

Course descriptions

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COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KIS/141M/17				Course title: Asian Management			
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning							
Number of credits: 3							
Recommended semester: 1.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 44							
A	ABS	B	C	D	E	FX	M
100,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lecturers: PhDr. Peter Ondris, PhD.							
Last change: 30.09.2020							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/067_M/14	Course title: Brand Management
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Marketing	
Course requirements: During the semester, it is necessary to process the selected topic, present it and submit the presentation in electronic form. There are 2 variants. 1. one company that has several brands in its portfolio. It is necessary to map the hierarchical structure of brands in the company, identify the characteristics and goals of all (or selected) brands, examine their elements, image and positioning, evaluate their success (or failure) and name the reasons for success or failure of branding policy. Part of the work is the analysis of used or potential synergistic effects but also the real or potential threat of cannibalization of brands. In the end, it is necessary to evaluate how successfully or unsuccessfully the brand management works in the selected company. 2. Comparison of two competing companies, where it is necessary to identify characteristics and goals in relation to building brands, name the methods and tools used, deal with the image and personality characteristics of selected brands as well as their historical context. In the end, it is necessary to make a comparison of selected brands - brand elements, image, positioning and analyze the success of the method and means of building them and evaluate their perspectives. The semester project is individual and within it it is required to compare the success of positioning and management of the analyzed brands. During the semester, students have the opportunity to get 50% of the evaluation, in the examination period 50 points. Scale of assessment (preliminary/final): 50% during the semester, 50% during the probationary period	
Learning outcomes: Student will gain a set of knowledge in the field of brand building management, learn when it is necessary to build a brand and when not. They will get acquainted with how to build, position and manage a brand, they will know how it is possible to acquire a brand and use one that is owned by another entity. They will learn the typology of brands, they will be able to assess what models the company uses in the process of building a brand and grasp their advantages and disadvantages. The purpose is to acquaint students with the basic approaches, opportunities, strategic and marketing alternatives in the process of building or acquiring a brand or brands at the company level. They will be able to grasp the role and importance of the brand for the company, they will get acquainted with	

the possibilities of expanding the brand portfolio at the company level, or vice versa, slimming the company by selling brands from the portfolio. Part of the course is an outline of the issue of brand protection, issues of brand valuation methodologies, creating synergies between brands. brands and comparison of existing brand rankings.

Class syllabus:

1. Brand What is a brand, the genesis of brands, the current importance of the brand in the company. Creating a brand. Brand building. When to build a brand and when not. What brand to build.
2. Company and brand. The importance of the brand for the company. Brand building and brand management. Brand positioning. Brand loyalty.
3. Brand in the theory and practice of management. Definitions and terms. Typology of brands. Different approaches to building a brand. Conditions for building and functioning of the brand.
4. Brand values. Brand and its value. Brand as value and moral commitment.
5. Branding - advantages and disadvantages. Brand acquisition - advantages and disadvantages. Franchising, licensing, acquisition, network entry.
6. The effect of the brand. Local - national - continental - global brands. The process of creating a global brand. Successful and unsuccessful brand.
7. Monolithic strategy - one brand for all products. Corporate brand. The pros and cons. Synergies between products.
8. Strategy - many brands in the portfolio. The pros and cons. Synergistic effects between brands and possibilities of their use. Cannibalization of brands.
9. Private labels - brands of sellers. Reasons for origin. The pros and cons. Types of private labels.
10. Personality and brand image. Building brand personality characteristics and brand image - changing personality characteristics, rebranding and changing brand positioning.
11. Brand protection. Forms and types of protection, national and international trademark. What is possible and necessary to protect. Protection price.
12. Brand equity. The concept of brand equity, brand equity components. Brand as the most valuable intangible asset of the company. Brand as an investment. Growth of brand value and company value.
13. The most valuable and stable brands, the reasons for which they are and what process preceded their current position. Brand valuation, 4 basic methods. Maintaining brand value.

Recommended literature:

Smolková, E., Štarchoň, P., Vilčeková L. et al.: Značky a slovenský zákazník. 2013. Vydavateľstvo UK v Bratislave, ISBN 978-80-223-3535-5

Haigh, D.: Oceňování značky a jeho význam. Praha 2002, Management Press. ISBN 80-7261-073-2

Kapferet J., N.: The new strategic brand management. MPG Books Bodmin. 2008 ISBN 978-0-7494-5085-4. Dostupné na: http://books.google.sk/books?i=8PoItiB7bicC&printsec=frontcover&hl=sk&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false

Aaker, D.: Brand portfolio strategy. 2004. New-York Simon & Schuster. ISBN 0-7432-4938-0. Dostupné na: http://books.google.sk/books?id=MpDur-nHqa4C&printsec=frontcover&dq=brand+management+Aaker&hl=en&sa=X&ei=zpljU-qeNOqI7Ab9soDoDg&redir_esc=y#v=onepage&q=brand%20management%20Aaker&f=false

Keller, K.L.: Strategické řízení značky. Grada Publishing. Praha 2007. ISBN 978-80-247-1481-3

Aaker, D., A.: Brand building. Brno, Computer Press. ISBN 80-7226-885-6

Taylor, D.: Brand management. Řízení značky. Computer Press, Brno 2007. ISBN 978-80-251-1818-4

Chernatony, L.: Značka, od vize k vyšším ziskům. Brno, Computer Press 2009, 978-80-251-2007-1

Languages necessary to complete the course:

Slovak							
Notes:							
Past grade distribution							
Total number of evaluated students: 175							
A	ABS	B	C	D	E	FX	M
62,29	0,0	26,29	4,0	1,14	0,0	5,14	1,14
Lecturers: doc. PhDr. Eva Smolková, CSc.							
Last change: 07.04.2022							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/300AM/16	Course title: Corporate Valuation II
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2., 4.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: The prerequisite for this class is a passing grade in Introduction to Financial management and in Financial management. Another prerequisite for this class is in foundations of accounting and statistics. Therefore, it is expected that students will be comfortable with the following topics: Weighted Average Cost of Capital (WACC), Discounted cash flow model (DCF), Valuation Multiples, diversification, valuation of stocks - Dividend Discount Model (DDM), Capital Asset Pricing Model (CAPM), financial planning (AFN formula), financial ratios, Value Based Management, depreciation, standard deviation and correlation.	
Course requirements:	
Learning outcomes: This is an advanced course in corporate valuation. The course has three main objectives: 1. Develop an understanding of the tools that are used to prepare complete DCF valuation model in MS Excel for publicly traded company. 2. Understand the advanced issues involved in how the evaluation process is working in real world. 3. Emphasis will be placed on appreciating the limitations and challenges that are analyst faced when applying the theoretical framework of Corporate Valuation.	
Class syllabus: <ul style="list-style-type: none"> • Introduction to financial modelling in MS Excel • How to analyze industry trends? • Financial analysis of a company • FCF calculation, CAPEX&OPEX preparation • DCF model preparation (financial plan) • DCF model preparation (WACC, TV growth rates, FCF) • Preparation of valuation model with using Valuation Multiples approach (analyzing data for industry and for company) • Preparation of valuation model with using Valuation Multiples approach (calculation of values and interpreting results) • Dividend Discount Model preparation (DDM) • Case Study • Case Study 	

Recommended literature:

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

Languages necessary to complete the course:

English

Notes:

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

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

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

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

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

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

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

Grading:

Problem and Cases Sets: 30%

Project: 70%

Past grade distribution

Total number of evaluated students: 84

A	ABS	B	C	D	E	FX	M
75,0	0,0	11,9	10,71	2,38	0,0	0,0	0,0

Lecturers: Mgr. Martin Vozár, PhD.

Last change: 08.10.2021

Approved by:

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/099M/12	Course title: Current Trends in Practice Management
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 1., 3.	
Educational level: II.	
Prerequisites:	
Course requirements: 100% Case study presentation Scale of assessment (preliminary/final): 100/0	
Learning outcomes: The aim is to give the graduate CUFM students the opportunity to get the first-hand information about present trends in the practice of management as an example from Slovnaft, a.s.	
Class syllabus: 1. Introduction to the course. Entrepreneurship in the oil refinery industry – specific features and trends. 2. Slovnaft's response to the industry's and global challenges. 3. Refinery I – managerial challenges in production. 4. Refinery II – management of production processes. 5. Logistics and management of BOPZ (i.e. Slovak acronym for work safety and health preservation at the workplace). 6. Financial management of the company I. 7. Financial management of the company II. 8. Trade. 9. Retail trade management in the time of crisis. 10. Basic rules of economic competition. 11. What is easier – to talk to the employees or to people from newspaper? Similarities and differences of internal and external communication in the strategically important company. 12. Human resource management I – Personnel management vs. HRM. 13. Human resource management II – Talent management	
Recommended literature: Slovnaft a.s. company sources.	
Languages necessary to complete the course: Slovak and English	
Notes:	

Past grade distribution							
Total number of evaluated students: 533							
A	ABS	B	C	D	E	FX	M
85,74	0,0	6,94	2,25	1,69	0,75	2,44	0,19
Lecturers: prof. Ing. Ján Rudy, PhD., doc. Mgr. Jana Fratričová, PhD.							
Last change: 29.11.2017							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KIS/372B/20				Course title: Data Analysis in Management			
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning							
Number of credits: 3							
Recommended semester: 2., 4.							
Educational level: I., II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 221							
A	ABS	B	C	D	E	FX	M
67,87	0,45	9,95	3,62	0,45	0,9	12,67	4,07
Lecturers: doc. Ing. Iveta Stankovičová, PhD., Mgr. Tadeáš Chujac, Ing. Rastislav Kulhánec, PhD., Mgr. Ester Federlová, Ing. Marián Mikolášik, Ing. Alica Kačmariková							
Last change: 14.02.2022							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KIS/101M/13				Course title: Data Processing I - SQL			
Educational activities: Type of activities: lecture Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning							
Number of credits: 3							
Recommended semester: 1.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 8							
A	ABS	B	C	D	E	FX	M
62,5	0,0	0,0	0,0	0,0	0,0	25,0	12,5
Lecturers: doc. RNDr. Michal Greguš, PhD., prof. RNDr. Michal Greguš, PhD.							
Last change:							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/268M/16	Course title: Data Science and Big Data Analytics
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2., 4.	
Educational level: II.	
Prerequisites:	
Course requirements: Although Data Science represents complex area, students become familiar with essential of this science in a proper way. In order to complete this course successfully and gain the maximum benefits from it, students should have basic quantitative background and understanding of basic statistics, and practical working with notebook. It is an advantage if they have some experience with a scripting language and some knowledge of database. All prerequisites will be reviewed during the Session 0 and available as the reference during the course.	
Learning outcomes: Upon the successful completion of this course, students will be able to immediately participate on a big data or other analytics projects and they will be able to explain how advanced analytics can be leveraged to create competitive advantage. They will be able to frame a business challenge as an analytics challenge, apply appropriate analytic techniques and tools to analyse data and create models to identify important insights. They will be able to design data visualizations to communicate insights to stakeholders.	
Class syllabus: <ol style="list-style-type: none"> 1. Introduction to Data Science and Big Data Analytics 2. Basic Data Analytic Methods Using R I. 3. Basic Data Analytic Methods Using R II. 4. Data Science Project 5. Predictive Analytics - Linear Regression 6. Association Rules 7. Clustering 8. Classification 9. Text Analytics 10. Sentiment Analytics 11. Deep Learning I. 12. Deep Learning II. 	
Recommended literature: <ol style="list-style-type: none"> 1. EMC Education Services. Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data. John Wiley & Sons, 2015. 	

