum of 73 percent to a C, a minimum of 66 percent to a D and a minimum of 60 percent to an E grade. Credits will not be awarded to a student who earns less than 60 percent. Scale of assessment (preliminary/final): Scale of assessment: - preliminary 40%- final exam 60%	
<b>Learning outcomes:</b> Students should gain theoretical knowledge of what strategic marketing is, what competencies it has, what role it plays in the company, how marketing goals are designed and how they are implemented. Students should learn to use different types of strategic marketing analysis, evaluate them, design goals and influence internal processes and external factors. The course will enable student to grasp strategic marketing activities at the company level, to get acquainted with various methods and approaches, analytical techniques and alternatives of marketing strategy. After completing the course, the student should be able to make a qualified selection of analytical methods and procedures, master the methods of creating a strategic marketing plan of the company and its implementation. The goal is to know the strategic marketing plan to compile, assess, manage	

strategic activities and evaluate the success of plans. The purpose is to comprehensively address issues related to strategic marketing and marketing planning.

**Class syllabus:**

1. Basic concepts and terms

Basic concepts and their interpretation. Marketing management - strategic objectives - strategic marketing, marketing strategy. Strategic Marketing - objectives and their typology - implementation goals.

2. Strategic Marketing

Theory and practice. Strategic thinking. Term strategy and vision. Types of strategies and strategic objectives. Local and global strategy. Competitive strategy. Preconditions drafting of a strategic marketing plan. It includes strategic marketing plan.

3. Analytical Process

Strategic marketing analyzes and functional business areas. Substrates the analytical process. The competitiveness of businesses - the importance of strategic and marketing objectives for creating competitive advantages of the company.

4. The analytical process according to the characteristics of the company

Company homogeneous versus heterogeneous company. Competencies of strategic business units, creation of strategic marketing plans for strategic business units.

5. Competitive Advantages

Typology of competitive advantages - imitated and inimitable, continuous and discontinuous, local and global, comparative competitive advantages. Creation of new competitive advantages, innovation and change in product line.

6. Marketing Strategy

Marketing strategy and marketing planning process. Analysis of the strategic position, strategic and marketing situational analysis. Strategy of red and blue oceans.

7. Analysis of macro environment and microenvironment

Environment analysis: macro environment - PESTLE analysis, interactive environment and environment industries. Characteristics of the industry driving forces in the industry life cycle the industry, the attractiveness of the sector. Porter's five forces. The process of evaluating external analysis.

8. Analysis of internal environment

Internal analysis of the company - analysis of competitiveness, evaluation of competitive position, planning competitive position. Naming options - setting the strategic orientation of the company in markets where the company wants to operate. Relations with competitors. Strategic groups in the industry.

9. Specific methods of strategic marketing

Methods of strategic marketing analysis - ABC, RMF, radar, needs analysis and customer satisfaction.

10. Benchmarking

Benchmarking as a method of the strategic marketing analysis, benchmarking as a process. Types and forms of benchmarking and utilization. Advantages and disadvantages of benchmarking success and failure benchmarking.

11. Portfolio Analytics

Portfolio analysis - Analysis of the product portfolio, the portfolio of strategic business units and the portfolio of brands. Analysis of the strategic position. Possibilities of creating synergies in the portfolio. Strategic advantage.

