

## Course descriptions

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## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/141M/17				<b>Course title:</b> Asian Management			
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 1.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 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
<b>Lecturers:</b> PhDr. Peter Ondris, PhD.							
<b>Last change:</b> 30.09.2020							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KMk/001M/00				<b>Course title:</b> Bank Marketing			
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 1., 3.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b> 40 percent final test 60 percent activity during class							
<b>Learning outcomes:</b> Banks must, like other market players, the competitive environment of an open market economy guided by the application of modern business philosophy, and the use of marketing activities in their activities. Bank marketing objective of the course is to provide students with a comprehensive picture of the issues and focus primarily on defining the basic concepts, importance and specifics of bank marketing, marketing strategy specifics of banking entities, the importance of marketing research information, bank customers, the process of segmentation, extended marketing mix in the banking and characteristics of its individual elements.							
<b>Class syllabus:</b>							
<b>Recommended literature:</b> <ul style="list-style-type: none"><li>• Štarchoň, P.: Bankový marketing. Vybrané časti. Pracovný materiál.</li><li>• Korauš, A.: Marketing v bankovníctve a poisťovníctve. Bratislava: Sprint 2000.</li><li>• Belás, J.: Retail banking. Bratislava: Iura Edition 2008.</li><li>• Juřík, P. Platební karty. Praha: Grada Publishing 2006.</li><li>• Databáza ProQuest, Biatec, Trend, Profit, Marketing Science and Inspirations</li><li>• Vzhľadom na nové a dostupné zdroje bude priebežne aktualizovaná.</li></ul>							
<b>Languages necessary to complete the course:</b> Slovak, English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 283							
A	ABS	B	C	D	E	FX	M
61,48	0,0	29,33	6,71	1,06	0,35	1,06	0,0

<b>Lecturers:</b> prof. Mgr. Peter Štarchoň, PhD.
<b>Last change:</b> 06.03.2018
<b>Approved by:</b>

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/067_M/14	<b>Course title:</b> Brand Management
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Marketing	
<b>Course requirements:</b> 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	
<b>Learning outcomes:</b> 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](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](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



<b>Languages necessary to complete the course:</b> Slovak							
<b>Notes:</b>							
<b>Past grade distribution</b> 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
<b>Lecturers:</b> doc. PhDr. Eva Smolková, CSc.							
<b>Last change:</b> 07.04.2022							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/315M/16	<b>Course title:</b> Business Analytics and Decision Making
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Information Systems and Application Software, Statistics, Mathematics, Financial Management	
<b>Course requirements:</b> <b>COURSE ACTIVITIES</b> <b>Homework</b> Most weeks you will have an assignment that is designed to assess your mastery of the topics and techniques covered the previous week and provide feedback to improve your understanding of the material. Homework assignments will be assessed. You may work with your colleagues to figure out the underlying concepts and problem-solving processes, but are expected to work individually to answer the specific problems that are assigned. Completed assignments can be submitted via e-mail. Timely submission of the completed assignments is essential. The due date of each assignment will be stated clearly in the assignment description. <b>Group Project</b> In groups of 2-3 you should prepare either a data-related project or a research paper. Additional detail about the group project will be provided via e-mail or at SharePoint of the FMCU. These projects should provide an opportunity for you to test your understanding of the techniques, processes, and problems associated with mobilizing raw data for use in individual and organization decision making. Scale of assessment (preliminary/final): Grading 40% Homework 40 pts 60% Group Project: Proposal 10 pts. Midterm report 10 pts. Final Poster/Presentation/Paper 30 pts. Answers to questions in discussion 10 pts.	
<b>Learning outcomes:</b> After completing this course you will be able to: <ul style="list-style-type: none"> <li>- Select and evaluate various types of data to for use in decision making;</li> <li>- Use prescriptive and descriptive analyses to reach defensible, data-driven conclusions;</li> <li>- Select and apply appropriate statistical methods to address decision problems;</li> <li>- Use MS Excel or Wolfram Mathematica for data manipulation and analysis</li> </ul>	

- Critically evaluate data analyses and develop strategies for making better decisions.

### **Class syllabus:**

Introduction

Some Basic Concepts: Measurement, Design, Validity

Data Visualization

Data Manipulation

Probability and Significance (Sample, Population, CLT, Sampling Error)

Hypothesis Testing (Power, Effect Size)

Chi-squared, t-tests

Analysis of Variance

(ANOVA, Contrasts, Trends, Interactions)

Correlations

Multiple Regression

(Sets of IVs, Nominal Scales, Interactions)

### **Recommended literature:**

Readings and Online Resources:

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

Judgment and Decision Making:

- The Psychology of Judgment and Decision Making (Scott Plous) McGraw-Hill - ISBN: 0070504776

- Thinking, Fast and Slow (Daniel Kahneman) Farrar, Straus and Giroux - ISBN: 0374275637 (Hardcover); 0374533555 (Paperback); 0385676514 (Kindle); 0739357980 (Audio).

Statistics and Statistical Reasoning

- HyperStat Online Statistics Textbook - <http://davidmlane.com/hyperstat/>

- Williams, F. & Monge, P. (2001), Reasoning with Statistics: How to Read Quantitative Research (5th Edition), Harcourt College Publishers: Fort Worth, TX, ISBN 0-15-50681-6

- Rice Virtual Lab in Statistics - <http://onlinestatbook.com/rvls.html>

- Online Statistics Education: An Interactive Multimedia Course of Study - <http://onlinestatbook.com/2/index.html>

- Statistics to Use - <http://www.physics.csbsju.edu/stats/>

- Statistica's StatSoft Electronic Statistics Textbook - The entire textbook can be downloaded for free. The parent website (<http://www.statsoftinc.com/>) has a link to StatSoft's public service textbook is available online.

- Web interface for statistical education at Claremont Graduate School (<http://wise.cgu.edu/tutor.asp>)

Excel Tutorials

- Parsons, J.J. Oja, D. Ageloff, R. & Carey, P. New Perspectives on Microsoft Excel 2010: Comprehensive

SPSS Tutorials

- SPSS On-Line Training Workshop -

<http://calcnnet.mth.cmich.edu/org/spss/toc.htm>

- Resources to help you learn and use SPSS - <http://www.ats.ucla.edu/stat/spss/>

- Shannon, D.M. & Davenport, M.A. (2001) Using SPSS to Solve Statistical

Problems: A Self Instruction Guide. Upper Saddle River NJ: Prentice Hall  
 - SPSS Tools and Tips - <http://www.spsstools.net/>  
 - IBM SPSS Guides - <http://www.norusis.com/index.php>  
 Wolfram Mathematica Tutorials  
<http://library.wolfram.com/infocenter/Books/8501/>  
 VARIAN, H.: Computational Economics and Finance Modeling and Analysis with Mathematica. Springer, 1996. ISBN 978-03-879-4518-7  
 WOLFRAM, S. 2015. An Elementary Introduction to the Wolfram Language. <http://www.wolfram.com/language/elementary-introduction/preface.html>  
<http://www.wolfram.com/learningcenter/tutorialcollection/> - Wolfram Mathematica Tutorial Collection from Wolfram Research (a collection of free downloadable pdf files)

**Languages necessary to complete the course:**

English language

**Notes:**

While much has been written about the promise of “big data”, using data resources to improve the individual and group decision making remains a significant challenge. Information professionals play a significant role in crafting datasets, performing analyses, and developing information resources that bridge the gap between raw data and decision makers needs.

This course will introduce basic concepts in data analytics including measure construction, hypothesis testing, data exploration, pattern identification, and statistical analysis. The course also provides an overview of commonly used data manipulation and analytic tools. Through homework assignments, projects, and in-class activities, you will practice working with these techniques and tools to create information resources that can be used in individual and organizational decision-making and problem-solving

**Past grade distribution**

Total number of evaluated students: 46

A	ABS	B	C	D	E	FX	M
86,96	0,0	4,35	4,35	0,0	0,0	2,17	2,17

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

**Last change:** 05.10.2019

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/044M/00	<b>Course title:</b> Business Ethic for Personnel Management
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> To obtain an A grade it is necessary to obtain at least 91 points, to obtain a B grade at least 81 points, to a C grade at least 73 points, to a D grade at least 66 points and to an E grade at least 60 points. 50% continuous assessment - elaboration of assigned case studies, tasks and active participation in seminars. 50% evaluation in the exam period - written exam. The topics for the exam will be distributed well in advance. To successfully complete the course, it is necessary to obtain at least 20 points in the section "written exam". Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> Students will learn to identify ethical issues in the field of human resource management and learn to address these issues at a professional level. Through the solution of case studies and ethical dilemmas, students will gain the ability to apply the acquired ethical knowledge in practice	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Information on the content of the subject, the method of evaluation and the organization of teaching. Introduction to the study.</li> <li>2. Corporate social responsibility in relation to employees and ethical principles in HRM.</li> <li>3. Ethical dilemmas and decision-making process.</li> <li>4. Human rights. Discrimination and sexual harassment in the work environment.</li> <li>5. Ethical aspects of employee recruitment.</li> <li>6. Ethics in pre-screening and selection of employees.</li> <li>7. Ethical aspects in performance appraisal, feedback, career development and management.</li> <li>8. Motivation and remuneration of employees from the perspective of ethics.</li> <li>9. Mobbing and bossing. Ethical development of managers.</li> <li>10. Code of ethics and whistleblowing.</li> <li>11. Implementation of HRM functions in accordance with ethics - Good examples from the Slovak business practice.</li> <li>12. Summary. Results of the continuous evaluation. Consultations for the exam.</li> </ol>	

**Recommended literature:**

REMIŠOVÁ, A. 2011. Etika a ekonomika. Bratislava: Kalligram (kapitoly 1, 4 – 8).

REMIŠOVÁ, A. 2012. Etika a morálka. Bratislava: Sprint dva.

LAŠÁKOVÁ, A. 2011. Etické princípy v manažmente ľudských zdrojov: Vymedzenie a praktická aplikácia. In: Aplikovaná etika a profesionálna prax. Banská Bystrica: Fakulta humanitných vied UMB, s. 73 - 80. Dostupné na: Aplikovaná etika a profesionálna prax.

Banská Bystrica: Fakulta humanitných vied UMB. Dostupné na: [https://www.researchgate.net/publication/281449045\\_Eticke\\_principy\\_v\\_manazmente\\_ludskych\\_zdrojov\\_Vymedzenie\\_a\\_prakticka\\_aplikacia](https://www.researchgate.net/publication/281449045_Eticke_principy_v_manazmente_ludskych_zdrojov_Vymedzenie_a_prakticka_aplikacia)

**Languages necessary to complete the course:**

English language

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

Total number of evaluated students: 351

A	ABS	B	C	D	E	FX	M
52,42	0,0	28,49	11,4	3,42	2,56	1,42	0,28

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

**Last change:** 17.09.2020

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/043M/12	<b>Course title:</b> Business Ethics
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Course evaluation: continuous 75 points + written exam 25 points. A total of max 100 points. Continuous: Active participation in the seminar: 7.5 points, 10 x 7.5 = max 75 points. Exam: Written. In the examination period according to the FM CU Schedule. Number of points from the exam = 25 points. To pass the exam, a student must obtain at least 10 points. For the „A“ evaluation 91 points at least are needed, for the „B“ evaluation 81 points at least are needed, for the „C“ evaluation 73 points at least are needed, for the „D“ evaluation 66 points at least are needed, for the „E“ evaluation 60 points at least are needed. Scale of assessment (preliminary/final): 75/25	
<b>Learning outcomes:</b> Students will get familiar with business ethics as an academic discipline. They will acquire the theory of business ethics and learn how to implement new knowledge through case studies and solution of ethical-economic dilemmas. Simultaneously they will gain skills and techniques related to the successful implementation of business ethics into practice.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction to the study.</li> <li>2. The essence of business ethics. Profit versus ethics               <ul style="list-style-type: none"> <li>- Origin, essence, subject of business ethics</li> <li>- Economic and ethical rationality</li> <li>- Profit versus ethics</li> <li>- Different levels of ethical and economic intersection</li> </ul> </li> <li>3. Professional ethics of a manager               <ul style="list-style-type: none"> <li>- Manager as a profession</li> <li>- Managerial oath. Integrity of the manager.</li> <li>- Basic ethical principles of a manager.</li> </ul> </li> <li>4. Ethics. Ethics and morality. Main ethical principles. Ethical principles: honesty, sincerity, responsibility, justice, duty.               <ul style="list-style-type: none"> <li>- Ethics as a part of managerial decision-making</li> <li>- What is ethics. Ethics and morality. Ethics and law.</li> </ul> </li> </ol>	

- Main ethical principles: duty, responsibility, justice, human rights (+ honesty, tolerance)
- 5. Corporate social responsibility
  - The essence of the concept of corporate social responsibility
  - Stakeholder theory
  - Forms of corporate social responsibility
  - The essence of the UN Global Compact initiative
  - The essence of the Sustainable Development Program
- 6. Ethics in human resource management
  - Ethical issues in individual HRM functions
  - Ethical issues in labor relations - discrimination
  - Ethical aspects in interpersonal relationships in the workplace - sexual harassment, mobbing, bossing. Analysis of the causes of their origin.
- 7. Ethics in services
  - The essence of ethics in services
  - Stakeholder theory: The relationship with the consumer and the client
  - Dynamics of the relationship between ethics and etiquette in employee behavior in services
- 8. Ethical aspects of corruption. Whistleblowing
  - The nature and types of corruption
  - Ethical measures to fight corruption
  - Link: Corruption and whistleblowing
- 9. Key ethical issues in my specialization
  - Basic ethical issues in the field of financial management
  - Basic etciké problems in the field of marketing
  - Basic ethical issues in entrepreneurship
  - Basic ethical issues in the field of strategic management
  - Basic ethical issues in the IT field
- 10. Institutionalization of ethics. Ethics and compliance program. Code of ethics
  - Ethics program and compliance program
  - Basic forms of institutionalization of ethics
  - The meaning of the code of ethics
- 11. How the ethics and compliance program works in a particular organization - examples from practice.
- 12. Creation of an ethics program of the Faculty of Management, Comenius University in Bratislava
  - Group work: Students will design the Ethical Program of FM CU in Bratislava.
- 13. Final seminar
  - Final evaluation of students' work during the semester and seminars
  - Consultations for the exam

**Recommended literature:**

REMIŠOVÁ, A. 2015. Súčasné trendy podnikateľskej etiky. Bratislava: Kluwer, 260 s.  
 REMIŠOVÁ, A. 2011. Etika a ekonomika. Bratislava: Kalligram. 496 s.  
 Crane Andrew and Matten Dirk (2010). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford: Oxford University Press.  
 Stanwick Peter and Stanwick Sarah (2014). Understanding Business Ethics. Thousand Oaks: SAGE Publications.

**Languages necessary to complete the course:**

English language

**Notes:**



<b>Past grade distribution</b>							
Total number of evaluated students: 907							
A	ABS	B	C	D	E	FX	M
57,99	0,0	17,97	11,91	6,5	4,08	0,88	0,66
<b>Lecturers:</b> prof. PhDr. Anna Remišová, CSc., prof. Mgr. Anna Lašáková, PhD., Mgr. Zuzana Kirchmayer, PhD., Mgr. Zuzana Kotuliaková, Mgr. Alexandra Bohinská, Mgr. Michaela Ružičková							
<b>Last change:</b> 16.09.2020							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KEF/194FJM/15				<b>Course title:</b> Business Finance Case Studies			
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 3.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 29							
A	ABS	B	C	D	E	FX	M
93,1	0,0	0,0	3,45	0,0	0,0	3,45	0,0
<b>Lecturers:</b> doc. Dr. Frédéric Delaneuville, PhD., Mgr. Anna Jurišová							
<b>Last change:</b>							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/310M/16				<b>Course title:</b> Business Intelligence			
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 2.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 75							
A	ABS	B	C	D	E	FX	M
53,33	0,0	21,33	6,67	4,0	2,67	12,0	0,0
<b>Lecturers:</b> RNDr. Zuzana Kovačičová, PhD.							
<b>Last change:</b> 09.09.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/314M/16				<b>Course title:</b> Business Processes and Software Engineering			
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 6							
<b>Recommended semester:</b> 1.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 12							
A	ABS	B	C	D	E	FX	M
91,67	0,0	8,33	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> doc. Ing. Jaroslava Kniežová, PhD., prof. RNDr. Michal Greguš, PhD.							
<b>Last change:</b>							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/311M/16	<b>Course title:</b> Cloud Computing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The assessment of the subject is in accordance with the FM UK Study Regulations. Evaluation is aimed at assessing the skills and work habits of students, which are assessed on the basis of OCTO in ACVA phases: Objective 25% Complexity 25% Team work 25% Outputs 25% Together, max. 100 points/semester, where the following points can be obtained in the individual AKVA phases: Analytical - 20 points, Conceptual - 20 points, Verification - 20 points, Argumentative - 40 point Scale of assessment (preliminary/final): 100/0	
<b>Learning outcomes:</b> By completing the subject, students will acquire cloud computing skills using the software provided by the faculty to gain deeper theoretical knowledge of cloud computing systems. The education is alternatively divided into 4 phases AKVA - Analytical (2-4 weeks), Conceptual (2-4 weeks), Verification (1-3 weeks), Argumentative (1-3 weeks).	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction to cloud computing,</li> <li>2. Software as a Service (SaaS),</li> <li>3. Platform as a service (PaaS),</li> <li>4. Infrastructure as a service (IaaS),</li> <li>5. Public clouds,</li> <li>6. SLA Management,</li> <li>7. License terms of leading cloud service providers,</li> <li>8. Private clouds,</li> <li>10. Hybrid cloud model,</li> <li>11. Cloud computing and security,</li> <li>12. Application development in the cloud,</li> <li>13. Architectures of cloud systems,</li> <li>14. Cloud and regulation.</li> </ol>	
<b>Recommended literature:</b>	

- [1]. BAHGA, Arshdeep a Vijay MADISETTI, 2013. Cloud Computing: A Hands-On Approach. 1 edition. s.l: CreateSpace Independent Publishing Platform. ISBN 978-1-4944-3514-1.
- [2]. JACKSON, Kevin, Cody BUNCH a Egle SIGLER, 2015. OpenStack Cloud Computing Cookbook - Third Edition. 3 edition. B.m.: Packt Publishing - ebooks Account. ISBN 978-1-78217-478-3.
- [3]. MARINESCU, Dan C., 2017. Cloud Computing, Second Edition: Theory and Practice. 2 edition. Cambridge, MA: Morgan Kaufmann. ISBN 978-0-12-812810-7.
- [4]. RAFAELS, Mr Ray J., 2015. Cloud Computing: From Beginning to End. B.m.: CreateSpace Independent Publishing Platform. ISBN 978-1-5114-0458-7.

**Languages necessary to complete the course:**

slovak language, english language

**Notes:**

**Past grade distribution**

Total number of evaluated students: 144

A	ABS	B	C	D	E	FX	M
59,72	0,0	11,81	16,67	4,86	3,47	2,78	0,69

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

**Last change:** 19.02.2018

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/008M/00	<b>Course title:</b> Communication in Management
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 20 % – presentation of seminar work 80 % – final exam active participation an all lectures A - at least 91% , B - at least 81%, C - at least 73%, D - at least 66% , E - at least 60%. Scale of assessment (preliminary/final): 20/80	
<b>Learning outcomes:</b> The business world needs competent communicators. This course will teach students how to understand the fundamentals of successful business communication, how to make good presentations; and to deal with cross-cultural communication issues and problems, how to prepare effective meetings.	
<b>Class syllabus:</b> Forms of the communication in organization Communication – verbal and nonverbal. Communication skills Assertive communication Active listening Empathy and communication Emotional intelligence Effective meetings Intercultural specifics in communication	
<b>Recommended literature:</b> Sulíková, R.: Psychológia pre manažérov.Kartprint. Bratislava, 2012. Thill, J. V., Boveé, C. L.: Business Communication Essentials. Pearson. New Yersey, 2012. Novák, T., Capponi, V: Asertivně do života. Grada , 2004. Khelerová, V.: Komunikační a obchodní dovednosti manažéra. Grada. Praha, 1999. Whetten, D. A., Cameron, K. S.: Developing management skills. Adison -Wesley Educational Publishers Inc. New York, 1998.	