2. Miller, Thomas W. Marketing Data Science, Modeling Techniques in Predictive Analytics with R and Python. Pearson Education, Inc. 2015
3. Lewis, Nigel Da Costa. Deep learning made easy with R: A gentle introduction for data science. AusCov, 2016.
4. Chinnamgari, Sunil Kumar. R Machine Learning Projects. Packt Publishing, 2019.
5. Menshawy, Ahmed. Deep Learning By Example: A hands-on guide to implementing advanced machine learning algorithms and neural networks. Packt Publishing, 2018.
6. Provost, Foster, and Tom Fawcett. Data Science for Business: What you need to know about data mining and data-analytic thinking. " O'Reilly Media, Inc.", 2013.

Languages necessary to complete the course:

English

Notes:

Past grade distribution

Total number of evaluated students: 23

A	ABS	B	C	D	E	FX	M
39,13	0,0	4,35	21,74	21,74	4,35	4,35	4,35

Lecturers: Ing. Eugen Molnár, PhD., Mgr. Rastislav Molnár, PhD.

Last change: 08.10.2019

Approved by:

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/120M/18	Course title: Digital Marketing
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: 40 % interim evaluation, 60 % final evaluation - Interim evaluation: • active attendance, • semester project – application of theoretical knowledge on selected organization – 20%, • interim test or case study - 20%. - Final evaluation: • written exam - 60%. Scale of assessment (preliminary/final): 40/60	
Learning outcomes: By completing the course, the students will gain a comprehensive base of information from the environment of digital marketing, understand its key concepts, including benefits and limitations. Furthermore, students will be able to work with the acquired knowledge in a digital environment.	
Class syllabus: 1. Comparison of traditional and digital marketing. 2. Digital marketing and its basic concepts. 3. Digital environment. 4. Digital marketing mix. 5. Specifics of customer behavior in a digital environment. 6. Digital marketing research and analytics. 7. Digital marketing communication. 8. Tools of digital marketing communication. 9. Measuring the effectiveness of digital marketing communication. 10. Digital marketing strategies. 11. GDPR and consumer protection in the digital environment. 12. New trends in digital marketing. 13. Marketing 4.0.	
Recommended literature: [1] DODSON, I. 2016. The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns. Hoboken : John Wiley and Sons, 2016, 400 p. ISBN 978-11-192-6570-2 [2] HEINZE, A. – FLETCHER, G. – RASHID, T. – CRUZ, A. 2016. Digital and Social Media Marketing: A Results-Driven Approach. Abingdon : Routledge, 2016, 346 p. ISBN 978-11-389-1791-0 [3] CHAFFEY, D. – SMITH, Pr. 2017. Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing. 5th Edition. Abingdon : Routledge, 2017, 690 p. ISBN 978-11-381-9170-9 [4] KIRBY, J. – MARSDEN, P. 2016. Connected Marketing. Abingdon : Routledge, 2016, 320 p. ISBN 978-11-381-5269-4 [5] KOLEKTÍV AUTOROV 2021. Uspejte v online. Čo najlepší marketéri vedie, robia a hlásajú. Bratislava: Performics Slovakia, 2021, 291 s. ISBN 978-80-973694-0-8 [6] KOTLER, P. – KARTAJAYA, H. – SETIAWAN, I. 2017. Marketing 4.0. Hoboken : John Wiley and Sons, 2017, 184 p. ISBN 978-11-193-4120-8 [7] LABSKÁ, H. a kol. 2014. Marketingová komunikácia. Bratislava : Ekonóm, 2014, 324 s. ISBN 978-80-225-3852-7 [8] SCOTT, D. M. 2017. The New	

<p>Rules of Marketing & PR. How to Use Social Media, Online Video, Mobile Applications, Blogs, New Releases, and Viral Marketing to Reach Buyers Directly. 6th Edition. Hoboken : John Wiley and Sons, 2017, 448 p. ISBN 978-11-193-6241-8 [9] SPONDER, M. – KHAN, G. F. 2017. Digital Analytics for Marketing. Abingdon : Routledge, 2017, 310 p. ISBN 978-11-381-9068-9 [10] WRIGHT, T. – SNOOK, CH. J. 2016. Digital Sense: The Common Sense Approach to Effectively Blending Social Business Strategy, Marketing Technology, and Customer Experience. Hoboken : John Wiley and Sons, 2016, 304 p. ISBN 978-11-192-9170-1 [11] Website of the Academic Library of Comenius University in Bratislava - external information sources and databases: http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/. [12] Additional sources will be continuously supplemented and updated (with regard to new and available sources).</p>							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 221							
A	ABS	B	C	D	E	FX	M
72,85	0,0	14,93	5,88	3,17	0,0	3,17	0,0
Lecturers: prof. Mgr. Peter Štarchoň, PhD., Ing. Jaroslav Vojtechovský, PhD.							
Last change: 30.09.2021							
Approved by:							

STATE EXAM DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/O5SJ/15	Course title: Diploma Thesis Defence
Number of credits: 4	
Recommended semester: 1., 2., 3., 4..	
Educational level: II.	
State exam syllabus:	
Last change:	
Approved by:	

COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KMk/142M/16			Course title: Diploma Thesis Project				
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning							
Number of credits: 3							
Recommended semester: 4.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 1000							
A	ABS	B	C	D	E	FX	M
70,5	0,0	13,3	4,7	1,8	2,2	7,5	0,0
Lecturers: prof. Ing. Ľubica Bajžíková, PhD., doc. RNDr. Mária Bohdalová, PhD., Mgr. Eva Brestovanská, PhD., PhDr. Gabriela Bérešová, PhD., Ing. Miloslav Chalupka, PhD., doc. Mgr. Emília Charfaoui, CSc., doc. PhDr. Lukáš Copuš, PhD., doc. Dr. Frédéric Delaneuville, PhD., Mgr. Martina Drahošová, PhD., doc. Ing. Milan Fekete, PhD., doc. Mgr. Jana Fratričová, PhD., Mgr. Andrea Gažová, PhD., doc. RNDr. Michal Greguš, PhD., doc. JUDr. PhDr. Katarína Gubíniiová, PhD., Mgr. Peter Gál, doc. PhDr. Marian Holienka, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., Ing. Jaroslav Hul'vej, PhD., doc. Ing. Jana Kajanová, PhD., Ing. Vincent Karovič, PhD., Mgr. Vincent Karovič, PhD., Mgr. Zuzana Kirchmayer, PhD., Mgr. Lucia Kohnová, PhD., Mgr. Janka Kottulová, PhD., doc. Ing. Mgr. Urban Kováč, PhD., prof. Mgr. Anna Lašáková, PhD., doc. PhDr. Daniela Majerčáková, PhD., MBA, Mgr. Juraj Mikuš, PhD., doc. Mgr. Petra Milošovičová, PhD., Mgr. Ľudmila Mitková, PhD., Mgr. Miloš Mrva, PhD., prof. JUDr. Daniela Nováčková, PhD., Mgr. František Olšavský, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD., prof. Ing. Jozef Papula, PhD., doc. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., doc. PhDr. René Pawera, PhD., Mgr. Lucia Paškrťová, PhD., prof. Ing. Anna Pilková, PhD., MBA, Mgr. Michaela Poláková, PhD., Mgr. Katarína Rentková, PhD., doc. PhDr. Magdaléna Samuhelová, CSc., prof. RNDr. Darina Saxunová, PhD., Mgr. Ján Smoleň, PhD., doc. PhDr. Eva Smolková, CSc., doc. PhDr. Paulína Mihaľová, PhD., doc. Ing. Zuzana Stoličná, PhD., doc. Ing. Mgr.							

Lubomíra Strážovská, PhD., Mgr. Rita Szalai, PhD., Mgr. Lucia Vilčeková, PhD., Ing. Jaroslav Vojtechovský, PhD., doc. Ing. Jarmila Wefersová, PhD., Ing. Viera Ölvecká, PhD., doc. PhDr. Helena Šajgalíková, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., doc. Ing. Daniela Špírková, PhD., prof. Mgr. Peter Štarchoň, PhD., doc. JUDr. PhDr. Silvia Treľová, PhD., RNDr. Zuzana Kovačičová, PhD., Ing. Vladimír Valach, PhD., MBA, Mgr. Michal Páleník, PhD., PhDr. Peter Ondris, PhD., prof. Ing. Ján Rudy, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., doc. Mgr. Veronika Gežík, PhD., Mgr. Eleonóra Beňová, PhD., doc. JUDr. PhDr. Tomáš Peráček, PhD., PhDr. Ing. Monika Dávideková, PhD., Mgr. Lenka Procházková, PhD., Mgr. Július Selecký, PhD., doc. Ing. Iveta Stankovičová, PhD., prof. RNDr. Michal Greguš, PhD., PhDr. Peter Veselý, PhD., doc. Ing. Jaroslava Kniežová, PhD., prof. Ing. Natalia Kryvinska, PhD., Ing. Rastislav Kulháněk, PhD., Mgr. Alexandra Mittelman, PhD., MBA, Ing. Peter Balco, PhD., Mgr. Petronela Klačanská, PhD.