12. Creation of the Strategic Marketing Plan

Strategic marketing plan - creation, verification, and implementation. Organisational structure and integration of marketing activities. Successful and unsuccessful implementation, marketing control, change control factors.							
13. Marketing Strategy							
Marketing Plan - Marketing audit, growth, stabilization and Reduced marketing strategy. Crisis marketing strategy. Responding to the alternative stimuli response to the crisis and economic growth, change in marketing policy..							
<b>Recommended literature:</b> 1. CAVENS, D. W., PIERCY, N.,F: Strategic marketing. New-York: McGraw-Hill International Edition 2006, s. 726, ISBN 007-124432-8 2. EL-ANSARY, A.,I.: Marketing strategy: taxonomyanfframeworks. European BusinessReview, 2006, vol 18, no 4 3. KIM, W., C., MAUBORGNE, R.: BlueOceanStrategy: How to CreateUncontestedMarketSpace and Mak CompetitionIrrelevant. Boston 2005,Harward Business School Press 4. KOTLER, P. – KELLER, K. L. – BRADY, M. – GOODMAN, M. – HANSEN, T.: Marketing Management. Harlow: PearsonEducationLimited, 2012 5. KUMAR, N.: Marketing strategy. Boston: Harward Business School Press 2004, s. 240, ISBN 1-59139-210-1 6. PORTER, M., E.: Competetive Advantage: Creating and Sustaining Superior Performance. New York: Free Press 1998, s 592, ISBN 0-684-84146-0BN 7. DRUMOND, G., ENSOR, J., ASHFORD, R.: Strategic marketing, planning and control. 2002. Oxford. ISBN 978-0756-8271-8. Dostupné na: <a href="http://books.google.sk/books?id=WrmLizZH3RoC&amp;printsec=frontcover&amp;dq=strategic+marketing&amp;hl=en&amp;sa=X&amp;ei=noNjU7HyNOvB7AalloHICA&amp;redir_esc=y#v=onepage&amp;q=strategic%20marketing&amp;f=false">http://books.google.sk/books?id=WrmLizZH3RoC&amp;printsec=frontcover&amp;dq=strategic+marketing&amp;hl=en&amp;sa=X&amp;ei=noNjU7HyNOvB7AalloHICA&amp;redir_esc=y#v=onepage&amp;q=strategic%20marketing&amp;f=false</a> 8. WILSON, R., M., S., GILLIGAN, C.Strategic marketing management – planning, implementation and Control. 2005. Oxford. ISBN 0-7506-5938-6 Dostuoné na: <a href="http://books.google.sk/books?id=bvv-zibROUC&amp;printsec=frontcover&amp;dq=strategic+marketing&amp;hl=en&amp;sa=X&amp;ei=noNjU7HyNOvB7AalloHICA&amp;redir_esc=y#v=onepage&amp;q=strategic%20marketing&amp;f=false">http://books.google.sk/books?id=bvv-zibROUC&amp;printsec=frontcover&amp;dq=strategic+marketing&amp;hl=en&amp;sa=X&amp;ei=noNjU7HyNOvB7AalloHICA&amp;redir_esc=y#v=onepage&amp;q=strategic%20marketing&amp;f=false</a>							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 3							
A	ABS	B	C	D	E	FX	M
100,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> doc. PhDr. Eva Smolková, CSc., Mgr. Vladimír Hrček, PhD.							
<b>Last change:</b> 13.02.2022							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/037AM/16	<b>Course title:</b> Strategic Thinking and Strategy
<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> 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Evaluation during the the semester (50 percent), final exam in the exam period (50 percent). 50 percent of evaluation during the semester can be obtained for the elaboration of presentation, class activities and testing of knowledge. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 60-65%; F = 0-59% points.	
<b>Learning outcomes:</b> <ul style="list-style-type: none"> <li>- Acquisition of theoretical knowledge and findings on process of thinking and development of thinking withing strategy creation.</li> <li>- Orientation in basic terms connected to strategy and its importance for nowadays companies and their success.</li> <li>- Understanding of development and history of strategy and its use in various disciplines.</li> <li>- The emphasis is on the application of strategic thinking and on skills and approaches to develop strategic thing.</li> </ul>	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Strategy as a factor of sucessfulness (Critical success factors for businesses. The essence of strategy. The strategy as a success factor. Strategy, tactics, operation and their interdependencies)</li> <li>2. Application of the strategy in a changing and unpredictable environment (Trends in the development environment and the factors affecting them. The importance of implementing the strategy in a constantly changing environment. Examination of the changes in the environment and in response to changes in the environment.</li> <li>3. Development of strategy (Roots of Strategy in Military and other disciplines. Development of strategy in business and management)</li> <li>4. Human thinking as a process (The essence of human thought. Basic phases of human thinking. Using information about the past and the diversity of perspectives on presence in developing visions for the future. Improvement of human thinking from the perspective of medical sciences, psychology and philosophy)</li> </ol>	

<p>5. Strategic thinking, its nature and specifics (Basic kinds of human thinking, their characteristics and applications. Strategic thinking, its nature and specifics. Advantages and application of strategic thinking.</p> <p>6. Strategic thinking managers (Basic ways of thinking managers by K. Ohme. Scope and application of strategic thinking in management, in terms of the basic functions of management positions and managers in management)</p>																							
<p><b>Recommended literature:</b></p> <p>[1] TOVSTIGA, G. 2010. Strategy in Practice: A Practitioner's Guide to Strategic Thinking. Chichester : John Wiley and Sons, 2010.</p> <p>[2] DIVANNA, J. – AUSTIN, F. 2004. Strategic Thinking in Tactical Times. New York : Palgrave Macmillan, 2004.</p> <p>[3] KAHNEMAN, D. 2011. Thinking, Fast and Slow. Farrar Straus and Giroux, 2011</p> <p>[4] ARONSON E. 2004. The Social Animal. Worth Publishers, 2004</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: 18</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><th>M</th></tr> </thead> <tbody> <tr> <td>44,44</td><td>0,0</td><td>22,22</td><td>0,0</td><td>5,56</td><td>11,11</td><td>16,67</td><td>0,0</td></tr> </tbody> </table>								A	ABS	B	C	D	E	FX	M	44,44	0,0	22,22	0,0	5,56	11,11	16,67	0,0
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<p><b>Lecturers:</b> doc. Mgr. Zuzana Papulová, PhD., Mgr. Karol Cagáň</p>																							
<p><b>Last change:</b> 20.09.2021</p>																							
<p><b>Approved by:</b></p>																							