<b>Languages necessary to complete the course:</b> Slovak and English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 1340							
A	ABS	B	C	D	E	FX	M
57,01	0,0	23,36	9,4	5,6	2,99	1,27	0,37
<b>Lecturers:</b> doc. PhDr. Rozália Sulíková, PhD., doc. PhDr. Eva Smolková, CSc.							
<b>Last change:</b> 27.02.2018							
<b>Approved by:</b>							



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/059M/00	<b>Course title:</b> Compensation Systems
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the course students work on a complex case study, in which they are asked to make decisions required to manage compensation systems for an organization called FastCat. Students will work in teams consisting of 4-5 members and prepare a team report for each case phase, as well as a presentation of their key decisions and results supported by proper argumentation Class performance is determined as follows: FastCat Case Reports + Presentations FastCat Strategy Statement (team) 10% Phase 1: Compensation Strategy and Work Structure (team) 15% Phase 2: Competitive Market Pay and the Pay Structure (team) 15% Phase 3: Employee Contributions and Pay Increases/Administration (team) 15% Group Evaluation 10% In-class activities (or short presentations) 5% Final Exam (during the exam period) 30% Scale of assessment (preliminary/final): 70/30	
<b>Learning outcomes:</b> Students are familiarized with the basics of compensation systems, compensable factors, job evaluation methods, pay forms and pay systems. Techniques of creating compensation system in an organization are practiced on FastCat case study.	
<b>Class syllabus:</b> Pay System. Compensation Strategy. Internal Alignment. External Equity. Compensation Forms. Relation Between Compensation and Motivation. Employee's Benefits. Role of Labor Unions in Creating a Compensation System. International Compensation.	

**Recommended literature:**

1. Newman, J., Gerhart, B., Milkovich, G. 2017. Compensation. 12th edition. New York : McGraw-Hill. <https://alis.uniba.sk:8443/lib/item?id=chamo:638100&fromLocationLink=false&theme=Katalog>
2. Milkovich, G., Gerhard, B. 2013. Cases in Compensation. 11th edition. ISBN 978-0-945601-00-5
3. Bajžíková, Ľ., Fratričová, J. 2019. Základy personálneho manažmentu: Akademicko-praktický sprievodca v oblastiach manažmentu pracovných výkonov, pracovnej motivácie a odmeňovania. Bratislava: Univerzita Komenského.  
<https://alis.uniba.sk:8443/lib/item?id=chamo:694002&fromLocationLink=false&theme=Katalog>

**Languages necessary to complete the course:**

English

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

Total number of evaluated students: 331

A	ABS	B	C	D	E	FX	M
37,46	0,0	38,07	16,31	4,53	2,11	0,6	0,91

**Lecturers:** prof. Ing. Ľubica Bajžíková, PhD., Mgr. Zuzana Kirchmayer, PhD.

**Last change:** 10.09.2020

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/313M/16	<b>Course title:</b> Computer Networks Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 2., 4.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The assessment of the subject is in accordance with the FM UK Study Regulations. Evaluation is aimed at assessing the skills and work habits of students, which are assessed on the basis of OCTO in ACVA phases: Objective 25% Complexity 25% Team work 25% Outputs 25% Together, max. 100 points/semester, where the following points can be obtained in the individual AKVA phases: Analytical - 20 points, Conceptual - 20 points, Verification - 20 points, Argumentative - 40 point Scale of assessment (preliminary/final): 100/0	
<b>Learning outcomes:</b> By completing the subject, the student will acquire skills in the field of computer network management using the subject of the software available to the faculty will acquire deeper theoretical knowledge of computing network management systems and individual network elements. The education is in alternate form divided into 4 phases AKVA - Analytical (2-4 weeks), Conceptual (2-4 weeks), Verification (1-3 weeks), Argumentative (1-3 weeks).	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Comparing Windows Servers</li> <li>2. Install the Windows Server</li> <li>3. Configure Windows Server</li> <li>4. Install the Ubuntu server and Free BSD</li> <li>5. Configure the Ubuntu server and Free BSD</li> <li>6. Compare Windows and Linux and Unix servers</li> <li>7. Configure servers in Webmin environment</li> <li>8. Setting server privileges in active directories (Quota, IIS server, FTP server)</li> </ol>	
<b>Recommended literature:</b> Books:	

- [1]. 1BRIAN SVIDERGOL, VLADIMIR MELOSKI, BYRON WRIGHT, SANTOS MARTINEZ, DOUG BASSETT, 2017. Mastering Windows Server 2016. Sybex ISBN ISBN: 978-1-119-40497-2.
- [2]. KYLE RANKIN, BENJAMIN MAKO HILL, 2013. The Official Ubuntu Server. 3rd edition. B.m.: Pearson Education (US). ISBN ISBN13 9780133017533.
- Internet:
- [3]. <http://www.microsoft.com> – knowledge base Microsoftu
- [4]. <http://www.ubuntu.com/server>
- [5]. <http://www.freebsd.org/>
- [6]. <http://webmin.com/>

**Languages necessary to complete the course:**

slovak language, english language

**Notes:**

**Past grade distribution**

Total number of evaluated students: 332

A	ABS	B	C	D	E	FX	M
89,76	0,0	4,82	1,2	0,3	0,6	3,31	0,0

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

**Last change:** 09.02.2018

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/050M/00	<b>Course title:</b> Consumer Behavior
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b> # Familiarize students with the field of consumer behavior and with its relations to other marketing functions # Develop understanding of critical issues in managing consumer behavior # Combine theoretical framework with a real-world application	
<b>Class syllabus:</b> Week Topic Sept 21st – Sept 25th Week 1 Consumer behavior and consumer research # Why study consumer behavior? # Evolution of consumer behavior # How do you study consumers? # Underlying principles of consumer behavior (including B2B market) Sept 28th – Oct 2nd Week 2 Marketing strategies for customer-centric organizations # The century of the consumer # From market analysis to market strategy – where does CB fit? # Customer loyalty and retention strategies – CRM # Global marketing strategy Oct 5th – Oct 9th Week 3 The consumer decision process - intro # Introduction into CDP model # Variables that shape the decision process # Types of decision process # Factors influencing the extent of problem solving Case 11 – Creating brands that last	

Oct 12th – Oct 16th  
 Week 4 The consumer decision process – part 1 (pre-purchase processes)  
 # Need recognition  
 # Search for information  
 # Pre-purchase evaluation of alternatives  
 Oct 19th – Oct 23rd  
 Week 5 The consumer decision process – part 2 (purchase)  
 # Purchase  
 Case 5 – Crimson cup  
 Oct 26th – Oct 30th  
 Week 6 The consumer decision process – part 3 (post-purchase processes)  
 # Consumption  
 # Post-consumption evaluation  
 # Divestment  
 Nov 2nd – Nov 6th  
 Week 7 Guest speaker  
 Nov 9th – Nov 13th  
 Week 8 Individual determinants of consumer behavior – part 1  
 # Demographics, psychographics and personality  
 # Consumer Motivation  
 Case 4 – Family furniture  
 Nov 16th – Nov 20th  
 Week 9 Individual determinants of consumer behavior – part 2  
 # Consumer knowledge  
 # Consumer beliefs, feelings, attitudes and intentions  
 Nov 23rd – Nov 27th  
 Week 10 Environmental influences on consumer behavior  
 # Culture, ethnicity and social class  
 # Family and household influences  
 # Group and personal influence  
 Case 6 - Aldi  
 Nov 30th – Dec 4th  
 Week 11 Influencing consumer behavior  
 # Making contact  
 # Shaping consumers opinions  
 # Helping consumer to remember  
 Dec 7th – Dec 11th  
 Week 12 Measuring consumer behavior – market research  
 # Managing customer insight  
 # Market research in practice  
 Case 7 – National Christmas tree association  
 Dec 14th - Dec 18th  
 Week 13 Guest speaker

**Recommended literature:**

Blackwell, R.D. – Miniard, P.W. – Engel, J.F.: Consumer Behavior. 10.edn. Mason: Thomson Higher Education, 2005  
 Richterová, K a kol.: Spotrebiteľské správanie, Vydavateľstvo Ekonóm, Bratislava 2007.  
 Kulčáková, M. - Richterová, K.: Spotrebiteľ na trhu, Sprint, Bratislava 1997.  
 Richterová, K.: Štúdie segmentácie trhu. Vydavateľstvo Ekonóm, Bratislava 2002

Periodicals on the internet FMUK library (external information sources <a href="http://www.uniba.sk/?id=1867">http://www.uniba.sk/?id=1867</a> )							
<b>Languages necessary to complete the course:</b> Slovak, English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 117							
A	ABS	B	C	D	E	FX	M
47,01	0,0	39,32	11,11	1,71	0,85	0,0	0,0
<b>Lecturers:</b> Mgr. Igor Tóth, PhD.							
<b>Last change:</b> 02.06.2015							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/229M/16	<b>Course title:</b> Corporate Valuation
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> In the course of the semester, the student will be awarded a project of evaluation of the selected company, which will serve for the overall evaluation. In order to obtain an A rating, it is necessary to obtain a minimum of 91 points, to obtain a score B of at least 81 points, a C rating of at least 76 points, a D score of at least 66 points and an E score of at least 60 points.	
<b>Learning outcomes:</b> Learning outcomes: The seminar should provide students with basic knowledge of business valuation as they are implemented in practice. An essential part of effective management is the correct determination of the company's value. The course will provide students with insights into the basic processes of determining the value of the company from the initial analysis of financial statements and ratios to the understanding of the complex method of discounted cash flows. The course will provide students with answers to questions such as what the value of a company is and what basic parameters it affects; what techniques analysts use on the financial markets to determine whether a stock company's stock is overestimated or underestimated; what is the difference in understanding the value of the firm as a self-sustaining entity and potential acquisition target; how to compile a simplified valuation model for a listed company? Practical examples will be used for seminars to understand the issue. Bloomberg Professional Terminal will be used for seminars to quickly and efficiently gather and analyze information from both the financial and business environment. Upon successful completion of the course the student should understand the basic aspect of the company's valuation and should be able to perform an advanced financial analysis of the company. After completing the subject, the student should be prepared to work in the financial field as a financial adviser or financial analyst at positions requiring basic to advanced knowledge of corporate financial analysis and valuation.	
<b>Class syllabus:</b> Basic business valuation characteristics. 2. The legal minimum for business combinations in Slovakia. 3. Company valuation methods based on price multiples.	



4. Company valuation methods based on discounted cash flows. 5. Estimate of future cash flows of the company. 6. Determination of the weighted average cost of capital. 7. Company valuation methods based on discounted dividends. 8. Valuation of non-operating assets of the company. 9. Case Study - Valuation of a publicly traded company on the stock exchange. 10. Case Study - Valuation of a publicly traded company on the stock exchange. 11. Case Study - Valuation of a publicly traded company on the stock exchange. 12. Case Study - Valuation of a publicly traded company on the stock exchange							
<b>Recommended literature:</b> 1. T. Koller, M. Goedhart, A. Wessels.: Valuation Measuring and Managing the Value of Companies, 5th Edition, McKinsey & Company, Inc., 2010. 2. Brigham, E. F., Ehrhardt, M. C.: Financial Management, 14th Edition, Thomson, South-Western, 2014. 3. Hitchner, J. R.: Financial Valuation, Applications and Models, John Wiley & Sons, Inc., 2013. 4. Bloomberg Professional Terminal 5. yahoo.finance.com							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 233							
A	ABS	B	C	D	E	FX	M
70,39	0,0	16,74	4,72	2,15	3,0	2,15	0,86
<b>Lecturers:</b> Mgr. Martin Vozár, PhD.							
<b>Last change:</b> 20.03.2018							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/300AM/16	<b>Course title:</b> Corporate Valuation II
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 2., 4.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> The prerequisite for this class is a passing grade in Introduction to Financial management and in Financial management. Another prerequisite for this class is in foundations of accounting and statistics. Therefore, it is expected that students will be comfortable with the following topics: Weighted Average Cost of Capital (WACC), Discounted cash flow model (DCF), Valuation Multiples, diversification, valuation of stocks - Dividend Discount Model (DDM), Capital Asset Pricing Model (CAPM), financial planning (AFN formula), financial ratios, Value Based Management, depreciation, standard deviation and correlation.	
<b>Course requirements:</b>	
<b>Learning outcomes:</b> This is an advanced course in corporate valuation. The course has three main objectives: 1. Develop an understanding of the tools that are used to prepare complete DCF valuation model in MS Excel for publicly traded company. 2. Understand the advanced issues involved in how the evaluation process is working in real world. 3. Emphasis will be placed on appreciating the limitations and challenges that are analyst faced when applying the theoretical framework of Corporate Valuation.	
<b>Class syllabus:</b> <ul style="list-style-type: none"> <li>• Introduction to financial modelling in MS Excel</li> <li>• How to analyze industry trends?</li> <li>• Financial analysis of a company</li> <li>• FCF calculation, CAPEX&amp;OPEX preparation</li> <li>• DCF model preparation (financial plan)</li> <li>• DCF model preparation (WACC, TV growth rates, FCF)</li> <li>• Preparation of valuation model with using Valuation Multiples approach (analyzing data for industry and for company)</li> <li>• Preparation of valuation model with using Valuation Multiples approach (calculation of values and interpreting results)</li> <li>• Dividend Discount Model preparation (DDM)</li> </ul>	

- 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: 93

A	ABS	B	C	D	E	FX	M
74,19	0,0	10,75	11,83	3,23	0,0	0,0	0,0

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

**Last change:** 08.10.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/099M/12	<b>Course title:</b> Current Trends in Practice Management
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1., 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 100% Case study presentation Scale of assessment (preliminary/final): 100/0	
<b>Learning outcomes:</b> 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.	
<b>Class syllabus:</b> 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	
<b>Recommended literature:</b> Slovnaft a.s. company sources.	
<b>Languages necessary to complete the course:</b> Slovak and English	

<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 534							
A	ABS	B	C	D	E	FX	M
85,58	0,0	6,93	2,25	1,69	0,75	2,43	0,37
<b>Lecturers:</b> prof. Ing. Ján Rudy, PhD., doc. Mgr. Jana Fratričová, PhD.							
<b>Last change:</b> 29.11.2017							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/101M/13				<b>Course title:</b> Data Processing I - SQL			
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 1.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 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
<b>Lecturers:</b> doc. RNDr. Michal Greguš, PhD., prof. RNDr. Michal Greguš, PhD.							
<b>Last change:</b>							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/054M/09				<b>Course title:</b> Data Processing for Management and Marketing (Data Mining II.)			
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 1., 3.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 26							
A	ABS	B	C	D	E	FX	M
61,54	0,0	30,77	3,85	0,0	0,0	3,85	0,0
<b>Lecturers:</b> doc. Ing. Iveta Stankovičová, PhD.							
<b>Last change:</b> 02.06.2015							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/268M/16	<b>Course title:</b> Data Science and Big Data Analytics
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 2., 4.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 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.	
<b>Learning outcomes:</b> 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.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction to Data Science and Big Data Analytics</li> <li>2. Basic Data Analytic Methods Using R I.</li> <li>3. Basic Data Analytic Methods Using R II.</li> <li>4. Data Science Project</li> <li>5. Predictive Analytics - Linear Regression</li> <li>6. Association Rules</li> <li>7. Clustering</li> <li>8. Classification</li> <li>9. Text Analytics</li> <li>10. Sentiment Analytics</li> <li>11. Deep Learning I.</li> <li>12. Deep Learning II.</li> </ol>	
<b>Recommended literature:</b>	



1. EMC Education Services. Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data. John Wiley & Sons, 2015.
2. Miller, Thomas 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

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/093M/00	<b>Course title:</b> Defense and Safety Policy of EU
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 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, complexicity, team work, outputs).	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b> Brief Syllabus: 1. Ratium Motivational and methodical introduction into the course. Explanation of complicated process of building the European security till the present state of ESDP and development of European security strategy, the change of geopolitical situation in Europe and the change of character of security risks and threats. The support for international cooperation in the security issues. 2. Common European foreign and security policy – second pillar of the EU Milestones in creation the Common foreign and security policy of the EU. The need of institutional and procedural precipitateness of decision making process. Petersburg's missions: Roma declaration, Hague platform, humanitarian and safety missions, peace keeping, military actions during the crisis management. Implementation of Petersburg's missions, the EU's capability to solve questions of crisis management, overview of operational tasks of WEU – reality. 3. West-European union The main characteristic of military-political bloc, analysis of main goals of WEU and its fundamentals. Participation states of WEU, member states, associated member countries, observers, associated partner countries. WEU structure, WEU council, Council of ministers, Permanent council, General secretariat, Parliamentary assembly, European security and defence assembly. Merging of functions of WEU and Common security and foreign policy of the EU. 4. Organization for security and cooperation in Europe Characteristic of important regional security organization OSCE. Expert negotiations, CSCE/ OSCE, Beograd, Madrid, Vienna, Paris, Helsinki, Budapest, Lisbon, Istanbul. Analysis of main goals of OSCE and characteristic of its main organs, Summit of supreme representatives of states	

and governments, Evaluating conference of OSCE, Parliamentary assembly, Council of ministers, Council of mandatories, Permanent council, Forum OSCE for security cooperation, Operational organs and Affiliated organs. OSCE activities.

**5. NATO and European security**

Explanation of complicated NATO development at the end of 20th and beginning of 21st century. Administration structures, member states (26) and participation countries of Partnership for peace (46). Main goals and fundamental principle of NATO. NATO structure and its political and military elements. NATO functioning mechanisms. NATO and science. Euroatlantic partnership council, Partnership for peace, North Atlantic council for cooperation.

**6. Goals and components of SR's security as a member state of the EU**

Explanation of SR's task as a member state in Common foreign and security policy of the EU, its identification with CFSP goals expressing the basic concerns of Slovak foreign policy. Theoretical problems of European security and its solution in SR. SR's relation to NATO. Security interests and goals of SR, relevant threats and challenges for SR and tasks and instruments for realization of goals.

**Recommended literature:**

Literature:

PAWERA, R.: Manažment európskej bezpečnosti, Eurounion, Bratislava 2004, ISBN 80-88984-71-8.

Recommended:

PAWERA, R.: Výučba predmetov Spoločná zahraničná politika EÚ a obranná a bezpečnostná politika EÚ. In.: Európska integrácia v univerzitnom vzdelávaní, Eurounion, Bratislava 2004, ISBN 80-88984-61-0.

**Languages necessary to complete the course:**

**Notes:**

**Past grade distribution**

Total number of evaluated students: 213

A	ABS	B	C	D	E	FX	M
89,2	0,0	6,57	2,35	0,0	1,88	0,0	0,0

**Lecturers:** doc. PhDr. René Pawera, PhD.

**Last change:** 30.09.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/120M/18	<b>Course title:</b> Digital Marketing
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 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	
<b>Learning outcomes:</b> 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.	
<b>Class syllabus:</b> 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.	
<b>Recommended literature:</b> [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 987-11-381-9170-9 [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 najlepši 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 987-11-193-4120-8 [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 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).

**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

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM/O5SJ/15	<b>Course title:</b> Diploma Thesis Defence
<b>Number of credits:</b> 4	
<b>Recommended semester:</b> 1., 2., 3., 4..	
<b>Educational level:</b> II.	
<b>State exam syllabus:</b>	
<b>Last change:</b>	
<b>Approved by:</b>	

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KMk/142M/16			<b>Course title:</b> Diploma Thesis Project				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 4.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 1025							
A	ABS	B	C	D	E	FX	M
70,83	0,0	13,17	4,78	1,76	2,24	7,22	0,0
<b>Lecturers:</b> 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 Gubíniová, 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., doc. 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 Paškrtová, 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. Ľubomíra 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., CFA, 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., PhDr. Livia Bott Domonkos, PhD., Ing. Mgr. Juraj Chebeň, PhD., doc. PhDr. Rozália Sulíková, PhD.