Last change: 08.09.2021

Approved by:

COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KSP/047M/16			Course title: Diploma Thesis Seminary II				
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning							
Number of credits: 3							
Recommended semester: 3.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 985							
A	ABS	B	C	D	E	FX	M
62,74	0,0	17,36	8,43	3,15	3,35	4,97	0,0
Lecturers: prof. Ing. Anna Pilková, PhD., MBA, prof. Ing. Jozef Papula, PhD., doc. Ing. Ján Papula, PhD., doc. Ing. Milan Fekete, PhD., doc. Mgr. Zuzana Papulová, PhD., Mgr. Peter Gál, PhD., Mgr. Andrea Gažová, PhD., doc. PhDr. Marian Holienka, PhD., Ing. Jaroslav Hul'vej, PhD., Mgr. Lucia Kohnová, PhD., Mgr. Miloš Mrva, PhD., Mgr. Juraj Mikuš, PhD., prof. RNDr. Jozef Komorník, DrSc., doc. PhDr. Paulína Mihaľová, PhD., doc. Ing. Jana Kajanová, PhD., prof. Mgr. Tatiana Kluvánková, PhD., doc. Ing. Mgr. Urban Kováč, PhD., prof. JUDr. Daniela Nováčková, PhD., doc. PhDr. René Pawera, PhD., prof. RNDr. Darina Saxunová, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., PhDr. Gabriela Bérešová, PhD., Mgr. Eva Brestovanská, PhD., Mgr. Janka Kottulová, PhD., doc. PhDr. Daniela Majerčáková, PhD., MBA, doc. Mgr. Petra Milošovičová, PhD., Mgr. Ľudmila Mitková, PhD., doc. Ing. Zuzana Stoličná, PhD., doc. Dr. Frédéric Delaneuville, PhD., Ing. Viera Ölvecká, PhD., Mgr. Lucia Paškrtová, PhD., Mgr. Katarína Rentková, PhD., Mgr. Ján Smoleň, PhD., Mgr. Martin Vozár, PhD., doc. Ing. Jarmila Wefersová, PhD., prof. Ing. Ľubica Bajzíková, PhD., prof. Mgr. Anna Lašáková, PhD., prof. PhDr. Anna Remišová, CSc., prof. Ing. Ján Rudy, PhD., doc. PhDr. Rozália Sulíková, PhD., doc. Mgr. Jana Fratričová, PhD., Mgr. Zuzana Kirchmayer, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., Mgr. Michaela Poláková, PhD., doc. Mgr. Emil Wojčák, PhD., doc. PhDr. Lukáš Copuš, PhD., doc. PhDr. Helena Šajgalíková, PhD., Mgr. Peter Mrázik, PhD., doc. JUDr. PhDr. Katarína Gubíniová,							

PhD., Mgr. František Olšavský, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD., doc. PhDr. Magdaléna Samuhelová, CSc., doc. PhDr. Eva Smolková, CSc., doc. Ing. Mgr. Ľubomíra Strážovská, PhD., prof. Mgr. Peter Štarchoň, PhD., Mgr. Lucia Vilčeková, PhD., doc. RNDr. Mária Bohdalová, PhD., Mgr. Martina Drahošová, PhD., Mgr. Rita Szalai, PhD., Mgr. Eleonóra Beňová, PhD., Ing. Jaroslav Vojtechovský, PhD., doc. JUDr. Ján Matlák, CSc., doc. JUDr. PhDr. Silvia Treľová, PhD., Ing. Miloslav Chalupka, PhD., RNDr. Zuzana Kovačičová, PhD., doc. RNDr. Michal Greguš, PhD., Mgr. Vincent Karovič, PhD., Ing. Rastislav Kulhánek, PhD., prof. Ing. Natalia Kryvinska, PhD., Mgr. Petronela Klačanská, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. Mário Papík, PhD., JUDr. Boris Mucha, PhD., Mgr. Lenka Papíková, PhD., Ing. Vladimír Valach, PhD., MBA, Mgr. Michal Páleník, PhD., doc. Mgr. Emília Charfaoui, CSc., Ing. Mgr. Juraj Chebeň, PhD.

Last change:

Approved by:

COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KIS/ECB/11				Course title: E-commerce			
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning							
Number of credits: 3							
Recommended semester: 1.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 391							
A	ABS	B	C	D	E	FX	M
85,42	0,0	7,67	2,56	0,26	0,51	3,07	0,51
Lecturers: Ing. Jaroslav Vojtechovský, PhD.							
Last change: 02.06.2015							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KEF/317M/19				Course title: European Business Law			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 4.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 11							
A	ABS	B	C	D	E	FX	M
54,55	0,0	27,27	0,0	0,0	0,0	9,09	9,09
Lecturers: doc. Dr. Frédéric Delaneuville, PhD.							
Last change: 17.09.2021							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/312M/19	Course title: European Economic Law
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: Mid-term assessment: during the semester there will be two written examinations of 10 points each. The student can get 20 points from the exercises for the activities. Exam: there will be a final test for 60 points on the exam. The condition for admission to the exam is to obtain at least 21 points / percent from the continuous evaluation. A = 91% - 100% B = 90% - 81% C = 80% - 73% D = 72% - 66% E = 65% - 60% Scale of assessment (preliminary/final): Mid-term assessment: during the semester there will be two written examinations of 10 points each. The student can get 20 points from the exercises for the activities. Exam: there will be a final test for 60 points on the exam. The condition for admission to the exam is to obtain at least 21 points / percent from the continuous evaluation. A = 91% - 100% B = 90% - 81% C = 80% - 73% D = 72% - 66% E = 65% - 60%	
Learning outcomes: By completing the course, the student will understand the process of globalization and the causes of changes in the world economy and European integration. Understand the history and current position of the EU in terms of global competition in world markets. Understand selected economic policies of the European Union.	
Class syllabus:	
Recommended literature: 1. Nováčková, D. : Základy európskeho práva pre manažérov. EPOS. Bratislava 2012. ISBN 978-80-857-970-8 2. Kunová, V. Nováčková, D. Zemanovičová, D. : Vnútročné politiky a činnosti Európskej únie. Aleš Čeněk, Plzeň, 2014, ISBN 978-80-7380-498-5 3. Zmluva o fungovaní Európskej únie, OJ EU C 202 7.6.2016 4. Domenik Henning Wendt: Europäisches Wirtschaftsrecht. Nomos 2021 5. Jurgen Scharze : Europäisches Wirtschaftsrecht. Nomos ISBN 978-3-8329-2657-1	

Languages necessary to complete the course: Slovak and German language							
Notes:							
Past grade distribution Total number of evaluated students: 79							
A	ABS	B	C	D	E	FX	M
41,77	0,0	24,05	18,99	7,59	2,53	1,27	3,8
Lecturers: prof. JUDr. Daniela Nováčková, PhD., doc. Ing. Jarmila Wefersová, PhD.							
Last change: 06.10.2021							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/265AJM/15	Course title: European Integration
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2., 4.	
Educational level: I., II.	
Prerequisites:	
Course requirements: - Small-group (3-5 students) semester project on selected issues of the EU/CM - Semester test - Presentation of the semester project and discussion/debate on selected issues	
Learning outcomes:	
Class syllabus: Introduction to international economic relations (IER) and regional integration (RI) - Brief history of the development in the IER - Main factors of the contemporary IER – globalization, international regional economic integration (IREI), international trade, FDI, international organizations, NGOs, etc. - Declining role of national states/governments in the IER - The role of the United Nations and its specialized agencies in the IER - Regional aspects of the UN role in the IER and technical and financial assistance to developing countries - Other important international organizations regarding IER (OECD, WTO, etc.) and their role in the IER - Institutionalization of the IREI and its role in IER – the model role of the EU institutions - “Free trade” as the basics of the IER and IREI - FDI as an important factor for the development of IER and IREI especially for developing and transitional countries - IREI and its role in the IER and regarding ongoing globalization (main building block and/or hurdle) - IREI as the dominant feature and development trend in the contemporary IER - Main stages of the IREI - Types and specifics of the IREI - Basic terms and forms of the IREI - The EU as a prototype of the IREI - Brief history of the EU and its effects on the development of the IREI and IER - The EU and its three pillars as new approach to the IREI and IER - The EU’s community legislation and its effects on the IREI and IER	

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

Recommended literature:

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

Languages necessary to complete the course:

English

Notes:

Past grade distribution

Total number of evaluated students: 119

A	ABS	B	C	D	E	FX	M
59,66	0,0	30,25	9,24	0,0	0,84	0,0	0,0

Lecturers: prof. Ing. Dušan Šoltés, CSc.

Last change: 25.08.2021

Approved by:

COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KEF/183M/12			Course title: European law				
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning							
Number of credits: 3							
Recommended semester: 1., 3.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus: Brief Syllabus: 1. Historical development of the European integration. 2. Sources of the European law. 3. Institutional system of the European union. 4. Common market and internal market. 5. Free movement of goods. 6. Free movement of persons. 7. Free movement of services. 8. Free movement of capital. 9. Economic competition. 10. State aid. 11. Relation between SR and the EU.							
Recommended literature: Literature: Treaty establishing the European Community, OJ C 321, 29.12.2006 Relevant legal regulation within the EU (before EC)							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 187							
A	ABS	B	C	D	E	FX	M
49,2	0,0	26,74	12,3	5,35	2,67	3,74	0,0
Lecturers: prof. JUDr. Daniela Nováčková, PhD., doc. Dr. Frédéric Delaneuville, PhD., doc. Mgr. Petra Milošovičová, PhD.							

Last change: 13.02.2018
Approved by:

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/310M/18	Course title: Financial Accounting and Control in the European Economic Area
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Principles of Financial Accounting I. a II.	
Course requirements: 1. 3 minicase studies 2. 3 written tests during the term 3. Final written exam Scale of assessment (preliminary/final): 15%, 30%/ 55%	
Learning outcomes: Upon successful completion of this course, students will gain knowledge what legislation to apply in the field of accounting and taxation for various companies, they will obtain the knowledge of the content of financial statements, will be able to define the accounting components of individual statements and acquire skills to apply knowledge in the accounting process using IFRS. They will be able to think critically and analyze each transaction by identifying and analyzing the impact of accounting transactions on individual accounting elements and financial statements. They will be able to improve their understanding of financial reporting to corporations with an emphasis on the topics selected in the course, they will apply the knowledge and demonstrate the ability to correctly interpret information from financial statements and notes to the statements. The subject of financial accounting emphasizes the reporting function of accounting for external users. Students will be able to understand and interpret the information from the financial statements and will become well-informed users of information that will help them make decisions in the field of financial management and governance. The students will be able to use financial ratios when analysing profitability, activity, liquidity and solvency and market assessment of activities of the publicly traded companies ,and will be able to take control measures to improve problem activities, participate in management in the context of control activities - detecting existing deficiencies, detection of negative phenomena, will be able to design better methods of management and controlling assets, liabilities, They will demonstrate their skills of communication, mathematical, digital skills in informing and analyzing the state of company's assets and net profit so that the company fulfills the going concern principle. Enhancement of the knowledge and skills occurs during the teaching of working with financial statements: Profit and loss statement, balance	

sheet and cash flow statement, and reporting and analysis of assets, liabilities and equity and demonstrating their understanding. Students will be able to apply regular consistent checks of data from financial controlling monitoring of economic indicators of the business entity when making decisions, such as self-financing capacity, efficiency and economy; protection of property, correct calculation of taxes, method of application and resolution of complaints at the domestic and international level, implementation of social and environmental programs, etc .. Proper understanding of information contained in the financial statements and notes to the financial statements will be practiced in team solutions of case studies of real companies where students acquire the necessary skills and competencies of managerial management in the field of accounting, financial analysis and control.

Class syllabus:

1. IFRS conceptual framework. Financial statements - Forms of profit and loss statement and balance sheet, cash flow statement 2.-3. Current assets - accounting presentation and reporting, and analysis; working capital management, internal control and cash; reporting and analysis of receivables and inventories,
4. Reporting and analysis of fixed assets, measurement and control;
5. Financial assets, their classification and accounting, analysis and control. Hedging.
6. Reporting and analysis of current and non-current liabilities; debt ratios and ratios with Cash Flow data.
7. Equity and analysis of shareholders' equity, statement of changes in equity.
8. EPS and market assessment indicators of financial analysis
9. Work with financial indicators of the business entity - quantification and interpretation, financial leverage, efficiency and effectiveness, control and protection of property against theft.
10. Correct calculation of taxes, book income and tax income, tax shield.
11. Quality of net earnings, earnings management, creative accounting and accounting fraud
12. Internal control system and internal audit.
13. Final review
14. Final exam

Recommended literature:

- [1] SAXUNOVÁ, D. 2019. Financial Statements for the Needs of Managers -Global Accounting Standards : US GAAP and IFRS. Prague : Wolters Kluwer, 2019.
- [2] Šuranová Z. 2016, Finančné účtovníctvo a riadenie s aplikáciou IFRS Praktikum: Wolters Kluwer, e-kniha,
- [3] Tax legislation in effect
- [4] Book in print: Saxunová Darina: How to read and interpret correctly information from the annual report.
- [5] www.ifrs.org

Languages necessary to complete the course:

Notes:

Past grade distribution

Total number of evaluated students: 99

A	ABS	B	C	D	E	FX	M
12,12	0,0	24,24	29,29	20,2	7,07	2,02	5,05

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

Last change: 20.09.2021

Approved by:

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/037M/00	Course title: Financial Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: The conditions for completing the course are: - attendance of lectures - elaboration of a presentation in a team - topic from the area of investment possibilities and corporate finance (10%) - elaboration of home assignments assigned during the semester (15%) - continuous assessments during the semester (25%) - final exam (written test and oral exam) (50%) The condition for passing the course is to obtain at least 60% of the total evaluation. The condition for completing the seminars is to obtain at least 25p from the evaluation of the seminars. The condition for completing the final exam is to obtain at least 25p. Scale of assessment (preliminary/final): 50% seminar 50% exam	
Learning outcomes: 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.	
Class syllabus: 1. Financial management, its role and use of financial ratio analysis. 2. Analysis of project cash flows. 3. Project risk. 4. Theory of capital structures. 5. Dividend policy. 6. Sources of long-term financing of the company. 7. Sources of short-term financing of the company. 8. Management of current assets.	
Recommended literature: Literature: 1. Smoleň, J., Komorník J., Finančný Manažment, Univerzita Komenského 2019	

2. Brigham, E. F., Ehrhardt, M. C.: Financial Management, 13th Edition, Thomson, South-Western, 2005
3. Brealey, R. A., Myers, S. C.: Principles of Corporate Finance, 7th Edition, McGraw Hill, 2003
4. Komorník J., Majerčáková D., Husovská M.: Finančný manažment, Kartprint 2011

Languages necessary to complete the course:

English

Notes:

Past grade distribution

Total number of evaluated students: 3464

A	ABS	B	C	D	E	FX	M
18,94	0,0	25,84	18,36	13,16	14,67	8,72	0,32

Lecturers: Mgr. Katarína Rentková, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., PhDr. Peter Nováček

Last change: 13.09.2021

Approved by:

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/144M/10	Course title: French Seminar I
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: test 70%	
Learning outcomes: Aim of the Course: Take up again the knowledge from the subject Money and banking and set it to concrete environment of financial sectors within the EU with the adequate emphasis put on France.	
Class syllabus: Brief Syllabus: 1. Historical background of financial system in the EU and in France. 2. Development and importance of financial procurement. 3. Fundamental characteristics of EU's financial system. 4. Analysis of financial market through segments (banks, insurance companies, pension funds...) 5. Single European market and legislation. 6. Actual trends and risks in financial sector: France and the EU. 7. Financial system and monetary policy (banks and eurozone) 8. Financial stability.	
Recommended literature: Literature: • EU Banking Sector Stability, October 2007. Frankfurt am Main: European Central Bank, 2007 • EU Banking Structures, October 2007. Frankfurt am Main: European Central Bank, 2007 • Banking structures in the new EU member states January 2006. Frankfurt am Main: European Central Bank, 2005 • Správa o výsledkoch analýzy slovenského finančného sektora za rok 2006, NBS, 2007 • Financial Sectors in EU Accession Countries. 2002. European Central Bank. ISBN 92-9181-292-7 • Koskenkyla, Heikki et al. 2004. Financial Integration. Bank of Finland. ISBN 952-462-164-9 • Directive 2006/48/EC of the European Parliament and of the Council of 14 June 2006	
Languages necessary to complete the course: English	

Notes:							
Past grade distribution Total number of evaluated students: 90							
A	ABS	B	C	D	E	FX	M
75,56	0,0	17,78	3,33	2,22	0,0	1,11	0,0
Lecturers: Mgr. Anna Jurišová, doc. Dr. Frédéric Delaneuville, PhD.							
Last change: 18.09.2020							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KIS/103_M/12				Course title: Insurance Systems by Law View			
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning							
Number of credits: 3							
Recommended semester: 1.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 137							
A	ABS	B	C	D	E	FX	M
90,51	0,0	7,3	2,19	0,0	0,0	0,0	0,0
Lecturers: doc. JUDr. Ján Matlák, CSc., doc. JUDr. PhDr. Silvia Treľová, PhD.							
Last change: 07.11.2017							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/178M/11	Course title: Internal Market and Economic Policy of EU
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: European Economic Integration	
Course requirements: Necessary for the successful completion of this subject is a verbal examination in which a student fulfills the requirements of the study regulations of the FM of the UK. There are written tests during the semester. There are also necessary presence and active participation during lessons.	
Learning outcomes: The main objective is to inform students about the functioning of economic freedoms (free movement of goods, persons, services and capital) in the EU Internal Market as well as other aspects of internal EU policy. In this course, students acquire basic skills necessary for doing business activity in EU member countries.	
Class syllabus: The aim of the subject is to provide an overview of the theoretical and practical conditions for the application of the freedoms of the European Union market. <ol style="list-style-type: none"> 1. Free movement of goods 2. Free movement of persons 3. Social security 4. Free movement of services 5. Free movement of capital 6. Free movement of financial services 7. Consumer protection 8. Budget policy 9. Economic and monetary union 10. Economic, social and geographical coherence 11. Common commercial policy 	
Recommended literature: 1. Nováčková, D. a Kovalančíková, V.: Podnikanie v európskom hospodárskom priestore, 184 s. Palatia Nyomda & Kiadó, Bt. Győr, 2013, ISBN 978-963-7692-41-3	

2. Nováčková, D. Zemanovičová, D.: Vnútorné politiky a činnosti EÚ, A. Čeněk, Plzeň 2014, ISBN 978-800-7380-498-5
3. Zmluva o fungovaní Európskej únie, Ú. v. EÚ C 83 z 30.3.2010

Languages necessary to complete the course:

Englisch

Notes:

Past grade distribution

Total number of evaluated students: 350

A	ABS	B	C	D	E	FX	M
38,57	0,0	31,71	17,71	7,43	3,14	0,86	0,57

Lecturers: prof. JUDr. Daniela Nováčková, PhD.

Last change: 08.09.2021

Approved by:

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/077M/00	Course title: International Finance
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: The active attendance in subject's lectures, the participation in midterm test, the presentation about chosen topic and the participation the final exam is necessary to pass the subject successfully. Scale of assessment (preliminary/final): Criteria of the subject' s evaluation are following: The seminar assessment consists of 40% of the subject including the presentation about selected topic from the syllabus (20%) and midterm test (20%). The result of the final written examination is 60%.	
Learning outcomes: Graduates of the course International Finance will gain a comprehensive view of the field of international finance with the definition of concepts, decisive phenomena, processes, as well as the directions of their further development. The course deals with practical issues related to international business, international financing and the application of exchange rates, financial institutions, markets and investment opportunities.	
Class syllabus: Brief Syllabus: nternational financial environment Balance of payments International monetary relations Exchange rate system International parity conditions and exchange rate prediction Foreign exchange markets and foreign exchange transactions International financial markets International capital movements European monetary integration International financial institutions International liquidity and foreign exchange reserves Foreign exchange exposure and foreign exchange risk International payments	
Recommended literature: 1. Musa H. a kol.: Medzinárodné financie, Wolters Kluwer, Bratislava, 2017	

2. Mandel M., Durčáková J.: Mezinárodní finance a devizový trh, Management press, Praha, 2016
3. Chovancová B. a kol.: Finančné trhy, nástroje a transakcie, Wolters Kluwer, Bratislava, 2016
4. Rejnuš, O.: Finanční trhy, Grada publishing, Praha, 2016
5. Eiteman, D., K., Stonehill, A., I., Moffett, M., H.: Multinational Business Finance. Addison Wesley, 2001
6. Komorník, J. a kol. : Medzinárodné a európske financie. FM UK Bratislava, 1998

Languages necessary to complete the course:

Notes:

Past grade distribution

Total number of evaluated students: 240

A	ABS	B	C	D	E	FX	M
44,58	0,0	29,17	15,83	6,67	1,67	0,83	1,25

Lecturers: Mgr. Lucia Paškrťová, PhD.