**Last change:** 08.09.2021

**Approved by:**



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KSP/047M/16			<b>Course title:</b> Diploma Thesis Seminary II				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 3.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 984							
A	ABS	B	C	D	E	FX	M
62,8	0,0	17,38	8,43	3,15	3,35	4,88	0,0
<b>Lecturers:</b> 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., doc. 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 Kľuvánková, 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 Bajziková, 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., CFA, MBA, Mgr. Michal Páleník, PhD., doc. Mgr. Emília Charfaoui, CSc., Ing. Mgr. Juraj Chebeň, PhD.

**Last change:**

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022						
<b>University:</b> Comenius University Bratislava						
<b>Faculty:</b> Faculty of Management						
<b>Course ID:</b> FM.KIS/010M/00			<b>Course title:</b> E-business and E-marketing			
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning						
<b>Number of credits:</b> 6						
<b>Recommended semester:</b> 1., 3.						
<b>Educational level:</b> II.						
<b>Prerequisites:</b>						
<b>Course requirements:</b>						
<b>Learning outcomes:</b>						
<b>Class syllabus:</b>						
<b>Recommended literature:</b>						
<b>Languages necessary to complete the course:</b>						
<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 576						
A	ABS	B	C	D	E	FX
71,53	0,0	13,89	5,9	3,13	0,69	4,86
<b>Lecturers:</b> Ing. Jaroslav Vojtechovský, PhD.						
<b>Last change:</b> 11.04.2022						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/100M/18				<b>Course title:</b> E-business and E-marketing			
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 6							
<b>Recommended semester:</b> 2.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 3							
A	ABS	B	C	D	E	FX	M
33,33	0,0	0,0	0,0	0,0	33,33	33,33	0,0
<b>Lecturers:</b> Ing. Jaroslav Vojtechovský, PhD.							
<b>Last change:</b>							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/ECB/11				<b>Course title:</b> E-commerce			
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 1.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 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
<b>Lecturers:</b> Ing. Jaroslav Vojtechovský, PhD.							
<b>Last change:</b> 02.06.2015							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KEF/086M/00			<b>Course title:</b> Economy Processes Modelling				
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 6							
<b>Recommended semester:</b> 2.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 2760							
A	ABS	B	C	D	E	FX	M
23,01	0,0	25,58	20,72	14,53	12,97	2,75	0,43
<b>Lecturers:</b> doc. RNDr. Jana Kalická, PhD., prof. RNDr. Michal Greguš, PhD., doc. RNDr. Mária Bohdalová, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Peter Pšenák, PhD., RNDr. Ing. Matúš Tibenský, PhD.							
<b>Last change:</b> 30.10.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/265AJM/15	<b>Course title:</b> European Integration
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 2., 4.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> - Small-group (3-5 students) semester project on selected issues of the EU/CM - Semester test - Presentation of the semester project and discussion/debate on selected issues	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b> Introduction to international economic relations (IER) and regional integration (RI) - Brief history of the development in the IER - Main factors of the contemporary IER – globalization, international regional economic integration (IREI), international trade, FDI, international organizations, NGOs, etc. - Declining role of national states/governments in the IER - The role of the United Nations and its specialized agencies in the IER - Regional aspects of the UN role in the IER and technical and financial assistance to developing countries - Other important international organizations regarding IER (OECD, WTO, etc.) and their role in the IER - Institutionalization of the IREI and its role in IER – the model role of the EU institutions - “Free trade” as the basics of the IER and IREI - FDI as an important factor for the development of IER and IREI especially for developing and transitional countries - IREI and its role in the IER and regarding ongoing globalization (main building block and/or hurdle) - IREI as the dominant feature and development trend in the contemporary IER - Main stages of the IREI - Types and specifics of the IREI - Basic terms and forms of the IREI - The EU as a prototype of the IREI - Brief history of the EU and its effects on the development of the IREI and IER - The EU and its three pillars as new approach to the IREI and IER	

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

**Recommended literature:**

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

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 126

A	ABS	B	C	D	E	FX	M
61,11	0,0	29,37	8,73	0,0	0,79	0,0	0,0

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

**Last change:** 25.08.2021

**Approved by:**



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KEF/183M/12			<b>Course title:</b> European Law				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 1., 3.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b> 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.							
<b>Recommended literature:</b> Literature: Treaty establishing the European Community, OJ C 321, 29.12.2006 Relevant legal regulation within the EU (before EC)							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> 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

<b>Lecturers:</b> prof. JUDr. Daniela Nováčková, PhD., doc. Dr. Frédéric Delaneuville, PhD., doc. Mgr. Petra Milošovičová, PhD.
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<b>Last change:</b> 13.02.2018
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<b>Approved by:</b>
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## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/033M/00	<b>Course title:</b> Financial Accounting
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Scale of assessment (preliminary/final): 45/55	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b> 1. Financial accounting – objectives, functions, conceptual framework of US.GAAP, cash and accrual basis of accounting 2. Financial statements- Balance sheet, Income Statement, Cash Flow, The statement of shareholders' equity – basic characteristics 3. Earnings management, Earnings of the higher and lower quality, Realization and matching principle, accrual basis of accounting 4. Current assets – Cash and Cash equivalents, receivables 5. Inventories 6. Long term assets 7. Short-term and long-term investments 8. Current Liabilities 9. Long-term Liabilities and Reserves 10. Lease - operational and financial 11. Shareholders' Equity 12. Multistep-income statement and its distribution, EPS, P/E 13. Dividends – cash and stock dividends	
<b>Recommended literature:</b> [1] SAXUNOVÁ, D. 2019. Financial Statements for the Needs of Managers -Global Accounting Standards : US GAAP and IFRS. Prague : Wolters Kluwer, 2019. [2]. Saxunová, D.: Financial Accounting : Financial statements - theory and problems, Wolters Kluwer, 2014.	
<b>Languages necessary to complete the course:</b>	
<b>Notes:</b>	

<b>Past grade distribution</b>							
Total number of evaluated students: 1679							
A	ABS	B	C	D	E	FX	M
10,54	0,0	15,07	19,3	18,64	26,62	9,35	0,48
<b>Lecturers:</b> prof. RNDr. Darina Saxunová, PhD., Mgr. Rita Szalai, PhD., Mgr. Lenka Papíková, PhD., PhDr. Loretta Pinke							
<b>Last change:</b> 19.01.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/037M/00	<b>Course title:</b> Financial Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 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	
<b>Learning outcomes:</b> 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.	
<b>Class syllabus:</b> 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.	
<b>Recommended literature:</b>	

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							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> 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
<b>Lecturers:</b> Mgr. Katarína Rentková, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., PhDr. Peter Nováček							
<b>Last change:</b> 13.09.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/032M/00	<b>Course title:</b> Financial Markets and Institutions
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The conditions for completing the course are: - attendance of lectures - elaboration of a presentation in a team - topic from the area of investment possibilities (20%) - elaboration of home assignments assigned during the semester (30%) - final exam (written test) (50%) The condition for passing the course is to provide at least 60%. Scale of assessment (preliminary/final): 50% of the evaluation is an activity during the semester, of which 20% is a presentation, 30% is homework assigned during the semester. 50% is the final written exam.	
<b>Learning outcomes:</b> The graduate will gain theoretical and practical knowledge and skills that can be applied in working in financial institutions and in the private business sector. After completing the course, the student will gain knowledge about the functioning of selected financial markets - especially the commodity market (precious metals market), insurance market, money and capital market. The student will gain knowledge and skills in the field of stock market analysis.	
<b>Class syllabus:</b> 1. Financial system, financial markets and financial intermediaries. 2. Money market and its instruments. 3. Foreign exchange market and its functioning. FOREX. 4. Commodity market. 5. Capital market - Bond market and stock market. 6. Stock market analysis and its methods. 7. Sector and microeconomic analysis. 8. Technical analysis, Psychological analysis and speculative bubbles. 9. Collective investment. 10. Hedge funds. 11. Real estate funds. 12. Sovereign wealth funds.	

**Recommended literature:**

1. Chovancová, B., Malacká V., Demjan, V. Kotlebová, J.: Finančné trhy – nástroje, transakcie, Walters Kluver, Bratislava 2016
2. Kohout, P. : Investiční strategie pro třetí tisíciletí, Grada, Praha 2008
3. Jílek, J. : Finanční trhy a investování, Grada, Praha 2008
4. Musílek, P.: Analýza cenných papírů, Grada, Praha 2004
5. Jílek, P.: Finanční trhy, Grada, Praha 2002
6. Rejnuš, O: Finanční trhy, Grada Praha 2014

**Languages necessary to complete the course:****Notes:****Past grade distribution**

Total number of evaluated students: 310

A	ABS	B	C	D	E	FX	M
19,35	0,0	26,45	23,87	14,84	12,58	2,26	0,65

**Lecturers:** Mgr. Katarína Rentková, PhD.

**Last change:** 10.05.2021

**Approved by:**



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/144M/10	<b>Course title:</b> French Seminar I
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> test 70%	
<b>Learning outcomes:</b> 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.	
<b>Class syllabus:</b> 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.	
<b>Recommended literature:</b> 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	
<b>Languages necessary to complete the course:</b>	

English							
<b>Notes:</b>							
<b>Past grade distribution</b>							
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
<b>Lecturers:</b> Mgr. Anna Jurišová, doc. Dr. Frédéric Delaneuville, PhD.							
<b>Last change:</b> 18.09.2020							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/046M/13				<b>Course title:</b> IT Business			
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 1.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 27							
A	ABS	B	C	D	E	FX	M
77,78	0,0	7,41	7,41	0,0	0,0	3,7	3,7
<b>Lecturers:</b> PhDr. Peter Veselý, PhD.							
<b>Last change:</b>							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/011M/10	<b>Course title:</b> Innovation Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The evaluation consists of three parts: (1) written test during the semester 40%, (2) analysis of the selected example of innovation 20%, (3) solving the practical task within seminars 40%. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
<b>Learning outcomes:</b> Students will know management of the innovation process and the creation of mechanisms to support innovation in companies. The focus is on innovation of products and processes at strategic and operational levels of management. In the seminars the students analyze cases from corporate practice and apply selected methods in solving problems.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Definition, importance and types of innovation</li> <li>2. Innovation strategies</li> <li>3. Methods of strategic innovation management</li> <li>4. The open innovation strategy</li> <li>5. Business model innovation</li> <li>6. Process and organization of innovation</li> <li>7. Methods in the initial phase of the innovation process</li> <li>8. Methods in the implementation phase of the innovation process</li> <li>9. Service innovation</li> <li>10. Exercise focused on the application of selected innovation methods</li> </ol>	
<b>Recommended literature:</b> <ol style="list-style-type: none"> <li>[1] Presentations and seminar materials distributed online during the semester.</li> <li>[2] TIDD, J., BESSANT, J., PAVITT, K. Řízení inovací: zavádění technologických tržních a organizačních změn. Brno: Computer Press, 2007.</li> <li>[3] BOROVSKEÝ, J., GÁL, P. Inovácie a transfer technológií. Bratislava: Eurounion, 2005.</li> <li>[4] KOŠTURIÁK, J., CHAL, J. Inovace: vaše konkurenční výhoda! Brno: Computer Press, 2008.</li> <li>[5] PITRA, Z. Management inovačních aktivit. Praha: Professional, 2006.</li> </ol>	

- [6] HIPPEL, E. v. Democratizing innovation. Cambridge: MIT Press, 2005.
- [7] BOUTELLIER, R., GASSMANN, O., ZEDTWITZ, M. v. Managing global innovation: uncovering the secrets of future competitiveness. 3rd ed. Berlin: Springer, 2008.
- [8] STERN, T., JABERG, H. Erfolgreiches Innovationsmanagement: Erfolgsfaktoren, Grundmuster, Fallbeispiele. 3. Aufl. Wiesbaden Gabler, 2007.

**Languages necessary to complete the course:**

Slovak

**Notes:**

In the winter semester 2020/2021, the course is taught in combined form, on-site and online using the software MS Teams. Details of students' participation in the online class (microphone, camera, screen sharing) will be communicated in the first online class.

**Past grade distribution**

Total number of evaluated students: 138

A	ABS	B	C	D	E	FX	M
60,14	0,0	27,54	10,14	0,72	0,0	0,72	0,72

**Lecturers:** Ing. Jaroslav Hul'vej, PhD.

**Last change:** 18.09.2020

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/103_M/12				<b>Course title:</b> Insurance Systems by Law View			
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 1.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 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
<b>Lecturers:</b> doc. JUDr. Ján Matlák, CSc., doc. JUDr. PhDr. Silvia Treľová, PhD.							
<b>Last change:</b> 07.11.2017							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/062M/16	<b>Course title:</b> Intellectual Capital and Innovations in the Dynamic Business
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The evaluation consists of the following parts: (1) active participation in lectures and seminars 10%, (2) presentations in seminars 20%, (3) written test 20%, (4) written report of intellectual capital statement 40%, (5) final presentation of intellectual capital statement 10%. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
<b>Learning outcomes:</b> The course deals with the question of how to turn knowledge into innovation and then get it into the market. Effective knowledge and innovation management are essential for successful business growth. Students will gain knowledge about methods of building and using intellectual capital and efficient creation and commercialization of products and services. Upon completion of the course, students will be able to prepare a statement of intellectual capital and apply the acquired knowledge in business practice.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. Definition and importance of intellectual capital</li> <li>3. Intellectual capital and dynamically growing enterprises</li> <li>4. Intellectual capital and strategic management</li> <li>5. Reporting and models of intellectual capital</li> <li>6. Analysis and measurement of intellectual capital</li> <li>7. Knowledge management</li> <li>8. Intellectual capital and innovation</li> <li>9. Strategic innovation management</li> <li>10. Open innovation strategies</li> </ol>	
<b>Recommended literature:</b> <ol style="list-style-type: none"> <li>[1] ADAMS, M., OLEKSAK, M. Intangible Capital. ABC-CLIO, 2010.</li> <li>[2] BARTÁK, J. Od znalostí k inovacím. Praha: Alfa, 2008.</li> <li>[3] BUREŠ, V. Znalostní management a proces jeho zavádění. Grada, 2007.</li> </ol>	

- [4] INCAS CONSORTIUM. InCas: Intellectual Capital Statement : European ICS Guideline.
- [5] KUBIČKOVÁ, V. a kol. Dynamické podniky služieb – gazely. Bratislava: Wolters Kluwer, 2016.
- [6] MITUSCH, K., SCHIMKE, A. Gazelles – High-Growth Companies. Europe INNOVA Sectoral Innovation Watch, 2011.
- [7] Teaching materials distributed online during the semester.

**Languages necessary to complete the course:**

Slovak, English

**Notes:**

In the winter semester 2020/2021, the course is taught online using the software MS Teams. Lectures and seminars will take place on dates according to the FM UK schedule, teacher and students will be physically in different places, but in a common virtual classroom in MS Teams. Teachers prepare an online class and send a link to the students before the beginning of the semester. Details of students' participation in the online class (microphone, camera, screen sharing) will be communicated in the first online class.

**Past grade distribution**

Total number of evaluated students: 121

A	ABS	B	C	D	E	FX	M
28,1	0,0	52,89	9,09	2,48	0,0	4,96	2,48

**Lecturers:** Ing. Jaroslav Hul'vej, PhD., Mgr. Peter Gál, PhD.

**Last change:** 15.07.2020

**Approved by:**



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KEF/077M/10			<b>Course title:</b> International Finance				
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 6							
<b>Recommended semester:</b> 2., 4.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b> 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%.							
<b>Learning outcomes:</b> Graduates of International Finance will get the overview of practical issues related to the international business environment, financial institutions, markets and investment opportunities. By solving case studies considering topics of international organizations, currency exchange rates, stock exchanges, etc., they will also learn to use knowledge from the Bachelor's degree in practice. They will be able to think abstractly and analytically about the issues of international business, international finance, management, and related issues.							
<b>Class syllabus:</b>							
<b>Recommended literature:</b> Literature: Eiteman, D., K., Stonehill, A., I., Moffett, M., H.: Multinational Business Finance. Addison Wesley, 2001 Komorník, J. a kol. : Medzinárodné a európske financie. FM UK Bratislava, 1998							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 499							
A	ABS	B	C	D	E	FX	M
51,5	0,0	27,05	11,02	4,41	3,01	1,6	1,4

<b>Lecturers:</b> Mgr. Lucia Pašrtová, PhD.
<b>Last change:</b> 02.09.2021
<b>Approved by:</b>

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/022M/00	<b>Course title:</b> International Human Resource Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Preliminary Assessment:(50%), Final Assessment:Written exam (50%) written exam Team presentations (30%) In-class activities (5%) Scale of assessment (preliminary/final): 55/45	
<b>Learning outcomes:</b> 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.	
<b>Class syllabus:</b> Introduction to European HRM Industrial Relations in Europe Employee Participation and Work Councils Flexible Forms of Work Organization HRM in Selected Countries (Germany, Great Britain, France, Italy. Middle Europe: Czech Republic, Slovakia, Slovenia, Hungary, Poland. Asia: selected country) and their comparison. Student presentations.	
<b>Recommended literature:</b> 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.							
<b>Languages necessary to complete the course:</b> Slovak and English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 471							
A	ABS	B	C	D	E	FX	M
42,89	0,0	25,9	15,29	8,49	2,97	3,61	0,85
<b>Lecturers:</b> prof. Ing. Ľubica Bajžíková, PhD., Mgr. Juliet Horváthová Suleimanová, PhD.							
<b>Last change:</b> 10.02.2022							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KMn/025M/18				<b>Course title:</b> International Human Resource Management			
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 6							
<b>Recommended semester:</b> 3.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 0							
A	ABS	B	C	D	E	FX	M
0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b>							
<b>Last change:</b>							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/030M/00	<b>Course title:</b> International Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / practicals <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Marketing	
<b>Course requirements:</b> 40 % interim evaluation: - active attendance (in case of unjustified absence or unpreparedness to seminar - loss of 10%), - semester project – application of theoretical knowledge on selected organization – 20%, - semester work on selected and approved topic – 20%, 60 % final evaluation - exam – written, online test using the selected application (MS Forms) Electronic communication and method of distribution of study materials is carried out by MS Teams application. The semester project is elaborated continuously at individual seminars, namely the assignment is always given one week in advance at the seminar. Students can work on the semester project in groups or individually. Semester project is handed out without the possibility of additional adjustments and additional exchanges. Semester work is complexly evaluated in terms of its quality. Semester work must be prepared and submitted at least one week before the first final test date. Semester work is handed without the possibility of additional adjustments and additional exchanges. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> After graduating students will have the opportunity to learn more about business and business subjects in the international and global market environment as well as the international market environment, to define suitable strategies for entering the given markets as well as to apply the marketing mix elements in the international context. The subject allows to estimate and analyze the international environment, to determine the appropriate strategy for entering the international market and to understand the application of the marketing mix elements in the context of the international environment.	
<b>Class syllabus:</b>	

<ol style="list-style-type: none"> <li>1. International Marketing – Introduction to the issue.</li> <li>2. International environment.</li> <li>3. International markets and international marketing research.</li> <li>4. Entry strategies for foreign markets.</li> <li>5. Market segmentation, target market selection and positioning.</li> <li>6. International marketing mix.</li> <li>7. Product.</li> <li>8. Brand.</li> <li>9. Distribution.</li> <li>10. Price.</li> <li>11. Marketing communication.</li> <li>12. Implementation of marketing strategies. Selected aspects of international marketing.</li> <li>13. An overview of the content of the subject and a lecture on the current topic.</li> </ol>							
<b>Recommended literature:</b> [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.							
<b>Languages necessary to complete the course:</b> Slovak, English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 1167							
A	ABS	B	C	D	E	FX	M
19,28	0,0	25,19	21,94	17,31	14,22	1,46	0,6
<b>Lecturers:</b> Mgr. František Olšavský, PhD., prof. Mgr. Peter Štarchoň, PhD.							
<b>Last change:</b> 01.10.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KSP/058M/16				<b>Course title:</b> Intrapreneurship			
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 3.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 80							
A	ABS	B	C	D	E	FX	M
68,75	0,0	21,25	6,25	1,25	1,25	0,0	1,25
<b>Lecturers:</b> prof. Ing. Anna Pilková, PhD., MBA, Mgr. Juraj Mikuš, PhD.							
<b>Last change:</b> 21.09.2020							
<b>Approved by:</b>							



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KKM/053M/00	<b>Course title:</b> Investment Analysis
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 1., 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Financial Management	
<b>Course requirements:</b> Conditions for completing the course are - attendance of lectures and consultation meetings, individual student work during the semester, active monitoring of developments, changes and events in selected financial markets. The condition for passing the course is to obtain at least 60% of the total assessment. Scale of assessment (preliminary/final): 50% seminar/ 50% exam	
<b>Learning outcomes:</b> The aim of the subject is to deepen student's knowledge about financial markets, its problems and risks, as well as about some products, which are tradeable at those markets. The purpose of the course is also familiarization of basic methods and techniques of investing to stocks and bonds.	
<b>Class syllabus:</b> International financial management: purchasing power parity, unsecured interest rate parity, term parity, covered interest rate parity, yield of investment in foreign country, effect of global diversification, examples of global investment strategies, financial markets correlation. Acquisition and mergers: some reasons for acquisitions and mergers, tactics and defence during mergers and acquisitions, forms of business combinations, structure of supply for take over, tasks of investment banks during mergers and acquisitions. Financial risks: types of financial risks, value at risk (VaR), measurement of interest risk by VaR, surveying of interest positions, VaR and diversification effects, VaR of investment portfolios, project's impact on VaR, cash-flow at risk (CaR). Financial derivatives and hedging of risks: basic types of financial derivatives, standardization of financial derivatives, long- and short- position, term-contracts pricing, hedging of open positions, risk factors, examples of complicated hedging techniques, option parity, replication of option position, option pricing methods, riskless arbitrage, dynamic data-hedging, sensitivity parameters, interest and currency swap.	