Last change: 02.09.2021

Approved by:

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/022M/00	Course title: International Human Resource Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 4.	
Educational level: II.	
Prerequisites:	
Course requirements: Preliminary Assessment:(50%), Final Assessment:Written exam (50%) written exam Team presentations (30%) In-class activities (5%) Scale of assessment (preliminary/final): 55/45	
Learning outcomes: Students familiarize with the major of human resource management (HRM) functions within the multinational/international companies, with the focus on different apprehension of the employment relations in selected countries. Acquired knowledge of employment conditions and HRM differences in the EU will allow faster adaptation to working conditions in the context of labor mobility. Learning outcomes will provide the ability to process information, teamwork skills, the ability to work in an international environment and adapt to new conditions.	
Class syllabus: Introduction to European HRM Industrial Relations in Europe Employee Participation and Work Councils Flexible Forms of Work Organization HRM in Selected Countries (Germany, Great Britain, France, Italy. Middle Europe: Czech Republic, Slovakia, Slovenia, Hungary, Poland. Asia: selected country) and their comparison. Student presentations.	
Recommended literature: Literature: Odporúčaná literatúra: [1] BAJZÍKOVÁ, Ľ. – BÚCIOVÁ, Z. 2012. Medzinárodný manažment ľudských zdrojov. Bratislava : Univerzita Komenského v Bratislave, 2012. [2] DOWLING, P.J. – FESTING, M. – ENGLE, A. D. 2017. International Human Resource Management. CENGAGE Learning 2017. [3] HOLLINSHEAD, G. 2009. International and Comparative Human Resource Management. McGraw-Hill Europe, 2009.	

- [4] ILLES, P. – ZHANG, C. 2013. International Human Resource Management: A Cross-Cultural and Comparative Approach. London : CIPD, 2013. ISBN 978-1-84398-300-2
- [5] SCHOLZ, CH. – BÖHM, H. 2008. Human Resource Management in Europe (Comparative Analysis and Contextual Understanding). Routledge, 2008.
- [6] Journal of Human Resource Management.

Languages necessary to complete the course:

Slovak and English

Notes:

Past grade distribution

Total number of evaluated students: 449

A	ABS	B	C	D	E	FX	M
42,76	0,0	25,39	15,59	8,91	3,12	3,34	0,89

Lecturers: prof. Ing. Ľubica Bajžíková, PhD., Mgr. Juliet Horváthová Suleimanová, PhD.

Last change: 10.02.2022

Approved by:

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/030M/00	Course title: International Marketing
Educational activities: Type of activities: lecture / practicals Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Marketing	
Course requirements: 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	
Learning outcomes: 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.	
Class syllabus: 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.

Recommended literature:

- [1] ŠTARCHOŇ, P. Medzinárodný marketing. Vybrané časti. Working material.
- [2] CZINKOTA, M. R. – RONKAINEN, I. A. – ZVOBGO, G. 2011. International Marketing. Hampshire: South-Western Cengage Learning, 2011. ISBN 9781408009239
- [3] CATEORA, P. R. – GRAHAM, J. L. 2007. International Marketing. McGraw-Hill: Irwin Professional, 2007. ISBN 978-0071105941
- [4] USUNIER, J. C. – LEE, J. A. 2005. Marketing Across Cultures. Harlow: Pearson Education Limited, 2005. ISBN 9780273685296
- [5] HOLLESEN, S. 2007. Global Marketing: A Decision-Orientated Approach. Harlow: Financial Times Press, 2007. ISBN 9780273706786
- [6] MACHKOVÁ, H. 2015. Mezinárodní marketing. (Strategické trendy a příklady z praxe – 4. vydání). Praha: Grada Publishing, 2015. ISBN 978-80-247-5366-9
- [7] SVĚTLÍK, J. 2003. Marketing pro evropský trh. Praha: Grada Publishing, 2003. ISBN 8024704226
- [8] Journals: Trend, Journal of International Marketing, Marketing Science and Inspirations. With regard to new and available resources, supplementary literature will be updated on a continuous basis.

Languages necessary to complete the course:

Slovak, English

Notes:

Past grade distribution

Total number of evaluated students: 1167

A	ABS	B	C	D	E	FX	M
19,28	0,0	25,19	21,94	17,31	14,14	1,63	0,51

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

Last change: 01.10.2021

Approved by:

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/313M/19	Course title: International management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Economic policy in German speaking countries; International economic law; European integration	
Course requirements: Course evaluation: Continuous tests and final test, testing, rating according to the system of FM UK; presence and active participation in lessons; presentations	
Learning outcomes: Students acquire knowledge about the issue of international management, which will be widened by exercises to national specifics. The subject is focused on the development of creative managerial thinking.	
Class syllabus: 1. Introduction to international management and business, core and importance of international management. 2. International management and its specifics in individual areas and functions of management, organization in international enterprises, creation of international business networks and management of people in international companies. 3. Aspects of culture in international management, entrepreneurship in the context of national culture and intercultural communication in management. Globalization and its impact on international management. 4. International management and multinational companies, multinational companies and their importance in the world economy.	
Recommended literature: WEFERS, J. 2019 Kollaborative Wirtschaft, Wolters Kluwer, ISBN 978-80-7598-364-0 PICHANIČ, M. (2004), Mezinárodní management a globalizace. C.H.Beck, Praha 2004 UBREŽIOVÁ, I. (2006), Medzinárodný manažment a podnikanie, SPU, Nitra 2006 ZADRAŽILOVÁ, D. (2004), Medzinárodný manažment, CZU, Praha 2004 WEFERS, J.- Länderstrukturen im deutschsprachigen Wirtschaftsraum, Wolters Kluwer 2018, ISBN 978-80-7598-079-3 STRUNZ, H. 2005. Einführung in das Internationale Management. Niederle Media, 2005.	

WEFERS, J. 2019. Kollaborative Wirtschaft. Sharing Economy. Wolters Kluwer, ISBN 978-80-7988-364-0
WELGE, M. K. – HOLTBRUGGE, D. 2010. Internationales Management. Stuttgart : Schaffel-Peschel Verlag, 2006. ISBN 978-3-7910-2465-3

Languages necessary to complete the course:

Slovak, English, German

Notes:

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: 80

A	ABS	B	C	D	E	FX	M
63,75	0,0	25,0	5,0	1,25	0,0	3,75	1,25

Lecturers: doc. PhDr. René Pawera, PhD., doc. Ing. Jarmila Wefersová, PhD.

Last change: 16.02.2022

Approved by:

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/314M/19	Course title: International management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 4.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: International management I, Economic policy in German-speaking countries; International economic law; European integration	
Course requirements: Course evaluation: Continuous tests and final test, rating according to the system of FM UK; presence and active participation in lessons; presentations The evaluation of the subject is in accordance with the Internal Regulation no. 20/2017 (Study Regulations UK) and aims to evaluate the acquired abilities and habits of the graduates of the subject in the possible use of AKVA assessment methods (analysis, concept, verification, argumentation) / CÚSP (objectiv, complexity, team work, outputs).	
Learning outcomes: Learning outcomes:. The aim of the course is to expand the theoretical knowledge about international management and business in the field of collaborative economics. Part of the education is also the acquisition of knowledge about the management of organizations within the platform economy in a global environment. Emphasis is placed on the development of critical thinking and pragmatic skills in the application of selected methods of international strategic decision-making of companies on national as well as on EU level. Students will gain the ability to solve real problems of international business, to formulate their own opinions based on theoretical knowledge and to defend them in discussions.	
Class syllabus: Course contents: 1. Essence and importance of international management and international business in the field of collaborative/platform economy. 2. Managers and the international work environment in the platform economy. 3. Platforms for transport services (Uber, lyft, Gett, ...) 4. Platforms for accommodation services (Airbnb, Xiaozhu, ...) 5. EU legal framework for a collaborative economy 6. Cultural, ethical and other aspects of the collaborative economy 7. International management in practice - case studies	

Recommended literature:

Odporúčaná literatúra:

- [1] Strunz, H. (2005). Einführung in das Internationale Management. Niederle Media.
 [2] Wefers, J. (2019). Kollaborative Wirtschaft. Sharing Economy. Wolters Kluwer, ISBN 978-80-7988-364-0.
 [3] Welge, M.K. & Holtbrugge, D. (2010). Internationales Management. Stuttgart: Schaffel-Peschel Verlag. ISBN 978-3-7910-2465-3.
 [4] Zdražilová, D. (2004). Medzinárodný manažment. Praha: CZU.
 [5] Roby Z. & Procházková K. (2012). Medzinárodný manažment a medzinárodné podnikanie – prípadové štúdie. Bratislava: Ekonóm.
 [6] Webové sídlo Akademickej knižnice UK – externé informačné zdroje prístupné pre UK: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/>.

Languages necessary to complete the course:

Slovak, English, German

Notes:**Past grade distribution**

Total number of evaluated students: 52

A	ABS	B	C	D	E	FX	M
71,15	0,0	19,23	5,77	1,92	0,0	0,0	1,92

Lecturers: doc. PhDr. René Pawera, PhD., doc. Ing. Jarmila Wefersová, PhD., PhDr. Lucia Husenicová, PhD.

Last change: 30.09.2021

Approved by:

COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KIS/104_M/12				Course title: Labour Code - Case Studies			
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning							
Number of credits: 3							
Recommended semester: 1.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 285							
A	ABS	B	C	D	E	FX	M
84,21	0,0	10,88	3,51	0,0	0,35	1,05	0,0
Lecturers: doc. JUDr. Ján Matlák, CSc., doc. JUDr. PhDr. Silvia Treľová, PhD.							
Last change: 07.11.2017							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KSP/025M/00				Course title: Logistics Strategy			
Educational activities: Type of activities: lecture Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning							
Number of credits: 3							
Recommended semester: 1., 3.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 208							
A	ABS	B	C	D	E	FX	M
71,15	0,0	20,67	3,37	1,92	0,96	1,44	0,48
Lecturers: Ing. Jaroslav Hul'vej, PhD.							
Last change: 24.09.2020							
Approved by:							

STATE EXAM DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/S06SJ/16	Course title: Management - Theory, Methods, Applications
Number of credits: 1	
Recommended semester: 1., 2., 3., 4..	
Educational level: II.	
State exam syllabus:	
Last change:	
Approved by:	

COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KIS/029M/00				Course title: Management Information Systems			
Educational activities: Type of activities: lecture / practicals Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 2.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 3159							
A	ABS	B	C	D	E	FX	M
29,25	0,0	27,98	17,09	11,24	9,78	4,27	0,38
Lecturers: doc. Ing. Jaroslava Kniežová, PhD., Mgr. Július Selecký, PhD., Ing. Igor Šarlina, Mgr. Zuzana Takáčsová							
Last change: 02.06.2015							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/304M/19	Course title: Management of EU Projects and Programs
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: Scale of assessment (preliminary/final): The evaluation of the subject is in accordance with the Internal Regulation no. 20/2017 (Study Regulations UK) and aims to evaluate the acquired abilities and habits of the graduates of the subject in the possible use of AKVA assessment methods (analysis, concept, verification, argumentation) / CÚSP (objectivity, complexity, team work, outputs).	
Learning outcomes: Students acquire knowledge about the management of EU projects and programs, which will be widened by exercises to national specifics. The subject is focused on the development of creative managerial thinking.	
Class syllabus: 1. Management of EU Cohesion Policy, actors and processes 2. Institutions REP 3. Structural and investment funds 4. Specific financing instruments, other EU financial instruments 5. Management of projects funded by the SF in the Slovak Republic 6. Specifics of project financial management (how to get funding)	
Recommended literature: PAWERA, R. a kol. (2014) Regionálna politika a politika súdržnosti EÚ. UK, Bratislava 2014, ISBN 978-80-223-3549-2, 306p. DOLEŽAL, J., KRÁTKY, J. (2017) Projektový manažment v praxi, Grada, Praha 2017, ISBN 978-80-247-5693-6, 172p.	
Languages necessary to complete the course:	
Notes:	

Past grade distribution							
Total number of evaluated students: 52							
A	ABS	B	C	D	E	FX	M
40,38	0,0	34,62	9,62	5,77	1,92	1,92	5,77
Lecturers: doc. PhDr. René Pawera, PhD., Mgr. Janka Kottulová, PhD.							
Last change: 10.10.2019							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/009M/00	Course title: Managerial Decision-Making
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Finished bachelor degree.	
Course requirements: 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%.	
Learning outcomes: 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.	
Class syllabus: 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:

Slovak / 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: 3190

A	ABS	B	C	D	E	FX	M
22,1	0,0	28,59	22,92	13,23	9,62	3,2	0,34

Lecturers: Mgr. Peter Gál, PhD.

Last change: 14.02.2022

Approved by:

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/254M/16	Course title: Managerial accounting
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Principles of Accounting, Cost Accounting	
Course requirements: test 1- 15% test 2- 25% final test - 60% Scale of assessment (preliminary/final): 40/60	
Learning outcomes: The objective of the Course: This course aims to present the different costing systems and methods which are used in determining the cost of products and services in the organization. It aims also to show the role of costing accounting as a managerial tool for business strategy, planning and controlling. In addition, this course will introduce the “different costs for different purposes” theme, and indicates how cost accounting helps managers make better decisions.	
Class syllabus: <ol style="list-style-type: none"> 1. Managerial accounting – its role and comparison with cost and financial accounting 2. Cost – Cost categories, cost behavior, relevant and irrelevant costs from decision making perspective 3. Cost behavior - Estimate cost functions using several methods and subsequent evaluation of the functions. Curves of Learning. 4. CVP analysis- BEpoint, Margin of Safety, operating and financial leverage, apply cost-volume-profit analysis and sensitivity analysis. 5. Absorption costing and Variable costing. 6. Job costing – cost drivers, cost pools, cost-allocation base, traditional costing, Kaizen Costing 7. Job Costing, Activity-Based Costing – apply job cost accounting under actual and normal costing, comprehend the activity-based costing approach in a cost system. 8. Master Budget, Flexible Budgets - Construct operating and financial budgets, static and flexible budget and analyze variances. Explain the financial and nonfinancial measures of quality and time. 9. Responsibility accounting, Strategic Profitability Analysis, Customer Profitability Analysis- 	

Perform customer-profitability analysis and sales variance analysis. 10. Traditional methods of pricing, target costing, life-cycle-costing 11. Transfer pricing, International transfer pricing 12. Apply process-costing methods using the weighted average method and FIFO method. 13. Balanced Scorecard							
Recommended literature: 1. Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso- Financial Accounting: Tools for Business Decision Making, WileyPLUS, 7th Edition, 2013 2. Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso- Financial and Managerial Accounting, WileyPLUS, 2nd Edition, 2015 3. Drury, Colin: Management Accounting for Business, South-Western, Cengage Learning, 2013, 5th edition or 7th edition, 4. Charles T. Horngren, Srikant M. Datar, Madhav V.Rajan: Cost accounting 15/E. Prentice Hall, 2015, 15th edition2. Horngren, Datar, Foster: Cost accounting 15th, 14 th ed. , Prenhall							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 1238							
A	ABS	B	C	D	E	FX	M
25,53	0,0	20,44	19,71	12,28	14,46	6,7	0,89
Lecturers: prof. RNDr. Darina Saxunová, PhD., Mgr. Lenka Papíková, PhD.							
Last change: 01.09.2021							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/027AM/16	Course title: Marketing Analytics
Educational activities: Type of activities: practicals Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2., 4.	
Educational level: I., II.	
Prerequisites:	
Course requirements: Graded essays on given topic during the semester <ul style="list-style-type: none"> • Association analysis model: 25% • Cross sell model: 25% • Segmentation model: 25% • Use of data mining in marketing: 25% The overall student rating consists of the sum of the percentages for the analyzed analytical models and the quality of the essays. The individual grades of the grading scale are awarded on the basis of the total number of points / points that reflects the degree of completion of the subject. Grading scale: 100 – 91=A/ 90-81=B/ 80-73=C/ 72-66=D/ 65-60=E/ 59-0=Fx	
Learning outcomes: This course introduces basic concepts, tasks, methods, and techniques in data mining. The emphasis is on various data mining problems and their solutions. Students will develop an understanding of the data mining process and issues, learn various techniques for data mining, and apply the techniques in solving data mining problems using data mining tools and systems. Students will also be exposed to a sample of data mining applications.	
Class syllabus: 1. Basic characteristics of marketing analytics Marketing Research and its components. Role and status of marketing analytics in the organization. Customer Life Cycle. 2. Statistical Software Enterprise Miner Introduction to SAS Enterprise Miner software. Basic terms. Data retrieval, fault finding and missing data records, impute and replacement, data cleansing, data standardization. 3. Types of analysis used in marketing analytics Customer segmentation. Cross Sell, Up Sell, Customer Retention and Customer lifetime value. 4. Customer segmentation Definitions, basic types of segmentation. Business rules - Profit ranking, RFM (Recency, Frequency, Monetary), Supervised clustering - Decision tree, Unsupervised clustering - K-means clustering. Creating customer segments.	

5. Profiling customer segments

Segmentation strategies. A detailed description of each customer group in terms of their socio-demographic profile, purchasing behavior, experience and needs.

6. Cross Sell and Up Sell.

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

7. Association analysis

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

8. Sequence analysis

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

9. Propensity to Buy

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

10. Customer Retention

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

11. Modelling customer retention and fraud detection

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

12. Customer lifetime value (CLV).

Definition of terms. Basic approaches to calculating the lifetime value of the customer: a) Coverage (sales minus variable costs). b) Marketing and other costs not included in the coverage. c) Probability of purchase over a given time period. Each of these indicators needs to be modeled on the basis of historical trends and predictive indicators.

13. Utilizing CLV in marketing

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

14. Final class

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

Recommended literature:

- [1] PARR RUD, O. 2013. Data mining. Praha: Computer Press, 2013. 370 s. ISBN 8072265776
- [2] KEE HO, W. - LUAN, X. 2003. Data mining. North Carolina: University of North Carolina at Chapel Hill [online]. Dostupné z: <http://www.unc.edu/~xluan/258/datamining.html#history>
- [3] GHANI, R. 2010. Data mining for business applications. Amsterdam: IOS Press, 2010. [online]. Dostupné z: <http://site.ebrary.com/lib/uniba/Doc?id=10440450>

[4] SAS. 2017. Enterprise Miner Tutorial. 2017. [online]. Dostupné z: http://video.sas.com/#category/videos/sas-enterprise-miner_

[5] SAS. 2017. Analytics in action. 2017. [online]. Dostupné z: <http://video.sas.com/#category/videos/analytics-in-action>

[6] SAS. 2017. Customer intelligence. 2017. [online]. Dostupné z: http://video.sas.com/detail/videos/trending/video/4059012552001/sas®-enterprise-miner™---pattern-recognition-demo?autoStart=true#category/videos/customer-intelligence_

Languages necessary to complete the course:

English

Notes:

Past grade distribution

Total number of evaluated students: 72

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

Lecturers: Mgr. Lucia Vilčeková, PhD.