Duration and immunization: yield curves and interest structures, Macaulay duration, present value effect and reinvesting effect while investing to bonds, modified duration, effective duration and key-rate duration, immunization of open bond positions.							
<b>Recommended literature:</b> Literature: Brigham, E. F., Ehrhardt, M. C.: Financial Management, 13th Edition, Thomson, South-Western, 2005 Z.S.Blaho, I.Jindřichovská: „Opce, swapy, futures – deriváty finančního trhu“, 2. vydanie, Management Press, Praha 1997, ISBN: 80-85943-29-8 Prednáška „Investičné analýzy“ Recommended: Brealey, R. A., Myers, S. C.: Principles of Corporate Finance, 7th Edition, McGraw Hill, 2003							
<b>Languages necessary to complete the course:</b> English, Slovak							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 763							
A	ABS	B	C	D	E	FX	M
22,41	0,0	24,38	21,49	15,47	15,6	0,52	0,13
<b>Lecturers:</b> prof. RNDr. Ing. Ľudomír Šlahor, CSc., Mgr. Soňa Dávideková, MPH, PhD., doc. RNDr. Mária Bohdalová, PhD.							
<b>Last change:</b> 08.04.2022							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/080M/00				<b>Course title:</b> Knowledge Management			
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 2., 4.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 85							
A	ABS	B	C	D	E	FX	M
82,35	0,0	7,06	2,35	0,0	1,18	3,53	3,53
<b>Lecturers:</b> prof. RNDr. Michal Greguš, PhD., PhDr. Ing. Monika Dávideková, PhD., Mgr. Soňa Dávideková, MPH, PhD.							
<b>Last change:</b> 11.02.2020							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/104_M/12				<b>Course title:</b> Labour Code - Case Studies			
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 1.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 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
<b>Lecturers:</b> doc. JUDr. Ján Matlák, CSc., doc. JUDr. PhDr. Silvia Treľová, PhD.							
<b>Last change:</b> 07.11.2017							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KSP/025M/00				<b>Course title:</b> Logistics Strategy			
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 1., 3.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 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
<b>Lecturers:</b> Ing. Jaroslav Hul'vej, PhD.							
<b>Last change:</b> 24.09.2020							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/030M/13				<b>Course title:</b> MIS - Special Topics			
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 2., 4.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 102							
A	ABS	B	C	D	E	FX	M
98,04	0,0	0,0	0,0	0,0	0,98	0,98	0,0
<b>Lecturers:</b> doc. RNDr. Michal Greguš, PhD., Mgr. Július Selecký, PhD.							
<b>Last change:</b>							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/030M/00				<b>Course title:</b> MIS - Special Topics			
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 3.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 60							
A	ABS	B	C	D	E	FX	M
83,33	0,0	3,33	3,33	8,33	0,0	1,67	0,0
<b>Lecturers:</b> doc. Ing. Jaroslava Kniežová, PhD., Mgr. Július Selecký, PhD.							
<b>Last change:</b> 02.06.2015							
<b>Approved by:</b>							

## STATE EXAM DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/S06SJ/16	<b>Course title:</b> Management - Theory, Methods, Applications
<b>Number of credits:</b> 1	
<b>Recommended semester:</b> 1., 2., 3., 4..	
<b>Educational level:</b> II.	
<b>State exam syllabus:</b>	
<b>Last change:</b>	
<b>Approved by:</b>	



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/029M/00				<b>Course title:</b> Management Information Systems			
<b>Educational activities:</b> <b>Type of activities:</b> lecture / practicals <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 6							
<b>Recommended semester:</b> 2.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 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
<b>Lecturers:</b> doc. Ing. Jaroslava Kniežová, PhD., Mgr. Július Selecký, PhD., Ing. Igor Šarlina, Mgr. Zuzana Takáčsová, PhD.							
<b>Last change:</b> 02.06.2015							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/030AM/16	<b>Course title:</b> Management Information Systems
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b> FM.KIS/003AB/16 - Databases	
<b>Recommended prerequisites:</b> EXPECTED KNOWLEDGE THE STUDENT IS REQUIRED TO HAVE Familiarity with the basic hardware and software components of a computer and an ability to use the computer for word processing and e-mail are required. VISUAL AIDS Students should use PowerPoint presentations tools. For the project data flow diagrams they should use Visio and also if they wish MindManager software.	
<b>Course requirements:</b> COURSE REQUIREMENTS Students are required to prepare for each class by: <ul style="list-style-type: none"> <li>• reading the recommended literature;</li> <li>• verifying their understanding by doing the multiple choice tests available for the recommended literature;</li> <li>• preparing themselves for group and class discussion of the case problems assigned and about their project work;</li> </ul> MISSED CLASSES, PARTICIPATION AND THEIR EFFECTS ON YOUR GRADE I know that absences are sometimes unavoidable due to sickness, business travel etc. However, we have only a few hours of class time, so my policy dictates that each class-hour missed without pre-arrangement make-up work will cost you percent, i.e. you will lose 1 point of your grade for each class-hour missed unless you arrange make-up work with me beforehand. Furthermore, my policy on attendance stipulates that any student missing more hours of classes will not be able to make the grade in the given semester. Although you will not be able to make up completely for any absence, since you will have missed all discussion and interaction in the class itself, you can nevertheless make up for some of the loss by completing various assignments. I therefore urge you to contact me in advance if you are forced to miss a class and arrange how you can make up for the absence. Failure to do so will result in an unexcused absence. Normally the make-up assignment will involve submitting by e-mail, not later than 2 weeks after the absence, written answers to: <ul style="list-style-type: none"> <li>• a list of questions related to missed lectures</li> <li>• Case Problems assigned for the missed class and any other assignments for that class</li> </ul>	

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

#### FINAL GRADES

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

#### COURSE FORMAT

The general format of each class will be:

# review of assigned reading and discussion

# lectures interspersed with group and class discussion of relevant case studies

# class review of term projects

#### CASE STUDIES

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

#### TERM PROJECT

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

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

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

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

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

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

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

i defined the problem or opportunity and determined the user requirements for solving the problem or exploiting the opportunity

ii analyzed the current situation, the problem/opportunity and the users' requirements

iii considered alternative solutions, examined the technical, economic and organizational feasibility of each and selected the most appropriate

iv illustrated how the chosen solution will work [i.e. how the system's hardware, software, data, people components will interact]

v identified and designed in outline the databases and processes involved in the system

vi identified input and output screens, forms and reports and specified the purpose of each

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

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

#### SYSTEM PHASE PROJECT DELIVERABLES % of GRADE

##### PROBLEM STUDY PROBLEM DEFINITION

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

##### FEASIBILITY STUDY FEASIBILITY REPORT

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

##### SYSTEMS ANALYSIS SYSTEM PROPOSAL

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

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

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

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

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

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

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

**Learning outcomes:**

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

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

Lecture 1 MANAGING INFORMATION SYSTEMS

Lecture 2 SYSTEMS THEORY

Lecture 3 SYSTEM DEVELOPMENT LIFE CYCLE

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

Lecture 5 CLOUD COMPUTING

Lecture 6 DATABASES, DATA MINING, DATA and BUSINESS ANALYTICS

Lecture 7 NETWORKS & DATA COMMUNICATIONS

**MID-TERM EXAM**

Lecture 8 SERVICE ORIENTED ARCHITECTURE, E-SERVICE MANAGEMENT

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

Lecture 10 EXPERT SYSTEMS, ARTIFICIAL INTELLIGENCE & NEURAL NETWORKS

Lecture 11 INFORMATION SYSTEMS FOR THE ENTERPRISE, BUSINESS INTELLIGENCE

Lecture 12 SECURITY & ETHICAL CHALLENGES

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

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

**TEXT USED**

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

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

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

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

Other REFERENCES

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

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

**Languages necessary to complete the course:**

English language

**Notes:**

**STATEMENT OF COURSE OBJECTIVES**

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

**Past grade distribution**

Total number of evaluated students: 100

A	ABS	B	C	D	E	FX	M
74,0	0,0	18,0	5,0	1,0	2,0	0,0	0,0

**Lecturers:** prof. RNDr. Michal Greguš, PhD., Ing. Marián Mikolášik

**Last change:** 12.04.2019

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/019M/12	<b>Course title:</b> Management in Global Environment
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 40% case study, 20% presentation of case study, 10% active participation, 30% test. To obtain a rating A, at least 91 points must be obtained, to obtain B at least 81 points must be obtained, for rating C at least 73 points, for rating D at least 66points and for rating E at least 60 points. Scale of assessment (preliminary/final): 70/30	
<b>Learning outcomes:</b> The course supports students' ability to analyse and understand changes in the business environment as a result of processes of globalisation and presents stories of managers who succeed in the global business. Good understanding of specificities of management in a global environment, particularly in the European Union, are among key competencies of graduates. Case studies develop analytical skills of students and allow them to know the concrete examples of successful global firms and understand what are the key success factors for doing business in a global environment.	
<b>Class syllabus:</b> Globalisation and global environment, impacts and risk of globalisation. Impact of international and regional organisations on the business environment. Analysis of company resources when entering international business. Analyses of environment for global business. Forms of entry on foreign markets, advantages/disadvantages. Equity and non-equity models. Strategic aspects of foreign markets entry. Competition rules in the global business. International human resource management. Cultural and behavioural aspects of global management.	
<b>Recommended literature:</b> PENG, M., MEYER, K.: International Business, Cengage Learning EMEA, London, 2011.	
<b>Languages necessary to complete the course:</b> english	

<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 302							
A	ABS	B	C	D	E	FX	M
22,52	0,0	37,42	17,88	13,25	5,96	2,32	0,66
<b>Lecturers:</b> Mgr. Juliet Horváthová Suleimanová, PhD., prof. Ing. Ľubica Bajžíková, PhD.							
<b>Last change:</b> 13.04.2016							
<b>Approved by:</b>							



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/106_M/12				<b>Course title:</b> Management of Software Projects			
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 2.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 16							
A	ABS	B	C	D	E	FX	M
87,5	0,0	0,0	0,0	0,0	0,0	6,25	6,25
<b>Lecturers:</b> doc. RNDr. Michal Greguš, PhD., doc. Ing. Jaroslava Kniežová, PhD.							
<b>Last change:</b>							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/254M/16	<b>Course title:</b> Managerial Accounting
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Principles of Accounting, Cost Accounting	
<b>Course requirements:</b> test 1- 15% test 2- 25% final test - 60% Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> The 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.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Managerial accounting – its role and comparison with cost and financial accounting</li> <li>2. Cost – Cost categories, cost behavior, relevant and irrelevant costs from decision making perspective</li> <li>3. Cost behavior - Estimate cost functions using several methods and subsequent evaluation of the functions. Curves of Learning.</li> <li>4. CVP analysis- BEpoint, Margin of Safety, operating and financial leverage, apply cost-volume-profit analysis and sensitivity analysis.</li> <li>5. Absorption costing and Variable costing.</li> <li>6. Job costing – cost drivers, cost pools, cost-allocation base, traditional costing, Kaizen Costing</li> <li>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.</li> <li>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</li> </ol>	

- 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

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/009M/00	<b>Course title:</b> Managerial Decision-Making
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Finished bachelor degree.	
<b>Course requirements:</b> The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59%. Scale of assessment (preliminary/final): Ongoing: 40% / Exam: 60%. The exam consists of the written mid-term exam during the semester 30% and of the final exam during the examination period 30%.	
<b>Learning outcomes:</b> Decision-making belongs to main responsibilities and functions of the managers and managers are regarded and evaluated in terms of success in making decisions. The goal of the course is to improve the decision-making skills of students and to contribute to their ability to effectively and creatively solve problems both individually and within the teams. The course graduates would learn to perceive decision-making as a systematic process in the context of problem solving. They would be able to use rational methods of decision-making under conditions of certainty, risk and uncertainty as well as to solve the sequence of successive decisions. They would sense the psychological perspective of the decision-making. They would be familiar with the techniques of decision-making in groups and teams. They would practice the gained theoretical knowledge practically by means of the various simulations and case studies.	
<b>Class syllabus:</b> 1. Introduction into the subject. Decision-making in management. The nature of managerial decision-making. The decision-making process. 2. The rational approaches in the managerial decision-making. Methods and approaches of the decision-making under certainty, uncertainty and risk. The sequence of decisions and decision trees. 3. The psychological aspect of managerial decision-making. The two systems in us. The heuristics of anchoring, availability and representativeness. The prospect theory. The irrational types of choices. The limits of the human mind.	

4. The group decision making. Defining the group's assignment, planning and organizing the overall group effort and staffing the decision group. Directing and controlling the group meeting. The creative methods and techniques of group decision-making.

**Recommended literature:**

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

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

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

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

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

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

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

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

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

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

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

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

**Languages necessary to complete the course:**

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: 3237

A	ABS	B	C	D	E	FX	M
22,06	0,0	28,73	22,89	13,25	9,51	3,18	0,37

**Lecturers:** Mgr. Peter Gál, PhD.

**Last change:** 14.02.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/023M/00				<b>Course title:</b> Managerial Statistics			
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 1.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 455							
A	ABS	B	C	D	E	FX	M
46,81	0,0	18,46	13,41	7,47	6,37	7,25	0,22
<b>Lecturers:</b> doc. RNDr. Mária Bohdalová, PhD., Mgr. Peter Pšenák, PhD.							
<b>Last change:</b> 08.04.2022							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/004M/00	<b>Course title:</b> Market Risk Analysis of Financial Portfolios
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The student is expected to attend regular seminars (10point) and to prepare a case study (40point). At the end of the semester, the student will pass a test, which will include a theoretical and practical part of 2x25 points. In total, a student can earn 100 points; Student needs min 60 points. Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> Students will learn about the methodology of measurement of market risks. Based on practical examples, they will learn to do risk analysis of financial portfolios using classical and modern VaR methods. Students will solve practical examples using appropriate software.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction into risk measurement</li> <li>2. Risk measurement before VaR – Markovitz model</li> <li>3. Single-factor model - CAPM</li> <li>4. VaR Metodology</li> <li>5. Non-parametric Approaches VaR</li> <li>6. Parametric Approaches VaR</li> <li>7. Monte Carlo Simulation Methods</li> <li>8. Risk Factor Analysis based on PCA – Principal component analysis</li> <li>9. Expected tail losses</li> <li>10. Stress Testing</li> <li>11. Backtesting Market Risk Models</li> </ol>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Notes:</b>	



<b>Past grade distribution</b>							
Total number of evaluated students: 34							
A	ABS	B	C	D	E	FX	M
91,18	0,0	8,82	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> doc. RNDr. Mária Bohdalová, PhD., Mgr. Martin Pažický, PhD.							
<b>Last change:</b> 11.06.2020							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/026M/00	<b>Course title:</b> Marketing Analytics
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Grading: 30 % SAS models <ul style="list-style-type: none"> <li>• Association analysis model: 10%</li> <li>• Cross sell model: 10%</li> <li>• Segmentation model: 10%</li> </ul> 70 % final oral exam The overall student rating consists of the sum of the percentages for the analyzed analytical models, the active participation and the percentage obtained for the oral exam. The individual analytical models are developed continuously on individual seminars, in particular the procedures are always explained and demonstrated at the seminar. The oral exam is comprehensively evaluated with regard to the quality of the model processing and the solving of the given task. Each student gets the job to use the selected model that was taken during the semester. The evaluation will be based on model quality and explanation of its use for marketing purposes. The individual grades of the grading scale are awarded on the basis of the total number of points / points that reflects the degree of completion of the subject. The ratio of continuous and final evaluation is 30: 70. Grading scale: 100 –91=A/ 90-81=B/ 80-73=C/ 72-66=D/ 65-60=E/ 59-0=Fx Scale of assessment (preliminary/final): 30:70	
<b>Learning outcomes:</b> After completing the course students will be able to work with the program SAS Enterprise Miner and will be able to perform and interpret basic analysis like cross sell, up sell, association analysis and segmentation.	
<b>Class syllabus:</b> 1. Basic characteristics of marketing analytics Marketing Research and its components. Role and status of marketing analytics in the organization. Customer Life Cycle. 2. Statistical Software Enterprise Miner	

Strana: 2

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

3. Types of analysis used in marketing analytics

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

4. Customer segmentation

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

5. Profiling customer segments

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

6. Cross Sell and Up Sell.

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

7. Association analysis

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

8. Sequence analysis

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

9. Propensity to Buy

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

10. Customer Retention

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

11. Modelling customer retention and fraud detection

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

12. Customer lifetime value (CLV).

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

13. Utilizing CLV in marketing

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

14. Final class							
<b>Recommended literature:</b> [1] PARR RUD, O. 2013. Data mining. Praha: Computer Press, 2013. 370 s. ISBN 8072265776 [2] KEE HO, W. - LUAN, X. 2003. Data mining. North Carolina: University of North Carolina at Chapel Hill [online]. Dostupné z: <a href="http://www.unc.edu/~xluan/258/datamining.html#history">http://www.unc.edu/~xluan/258/datamining.html#history</a> [3] GHANI, R. 2010. Data mining for business applications. Amsterdam: IOS Press, 2010. [online]. Dostupné z: <a href="http://site.ebrary.com/lib/uniba/Doc?id=10440450">http://site.ebrary.com/lib/uniba/Doc?id=10440450</a> [4] SAS. 2017. Enterprise Miner Tutorial. 2017. [online]. Dostupné z: <a href="http://video.sas.com/#category/videos/sas-enterprise-miner_">http://video.sas.com/#category/videos/sas-enterprise-miner_</a> [5] SAS. 2017. Analytics in action. 2017. [online]. Dostupné z: <a href="http://video.sas.com/#category/videos/analytics-in-action">http://video.sas.com/#category/videos/analytics-in-action</a> [6] SAS. 2017. Customer intelligence. 2017. [online]. Dostupné z: <a href="http://video.sas.com/detail/videos/trending/video/4059012552001/sas®-enterprise-miner™---pattern-recognition-demo?autoStart=true#category/videos/customer-intelligence_">http://video.sas.com/detail/videos/trending/video/4059012552001/sas®-enterprise-miner™---pattern-recognition-demo?autoStart=true#category/videos/customer-intelligence_</a>							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 205							
A	ABS	B	C	D	E	FX	M
91,22	0,0	6,34	0,98	0,0	0,49	0,49	0,49
<b>Lecturers:</b> Mgr. Lucia Vilčeková, PhD.							
<b>Last change:</b> 18.02.2019							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/027AM/16	<b>Course title:</b> Marketing Analytics
<b>Educational activities:</b> <b>Type of activities:</b> practicals <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 2., 4.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Graded essays on given topic during the semester <ul style="list-style-type: none"> <li>• Association analysis model: 25%</li> <li>• Cross sell model: 25%</li> <li>• Segmentation model: 25%</li> <li>• Use of data mining in marketing: 25%</li> </ul> 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	
<b>Learning outcomes:</b> This course introduces basic concepts, tasks, methods, and techniques in data mining. The emphasis is on various data mining problems and their solutions. Students will develop an understanding of the data mining process and issues, learn various techniques for data mining, and apply the techniques in solving data mining problems using data mining tools and systems. Students will also be exposed to a sample of data mining applications.	
<b>Class syllabus:</b> 1. Basic characteristics of marketing analytics Marketing Research and its components. Role and status of marketing analytics in the organization. Customer Life Cycle. 2. Statistical Software Enterprise Miner Introduction to SAS Enterprise Miner software. Basic terms. Data retrieval, fault finding and missing data records, impute and replacement, data cleansing, data standardization. 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\\_](http://video.sas.com/#category/videos/sas-enterprise-miner_)  
 [5] SAS. 2017. Analytics in action. 2017. [online]. Dostupné z: <http://video.sas.com/#category/videos/analytics-in-action>  
 [6] SAS. 2017. Customer intelligence. 2017. [online]. Dostupné z: [http://video.sas.com/detail/videos/trending/video/4059012552001/sas®-enterprise-miner™---pattern-recognition-demo?autoStart=true#category/videos/customer-intelligence\\_](http://video.sas.com/detail/videos/trending/video/4059012552001/sas®-enterprise-miner™---pattern-recognition-demo?autoStart=true#category/videos/customer-intelligence_)

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 82

A	ABS	B	C	D	E	FX	M
98,78	0,0	1,22	0,0	0,0	0,0	0,0	0,0

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

**Last change:** 08.09.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KMk/039M/16				<b>Course title:</b> Marketing Applications			
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 3.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 228							
A	ABS	B	C	D	E	FX	M
58,77	0,0	20,18	7,02	4,82	4,82	4,39	0,0
<b>Lecturers:</b> doc. Ing. Mgr. Ľubomíra Strážovská, PhD.							
<b>Last change:</b> 06.03.2018							
<b>Approved by:</b>							



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KMk/016M/09				<b>Course title:</b> Marketing Management			
<b>Educational activities:</b> <b>Type of activities:</b> lecture / practicals <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 6							
<b>Recommended semester:</b> 1.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Recommended prerequisites:</b> -							
<b>Course requirements:</b> - Scale of assessment (preliminary/final): -							
<b>Learning outcomes:</b> -							
<b>Class syllabus:</b> -							
<b>Recommended literature:</b> -							
<b>Languages necessary to complete the course:</b> -							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 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
<b>Lecturers:</b> doc. JUDr. PhDr. Katarína Gubíniiová, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD.							
<b>Last change:</b> 20.09.2020							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/028M/00	<b>Course title:</b> Marketing Research
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 2., 4.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> xx	
<b>Course requirements:</b> 40 % research project. Evaluation will be based on the quality level of the research project. 60 % final test. Final test will be composed as combination of open and closed questions from lectures and project. 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. Semester project is handed out without the possibility of additional adjustments and additional exchanges. Exam dates will be determined based on the coordination of dates no later than 1 week before the start of the exam period. In accordance with the provisions of internal regulation no. 16/2017 Directive of the Rector of Comenius University in Bratislava Full text of internal regulation no. 23/2016 Directive of the Rector of Comenius University in Bratislava, which issues the Code of Ethics of Comenius University in Bratislava, as amended by Supplement no. 1, each student always achieves his / her study results in an honest manner; does not deceive or use dishonest practices during any form of verification of his / her study knowledge and skills. Cases of breach of the UK Code of Ethics may be considered a breach of legal obligations, (...). Such an assessment may involve the application of appropriate legal consequences at the academic, (...) disciplinary level. In accordance with the provisions of internal regulation no. 13/2018 approved by the Academic Senate of Comenius University in Bratislava Disciplinary Code of Comenius University in Bratislava for students, student disciplinary offense is any form of depreciation or illegal cooperation or counselling during written or oral evaluation of study results (knowledge testing) or during preparation for it within the subject , or the use of technical devices or any information carriers in a manner other than permitted during the written or oral assessment of learning outcomes (knowledge testing) or during preparation for the subject. Some of the disciplinary measures can	

be imposed on a student for a disciplinary offense: reprimand, conditional expulsion from study or expulsion from study.  
Scale of assessment (preliminary/final): 40/60

**Learning outcomes:**

After completing the course students will be able to analyze and interpret data that are used in marketing practice. They will obtain the ability and skills required to work in managerial and professional positions using the information in the context of marketing management. Students will be eligible to solve complex problems related to research and they will be able to analyze the market and customers.

**Class syllabus:**

1. The role of marketing research in management of marketing activities – introduction.
2. Process of marketing research.
3. Typology of marketing research.
4. Survey as marketing research method.
5. Observation as marketing research method.
6. Experimental design in marketing research.
7. Sampling.
8. Panel research and omnibus research.
9. Data analysis – descriptive analysis: one-dimensional, two-dimensional and multidimensional descriptive analysis.
10. Hypothesis testing.
11. Data analysis – advanced analysis: regression analysis, correlation coefficient, factor analysis.
12. Data analysis – advanced analysis: structural equation modeling, cluster analysis and conjoint analysis.
13. Tendencies in the development of marketing research.

**Recommended literature:**

- BRADLEY, N., 2013. Marketing Research tools and Techniques. Oxford: Oxford University Press, 2013. ISBN 978-0-19-965509-0.
- HAGUE, P. N., HAGUE, N., 2004. Market Research in Practice: A Guide to the Basics. Pages: 257, Publisher: Kogan Page Ltd, 2004. E-source: <<http://site.ebrary.com/lib/uniba/Doc?id=10084442>>
- CHURCHILL, A. G. – IACOBUCCI, D., 2010. Marketing Research. Methodological Foundations. South-Western, Cengage Learning, 2010. ISBN 0-538-74377-8.
- KOZEL, R., 2006. Moderní marketingový výzkum. Praha: Grada Publishing, 2006. [online]. Available from: <[http://books.google.sk/books?id=1EfM8GQiOBcC&dq=marketingov%C3%BD+v%C3%BDzkum&source=gbs\\_navlinks\\_s](http://books.google.sk/books?id=1EfM8GQiOBcC&dq=marketingov%C3%BD+v%C3%BDzkum&source=gbs_navlinks_s)>
- KUMAR, V., 2015. Marketing research. A global Outlook. New Dehli: Sage Publications, 2015. ISBN 978-93-515-0248-7.
- OLŠAVSKÝ, F., 2016. Brands, net disposable income and consumer behavior of Slovaks. In: Management in theory and practice. Praha: Newton College, 2016. ISBN 978-80-87325-08-7
- RICHTEROVÁ, K. a kol. 2007. Marketingový výskum. Bratislava: Ekonóm, 2007. ISBN 80-225-2362-2
- SCHARRER, E. a RAMASUBRAMANIAN, S., 2021. Quantitative Research Methods in Cmmunication. The Power of Numbers for Social Justice. Rountledge, 2021. ISBN 978-0-367-54785-1
- TAHAL, R. a kol. 2017. Marketingový výzkum. Postupy, metody, trendy. Praha: Grada Publishing, 2017. ISBN 80-271-0206-8
- VOKOUNOVÁ, D. a kol. 2004. Praktikum z prieskumu trhu. Bratislava: Ekonóm, 2004. ISBN

80-225-1753							
• Trend, Journal of International Marketing and Marketing Science and Inspirations journals							
<b>Languages necessary to complete the course:</b>							
Slovak, English							
<b>Notes:</b>							
<b>Past grade distribution</b>							
Total number of evaluated students: 1057							
A	ABS	B	C	D	E	FX	M
37,56	0,0	20,15	16,84	13,15	7,0	5,01	0,28
<b>Lecturers:</b> Mgr. František Olšavský, PhD., Mgr. Lucia Vilčeková, PhD.							
<b>Last change:</b> 13.02.2022							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/023M/00	<b>Course title:</b> Marketing in Small Enterprises
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Prerequisites and co-requisites Presentation and submission of the seminar paper on a pre-selected topic at the end of the semester and writing the final written test.	
<b>Learning outcomes:</b> Students will gain knowledge about the importance of this kind of business as well as the establishment of the micro business.	
<b>Class syllabus:</b> 1. The definition of entrepreneurship 2. The establishment of micro/small business 3. The application of marketing to micro enterprise 4. Advantages/disadvantages of the use of marketing theory in the trades. 5. The positives and negatives of the micro enterprise	
<b>Recommended literature:</b> 1) Strážovská, Ľ. Malé a stredné podnikanie a rodinné podnikanie. Nové Zámky: Secos, s.r.o.2007. 138 s. ISBN 80-969389-5-7 2) Strážovská, Ľ.: Rodinné podnikanie ako osobitná činnosť podnikania. In: Náuka o obchodnom podnikaní. - Bratislava : Sprint 2, 2014. - S. 153-172. - ISBN 978-80-89393-98-5 3) Strážovská, Ľ.: Malé a stredné podniky. In: Ekonomické procesy v obchodnom podnikaní. - Bratislava: Sprint 2, 2015. - S. 133-172. - ISBN 978-80-89710-15-7 4) Zákon č. 455/1991 Zb. Zákon o živnostenskom podnikaní (živnostenský zákon)	
<b>Languages necessary to complete the course:</b> Slovak	
<b>Notes:</b>	

<b>Past grade distribution</b>							
Total number of evaluated students: 149							
A	ABS	B	C	D	E	FX	M
87,92	0,0	4,7	4,7	0,0	0,0	2,68	0,0
<b>Lecturers:</b> doc. Ing. Mgr. Ľubomíra Strážovská, PhD.							
<b>Last change:</b> 11.03.2018							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/345M/19				<b>Course title:</b> Mindfulness for Managers			
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 2							
<b>Recommended semester:</b> 1.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 62							
A	ABS	B	C	D	E	FX	M
93,55	0,0	3,23	0,0	0,0	1,61	1,61	0,0
<b>Lecturers:</b> Ing. Jaroslav Vojtechovský, PhD., prof. RNDr. Michal Greguš, PhD.							
<b>Last change:</b>							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/346M/20				<b>Course title:</b> Mindfulness for Managers II			
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b>							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 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
<b>Lecturers:</b> prof. RNDr. Michal Greguš, PhD., Ing. Jaroslav Vojtechovský, PhD.							
<b>Last change:</b>							
<b>Approved by:</b>							



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/072M/00				<b>Course title:</b> Multidimensional Methods in Management (SAS)			
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 1.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 84							
A	ABS	B	C	D	E	FX	M
44,05	0,0	33,33	19,05	1,19	0,0	2,38	0,0
<b>Lecturers:</b> doc. Ing. Iveta Stankovičová, PhD.							
<b>Last change:</b> 02.06.2015							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/034M/00	<b>Course title:</b> New Technologies and Communication Media in Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 80 percent during semester, 20 percent at the end of the semester For the grade A, at least 91 points are needed, for B at least 81 points, for C at least 73 points, for D at least 66 points, for E at least 60 points. If a student receives less than 60 points, he will fail and will get Fx evaluation.	
<b>Learning outcomes:</b> The goal is to introduce unconventional forms of marketing, This course gives a general overview of issues such as e-commerce, e-marketing, contextual advertising, m-commerce, mobile marketing, business intelligence, virtual reality, electronic payment systems, the power of communities etc.	
<b>Class syllabus:</b> <ul style="list-style-type: none"> <li>- Brief insight into the use of new technologies in marketing</li> <li>- Search and localization of contact to the customer</li> <li>- Social networking (Facebook, Twitter, chat, ...) and using these tools for marketing purposes</li> <li>- Online PR and its principles + contextual advertising</li> <li>- Marketing on the Internet in practice (guest speaker)</li> <li>- Electronic shopping and electronic payment systems</li> <li>- Product placement (guest speaker)</li> <li>- Interactive advertising - TV link with other media (interactive storefronts, Internet TV, interactive promotional web pages and microsites ...)</li> <li>- Games and Virtual Reality in Marketing</li> <li>- Mobile Marketing (SMS Marketing, Bluetooth Marketing, Mobile contextual advertising, ...)</li> <li>- M-commerce (mobile shopping, mobile payments)</li> <li>- Augmented Reality, Object Recognition</li> <li>- SO-LO-MO concept</li> </ul>	
<b>Recommended literature:</b> HOFlich J, KIRCHER G., LINKE CH., SCHLOTE I.: Mobile media and the change of everyday life, Wien: Peter Lang,, 2010.	

AHONEN, T., BARRETT, J. Services for UMTS: creating killer applications in 3G. Chichester: Wiley, 2002, ISBN 0471 485500

METKE, J. m-marketing: Mobilný telefón ako nový nástroj marketingu. Bratislava: Univerzita Komenského, 2006 (diplomová práca)

Kashani, K. Beyond Traditional Marketing – Innovations in Marketing Practice. Chichester: Wiley, 2006, ISBN 13 978-0-470-01146-1

MOHR, J., SENGUPTA, S., SLATER, S. Marketing of High-Technology Products and Innovations. New Jersey: Pearson Prentice Hall, 2005, ISBN 0-13-123023-9

www.medialne.sk

www.hnonline.sk – príloha: Digitálny svet

www.mobilmania.sk

**Languages necessary to complete the course:**

slovak

**Notes:**

**Past grade distribution**

Total number of evaluated students: 301

A	ABS	B	C	D	E	FX	M
68,44	0,0	21,93	7,97	1,33	0,0	0,33	0,0

**Lecturers:** Mgr. Jozef Metke, PhD.

**Last change:** 02.06.2015

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/035M/00	<b>Course title:</b> New Trends in Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 40 percent during semester, 60 percent final work	
<b>Learning outcomes:</b> following recent trends in marketing	
<b>Class syllabus:</b> Theme . 1 Holistic marketing Four basic pillars hositického marketing : relationship marketing ( relationship marketing) , integrated marketing , internal marketing and social marketing Theme . 2 Event Marketing Event marketing as a marketing communication tool , do event marketing campaigns , event marketing and sponsorship, event marketing types Theme . 3 Brand Marketing New trends in brand marketing, brand strategy ( expansion of product line , brand extension , multi-brand strategy , new brand strategy , brand strategy Merger - dualbranding ) Theme . 4 Word of Mouth Marketing Buzz marketing - its nature and use . Viral marketing - the essence of viral marketing, phenomenal form and its use in communication strategies Theme . 5 Guerrilla Marketing Essence of guerrilla marketing, rules , tactics , effective media support within guerrilla marketing, direct marketing and guerilla marketing, Theme . 6 Ambush Marketing Essence , forms of ambush marketing, the basic strategy of ambush marketing and examples of its use . Theme . 7 Product placement The nature and history of product placement , types of product placement , product placement and legislation . Theme . 8 Internet Marketing	

Internet Vs . Traditional media , the essence of internet marketing , internet marketing as part of the company 's communication strategy , marketing mix and internet , basic types of internet ads, image ads , text ads , Internet and support sales .

Theme . 9 Mobile Marketing and m - commerce

Development , factors and key features , advertising SMS , MMS , SMS contests , polls and voting , games and advergames , advertising logos and ring tones , M - commerce

Theme . 10 Postmodern Marketing

Characteristics of postmodern marketing concept " 4 " postmodern marketing and semiotics , the use of postmodern marketing in marketing research

Theme . 11 Other forms of marketing

Retro Marketing - its nature and use . Engagement marketing - the substance and its use , Behavioral Marketing - principle and its applications .

### **Recommended literature:**

Fragasso, Philip M., Marketing for rainmakers : 52 rules of engagement to attract and retain customers for life /

Vyd. údaje Hoboken, N.J. : Wiley,, c2008. <http://site.ebrary.com/lib/uniba/Doc?id=10249213>

Blažková, M.: Jak využít internet v marketingu, Krok za krokem k vyšší konkurenceschopnosti.Praha: Grada Publishing 2005, ISBN 80-247-1095-1

Frey, P.: Marketingová komunikace: nové trendy a jejich využití. Praha: Management Press 2005, ISBN 80-7261-129-1

Gibson, R.: Nový obraz budoucnosti.3. vydání. Praha: Management Press 2007, ISBN 978-80-7261-159-1

Haig, M: Království značky, Praha: Ekopress 2006. ISBN 80-86929-09-4

Havelka, J.: Internetový marketing: Praktické rady, tipy a návody a postupy pro využití internetu v marketingu. Praha, Computer Press 2001, ISBN 80-7226-498-2

Hesková, M., Štarchoň, P.: Marketingová komunikace a moderní trendy v marketingu, J. Hradec, Oeconomia 2009, ISBN 978-80-245-1520-5

Huges, M.: Buzzmarketing, přimějte lidi, aby o vás mluvili, Praha: Management Press 2006, ISBN 80-7261-153-4

Kotler, P. Keller, K.L.: Marketing Management. 12 e, Praha: Management Press 2007, ISBN 978-80-247-1359-5

Levinson, J.C. Guerrilla Marketing Attack, Boston: Houghton Mifflin Company 1989, ISBN 0-395-50220-9

Levinson, J.C.: 50 zlatých pravidel ofenzivního marketingu – Guerrilla marketing. Praha: Management Press 1996, ISBN 80-85603-96-9

Sedláček, J.: E-commerce, internetový a mobilní marketing od A do Z. Praha: Nakladatelství BEN, ISBN 80-7300-195-0

Šindler, P.: Ivent marketing: jak využít emoce v marketingové komunikaci. Praha: Grada Publishing 2003, ISBN 80-24706-466

Časopis Marketing Inspirations – příspěvky s tématy moderní trendy v marketingu

Internetové zdroje

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

slovak

### **Notes:**

<b>Past grade distribution</b>							
Total number of evaluated students: 136							
A	ABS	B	C	D	E	FX	M
56,62	0,0	24,26	8,09	1,47	2,21	6,62	0,74
<b>Lecturers:</b> prof. Mgr. Peter Štarchoň, PhD.							
<b>Last change:</b> 02.06.2015							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/063M/16	<b>Course title:</b> New Venture Strategy and Financing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 2., 4.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Financial Management, Accounting	
<b>Course requirements:</b> Midterm grade for the semester (85 percent), exam in the exam period (15 percent). Continuous assessment: 3 midterm tests: $3 \times 5 = 15\%$ ; project work presented in three parts: $3 \times 20 = 60\%$ ; final presentation: 10 points. Final test on the exam: 15 points. The assessment of the course is in accordance with the UK Study Regulations and the individual grades of the classification scale are awarded on the basis of the applied point system, which reflects the degree of success in completing the course. A minimum of 91 per cent is required for an A grade, a minimum of 81 per cent for a B grade, a minimum of 73 per cent for a C grade, a minimum of 66 per cent for a D grade and a minimum of 60 per cent for an E grade. Credit will not be awarded to a student who receives less than 60 percent.	
<b>Learning outcomes:</b> Familiarization with the essence and specifics of building start-ups with high growth potential – the so-called new ventures at different stages of their life cycle. Understanding the life cycle of new ventures with emphasis on financing options and interrelationships. Acquire practical skills in the application of selected methods of strategic planning and financing of new ventures by using a number of "tools" containing trained methods and models, working on assignments of specific start-ups. These are very practical tools, which have a wide application both in the management of specific new ventures and in the analytical departments of financial institutions and audit firms. Solving practical assignments of start-ups related to the studied issue.	
<b>Class syllabus:</b> 1. Introduction to the subject. Macroeconomic perspectives of new ventures development, types of new ventures. 2. Basic stages of building new ventures according to the MIT model: 2.1. Client, segmentation, end user profile, detailed characteristics of the specific client in the selected strategic market.	

<p>2.2. New venture and its development in accordance with the knowledge of the client's requirements, life cycle of the offered product/service, competition, and competitive advantage.</p> <p>2.3. Product acquisition/sales process.</p> <p>2.4. How to make money in a new venture: business model design, pricing, calculating the lifetime value of an acquired client, calculating the cost of acquiring a client and calculating the size of the potential market.</p> <p>2.5. Specific process for designing and building a product, scaling the product.</p> <p>3. Financing new ventures: financial instruments according to the different phases of building new ventures.</p> <p>3.1. Bootstrap financing, Venture capital, Mezzanine capital.</p> <p>3.2. Crowdfunding.</p> <p>4. Financial planning of new venture:</p> <p>4.1. Revenue planning methods, costs.</p> <p>4.2. Baseline budget of new venture. Pro forma balance sheet, pro forma income statement, pro forma CF.</p> <p>4.3. Integrated financial planning.</p>
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#### **Recommended literature:**

- [1] AULET, B. Disciplined Entrepreneurship. Wiley, 2013. ISBN 978-1118692288.
- [2] AULET, B. Disciplined Entrepreneurship. WORKBOOK. Wiley, 2017. ISBN 978-1119365792.
- [3] SMITH, J. K., SMITH, R. L., BLISS, R. T. Entrepreneurial Finance. Strategy, Valuation & Deal Structure. Stanford Economics and Finance, 2011. ISBN 978-0-8047-7091-0.
- [4] VINTURELLA, J. B., ERICKSON, S. M. Raising Entrepreneurial Capital. Elsevier, 2003. ISBN 978-0127223513.
- [5] WICKHAM, P. A. Strategic Entrepreneurship. 4th Edition. Pearson Education 2006. ISBN 978-0-273-70642-7.
- [6] HOLIENKA, M., PILKOVÁ, A, MUNK, M. Business restart in Visegrad countries. EBER, Vol. 2, 2014. ISSN 2353-883X.
- [7] PILKOVÁ, A., HOLIENKA, M. Entrepreneurship development in Slovakia. In: Entrepreneurship in transition Economies: Diversity, trends, and perspectives. Cham: Springer International Publishing, 2017. s. 225-241. ISBN 978-3-319-57341-0.
- [8] PILKOVÁ, A., HOLIENKA, M., KOVAČIČOVÁ, Z., REHÁK, J., MIKUŠ, J. Podnikanie na Slovensku: aktivita, prostredie a vybrané druhy podnikania: GEM Slovensko 2018. 1. vyd. Bratislava: Univerzita Komenského v Bratislave, 2019.
- [9] Outputs from the international project SUPER (Pilková, responsible co-investigator, Holienka, co-investigator).

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

Slovak, English

#### **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.



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**Past grade distribution**

Total number of evaluated students: 149

A	ABS	B	C	D	E	FX	M
29,53	0,0	34,9	20,81	6,04	3,36	3,36	2,01

**Lecturers:** prof. Ing. Anna Pilková, PhD., MBA, doc. PhDr. Marian Holienka, PhD., Mgr. Natália Vančíšínová, PhD.

**Last change:** 22.02.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/316M/16				<b>Course title:</b> Organisation Strategy in ICT			
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 6							
<b>Recommended semester:</b> 3.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 39							
A	ABS	B	C	D	E	FX	M
92,31	0,0	7,69	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> PhDr. Peter Veselý, PhD.							
<b>Last change:</b>							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/316M/20				<b>Course title:</b> Organisation Strategy in ICT			
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 6							
<b>Recommended semester:</b> 4.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 100							
A	ABS	B	C	D	E	FX	M
83,0	0,0	4,0	3,0	2,0	0,0	5,0	3,0
<b>Lecturers:</b> Ing. Jaroslav Vojtechovský, PhD.							
<b>Last change:</b> 01.02.2022							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/038M/00	<b>Course title:</b> Organization Cultures (European Features)
<b>Educational activities:</b> <b>Type of activities:</b> lecture / practicals <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Preliminary assessment (70%) - case studies, assessed work and its presentation, in-class test Final assessment (30%) - final written exam A = 100 – 91 points; B = 90 – 81 points; C = 80 – 73 points; D = 72 – 66 points; E = 65 – 60 points; FX (failed) = 59 – 0 points Scale of assessment (preliminary/final): 70/30	
<b>Learning outcomes:</b> The course aims to develop an understanding of differences in cultural evolution of individual European countries and their materialization in typical organizational cultures in the context of HR management as a basis for organizational culture typology. On completion of this course the student will be able to analyse organizational culture; identify, understand and interpret the differences in organizational cultures; use the acquired skills in managerial work.	
<b>Class syllabus:</b> 1. Introduction to organizational cultures in the context of HR management (definitions, substance and forms of organizational culture, subcultures and countercultures, organizational socialization, change of organizational culture, diagnosis of culture). 2. European features of organizational cultures in the context of HR management (contrastive approach to national cultures of the selected states; identification of relevant differences; states and their typical organizational cultures; typology of organizational cultures).	
<b>Recommended literature:</b> [1] LEWIS, R.D. When cultures collide: Leading across cultures. London: Nicholas Brealey International, 2018. [2] TROMPENAARS, F., HAMPDEN-TURNER, CH., Riding the Waves of Culture: Understanding Diversity in Global Business. New York: McGraw-Hill Education, 2012. [3] STEERS, R. M., SANCHES-RUNDE, C. J., NARDON, L. Management Across Cultures: Challenges and Strategies. Cambridge: Cambridge University Press, 2011. [4] HOFSTEDE, G., HOFSTEDE, G. J., MINKOV, M. Cultures and Organizations: Software of the Mind. New York: McGraw-Hill, 2010.	

- [5] TROMPENNARS, F., WOOLLIAMS, P. Business Across Cultures. Chichester: Capstone, 2004.
- [6] SCHNEIDER, S. C., BARSOUX, J. L. Managing Across Cultures. Londýn: Prentice Hall, 2002.
- [7] CRANE, R. 2000. European Business Cultures. London : Prentice Hall Europe, 2000.
- [8] BROWN, A. Organisational culture. London: Financial Times Management, 1998.
- [9] TRICE, H, M., BEYER, J. M. The Cultures of Work Organizations. Englewood Cliffs: Prentice Hall, 1993.
- [10] Databases of the Academic library Comenius University, Center of science-technical information SR.

**Languages necessary to complete the course:**

english

**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: 466

A	ABS	B	C	D	E	FX	M
22,75	0,0	31,97	23,61	11,37	7,51	2,58	0,21

**Lecturers:** doc. PhDr. Lukáš Copuš, PhD.

**Last change:** 02.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/039M/00	<b>Course title:</b> Organizational Behavior
<b>Educational activities:</b> <b>Type of activities:</b> lecture / practicals <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 20 % – case study preparation and presentation, 30 % - midterm written exam, 50 % – oral exam. Grade A requires 91 % (minimum), B 81 %, C 73 %, D 66 % , and grade E requires 60% at minimum. Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> The course covers specific content areas of Organizational Behavior (OB) and is designed for graduate students in the field of Management. OB as a contemporary approach to management is a course designed to introduce graduate students to the theories, concepts, and practical applications of research in the field. The course helps to develop the skills necessary to solve specific problems of OB faced by organizations.	
<b>Class syllabus:</b> <ul style="list-style-type: none"> <li>• Introduction, The Nature of Organizations, Trends in the New Workplace, The Nature of Managerial Work, Managerial Skills, Management Lessons from Abroad – Japanese Management.</li> <li>• Individual Behavior and Performance, Basic Attributes of Individuals, Values, Attitudes, and the Perceptual Process.</li> <li>• Motivation Theories, Learning, Reinforcement, Self-Management, Job Design</li> <li>• Groups in Organizations, Group Effectiveness, Group Dynamics, Group Norms, Teamwork.</li> <li>• Managing Organizations: Organizational Design for Strategic Competency, Basic Elements of Organizational Structures, Organizational Design Concepts (Options).</li> <li>• Management and Chaos Theory, The New Organization</li> <li>• Managing Change in Organizations, Managers as Change Agents, Change Strategies, Resistance to Change, Crisis of Change, Dynamics of Stress. Power. Leadership and followership. Managerial decision-making.</li> </ul>	
<b>Recommended literature:</b> 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.	
<b>Languages necessary to complete the course:</b>	

English							
<b>Notes:</b>							
<b>Past grade distribution</b>							
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
<b>Lecturers:</b> doc. PhDr. Rozália Sulíková, PhD., prof. Mgr. Anna Lašáková, PhD., prof. Ing. Ján Rudy, PhD.							
<b>Last change:</b> 16.09.2020							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/060M/09	<b>Course title:</b> Portfolio Management and Collective Investment
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The students solve various problems as a part of a team. The outcomes of the teamwork are presented and discussed. Moreover, they create and manage their own portfolios. The minimal requirement is to obtain 55 points.	
<b>Learning outcomes:</b> The absolvent of this subject will obtain knowledge about the collective investment and portfolio management. He will also become acquainted with the mechanisms of some specific types of funds. The knowledge can be utilised at various positions in asset management institutions.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. The portfolio theory – Markowitz and Sharpe models. The efficient and optimal portfolio. Hedging of a stock portfolio.</li> <li>2. Management of a bond portfolio. Hedging of a bond portfolio.</li> <li>3. The fund industry and its typology.</li> <li>4. The quantitative and qualitative indicators. Rating and scoring.</li> <li>5. Special funds. ETFs, hedge funds, commodity funds, realties funds.</li> <li>6. An investment plan and its phases. Types of investment strategies.</li> <li>7. The types of investors based on the risk aversion and modelling a suitable portfolio.</li> <li>8. Investment strategies based on the frequency of investing.</li> <li>9. The comparison of the U.S. and European fund industry.</li> <li>10. Pension funds on capital markets and their specifics.</li> <li>11. Pension funds in Slovakia and their performance.</li> <li>12. Sovereign funds and their specifics.</li> <li>13. The actual problems of collective investment in World.</li> </ol>	
<b>Recommended literature:</b> Chovancová, B., Žofčák, S.: Kolektívne investovanie, IURA Publishing, Bratislava 2012 ÁRENDÁŠ, Peter - CHOVANCOVÁ, Božena - GVOZDJÁK, Vladimír - HUDCOVSKÝ, Jaroslav - DOROCÁKOVÁ, Michaela - SLOBODNÍK, Patrik. Dôchodkové fondy vo svete a na Slovensku. Bratislava : Wolters Kluwer, 2017. 212 s. ISBN 978-80-8168-663-4.	



Siegel, J.: Investice do akcií, Běh na dlouhou trať, Grada 2011, Graham, B.: Inteligentní investor, Grada. Praha 2007 Smernice EÚ z oblasti kolektívneho investovania.							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 264							
A	ABS	B	C	D	E	FX	M
50,76	0,0	35,23	7,2	3,03	2,65	0,76	0,38
<b>Lecturers:</b> prof. Ing. Božena Chovancová, PhD., Ing. Vladimír Valach, PhD., CFA, MBA, doc. RNDr. Mária Bohdalová, PhD.							
<b>Last change:</b> 21.01.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/192AM/17	<b>Course title:</b> Practical Financial Markets I
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> One preliminary written test during the semester. One final written test at the end of the semester.	
<b>Learning outcomes:</b> The subject introduces practical aspects of handling key financial market's products, reflecting the curriculum of the certificate/diploma of ACI-Financial Markets Association ACIFMA. At the end of the semester, students will understand main tools, techniques and strategies used by the market makers (banks, dealers) and market users (corporates, institutional investors, traders... ) in trading, hedging and arbitraging on the global financial markets. Suitable for bank traders, sales staff, brokers, fund managers, risk managers, corporate treasury front and back office staff.	
<b>Class syllabus:</b> 1/Rates: Time value of Money, Holding period yield, Money market yield, discount rate, yield to maturity, zero coupon rates, daycounts, broken periods, conversions between yield types, daycounts, coupon frequencies, yield curves, forward rates 2/Money markets: Infrastructure, deposits, Money market securities, repurchase agreements, buy and sell backs 3/Fixed income: Bond types and characteristics, valuation of bonds, primary and secondary markets 4/Foreign Exchange: Infrastructure, spot, forward, FX swap, quotations, market making, market taking, pl management 5/ Forwards: Infrastructure, price and value of a forward contract, forward-forward, forward rate agreements, swaps, forwards on Tbills and Tbonds, commodity forwards 6/Futures: Infrastructure, futures price and value, futures on short term interest rates, bonds, fx, metals, energies, agriculture, soft commodities 7/Options: terminology, Greeks, applications 8/Risk management: market risk, counterparty risk, applications 9/Applications: trading, hedging, arbitrage, strategies, applications 10/Analysis: Technical and fundamental	
<b>Recommended literature:</b>	

1/„FINANCIAL INSTRUMENTS HANDBOOK“. LEX VAN DER WIELEN, THE FINANCIAL MARKETS ACADEMY, LONDON 2011. The book is not obligatory. In order to pass, it will be sufficient to follow the lectures-seminars and use slides.  
2/Trial questions and answers for the ACI diploma.

**Languages necessary to complete the course:**

**Notes:**

**Past grade distribution**

Total number of evaluated students: 86

A	ABS	B	C	D	E	FX	M
51,16	0,0	15,12	13,95	10,47	9,3	0,0	0,0

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

**Last change:** 28.10.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/193AM/17	<b>Course title:</b> Practical Financial Markets II
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 2., 4.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 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%.	
<b>Learning outcomes:</b> The subject introduces the interest rate markets, reflecting the curriculum of the certificate/diploma of ACI-the Financial Markets Association (the ACI certificate/diploma is required in several countries for positions in bank dealing rooms). The course focuses on the practical applications of the key concepts with numerous examples/case studies. At the end of the semester, students will understand main tools, techniques and strategies used by the market makers (banks) and market users (corporates, institutional investors, traders..) in trading, hedging and arbitraging on the global interest rate markets. Suitable for bank traders, sales staff, brokers, fund managers, risk managers, corporate treasury staff and back office staff.	
<b>Class syllabus:</b> Return calculations: Expected vs required yield. Short term and long term yields, spot and forward rates, spot and forward yield curves. Basic types of returns in money markets and fixed income markets: holding period yield, discount rates, effective annual yields, yield to maturity, yield to call, yield to put. Institutions active in the interest rate markets: Banks, corporates, insurance companies, pension funds, fund managers, hedge funds, endowments and their interest rate related business. O-T-C markets vs exchanges, systematic internalization, trading platforms, market makers, market users, brokers, market users, clearing centres. Key activities in the interest rate markets: investing, hedging, trading, arbitraging, asset and liabilities management. Cash market's products: money markets and instruments (deposits, T-bills, certificates of deposits, repos, commercial papers), fixed income markets (treasuries, corporate and bank bonds, mortgage backed securities, collateral debt obligations, callable and puttable bonds). Derivatives: FRA, short term interest rate futures, bond futures, interest rate swaps, basis swaps, overnight index swaps, cross ccy interest rate swaps, interest rate guarantees, caps, floors, collars, swaptions.	

Structured products: various combinations of cash and derivative products. Asset and liabilities management (ALM): interest rate risk, ALM in banks, insurances and investment managers.							
<b>Recommended literature:</b> 1. „FINANCIAL INSTRUMENTS, THE HANDBOOK“. LEX VAN DER WIELEN, ISBN 978-90-816351-3-4, THE FINANCIAL MARKETS ACADEMY, LONDON 2011 2. „TREASURER’S HANDBOOK”. HANNES ENTHOFFER, PATRICK HAAS, ISBN-10 3714302387, LINDE VERLAG, FRANKFURT 2013 3. “CFA LEVEL I, II, III”. CFA INSTITUTE, ISBN 978-1-939515, WILEY, NEW YORK 2015,							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 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
<b>Lecturers:</b> Ing. Vladimír Valach, PhD., CFA, MBA							
<b>Last change:</b> 05.09.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/160M/16				<b>Course title:</b> Practise			
<b>Educational activities:</b> <b>Type of activities:</b> <b>Number of hours:</b> <b>per week: per level/semester:</b> <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 6							
<b>Recommended semester:</b> 4.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 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
<b>Lecturers:</b> 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.							
<b>Last change:</b>							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/023M/00	<b>Course title:</b> Process Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 2., 4.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Evaluation of the subject: A - excellent, B - very good, C - good, D - satisfactory, E - sufficient and F – fail, is in accordance to the study rules of FM UK valid for the academic year 2013-2014. During the semester students can obtain 60% points and 40% points during the examination period. Evaluation during the semester can be obtained by: - Elaboration of semester project (40%) - Tasks, discussions on selected topics (20%)	
<b>Learning outcomes:</b> - Understanding the nature of process management, its importance and relevance to the management of enterprises in current environment. - Orientation in the context of foundation and areas of development of process management theory as well as in current trends in process management. - Understanding the differences between process management and traditional functional approach to management. - Knowledge in the areas of process management principles, techniques and tools used in process management. - Acquired skills in the context of the application of process management in the enterprise using process modeling and process tools. - Understanding the benefits, reasons and obstacles in implementation and application of process management.	
<b>Class syllabus:</b> 1. Introduction Objective, content, literature and criteria for evaluation of the subject. 2. Basic concepts related to business process management Functional approach to management, its principles vs. business process management and current needs. 3. Process management and its principles Principle and definition of business process management, principles and benefits. 4. Identification of business processes	

<p>Identification and description of processes, definition of process attributes.</p> <p>5. Business process modeling Process typology and process modeling.</p> <p>6. Process tools, IT support and software solutions. Process tools, IT support in process management, software solutions for process management</p> <p>7. Basic information and procedures of work with ARIS Procedures and principles of work with the ARIS express process tool.</p> <p>8. Business process model and process standards. Process modeling standards, process visualization.</p> <p>9. Other models and use the ARIS example Utilization of model for hierarchization and process typology, drawing of organizational structure and other possibilities.</p> <p>10. Analysis and optimization of processes Analysis of selected process, identification of bottlenecks and creation of solution proposals.</p> <p>11. Implementation of process management and its barriers Steps of implementing process management. Barriers of process management and their removal, change management.</p> <p>12. Process management in practice of Slovak companies Process management in companies in Slovakia.</p> <p>13. Summary and conclusion of the subject Subject summary.</p>
<p><b>Recommended literature:</b></p> <p>[1] PAPULOVÁ, Z. – PAPULA, J. – GAŽOVÁ, A. 2022. Procesný manažment: Prístup, ktorý naberá na aktuálnosti. Praha : Wolters Kluwer, 2022.</p> <p>[2] PAPULOVÁ, Z. – PAPULA, J. – OBORILOVÁ, A. 2014. Procesný manažment: ucelený pohľad na koncepciu procesného manažmentu. Bratislava : Kartprint, 2014.</p> <p>[3] ARIS COMMUNITY: ARIS Express tutorials (video návody v AJ) Dostupné na: &lt;<a href="https://www.ariscommunity.com/aris-express/tutorials">https://www.ariscommunity.com/aris-express/tutorials</a>&gt;</p> <p>[4] GAŽOVÁ, A. – PAPULOVÁ, Z. – PAPULA, J. The Application of Concepts and Methods Based on Process Approach to Increase Business Process Efficiency. In Procedia Economics and Finance. 2016, vol. 39.</p> <p>[5] HAMMER, M. – CHAMPY, J. Reengineering - radikální proměna firmy: Manifest revoluce v podnikání. 3. vyd. Praha: Management Press, 2000.</p> <p>[6] Databázy Akademické knihovny UK, Centra vedecko-technických informácií SR.</p>
<p><b>Languages necessary to complete the course:</b> Slovak language, alternatively English language required to study the foreign literature</p>
<p><b>Notes:</b> In accordance with the provisions of Internal Regulation No. 16/2017 Directive of the Rector of Comenius University in Bratislava Full text of Internal Regulation No. 23/2016 Directive of the Rector of Comenius University in Bratislava issuing the Code of Ethics of Comenius University in Bratislava, as amended by Appendix No. 1, each student shall always achieve his/her study results in an honest manner; he/she shall not cheat and shall not use dishonest procedures during any form of verification of his/her study knowledge and expertise. Cases of violation of the CU Code of Ethics may be judged as a breach of legal obligations. Such an assessment may involve the application of appropriate legal consequences in the academic and disciplinary sphere. In accordance with the provisions of Internal Regulation No. 13/2018 approved by the Academic Senate of Comenius University in Bratislava Disciplinary Regulations of Comenius University in Bratislava for Students, a student's disciplinary offence is any form of copying or unauthorised</p>



collaboration or whispering during written or oral assessment of learning outcomes (assessment of knowledge) or in preparation for it, or the use of technical equipment or any media other than in a permitted manner during written or oral assessment of learning outcomes (assessment of knowledge) or in preparation for it. For a disciplinary offence committed, a student may be subject to one of the following disciplinary measures: reprimand, suspension from studies or expulsion from studies.

**Past grade distribution**

Total number of evaluated students: 653

A	ABS	B	C	D	E	FX	M
33,54	0,0	25,11	18,99	10,72	7,5	3,98	0,15

**Lecturers:** doc. Mgr. Zuzana Papulová, PhD., Mgr. Andrea Gažová, PhD.

**Last change:** 28.02.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/032M/00				<b>Course title:</b> Project Management			
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 6							
<b>Recommended semester:</b> 3.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 3076							
A	ABS	B	C	D	E	FX	M
40,31	0,0	27,24	17,56	8,78	5,33	0,72	0,07
<b>Lecturers:</b> doc. Ing. Ján Papula, PhD., prof. RNDr. Michal Greguš, PhD., Ing. Peter Balco, PhD.							
<b>Last change:</b> 30.09.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KSP/066M/17				<b>Course title:</b> Quality Management			
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 1.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 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
<b>Lecturers:</b> doc. Ing. Milan Fekete, PhD.							
<b>Last change:</b> 17.09.2019							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/331M/16	<b>Course title:</b> Research Methods in Information Technologies
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Attendance, literature research, field research, and writing a semestral paper. Scale of assessment (preliminary/final): 100	
<b>Learning outcomes:</b> Learning Outcomes Upon successful completion of this subject, students should: <ul style="list-style-type: none"> <li>• be able to identify and justify an appropriate research methodology for a research problem;</li> <li>• be able to determine and evaluate philosophical assumptions, underpinning research approaches and strategies;</li> <li>• be able to design a quantitative and/or qualitative research study for the chosen research problem;</li> <li>• be able to evaluate research design approaches to data collection.</li> <li>• review and critique research literature, research design and reported findings in a sub-discipline of IT;</li> <li>• communicate research findings, orally and in writing, in research and industry settings;</li> <li>• explain the ethical and professional issues that may arise in IT research and demonstrate them in practice;</li> <li>• identify, explain and critique major research philosophies and paradigms;</li> <li>• evaluate, select and justify research methods and techniques of data collection and analysis appropriate to particular research designs, projects and disciplines;</li> <li>• analyse and describe the technical, professional and socio-economic contexts that motivate research, and the implications of research outcomes;</li> <li>• design and carry out a rigorous and ethical research project and produce a report explaining the project, its design and interpretation of the results.</li> <li>• apply research skills to operate effectively as a member of a research project team.</li> </ul>	
<b>Class syllabus:</b> Learning Outcomes Upon successful completion of this subject, students should: <ul style="list-style-type: none"> <li>• be able to identify and justify an appropriate research methodology for a research problem;</li> </ul>	

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

### **Recommended literature:**

#### Sources to Read:

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

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

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

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

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

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

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

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

English language

### **Notes:**

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

This subject also will enable students to choose and justify a research methodology from a broad range of quantitative and qualitative research methods relevant across the Information

Technology (IT) discipline. Students will prepare a research plan incorporating a critique of existing knowledge, appropriate research methodology, suitable data collection techniques and an outline of the ethical issues impacting their research topic. Students are provided the opportunity to write a substantial proportion of their methodology/data collection chapter and publish their preliminary work by identifying a publication outlet, such as a journal or conference, and providing the publication template.

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

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

#### **Past grade distribution**

Total number of evaluated students: 40

A	ABS	B	C	D	E	FX	M
90,0	0,0	2,5	0,0	0,0	0,0	7,5	0,0

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

**Last change:** 10.09.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/312M/16	<b>Course title:</b> Security Management
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1., 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The assessment of the subject is in accordance with the FM UK Study Regulations. Evaluation is aimed at assessing the skills and work habits of students, which are assessed on the basis of OCTO in ACVA phases: Objective 25% Complexity 25% Team work 25% Outputs 25% Together, max. 100 points/semester, where the following points can be obtained in the individual AKVA phases: Analytical - 20 points, Conceptual - 20 points, Verification - 20 points, Argumentative - 40 point Scale of assessment (preliminary/final): 100/0	
<b>Learning outcomes:</b> By completing the subject, the student will acquire skills in the field of security management with an emphasis on the implementation of EU directives in the area of GDPR, ePrivacy and CyberSecurity. The result is a processed organization project that reflects business processes in the organization. Alternative activity in the four ACVA phases of the project solution – Analytical (2-4 weeks), Conceptual (2-4 weeks), Verifying (1-3 weeks) and Argumentative (1-3 weeks).	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Safety - Definitions</li> <li>2. EU GDPR Regulation</li> <li>3. EU ePrivacy Directive</li> <li>4. EU CyberSecurity Directive</li> <li>5. Physical security</li> <li>6. Personnel safety</li> <li>7. Security of information systems</li> <li>8. Security of personal data</li> <li>9. Energy security</li> </ol>	

<b>Recommended literature:</b> EU Legislation							
<b>Languages necessary to complete the course:</b> slovak language							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 166							
A	ABS	B	C	D	E	FX	M
85,54	0,0	5,42	2,41	1,81	3,61	1,2	0,0
<b>Lecturers:</b> PhDr. Peter Veselý, PhD., prof. RNDr. Michal Greguš, PhD.							
<b>Last change:</b> 09.02.2018							
<b>Approved by:</b>							



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/018M/00	<b>Course title:</b> Services Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 30 percent during semester 70 percent final exam	
<b>Learning outcomes:</b> knowledge in service marketing	
<b>Class syllabus:</b> 1 A systematic approach to defining services (Economics, statistics, enterprise-economic and legislative perspective). New approaches to the categorization of services. Characteristics of services and their impact on service delivery process. 2 The extended marketing mix in services (4P + processes, personnel, physical environment). 3 Mapping the service delivery process (flowcharts, process maps). Management of supply and demand in services. 4 System of customer care services and building relationships in marketing services. 5 Relationship management with dissatisfied customers, complaints and claims in the business services as part of customer care. 6 Quality of service. Problems with quality control services. Models of service quality. 7 Customer service and satisfaction measurement with them. Concept of customer satisfaction. Ensuring customer satisfaction .	
<b>Recommended literature:</b> 1. CIBÁKOVÁ, Viera – RÓZSA, Zoltán – CIBÁK, Ľuboš. 2008. Marketing služieb. Bratislava : Iura Edition, spol. s r. o., 2008. ISBN 978-80-8078-210-8. 2. MATEIDES, Alexander – ĎAĎO, Jaroslav. 2002. Služby. Teória služieb. Marketing služieb. Kvalita v službách. Služby zákazníkom a meranie spokojnosti s nimi. Bratislava : Ing. Miroslav Mračko, Epos, 2002. ISBN 80-8057-452-9. 3. GRÖNROOS, Christian. 2007. Service Management and Marketing: Customer Management in Service Competition. West Sussex : John Wiley & Sons, Ltd, 2007. ISBN 978-0-470-02862-9.	
<b>Languages necessary to complete the course:</b> Slovak, English	

<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 465							
A	ABS	B	C	D	E	FX	M
60,0	0,0	24,3	8,82	1,29	1,29	4,3	0,0
<b>Lecturers:</b> doc. Ing. Gabriela Pajtinková Bartáková, PhD.							
<b>Last change:</b> 02.06.2015							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/302AM/17	<b>Course title:</b> Skills for Success – From University to Workplace
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1., 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> in-class presence and active participation (student can miss max 1x180 min) – 40 % Continuous evaluation: partial assignments handed-in for each of the 6 topics – 30 % Final evaluation: group presentation on selected topic from the course syllabus taking place in the last class and feedback giving to the teammates – 30 % Scale of assessment (preliminary/final): 70% / 30%	
<b>Learning outcomes:</b> The aim of the soft skills course needed for proper navigation on the job market of shared service centers is to acknowledge students with the portfolio of highly effective communication tools. Companies associated within the Business Service Center Forum and the under the auspices of the American Chamber of Commerce in Slovakia currently employ more than 29 000 full-time employees. They have identified soft communication skills as the most crucial, but also one of the least developed, skills fresh graduates possess when entering the job market. Upon successful completion of the course in English language, the students would be capable of more effective team work in international environment, managing their work time properly and efficiently and of communicating with higher portion of assertiveness. They will also increase their capabilities in providing and receiving constructive feedback, conflict resolution at a workplace and captivating their audience while presenting or applying design principles into daily communication routine.	
<b>Class syllabus:</b> Module 1 – Team Work – predominantly covered by the company Lenovo. The aim of this module is to raise awareness about the importance of team work at every work place. It would help the participants to understand behavioral forms supportive of team work, confidence and engagement building as well as team work for better and quicker results. Students will have an opportunity to role play those behavioral patterns hindering the quality of work and relations at a workplace. Furthermore, they would learn what kind of roles can they play in a team, how to use their strengths and how to eradicate their weaknesses in team work. The instructor would use the following education methods: role play, analysis, discussion and feedback. The module would last 180 minutes and would be delivered in English language.	

Module 2 – Time Management - predominantly covered by the company Siemens. This module aims to address the following topics:

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

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

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

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

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

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

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

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

- Discuss what conflict is, how conflict can be both destructive and constructive, and how

learning to overcome the barriers of addressing conflict can benefit their career.

- Recognize the five most common conflict resolution styles and improve their conflict management skills by learning when to use or avoid using each style.
- Discuss how conflict resolution can improve their relationships, enhance their collaboration skills and increase their professional effectiveness.
- Discuss how mindset influences perception of conflict situations and helps them to manage the conflict in a constructive way.

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

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

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

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

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

Literature:

Module 1 - Team work

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

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

Price Pritchett: Teamwork – the team member handbook

Module 2 – Time management

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

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

Module 3 – Verbal and non-verbal communication

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

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

Module 4 – Conflict Resolution & Mindset

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

<p>Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler: Crucial Conversations Tools for Talking When Stakes Are High</p> <p>Roger Fisher, William L. Ury, Bruce Patton: Getting to Yes - Negotiating Agreement Without Giving</p> <p>Module 5 –Presentation Skills</p> <p>Garr Reynolds, Presentation Zen: Simple Ideas on Presentation Design and Delivery</p> <p>Jerry Weissman, Presenting to Win: The Art of Telling Your Story</p>							
<p><b>Recommended literature:</b></p> <p>Module 1 - Team work</p> <p><a href="http://smallbusiness.chron.com/target-behaviors-lead-good-teamwork-63669.html">http://smallbusiness.chron.com/target-behaviors-lead-good-teamwork-63669.html</a></p> <p><a href="http://academics.boisestate.edu/fsp/files/2013/04/ULO-4-Teamwork.pdf">http://academics.boisestate.edu/fsp/files/2013/04/ULO-4-Teamwork.pdf</a></p> <p>Price Pritchett: Teamwork – the team member handbook</p> <p>Module 2 – Time management</p> <p>Stephen R. Covey: The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change</p> <p>Dan S. Kennedy: No B.S. Time Management for Entrepreneurs</p> <p>Module 3 – Verbal and non-verbal communication</p> <p>Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler; McGraw-Hill: Crucial Confrontations - Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior</p> <p>Cheryl Hamilton: Communication for Results – A Guide for Business and the Professions</p> <p>Module 4 – Conflict Resolution &amp; Mindset</p> <p>The Arbinger Institute: The Anatomy of Peace: Resolving the Heart of Conflict</p> <p>Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler: Crucial Conversations Tools for Talking When Stakes Are High</p> <p>Roger Fisher, William L. Ury, Bruce Patton: Getting to Yes - Negotiating Agreement Without Giving</p> <p>Module 5 –Presentation Skills</p> <p>Garr Reynolds, Presentation Zen: Simple Ideas on Presentation Design and Delivery</p> <p>Jerry Weissman, Presenting to Win: The Art of Telling Your Story</p> <p>Module 6 – Feedback</p> <p>Dianna Booher: Confrontational Communication: Delivering Negative Feedback, Bad News, and Other Straight Talk</p> <p>Douglas Stone, Sheila Heen: Thanks for the Feedback – The Science and Art of Receiving Feedback Well.</p> <p>Note: literature will be complimented by the internal corporate education materials used for in-house trainings at respective companies associated within the Business Service Center Forum.</p>							
<p><b>Languages necessary to complete the course:</b></p> <p>English</p>							
<p><b>Notes:</b></p> <p>The course is headed by soft skills experts of companies associated within the AmCham's Business Service Center Forum (BSCF).</p>							
<p><b>Past grade distribution</b></p> <p>Total number of evaluated students: 33</p>							
A	ABS	B	C	D	E	FX	M
51,52	0,0	30,3	0,0	3,03	0,0	15,15	0,0
<p><b>Lecturers:</b> Mgr. Lucia Kočíšová</p>							

<b>Last change:</b> 13.02.2018
<b>Approved by:</b>

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KMk/048M/00			<b>Course title:</b> Societal Marketing				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 1.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b> 1. Continuous work on seminars - active engagement of the student, the student has to prepare 5 case studies on the actual course of the subject about 70% 2. Continuous test during the semester, number of test questions - 3 - approx. 30%							
<b>Learning outcomes:</b> Students can extend their knowledge about knowledge in the field of social marketing significantly or social marketing, which is a sub-division of l marketing.							
<b>Class syllabus:</b> a. The definition of social marketing – the theoretical use of knowledge from a variety of authors. b. Examples of business practice, the statement of reasons. c. The way forward the use of social marketing. d. Socially responsible business – definition, the application of the economic practice e. The reasons for the profit and non-profit organizations cooperation							
<b>Recommended literature:</b> 1. Bartáková, G. - Cibáková, V. 2007. Základy marketingu. Bratislava: Iura Edition, 2007. 224 s.ISBN 978-80-8078-156-9 2. Majdúchová, H. a kolektív :Neziskové organizácie. Bratislava: Sprint 2007 3. Rektořík, J. a kolektív:Organizace neziskového sektoru. Praha: Ekopress 2007 4. aktuálna legislatíva, ktorá sa týka neziskových organizácií a diania okolo nich							
<b>Languages necessary to complete the course:</b> Slovak							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 188							
A	ABS	B	C	D	E	FX	M
89,36	0,0	4,79	2,66	1,06	1,06	1,06	0,0



<b>Lecturers:</b> doc. Ing. Mgr. Ľubomíra Strážovská, PhD.
<b>Last change:</b> 06.03.2018
<b>Approved by:</b>

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KSP/040M/16				<b>Course title:</b> Strategic Analysis			
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 6							
<b>Recommended semester:</b> 3.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 126							
A	ABS	B	C	D	E	FX	M
23,81	0,0	37,3	19,05	11,9	7,94	0,0	0,0
<b>Lecturers:</b> prof. Ing. Jozef Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., Mgr. Andrea Gažová, PhD.							
<b>Last change:</b> 18.09.2020							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KSP/031M/16				<b>Course title:</b> Strategic Controlling			
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 3.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 126							
A	ABS	B	C	D	E	FX	M
68,25	0,0	24,6	7,14	0,0	0,0	0,0	0,0
<b>Lecturers:</b> doc. Ing. Ján Papula, PhD., doc. Mgr. Lucia Kohnová, PhD.							
<b>Last change:</b>							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/032M/00	<b>Course title:</b> Strategic Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Evaluation during the the semester (60 percent), final exam in the exam period (40 percent). 60 percent of evaluation during the semester can be obtained for the elaboration 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.	
<b>Learning outcomes:</b> <ul style="list-style-type: none"> <li>• Understanding the essence of the strategy and its importance as a critical factor in the success of the company.</li> <li>• Perception of the importance of applying strategic thinking in management and knowledge of the possibilities of its improvement.</li> <li>• Knowledge of the context of the origin and directions of development of the theory of strategic management. Current trends in strategic management.</li> <li>• Distinguishing the basic phases of the strategic management process, their focus, importance and interconnectedness and conditionality.</li> <li>• Knowledge of analytical and analytical-synthetic methods and techniques of strategic management and skills acquired with their application.</li> <li>• 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.</li> </ul>	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction to the subject</li> <li>2. Strategy as a critical factor in the success of organizations.</li> <li>3. Support and development of strategic thinking of managers</li> <li>4. Development of strategy theory, basic approaches and directions of theory development.</li> <li>5. Strategic management as a process</li> <li>6. Exploring factors from the macro environment as a basis for strategy development.</li> <li>7. Investigation of microenvironment subjects and their effects.</li> <li>8. Exploring the internal environment and our position in the external environment.</li> <li>9. Analytical-synthetic techniques and creation of a competitive SBU strategy.</li> </ol>	

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

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KSP/045M/16				<b>Course title:</b> Strategic Management of Financial Institutions			
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b> 3.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 126							
A	ABS	B	C	D	E	FX	M
33,33	0,0	38,89	17,46	3,97	5,56	0,79	0,0
<b>Lecturers:</b> prof. Ing. Anna Pilková, PhD., MBA							
<b>Last change:</b> 21.09.2020							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/077M/16	<b>Course title:</b> Strategic Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester students present at the Exercises 2 projects. First on the selected method of analysis, one on the draft objectives and implementation of the strategic marketing plan of the selected company. Students can work in small teams if they choose a large enterprise, which has several strategic business units or brands. Projects be handed over. During the semester, students have the opportunity to get a 40% rating, 15 for the selected analytical technique utilized at the a particular company, 30 per draft a marketing plan for a specific company. 5 points can be obtained for activities in the exercises. points. In the trial period you can get 60 points. To obtainthe rating and shouldbeobtained at least 91 points on thevaluationsBatleast 81 points on the C score at least 73 points to score at least 66 points D and E score at least 60 points. Ifthestudentreceiveslessthan 60 points, didnotcomply and he willbeawardedthe grade FX.	
<b>Learning outcomes:</b> Students acquire the basic knowledge of what is strategic marketing, which has competence, what is the role in the company as marketing objectives must be designed and how it is implemented. Learning to use different types of strategic marketing analyzes, evaluate them, and design objectives and influence internal company processes as well as external factors. Subject him to grasp the strategic marketing efforts at company level, familiar with the various methods and approaches, analytical techniques and alternative marketing strategies. The student is able to make a qualified selection of analytical methods and procedures to master methods of making strategic marketing plan of the company and its implementation. The aim is to be able to compile a strategic marketing plan, assess, manage strategic activities and evaluate the success of plans. The purpose is to independently solve complex issues related to strategic marketing and marketing planning.	
<b>Class syllabus:</b> 1. Basic concepts and terms Basic concepts and their interpretation. Marketing management - strategic objectives - strategic marketing, marketing strategy. Strategic Marketing - objectives and their typology - implementation goals. 2. Strategic Marketing	

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

### 3. Analytical Process

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

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

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

### 5. Competitive Advantages

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

### 6. Marketing Strategy

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

### 7. Analysis of macro environment and microenvironment

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

### 8. Analysis of internal environment

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

### 9. Specific methods of strategic marketing

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

### 10. Benchmarking

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

### 11. Portfolio Analytics

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

### 12. Creation of the Strategic Marketing Plan

Strategic marketing plan - creation, verification, and implementation. Organisational structure and integration of marketing activities. Successful and unsuccessful implementation, marketing control, change control factors.

### 13. Marketing Strategy

Marketing Plan - Marketing audit, growth, stabilization and Reduced marketing strategy. Crisis marketing strategy. Responding to the alternative stimuli response to the crisis and economic growth, change in marketing policy..

### **Recommended literature:**

1. CAVENS, D, W., PIERCY, N.,F: Strategic marketing. New-York: McGraw-Hill International Edition 2006, s. 726, ISBN 007-124432-8



2. EL-ANSARY, A., I.: Marketing strategy: taxonomy and frameworks. European Business Review, 2006, vol 18, no 4
3. KIM, W., C., MAUBORGNE, R.: Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant. Boston 2005, Harvard Business School Press
4. KOTLER, P. – KELLER, K. L. – BRADY, M. – GOODMAN, M. – HANSEN, T.: Marketing Management. Harlow: Pearson Education Limited, 2012
5. KUMAR, N.: Marketing strategy. Boston: Harvard Business School Press 2004, s. 240, ISBN 1-59139-210-1
6. PORTER, M., E.: Competitive Advantage: Creating and Sustaining Superior Performance. New York: Free Press 1998, s 592, ISBN 0-684-84146-0 BN
7. DRUMOND, G., ENSOR, J., ASHFORD, R.: Strategic marketing, planning and control. 2002. Oxford. ISBN 978-0756-8271-8. Dostupné na: [http://books.google.sk/books?id=WrmLizZH3RoC&printsec=frontcover&dq=strategic+marketing&hl=en&sa=X&ei=noNjU7HyNOvB7AalloHICA&redir\\_esc=y#v=onepage&q=strategic%20marketing&f=false](http://books.google.sk/books?id=WrmLizZH3RoC&printsec=frontcover&dq=strategic+marketing&hl=en&sa=X&ei=noNjU7HyNOvB7AalloHICA&redir_esc=y#v=onepage&q=strategic%20marketing&f=false)
8. WILSON, R., M., S., GILLIGAN, C. Strategic marketing management – planning, implementation and Control. 2005. Oxford. ISBN 0-7506-5938-6 Dostupné na: [http://books.google.sk/books?id=bvv-zibROUC&printsec=frontcover&dq=strategic+marketing&hl=en&sa=X&ei=noNjU7HyNOvB7AalloHICA&redir\\_esc=y#v=onepage&q=strategic%20marketing&f=false](http://books.google.sk/books?id=bvv-zibROUC&printsec=frontcover&dq=strategic+marketing&hl=en&sa=X&ei=noNjU7HyNOvB7AalloHICA&redir_esc=y#v=onepage&q=strategic%20marketing&f=false)

**Languages necessary to complete the course:**

**Notes:**

**Past grade distribution**

Total number of evaluated students: 288

A	ABS	B	C	D	E	FX	M
33,68	0,0	20,83	20,83	13,89	6,6	3,13	1,04

**Lecturers:** doc. PhDr. Eva Smolková, CSc.

**Last change:** 25.01.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KSP/027M/00				<b>Course title:</b> Strategic Thinking and Strategy			
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 6							
<b>Recommended semester:</b> 1.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 688							
A	ABS	B	C	D	E	FX	M
33,87	0,0	29,8	15,12	10,47	8,14	2,18	0,44
<b>Lecturers:</b> prof. Ing. Jozef Papula, PhD., Mgr. Karol Cagáň							
<b>Last change:</b> 20.09.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/181M/19	<b>Course title:</b> Sustainable Energy Economics
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Scale of assessment (preliminary/final): 85% / 15% (final presentation)	
<b>Learning outcomes:</b> Smart cities face new business cases as they react to the changes in lifestyle We live differently, commute differently, use space differently and plan our lives differently than 10 years ago. Shared economy use cases are increasingly mainstream and the corresponding business cases as well. People have need to be more engaged and informed, barriers to market are low, information are omnipresent. This course attempts to reveal how do cities and citizens manage to harness the technological innovations and scrape the value they enable. If you are interested in new business cases around smart cities and smart energy, embark with us on a series of 10 lectures with experienced consultants who have run technology start-ups and worked in the energy industry. In the introductory lectures of the course you will learn about the smart city landscape in Europe and in the US. The emerging new technologies, such as IoT, AI, and smart energy solutions will be examined from the perspective of cities and citizens needs, demand and deployment. You will discuss new business models and case studies in renewable energy project finance, electric and autonomous mobility, civic engagement and much more. Blocks of topics will be summarised with an engaging in-class group projects, which you will prepare and present under the guidance of the lecturer, or a guest speaker, who worked on and pitched similar projects in real life. We want students to understand how the business world around smart cities and new energy solutions evolves, how are new technologies perceived and implemented.	
<b>Class syllabus:</b> Topics: Introduction to smart cities, urbanization and shared economy Energy value chain and smart grids in modern cities and homes Selected IoT use cases and business models in transport and energy management Machine learning potential in the built world	

Summary of the block, team research based on MIT best practice in entrepreneurship - research the market for your innovative solution

Clean electricity based on gas, business models and project financing: urban combined heat and power

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

Electric mobility and a new lifestyle in the mobility of urban population, new economic models and trends in personal mobility and connectivity to electromobility.

Summary of the block, group pitch - sell your smart city solution to a municipality

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

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

The role and importance of information technology and social media in smart cities. Artificial intelligence, optimization, virtual reality, infrastructure planning and investment modeling.

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

### **Recommended literature:**

Supporting literature excerpt:

1. KIRSCHEN Daniel, STRBAC Goran: Fundamentals of Power System Economics. DS Kirschen, 2004.
2. STRBAC Goran: Demand Side Management Benefits and Challenges. Elsevier, 2008.
3. Sloomweg, J.G.; van der Meijden, M.A.M.M.; Knigge, J.D.; Veldman, E. Demystifying smart grids - Different concepts and the connection with smart metering, Proceedings 21st International Conference and Exhibition on Electricity Distribution (CIRED 2011), 6-9 June 2011, Frankfurt, Germany
4. E. Veldman, M. Gibescu, A. Postma, J.G. Sloomweg, Kling, W.L., 2009, "Unlocking the hidden potential of electricity distribution grids", Proc. 20th International Conference on Electricity Distribution (CIRED 2009), Prague, June 8-11, paper no. 467.
5. PELGRUM E, van der Meijden, M.A.M.M. A market-based investigation of large-scale renewable energy integration in northwestern Europe. IEEE, 2012
6. Gibbs, J., Pesaran, A. A., Sklad, P. S. & Marlino, L. D. in Fundamentals of Materials for Energy and Environmental Sustainability (eds Ginley, D. S. & Cahen D.) Ch. 31, 426–444 (Cambridge Univ. Press, 2012).
7. Schafer, A., Heywood, J. B. & Weiss, M. A. Future fuel cell and internal combustion engine automobile technologies: a 25-year life cycle and fleet impact assessment. Energy 31, 2064–2087 (2006).
8. M Dijk, RJ Orsato, R Kemp. The emergence of an electric mobility trajectory, 2013 – Elsevier
9. Perez-Arriaga, Ignacio J., Hugh Rudnick, and Michel Rivier. "Electric Energy Systems—An Overview." Chapter 1 in Electric Energy Systems: Analysis and Operation. Gomez-Exposito, Antonio, Antonio J. Conejo, and Claudio Canizares, eds. Boca Raton, FL: CRC Press, 2009.
10. Perez-Arriaga, Ignacio J., et al. "Traditional Regulation of the Electricity Industry." Regulation of Energy Utilities Training Course. Florence, Italy: Florence School of Regulation, 1985.
11. Joskow, Paul. "The Difficult Transition to Competitive Electricity Markets in the U.S." Prepared for the Conference "Electricity Deregulation: Where From Here?" Texas A&M University, April 4, 2003.

12. Scheepers, Martin, et. al. "Regulatory Improvements for Effective Integration of Distributed Generation into Electricity Distribution Networks." Summary of the DG-GRID Project Results. Petten, Netherlands: Energy Research Center of the Netherlands, 2007.
13. Energy, Transport, and Water Department. "Building Regional Power Pools: A Toolkit." Washington DC: The World Bank Group, 2005
14. Ellerman, Denny A. "Lessons for the United States from the European Union's CO2 Emissions Trading Scheme." Chapter 1 in Cap-and-Trade: Contributions to the Design of a U.S. Greenhouse Gas Program. A. Denny Ellerman, Mort Webster, et al. Cambridge, MA: MIT Center for Energy and Environmental Policy Research, 2008
15. EPRI Energy Technology Assessment Center. "The Power to Reduce CO2 Emissions." Discussion paper prepared for Electric Power Research Institute (EPRI) Summer Seminar, Palo Alto, CA, August 2007.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 1

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. Martin Rapoš

**Last change:** 19.09.2019

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/014AM/16	<b>Course title:</b> Taxation
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 2., 4.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Principles of Financial Accounting 1, 2	
<b>Course requirements:</b> Presentation of direct and indirect taxes in a selected country -10% Problem solving - case studies -40% Final test - 50% Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> When students complete the course they will be capable to: <ol style="list-style-type: none"> <li>1. Use appropriate terminology to communicate tax accounting concepts.</li> <li>2. Explain the theory and objectives of tax law, and distinguish between different tax strategies, elections, and related decisions.</li> <li>3. Calculate taxable income as it relates to corporate, partnership, and individual tax returns.</li> <li>4. Explain tax law as it relates to various taxable entities (individuals, corporations, partnerships)</li> <li>5. Identify tax research resources to solve tax problems.</li> <li>6. Gain a better understanding of the Internal Revenue Code and the IRS administrative process as related to tax law.</li> </ol> <p>This course begins with a discussion of the general aspects of the OECD tax classification, Model Double Taxation Convention (policy, background and development), The treaty attribution rules are analysed with regard to business and professional income (Art. 7), transportation income (Art. 8), real property income (Art. 6), dividends (Art. 10), interest (Art. 11), royalties (Art. 12) and capital gains (Art. 13). This course in the second part covers the income tax issues involved in the organization and operation of business entities in the EU. Both corporations and partnerships are studied, and attention is given to the choice of entity and income tax classification. The course provides the background necessary for understanding and participating in many types of business transactions involving both publicly and closely held organizations.</p>	
<b>Class syllabus:</b> 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							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 123							
A	ABS	B	C	D	E	FX	M
78,05	0,0	13,01	4,07	0,0	4,88	0,0	0,0
<b>Lecturers:</b> doc. Ing. Jana Kajanová, PhD., Mgr. Lenka Papíková, PhD.							
<b>Last change:</b> 18.01.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/076M/15	<b>Course title:</b> Tourist Industry
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1., 3.	
<b>Educational level:</b> II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The overall evaluation of students consists of the sum of percentages for the developed semester project, semester work, continuous assessment and active participation and the percentages obtained for the exam. Semester project: During the semester it is necessary to process the selected topic, present it and submit the presentation in electronic form. The topic of the project must be practically focused on: marketing activities and promotion of a selected tourist destination in the Slovak Republic and will concern the analysis of the competitiveness of a selected destination in the Slovak Republic or neighboring Slovakia. During the semester, students have the opportunity to get 100% of the evaluation, 50% for active participation, discussion of projects and project presentation and 50% for the final semester project. Scale of assessment (preliminary/final): During the semester, students have the opportunity to get 100% of the evaluation, 50% for active participation, discussion of projects and project presentation and 50% for the final semester project.	
<b>Learning outcomes:</b> After completing the course, the student should be able to assess whether and what marketing strategies are suitable for the development of tourism for specific entities and destinations, get acquainted with how tourism entities should cooperate in the context of tourism development and which marketing strategies to choose. The aim of the course is to gain a set of knowledge in the field of tourism, to get acquainted with the basic concepts, to get acquainted with the terminology and issues of tourism. The purpose is to analyze the factors of competitiveness of tourism entities, to outline a strategy for the development of tourism destinations and tourism management in the Slovak Republic and EU countries. Students will get acquainted with the basic unit of tourism, the functioning of tourism entities, the product portfolio and the need to offer product packages, use synergy effects and strategic partnerships. The course draws attention to the importance of an effective marketing strategy of the destination, both internally - to attract domestic tourists, and externally - in relation to foreign tourists. In the course we will also deal with the situation after the pandemic and the new problems facing tourism.	
<b>Class syllabus:</b> 1. Topic Introduction to the issue.	



Basic concepts and terminology. Tourism concept. International definition. Selected concepts of international classification, interpretations and interpretations. Reasons and causes of CR development. World Tourism Organization.

2. Topic - The concept of tourism and the tourism industry.

Who is a tourist? Development of tourism - conditions and causes. Development of tourism in the last decade, specifics of CR. Trends in tourism - trends in service providers, customer trends, destination trends. Pandemic and its consequences for the CR industry.

Topic 3 - Competitiveness of the country

The importance of tourism for the economies of countries. The competitiveness of the country, the factors that affect it and the need to coordinate regions and destinations. The impact of tourism on the country's GDP. Successful and unsuccessful countries in the field of tourism.

4. Topic - Forms of CR

Development of tourism in the EU, policy of sustainable tourism. Mass tourism, individual tourism. Global tourism. Modern travel options, IT entry into CR.

5. Topic - Tourism providers, tourism entities.

Travel agencies, travel agencies, business entities in the Czech Republic. The role of local and regional authorities in creating CR products. CR development and product packages.

6. Topic - Definition of service providers - accommodation, catering services - categorization, typology, quality standards, selected trends. Attractions and events - the main products of CR. Marketing mix in CR.

7. Topic - Strategies in the field of tourism, analysis of the industry - the effects of various environmental factors, driving forces in the industry, strategic groups in the industry, replicable and inimitable competitive advantages in tourism.

8. Topic - Marketing in CR

Specifics of the marketing mix. Successful marketing in CR. Marketing intermediaries and their role. Destination marketing - creating a destination strategy and its implementation. Human resources in tourism. Substitutes of tourism.

9. Topic - Strategic partnerships in tourism

The need for partnerships in tourism, the design of partnerships and the functioning of partnerships. Clustering of tourism entities, the role of regional tourism organizations. Modern trends - networking of companies, hotel networks, franchising, licenses, management contracts.

10. Topic - Tourism in the Slovak Republic

Tourism development strategies, tourism development, national and regional strategies. Objectives of tourism according to the priorities of the government, the Slovak Agency for Tourism, activities of the Ministry of Foreign Affairs for building the Slovakia brand. The role of regional organizations of the CR and the Ministry of Transport. Aftermath opportunities.

11. Topic - Business conditions in tourism.

Tourism in Europe - support for the development of tourism, financing of tourism from EU funds. Doing business in CR. Analytical techniques, planning in tourism - benefits and risks, human resources.

12. Topic - Destination management

Destination as the basic unit of CR. The concept of destination - primary offer, communication accessibility, destination amenities. Destination competitiveness - on a local, national and international scale. Successful and unsuccessful CR destinations. Attraction of the destination. OOCR and their role in destination management.

13. Topic - Brand in tourism

Country and destination marker. Fashionable and stable brands. Brand communication - methods and means. Brands of CR entities. Destination marker. Principles of sustainability in tourism.

**Recommended literature:**

**Odporúčaná literatúra:**

Goeldner, Charles R. a Brent Ritchie, J. R. Cestovní ruch: principy, příklady, trendy. Brno: BizBooks, 2014. ISBN 978-80-251-2595-3.

Gajdošík, T., Gajdošíková, Z., Marčeková, R.: Informačné technológie v cestovnom ruchu. Bratislava, Wolters Kluwer 2017, ISBN – 978-8081685-973

Borovský, J., Smolková, E., Niňajová I.: Cestovný ruch, trendy a perspektívy. Jura Edition, Bratislava 2008, s. 280. ISBN 978-80-8078-215-3

Hesková, M. a kol.: Analýza destinačného managementu v cestovnom ruchu na príkladoch Českej republiky a Rakúska. Kartprint, Bratislava 2004. ISBN 80-88870-42-9.

Smolková, E.: Strategické partnerstvá v cestovnom ruchu. Progressus Slovakia 2007, ISBN 978-80-251-1818-4.

Porter, M. E.: Towards a Dynamic Theory of Management: Strategic Management Review, Vydanie 12, str. 97-117, 1991. [online]. Dostupné na internete: <<http://onlinelibrary.wiley.com/doi/10.1002/smj.4250121008/pdf>>

Česká centrála CR: dostupné na: <http://www.businessinfo.cz/cs/clanky/ceska-centrala-cestovniho-ruchu-1344.html>

Český turizmus: dostupné na internete: <http://www.czechtourism.com/home/>

Engadin St. Moritz: Brand architecture [online]. Dostupné na internete: <<http://www.engadin.stmoritz.ch/winter/en/ueberuns/markenarchitektur/>>

EURÓPSKA KOMISIA, 2010: Európa ako popredná svetová destinácia cestovného ruchu – nový politický rámec pre európsky cestovný ruch [online]. Dostupné na internete: <[http://ec.europa.eu/enterprise/sectors/tourism/files/communications/communication2010\\_sk.pdf](http://ec.europa.eu/enterprise/sectors/tourism/files/communications/communication2010_sk.pdf)>

Country Brand Index, 2012: Full List of Countries [online]. Dostupné na internete: <[http://www.futurebrand.com/wp-content/cbi/pdfs/CBI\\_2012-13.pdf](http://www.futurebrand.com/wp-content/cbi/pdfs/CBI_2012-13.pdf)>

UNWTO, 2012: Infographics: Turning one billion tourists into one billion opportunities [online]. Dostupné na internete: <<http://media.unwto.org/en/news/2012-12-12/infographics-turning-one-billion-tourists-one-billion-opportunities>>

WTTC, 2011: Travel & Tourism 2011 [online]. Dostupné na internete: <[wttc.org/site\\_media/uploads/downloads/traveltourism2011.pdf](http://wttc.org/site_media/uploads/downloads/traveltourism2011.pdf)>

WTTC, 2011: Travel & Tourism Economic Impact 2012 European Union [online]. Dostupné na internete: <[http://wttc.org/site\\_media/uploads/downloads/european\\_union2012.pdf](http://wttc.org/site_media/uploads/downloads/european_union2012.pdf)>

**Languages necessary to complete the course:****Notes:****Past grade distribution**

Total number of evaluated students: 100

A	ABS	B	C	D	E	FX	M
61,0	0,0	33,0	1,0	0,0	0,0	4,0	1,0

**Lecturers:** doc. PhDr. Eva Smolková, CSc.

**Last change:** 17.09.2020

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KSP/046M/16				<b>Course title:</b> Value Based Management and Entrepreneurial Risks at SME's			
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 6							
<b>Recommended semester:</b> 3.							
<b>Educational level:</b> II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 96							
A	ABS	B	C	D	E	FX	M
9,38	0,0	18,75	28,13	19,79	13,54	6,25	4,17
<b>Lecturers:</b> prof. Ing. Anna Pilková, PhD., MBA, Mgr. Juraj Mikuš, PhD.							
<b>Last change:</b> 21.09.2020							
<b>Approved by:</b>							