Last change: 08.09.2021

Approved by:

COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KMk/016M/09				Course title: Marketing Management			
Educational activities: Type of activities: lecture / practicals Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 1.							
Educational level: II.							
Prerequisites:							
Recommended prerequisites: -							
Course requirements: - Scale of assessment (preliminary/final): -							
Learning outcomes: -							
Class syllabus: -							
Recommended literature: -							
Languages necessary to complete the course: -							
Notes:							
Past grade distribution Total number of evaluated students: 3634							
A	ABS	B	C	D	E	FX	M
19,04	0,0	20,69	17,75	16,02	19,62	6,66	0,22
Lecturers: doc. JUDr. PhDr. Katarína Gubíniiová, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD.							
Last change: 20.09.2020							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KIS/346M/20				Course title: Mindfulness for managers II			
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning							
Number of credits: 3							
Recommended semester:							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 115							
A	ABS	B	C	D	E	FX	M
97,39	0,0	0,0	0,0	0,0	0,0	2,61	0,0
Lecturers: prof. RNDr. Michal Greguš, PhD., Ing. Jaroslav Vojtechovský, PhD.							
Last change:							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/039M/00	Course title: Organizational Behavior
Educational activities: Type of activities: lecture / practicals Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: 20 % – case study preparation and presentation, 30 % - midterm written exam, 50 % – oral exam. Grade A requires 91 % (minimum), B 81 %, C 73 %, D 66 % , and grade E requires 60% at minimum. Scale of assessment (preliminary/final): 50/50	
Learning outcomes: The course covers specific content areas of Organizational Behavior (OB) and is designed for graduate students in the field of Management. OB as a contemporary approach to management is a course designed to introduce graduate students to the theories, concepts, and practical applications of research in the field. The course helps to develop the skills necessary to solve specific problems of OB faced by organizations.	
Class syllabus: <ul style="list-style-type: none"> • Introduction, The Nature of Organizations, Trends in the New Workplace, The Nature of Managerial Work, Managerial Skills, Management Lessons from Abroad – Japanese Management. • Individual Behavior and Performance, Basic Attributes of Individuals, Values, Attitudes, and the Perceptual Process. • Motivation Theories, Learning, Reinforcement, Self-Management, Job Design • Groups in Organizations, Group Effectiveness, Group Dynamics, Group Norms, Teamwork. • Managing Organizations: Organizational Design for Strategic Competency, Basic Elements of Organizational Structures, Organizational Design Concepts (Options). • Management and Chaos Theory, The New Organization • Managing Change in Organizations, Managers as Change Agents, Change Strategies, Resistance to Change, Crisis of Change, Dynamics of Stress. Power. Leadership and followership. Managerial decision-making. 	
Recommended literature: Rudy, J. – Rudyová, J.: Human Resource Management in Japan, VHK Altdorf, 2008 Robbins S.P, Judge T.A.: Organizational Behavior, 16th Edition, Pearson, Harlow, 2015.	
Languages necessary to complete the course: English	

Notes:							
Past grade distribution Total number of evaluated students: 3550							
A	ABS	B	C	D	E	FX	M
21,63	0,0	25,69	22,17	12,9	12,85	4,48	0,28
Lecturers: doc. PhDr. Rozália Sulíková, PhD., prof. Mgr. Anna Lašáková, PhD., prof. Ing. Ján Rudy, PhD.							
Last change: 16.09.2020							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/193AM/17	Course title: Practical Financial Markets II
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2., 4.	
Educational level: II.	
Prerequisites:	
Course requirements: One preliminary written test during the semester. One final written test at the end of the semester. Scale of assessment (preliminary/final): Preliminary test 50%.Final test 50%.	
Learning outcomes: The subject introduces the interest rate markets, reflecting the curriculum of the certificate/diploma of ACI-the Financial Markets Association (the ACI certificate/diploma is required in several countries for positions in bank dealing rooms). The course focuses on the practical applications of the key concepts with numerous examples/case studies. At the end of the semester, students will understand main tools, techniques and strategies used by the market makers (banks) and market users (corporates, institutional investors, traders..) in trading, hedging and arbitraging on the global interest rate markets. Suitable for bank traders, sales staff, brokers, fund managers, risk managers, corporate treasury staff and back office staff.	
Class syllabus: Return calculations: Expected vs required yield. Short term and long term yields, spot and forward rates, spot and forward yield curves. Basic types of returns in money markets and fixed income markets: holding period yield, discount rates, effective annual yields, yield to maturity, yield to call, yield to put. Institutions active in the interest rate markets: Banks, corporates, insurance companies, pension funds, fund managers, hedge funds, endowments and their interest rate related business. O-T-C markets vs exchanges, systematic internalization, trading platforms, market makers, market users, brokers, market users, clearing centres. Key activities in the interest rate markets: investing, hedging, trading, arbitraging, asset and liabilities management. Cash market's products: money markets and instruments (deposits, T-bills, certificates of deposits, repos, commercial papers), fixed income markets (treasuries, corporate and bank bonds, mortgage backed securities, collateral debt obligations, callable and putable bonds). Derivatives: FRA, short term interest rate futures, bond futures, interest rate swaps, basis swaps, overnight index swaps, cross ccy interest rate swaps, interest rate guarantees, caps, floors, collars, swaptions. Structured products: various combinations of cash and derivative products.	

Asset and liabilities management (ALM): interest rate risk, ALM in banks, insurances and investment managers.							
Recommended literature: 1. „FINANCIAL INSTRUMENTS, THE HANDBOOK“. LEX VAN DER WIELEN, ISBN 978-90-816351-3-4, THE FINANCIAL MARKETS ACADEMY, LONDON 2011 2. „TREASURER’S HANDBOOK”. HANNES ENTHOFFER, PATRICK HAAS, ISBN-10 3714302387, LINDE VERLAG, FRANKFURT 2013 3. “CFA LEVEL I, II, III”. CFA INSTITUTE, ISBN 978-1-939515, WILEY, NEW YORK 2015,							
Languages necessary to complete the course: English							
Notes:							
Past grade distribution Total number of evaluated students: 56							
A	ABS	B	C	D	E	FX	M
3,57	0,0	44,64	10,71	10,71	28,57	1,79	0,0
Lecturers: Ing. Vladimír Valach, PhD., MBA							
Last change: 05.09.2021							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KIS/160M/16				Course title: Practise			
Educational activities: Type of activities: Number of hours: per week: per level/semester: Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 4.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 982							
A	ABS	B	C	D	E	FX	M
77,6	0,0	16,19	2,95	0,1	0,31	2,55	0,31
Lecturers: prof. RNDr. Michal Greguš, PhD., prof. Mgr. Peter Štarchoň, PhD., prof. Ing. Anna Pilková, PhD., MBA, doc. Ing. Jana Kajanová, PhD., doc. PhDr. René Pawera, PhD., prof. Ing. Ľubica Bajžíková, PhD., doc. RNDr. Michal Greguš, PhD., prof. Ing. Natalia Kryvinska, PhD.							
Last change:							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KSP/066M/17				Course title: Quality Management			
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning							
Number of credits: 3							
Recommended semester: 1.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 103							
A	ABS	B	C	D	E	FX	M
66,99	0,0	30,1	1,94	0,0	0,0	0,97	0,0
Lecturers: doc. Ing. Milan Fekete, PhD.							
Last change: 17.09.2019							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KEF/115M/16			Course title: Regional and Economic Policy of EU				
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 3.							
Educational level: II.							
Prerequisites:							
Course requirements: The evaluation of the subject is in accordance with the Internal Regulation no. 20/2017 (Study Regulations UK) and aims to evaluate the acquired abilities and habits of the graduates of the subject in the possible use of AKVA assessment methods (analysis, concept, verification, argumentation) / CÚSP (objectiv, complexity, team work, outputs).							
Learning outcomes: The student will gain basic knowledge of the issues of the REP EU, verified in practical cases. The subject is focused on the development of creative managerial thinking.							
Class syllabus: Regional and Regional Policy Priorities 2014-2020, Regional Development Resources for EU Member States, Institutions and Bodies Responsible for Regional Economy and EU Policy, Institutions and Bodies Responsible for Regional Economy and Policy, Regional Development Indicators. Principles and instruments for regional policy in the EU.							
Recommended literature: PAWERA, R. et. al. (2014) Regionálna politika a politika súdržnosti EÚ. UK, Bratislava 2014, ISBN 978-80-223-3549-2, 306p.							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 196							
A	ABS	B	C	D	E	FX	M
61,22	0,0	19,9	11,22	4,08	0,0	0,51	3,06
Lecturers: doc. PhDr. René Pawera, PhD.							
Last change: 01.11.2021							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/032M/00	Course title: Strategic Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: 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 and presentation of solutions to assigned case studies, leading discussions on a given topic and testing of knowledge during the semester. The final exam in the exam period is written.	
Learning outcomes: <ul style="list-style-type: none"> • Understanding the essence of the strategy and its importance as a critical factor in the success of the company. • Perception of the importance of applying strategic thinking in management and knowledge of the possibilities of its improvement. • Knowledge of the context of the origin and directions of development of the theory of strategic management. Current trends in strategic management. • Distinguishing the basic phases of the strategic management process, their focus, importance and interconnectedness and conditionality. • Knowledge of analytical and analytical-synthetic methods and techniques of strategic management and skills acquired with their application. • The importance and significance of implementation and control in strategic management. Current trends, methods and practices that support the effectiveness of strategic management in today's ever-changing and unpredictable environment. 	
Class syllabus: <ol style="list-style-type: none"> 1. Introduction to the subject 2. Strategy as a critical factor in the success of organizations. 3. Support and development of strategic thinking of managers 4. Development of strategy theory, basic approaches and directions of theory development. 5. Strategic management as a process 6. Exploring factors from the macro environment as a basis for strategy development. 7. Investigation of microenvironment subjects and their effects. 8. Exploring the internal environment and our position in the external environment. 9. Analytical-synthetic techniques and creation of a competitive SBU strategy. 10. General company strategy and portfolio analysis. 	

11. Strategy implementation and strategic control.
12. Summary and conclusion of the subject.

Recommended literature:

- [1] PAPULA, J., PAPULOVÁ, Z., PAPULA, J. : Strategický manažment, aktuálny koncept pre rýchlo sa približujúcu budúcnosť. Praha: Wolters Kluwer 2019
- [2] HITT, M. A. – IRELAND, R. D. – HOSKISSON, R. E. 2005. Strategic Management. Competitiveness and Globalization. Thompson : South-Western, 2005.
- [3] PAPULA, J. – PAPULOVÁ, Z. 2015. Stratégia a strategický manažment ako nástroje, ktoré umožňujú súperenie i spolužitie Dávida s Goliášom. Tretie, upravené vydanie. Bratislava : Wolters Kluwer 2015, 277 s.
- [4] PAPULA, J. – PAPULOVÁ, Z. – PAPULA, J. 2014. Konkurenčné stratégie. Tradičné prístupy vs. nové pohľady a techniky. Bratislava : Wolters Kluwer, 2014, 175 s.
- [5] PAPULOVÁ, Z. 2012. Strategické analýzy s podporou strategického myslenia. Aktuálny trend v strategickom manažmente. Bratislava : Kartprint 2012, 230 s.

Languages necessary to complete the course:

Slovak, English

Notes:

Past grade distribution

Total number of evaluated students: 3201

A	ABS	B	C	D	E	FX	M
22,71	0,0	25,15	20,71	15,78	14,53	0,84	0,28

Lecturers: prof. Ing. Jozef Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., Mgr. Andrea Gažová, PhD.

Last change: 07.09.2021

Approved by:

COURSE DESCRIPTION

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

4. Corporate Income Taxation and Corporate Tax systems 5. Taxable and tax deductibles elements of the income statement, Taxable Income, taxable base, adjustments of the taxable base 6. Deferred Tax asset and Deferred Tax Liability 7. Income tax return preparation 8. Legislation and taxes, in the EU and in the member states 9. CCCTB – Common Consolidate Corporate Tax Base – harmonization of the taxes 10. Ethics In Tax Practice 11. Fraud in Tax practice, 12. Tax evasion, tax avoidance, Carrousel schemes							
Recommended literature:							
Languages necessary to complete the course: English							
Notes:							
Past grade distribution Total number of evaluated students: 105							
A	ABS	B	C	D	E	FX	M
79,05	0,0	13,33	1,9	0,0	5,71	0,0	0,0
Lecturers: doc. Ing. Jana Kajanová, PhD., Mgr. Lenka Papíková, PhD.							
Last change: 18.01.2021							
Approved by:							

COURSE DESCRIPTION

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/150AB/17	Course title: Writing Scientific Papers
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2., 4.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: <p>The course intends to give students the skills necessary to write a research thesis, and to prepare other professional materials for presentation or publication. It also should prepare them to be able to write scientific papers especially if they intend to follow research career, or teaching carrier at university. Topics covered in this course include: searching the scientific literature; scientific writing style; writing graduate level papers, proposals, projects, and thesis components; preparing scientific presentations; presentation of data; using visual aids; and using word processing, spreadsheet, and presentation software.</p> <p>Further, the course is designed to introduce students to basic scientific writing skills. Participants will review the general principles of clear, persuasive writing, and will apply these principles to writing for a scientific audience. Particular emphasis will be placed on conveying the significance of research, outlining the aims, and discussing the results for scientific papers. The course will also provide an overview of the structure and style of scientific manuscripts.</p> <p>Classes are highly interactive, and the majority of class time will be spent discussing student scientific writing. The goal of the course is to encourage active and open interaction among students. Ideal endpoints include improved self-editing, and development of effective strategies for offering and receiving concise editorial recommendations among peers.</p> <p>The course aims to clarify the writing process and teach the fundamentals of effective scientific writing.</p> <p>The course will take a multi-modal approach so that students can also work on presentations and posters, using visuals and graphics effectively to convey their message in the scholarly and public realm, including print and digital publishing sites, adapting the materials and texts as needed to become increasingly critical thinkers and writers, who can shape material effectively.</p> <p>While working on clear, correct, concise style, the course will also address the evolution of scientific writing and conventions. A wide range of scientific fields will be addressed, with special emphasis on the field of management.</p>	
Course requirements: <p>The following course learning objectives form the basis. The goal of each assignment is to demonstrate mastery in one of the following areas:</p> <ul style="list-style-type: none"> • Model effective scientific and technical communication in the workplace by actively participating in writing activities, both individually and collaboratively. 	

- Apply technical information and knowledge in practical documents for a variety of a.) professional audiences (including peers and colleagues or management), and b.) public audiences.
- Write documents that demonstrate professional style: concise, clear, accurate, honest, economical, and unambiguous.
- Use professional writing strategies: Direct order organization, objective voice, unbiased analysis and summary, and use of transitional devices to create coherence.
- Recognize, explain, and use the rhetorical strategies and the formal elements of specific genres of technical communication, such as technical abstracts, data based research reports, instructional manuals, technical descriptions, web pages, wikis, and correspondence.
- Collect, analyze, document, and report research clearly, concisely, logically, and ethically; understand the standards for legitimate interpretations of research data within scientific and technical communities.
- Recognize and develop professional format features in print, html, and multimedia modes, as well as use appropriate nonverbal cues and visual aids.
- Revise and edit effectively in all assignments, including informal media (such as email to the instructor).
- Demonstrate professional work habits, including those necessary for effective collaboration and cooperation.

Focus Areas:

The core of this course consists of the following four skill areas:

- Research skills - using primary and library research to discover information
- Correspondence skills - learning the generic conventions of each
- Explanatory or demonstrative writing skills - to disseminate technical information to either nontechnical or technical readers, such as descriptions, instructions, informational handouts, international conferences
- Visual communication skills - may appear as separate assignments or as components of other assignments

Learning outcomes:

The successful student will demonstrate the ability to:

- Present scientific information in appropriate language for various audiences, including scholarly and general, in print and online
- Understand of the needs of various audiences/readerships and how these needs affect the style, vocabulary, and content of writing
- Recognize the conventions governing the dissemination of scientific knowledge
- Understand the origins of scientific writing styles
- Write concisely, concretely, and accurately to present complex scientific ideas clearly
- Expand information literacy (researching primary and secondary sources) for finding, evaluating, integrating and synthesizing ethically the necessary information and visuals for the completion of a project
- Effectively and ethically incorporate appropriate scientific exhibits (visuals, graphs, charts, etc) for designing presentations and posters, and for supplementing text
- Competence in the mechanics of writing is essential, including use of appropriate documentation styles.

At the end of the course, students should be able to:

- Distinguish different types of research, their audiences and how research material might be effectively presented
- Prepare scientific and technical papers, and presentations
- Format documents and presentations to optimize their visual appeal when viewed in-print, as a podcast or audio/video file format on the internet, or through personal presentations to an audience

- Effectively use features of Microsoft Office to create eye-catching professional documents and presentations
- Effectively use features of Microsoft Word, Powerpoint, and Excel to create professional looking tables, graphs and figures
- Accept constructive criticism and use reviewers' comments to improve quality and clarity of written reports and presentations.

Class syllabus:

Module-1: Introduction

- Research – What is it?
- How do researchers communicate?
- Examining examples of different types of scientific communication
- Introduction to concepts, investigation of scholarly and popular science writing categories, understanding the difference, rhetorical situation and audiences, disciplinary expectations, what counts as evidence

Module-2: Scientific Literature

- Searching the scientific literature
- Using online search engines
- What is a refereed journal?
- Plagiarism and how to avoid it
- Reading sample Lit Reviews as models of thinking and organizing material
- Work on Lit Review/Annotated bibliography to provide background for longer article
- Work on summary and analysis, rhetorical précis, abstracts, keywords
- Discover a research question and find the conversation to enter

Module-3: Beginning to Write

- Establishing your constraints
- Organizing your writing
- Preparing outlines
- Standard formats for scientific papers, research projects and theses style guides

Module-4: Content

- Creating a literature review
- Preparing other sections of a research report (abstract, introduction, materials and methods, results and discussion, conclusions)
- Including and summarizing research data
- Presentations/sharing of research report on scientific writing in the disciplines, scholarly and popular media
- Continued work on writing styles and correctness

Module-5: Style and grammar

- Scientific writing style
- First-person vs. Third-person; Passive vs. active voice
- Avoiding excessive wording
- Grammar
- Avoiding misuse of words
- When to use footnotes
- More reading. Polishing prose and adapting to audiences.

Module-6: Reference citations

- How to use references
- Within the text
- How to make lists of references

Module-7: Revising

- Dealing with revisions
 - Accepting criticism
 - Making sense of reviewers' comments
 - Making the changes
 - What to do if you do not agree with reviewers' comments
- Module-8: Other communication and other types of scientific writing

- research proposals
- creating a fact sheet/bulletin
- articles for popular press
- memos, letters and emails

Module-9: Using Computer technologies

- Microsoft Word
- Formatting (including margins, tabs, indents, justification, etc)
- Using the table feature
- Creating tables of content
- Microsoft Excel
- Creating tables, charts, graphs

Module-10: Poster and Oral Presentations

- Organization and formats for posters
- Using Microsoft Powerpoint
- Designing and preparing slides for an oral presentation
- Importing tables, charts and graphs from Excel
- Optimizing pictures for use in presentations
- Using visual aids without overdoing it
- Using Microsoft Powerpoint

Recommended literature:

1. Robert A. Day and Barbara Gastel. How to Write and Publish a Scientific Paper, 8 edition. Greenwood, 2016, ISBN 978-1440842801.
2. Alley, M. 2003. The Craft of Scientific Presentations: Critical steps to succeed and critical errors to avoid. Springer, NY. ISBN:0-387-95555-0.
3. George D. Gopen and Judith A. Swan, "The Science of Scientific Writing" American Scientist (1990) vol 78: 550-558. Available at <http://www.americanscientist.org/>
4. Penrose and Katz. Writing in the Sciences. Pearson, 2004.
5. Scott L. Montgomery. The Chicago Guide to Communicating Science. University Of Chicago Press, 2003. ISBN-10: 0226534847.
6. Rebecca Skloot, Floyd Skloot, Jesse Cohen (eds.) The Best American Science Writing 2011. Ecco, 2011. ISBN-10: 0062091247.
7. Thomas A Easton (editor) Taking Sides: Clashing Views in Science, Technology, and Society. 10th edition. McGraw-Hill/Dushkin, 2011. ISBN-10: 0078050278.
8. Björn Gustavii, 2008. How to Write and Illustrate Scientific Papers, Second Edition. Cambridge University Press, ISBN-13 978-0-521-87890-6.
9. UNDERSTANDING THE PUBLISHING PROCESS. How to publish in scholarly journals. Published by Elsevier, April 2015.
10. Ann M. Körner. 2008. Guide to Publishing a Scientific Paper. Routledge, Taylor & Francis Group, ISBN 978-0-415-45265-6.
11. C. Bauer, C. Strauss, "Location-based Advertising on Mobile Devices: A Literature Review and Analysis", Management Review Quarterly (MRQ), Springer, Vol. 66, No. 3, 2016, pp. 159-194.

12. N. Kryvinska, R. Olexova, P. Dohmen, C. Strauss, "The S-D Logic Phenomenon- Conceptualization and Systematization by Reviewing the Literature of a Decade (2004-2013)", Journal of Service Science Research, Springer, Vol. 5, No. 1, 2013, pp. 35-94.
https://www.researchgate.net/publication/262601746_The_S-D_logic_phenomenon_-_conceptualization_and_systematization_by_reviewing_the_literature_of_a_decade_2004-2013

Languages necessary to complete the course:

Notes:

Past grade distribution

Total number of evaluated students: 8

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

Lecturers: prof. Ing. Natalia Kryvinska, PhD.

Last change: 17.10.2019

Approved by: