

Course descriptions

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COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KMk/090M/21				Course title: Applied Marketing			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 3.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 1							
A	ABS	B	C	D	E	FX	M
0,0	0,0	0,0	100,0	0,0	0,0	0,0	0,0
Lecturers: doc. Ing. Mgr. Ľubomíra Strážovská, PhD., Mgr. Vladimír Hrček, PhD.							
Last change: 30.09.2021							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KKM/018M/21				Course title: Artificial Intelligence and Machine Learning in Management, Marketing and Finance			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 3.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 0							
A	ABS	B	C	D	E	FX	M
0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lecturers: doc. Ing. Mgr. Urban Kováč, PhD., doc. RNDr. Mária Bohdalová, PhD.							
Last change: 08.04.2022							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/283M/21	Course title: Auditing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Financial Accounting	
Course requirements: 1. 1 written test during the term 2. ISQC or ISA selection and processed into a scientific paper 3. Final written exam Scale of assessment (preliminary/final): 20%, 30%/ 50%	
Learning outcomes: Upon successful completion of this course, students will acquire basic knowledge about the subject of auditing and its objectives and will acquire the knowledge on basic auditing procedures. Students will acquire the skills to test their knowledge and gain skills of providing internal control and application of the methods and tools used to evaluate internal business processes and activities. Students will gain knowledge of applicable legislation in the field of audit and assurance services in the Slovak Republic, the Slovak Act on Audit - Act no. 423/2015 Coll. i.e. Act on Statutory Audit and on Amendments to Act no. 431/2002 Coll. on accounting as amended. Students will have knowledge of the basics of the audit, the audit process, such as managerial fraud, and will know about the risk of the audit, find out and find out the reason for defining the basic statements in the financial statements. They also gain knowledge about the types of audit evidence and the ways in which it is collected and recorded in the audit documentation. They will maintain to define, describe the system of internal (internal control) -it its 5 basic components and limit all control systems. Gain knowledge and skills in the audit risk assessment process. They will know what activities are needed and, finally, what activities are required to complete the audit and compile the auditor's report, define what the audit opinion (report) is and its types. Ethics in accounting and auditing are particularly important, and therefore IS QC needs to be studied and mastered and its main topics discussed.	
Class syllabus: 1. Auditing - goal and legal regulation of auditing, Act on Audit in the Slovak Republic, Auditing standards - GAAS, IAS	

2. Basics of the audit - audit process, managerial fraud and determination of audit risk, basic statements in the financial statements
3. Audit evidence and audit documentation
4. Auditor's responsibility for fraud and audit errors, client's responsibility, ethics in auditing
5. Audit procedures - Audit procedures before the conclusion of the contract - Activities before the start of the contract and audit planning, Audit and computer technology
6. Internal control system - Internal Control
7. Selection of audit sample
8. Employee fraud and audit of cash
9. Revenue and collection Cycle audit
10. Acquisition and Expenditure Cycle
11. Production cycle
12. Finance and investment cycle
13. Completion of the audit and auditor's report. Other auditor services, Internal audit, Quality audit Ecological audit, Internal control

Recommended literature:

1. MADERA F. – AUDIT A AUDÍTORSTVO, 2014. Wolters Kluwer
2. KASZASOVA K., AUDÍTORSTVO, 2005, Bratia Sabovci Zvolen, UMB v BANSKEJ BYSTRICI.
4. LOWERS, RAMSAY, STRAWSER, THIBODEAU - Auditing and Assurance Services , Mc Graw -Hill, International Edition-2013 a neskoršie vydania
5. Zákon č. 423/2015 Z. z. Zákon o štatutárnom audite v poslednom znení, a o zmene a doplnení zákona č. 431/2002 Z. z. o účtovníctve v znení neskorších predpisov

Languages necessary to complete the course:

Slovak and English

Notes:

Past grade distribution

Total number of evaluated students: 6

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

Lecturers: prof. RNDr. Darina Saxunová, PhD.

Last change: 21.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KKM/014M/21				Course title: BI Data Processing Tools			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 1.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 5							
A	ABS	B	C	D	E	FX	M
80,0	0,0	0,0	0,0	0,0	0,0	20,0	0,0
Lecturers: doc. Ing. Mgr. Urban Kováč, PhD., David Balla, doc. RNDr. Mária Bohdalová, PhD.							
Last change: 08.04.2022							
Approved by:							

COURSE DESCRIPTION

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

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

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

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/041M/21	Course title: Business Ethics
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: Course evaluation: continuous 50 points + written exam 50 points. Total max 100 points. Continuous: Active participation in the seminar, solving ethical dilemmas and case studies (30 points), presentation of the solutions, midterm test (20 points). Exam: Written. In the examination period according to the FM UK Schedule. Max. number of test points: 50 points. To obtain an A grade it is necessary to obtain at least 91 points, to obtain a B grade at least 81 points, to a C grade at least 73 points, to a D grade at least 66 points and to obtain an E grade at least 60 points are needed. Scale of assessment (preliminary/final): 50 / 50	
Learning outcomes: Students will become familiar with Business Ethics as an academic discipline. They will learn the theory of Business Ethics and learn to apply it through case studies and solving ethical-economic dilemmas. They will gain the ability to create complex programs and organizational policies related to personnel management and how to implement them in the right way in the practice of the organization (e.g., anti-discrimination, ethical, compliance program). They will gain knowledge about the implementation of personnel management functions in accordance with ethics. They will develop the skill of ethical decision-making and the identification of (un)suitable candidates for managerial positions in terms of their ethical profile. Overall, they will learn to identify ethical issues in the field of personnel management and learn to address these issues at a professional level.	
Class syllabus: 1. Introduction to the study. Ethics and morality. 2. The essence of business ethics. Profit versus ethics. Origin, essence, subject of business ethics. Different levels of intersection of ethics and economics. 3. Corporate social responsibility. The essence of the concept of corporate social responsibility. Stakeholder theory. 4. Human rights in the workplace. Discrimination, sexual harassment. Diversity management. 5. Ethical aspects of recruitment and selection of employees.	

6. Ethical aspects in performance appraisal, feedback and career management. Motivation and remuneration of employees in terms of ethics.
7. Professional ethics of a manager. Managerial oath. Ethical development of managers / leaders.
8. Unethical manager. Corrective measures.
9. Whistleblowing. Nature and types of corruption. Ethical measures to fight corruption. On the connection between corruption and whistleblowing.
10. Ethical problems in Slovak managerial practice. Unethical practices, their causes and solutions at the level of organization and personnel management.
11. Institutionalization of ethics. Ethical and compliance program. Code of ethics.
12. How the ethical and compliance program works in a specific organization - examples from practice.
13. Ethics management - a comprehensive view. Summary of specific measures through which a personnel manager can establish an ethical organizational culture and a better climate in the workplace.

Recommended literature:

- [1] Remišová, A. 2015. Súčasný trendy podnikateľskej etiky. Bratislava: Kluwer, 260 s.
- [2] Remišová, A. 2011. Etika a ekonomika. Bratislava: Kalligram. 496 s.
- [3] Remišová, A. – Lašáková, A. – Skalská, A. – Stankovičová, I. – Bajžíková, Ľ., - Stachová, P. – Skaloš, I. (2021). Rozvoj podnikateľskej etiky v slovenskom podnikateľskom prostredí. Bratislava: UK.
- [4] Crane, A. – Matten, D. (2010). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford: Oxford University Press.
- [5] Stanwick, P. – Stanwick, S. (2014). Understanding Business Ethics. Thousand Oaks: SAGE Publications.
- [6] Lašáková, A. – Remišová, A. – Bohinská, A. (2021). Best practices in ethics management: Insights from a qualitative study in Slovakia. In: Business Ethics: A European Review. – Roč. 30, č. 1, s. 54-75.
- [7] Remišová, A. – Lašáková, A. – Kirchmayer, Z. (2019). Influence of formal ethics program components on managerial ethical behavior. In: Journal of Business Ethics. – Roč. 160, č. 1, s. 151-166.
- [8] Lašáková, A. – Remišová, A. – Bajžíková, Ľ. (2021). Differences in occurrence of unethical business practices in a post-transitional country in the CEE region: The case of Slovakia. In: Sustainability. – Roč. 13, č. 6, s. 1-33.
- [9] Remišová, A. – Lašáková, A. – Schaefer-Krzykala, R. (2013). Corporate social responsibility in European countries: The keystones of the concept and intercultural connotations. In: Journal for East European Management Studies. – Roč. 18, č. 4, s. 512-543.
- [10] Remišová, A. – Lašáková, A. (2017). Theoretical foundations of the Bratislava school of business ethics. In: Ethics & Bioethics. – Roč. 7, č. 3-4 (2017), s. 177-186.
- [11] Website of the Academic library of the UK – external information resources available at: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/>.
- [12] Case studies (selection), e.g.. Harvard Business Publishing, <https://hbsp.harvard.edu/cases/?ab=browse%7Ccases>
- [13] Additional resources will be continuously supplemented and updated (with regard to new and available resources).

Languages necessary to complete the course:

Slovak, English

Notes:

A detailed syllabus has been prepared for the course, which will be distributed at the beginning of the semester to all students who enroll in this course.							
Past grade distribution							
Total number of evaluated students: 28							
A	ABS	B	C	D	E	FX	M
10,71	0,0	21,43	42,86	0,0	3,57	10,71	10,71
Lecturers: prof. Mgr. Anna Lašáková, PhD.							
Last change: 31.08.2021							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KIS/277M/21				Course title: Business Intelligence			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 2.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 14							
A	ABS	B	C	D	E	FX	M
64,29	0,0	14,29	0,0	0,0	0,0	0,0	21,43
Lecturers: RNDr. Zuzana Kovačičová, PhD.							
Last change: 28.10.2021							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KMk/091M/21				Course title: Communication in Management and Marketing			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 3.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 3							
A	ABS	B	C	D	E	FX	M
66,67	0,0	33,33	0,0	0,0	0,0	0,0	0,0
Lecturers: doc. PhDr. Eva Smolková, CSc.							
Last change: 08.09.2021							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/099M/12	Course title: Current Trends in Practice Management
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 1., 3.	
Educational level: II.	
Prerequisites:	
Course requirements: 100% Case study presentation Scale of assessment (preliminary/final): 100/0	
Learning outcomes: The aim is to give the graduate CUFM students the opportunity to get the first-hand information about present trends in the practice of management as an example from Slovnaft, a.s.	
Class syllabus: 1. Introduction to the course. Entrepreneurship in the oil refinery industry – specific features and trends. 2. Slovnaft's response to the industry's and global challenges. 3. Refinery I – managerial challenges in production. 4. Refinery II – management of production processes. 5. Logistics and management of BOPZ (i.e. Slovak acronym for work safety and health preservation at the workplace). 6. Financial management of the company I. 7. Financial management of the company II. 8. Trade. 9. Retail trade management in the time of crisis. 10. Basic rules of economic competition. 11. What is easier – to talk to the employees or to people from newspaper? Similarities and differences of internal and external communication in the strategically important company. 12. Human resource management I – Personnel management vs. HRM. 13. Human resource management II – Talent management	
Recommended literature: Slovnaft a.s. company sources.	
Languages necessary to complete the course: Slovak and English	

Notes:							
Past grade distribution Total number of evaluated students: 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
Lecturers: prof. Ing. Ján Rudy, PhD., doc. Mgr. Jana Fratričová, PhD.							
Last change: 29.11.2017							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/042M/21	Course title: Development of Managerial Skills
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: Interim evaluation for the semester (50%) / Final evaluation (50%) # 50% - continuous assessment during the semester - home work -25% + seminar work 25% # 50% - final exam - empirical analyses at the work place The evaluation of the course is in accordance with the Study Regulations of Comenius University in Bratislava and the individual levels of the classification scale are awarded on the basis of the applied points system, which reflects the degree of success of completing the course. A minimum of 91 percent is required to obtain an A grade, a minimum of 81 percent to obtain a B grade, a minimum of 73 percent to a C grade, a minimum of 66 percent to a D grade, and a minimum of 60 percent to an E grade. Credits will not be awarded to a student who receives less than 60 points in the overall evaluation (continuous and final). Scale of assessment (preliminary/final): 50 / 50	
Learning outcomes: The course focuses on the development of managerial abilities and skills of students in these key areas - psychological aspects of personality, effective interpersonal interaction, effective communication, group-dynamic, presentation skills. Through active self-knowledge and self-assessment, case studies, discussions, role-plays and practical exercises, students will gain experience in effective interaction with others, interpersonal communication, selected managerial communication skills and will gain the prerequisites for effective leadership of groups and teams.	
Class syllabus: The course consists of two blocks focused on building managerial skills in selected aspects of personality psychology and effective communication, perception, presentation skills, meetings, teambuilding etc. Introductory lesson - organizational information, information about the conditions of completion of the course. 1. Personality characteristics and their importance in interpersonal interactions. How to know yourself and other people? What is the importance of knowing subordinates and what role does empathy play here? Methods of self-knowledge and getting to know the personality of others, first impression and its meaning.	

2. Practical exercises in the field of getting to know others and self-knowledge. Perception in the process of self-knowledge and getting to know others.
3. Practical exercises in the field of getting to know others and self-knowledge. Perception in the process of self-knowledge and getting to know others.
4. Effective communication process and its barriers, intercultural communication.
5. Verbal and nonverbal communication in interpersonal interactions.
6. Analysis of understanding nonverbal manifestations in interpersonal interactions.
7. Assertive behavior and assertive communication, exercise - identification of assertive and non-assertive behavior.
8. Active listening and providing feedback - meaning, principles and practice.
9. Consultation - principles of its effective management, analysis of real consultations and possibilities of its streamlining.
10. Effective group / team and its determinants, negative manifestations of group behavior, roles of individuals in a team.
11. Exercises - work in a small group - analysis of group interactions - pros and cons, roles of individuals in a group.
12. Presentation skills - preparation, structure, visual aids, listeners, non-verbal expression of the presenter.
13. Training of effective presentation - student presentations and their analysis.
14. Training of effective presentation - student presentations and their analysis.

Recommended literature:

Odporúčaná literatúra:

- [1] SULÍKOVÁ, R. 2017. Psychológia pre manažérov. Kartprint, Bratislava.
- [2] RUDY, J. – SULÍKOVÁ, R. a kol. 2013. Organizačné správanie. UK Bratislava.
- [3] HERMOCHOVÁ, S. 2006. Teambuilding. Grada.
- [4] CAPPONI, V. – NOVAK, T. 2004. Asertivně do života. Grada, Praha.
- [5] THILL, J. V. – BOVEÉ, C. L. 2012. Business Communication Essentials. Pearson. New Jersey.
- [6] SULÍKOVÁ, R. 2001. Intercultural Communication. In : Global Business and Economic Development. Volume II: The East European Perspectives. Upper Montclair : Montclair State University, s. 311-315.
- [7] SULÍKOVÁ, R. 2003. New Managerial Competencies. In : Journal of Human Resource Management, č. 1-2, s. 69-76.
- [8] SULÍKOVÁ, R. 2003. New Managerial Competencies in the New Organizational Environment. In : Strategies for Sustainable Globalization: Business Responses to Regional Demands and Global Opportunities. Global Business and Economic Development. Upper Montclair : Montclair State University, 2003, volume 1, s. 813-817.
- [9] Webové sídlo Akademickej knižnice UK – externé informačné zdroje prístupné pre UK: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/>.

Languages necessary to complete the course:

Slovak, English

Notes:

Past grade distribution							
Total number of evaluated students: 20							
A	ABS	B	C	D	E	FX	M
35,0	0,0	40,0	0,0	10,0	10,0	5,0	0,0
Lecturers: prof. Mgr. Anna Lašáková, PhD., doc. PhDr. Rozália Sulíková, PhD.							
Last change: 09.03.2022							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/085M/21	Course title: Digital Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: 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 % interim evaluation, 60 % final evaluation	
Learning outcomes: By completing the course, the students will gain a comprehensive base of information from the environment of digital marketing, understand its key concepts, including benefits and limitations. Furthermore, students will be able to work with the acquired knowledge in a digital environment.	
Class syllabus: 1. Comparison of traditional and digital marketing. 2. Digital marketing and its basic concepts. 3. Digital environment. 4. Digital marketing mix. 5. Specifics of customer behavior in a digital environment. 6. Digital marketing research and analytics. 7. Digital marketing communication. 8. Tools of digital marketing communication. 9. Measuring the effectiveness of digital marketing communication. 10. Digital marketing strategies. 11. GDPR and consumer protection in the digital environment. 12. New trends in digital marketing. 13. Marketing 4.0.	
Recommended literature:	

- [1] DODSON, I. 2016. The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns. Hoboken : John Wiley and Sons, 2016, 400 p. ISBN 978-11-192-6570-2
- [2] HEINZE, A. – FLETCHER, G. – RASHID, T. – CRUZ, A. 2016. Digital and Social Media Marketing: A Results-Driven Approach. Abingdon : Routledge, 2016, 346 p. ISBN 978-11-389-1791-0
- [3] CHAFFEY, D. – SMITH, Pr. 2017. Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing. 5th Edition. Abingdon : Routledge, 2017, 690 p. ISBN 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 najlepší marketéri vedie, robia a hlásajú. Bratislava: Performics Slovakia, 2021, 291 s. ISBN 978-80-973694-0-8
- [6] KOTLER, P. – KARTAJAYA, H. – SETIAWAN, I. 2017. Marketing 4.0. Hoboken : John Wiley and Sons, 2017, 184 p. ISBN 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: 41

A	ABS	B	C	D	E	FX	M
29,27	0,0	48,78	7,32	0,0	0,0	9,76	4,88

Lecturers: prof. Mgr. Peter Štarchoň, PhD., Ing. Jaroslav Vojtechovský, PhD.

Last change: 08.09.2021

Approved by:

STATE EXAM DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/O5M/21	Course title: Diploma Thesis Defence
Number of credits: 15	
Educational level: II.	
State exam syllabus:	
Last change: 16.09.2021	
Approved by:	

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM/012M/21			Course title: Diploma Thesis Project				
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning							
Number of credits: 3							
Recommended semester: 4.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 157							
A	ABS	B	C	D	E	FX	M
68,15	0,0	19,75	2,55	3,82	3,82	1,91	0,0
Lecturers: doc. JUDr. PhDr. Katarína Gubíniiová, PhD., Mgr. Jozef Metke, PhD., doc. Mgr. Emília Charfaoui, CSc., prof. Ing. Ľubica Bajzíkiová, PhD., doc. Ing. Milan Fekete, PhD., Mgr. Peter Gál, PhD., Mgr. Andrea Gažová, PhD., doc. PhDr. Marian Holienka, PhD., Ing. Jaroslav Hul'vej, PhD., Mgr. Petronela Klačanská, PhD., doc. Mgr. Lucia Kohnová, PhD., Mgr. Juraj Mikuš, PhD., Mgr. Miloš Mrva, PhD., prof. Ing. Jozef Papula, PhD., doc. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., prof. Ing. Anna Pilková, PhD., MBA, doc. Ing. Jana Kajanová, PhD., doc. PhDr. Paulína Mihaľová, PhD., Mgr. Martin Vozár, PhD., Mgr. Ľudmila Mitková, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. Michal Páleník, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., Mgr. Lucia Paškrťová, PhD., Mgr. Katarína Rentková, PhD., prof. RNDr. Darina Saxunová, PhD., doc. Ing. Zuzana Stoličná, PhD., PhDr. Lívia Bott Domonkos, PhD., Mgr. Vladimír Hrček, PhD., doc. Ing. Andrej Miklošík, PhD., Mgr. František Olšavský, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD., Mgr. Ing. Miroslav Reiter, doc. PhDr. Eva Smolková, CSc., prof. Mgr. Peter Štarchoň, PhD., Mgr. Lucia Vilčeková, PhD., Mgr. Maroš Bobulský, PhD., doc. RNDr. Mária Bohdalová, PhD., Mgr. Soňa Dávideková, MPH, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Martin Pažický, PhD., Mgr. Peter Pšenák, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., Ing. Vladimír Valach, PhD., CFA, MBA, Mgr. Katarína Vechter Močarníková, PhD., Mgr.							

Rita Szalai, PhD., Mgr. Eleonóra Beňová, PhD., doc. Ing. Jaroslava Kniežová, PhD., Mgr. Július Selecký, PhD., Ing. Rastislav Kulhánek, PhD., doc. RNDr. Michal Greguš, PhD., PhDr. Peter Veselý, PhD., Ing. Jaroslav Vojtechovský, PhD., Ing. Peter Balco, PhD., doc. PhDr. Lukáš Copuš, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., Ing. Mgr. Juraj Chebeň, PhD., prof. Mgr. Anna Lašáková, PhD., Ing. Marián Mikolášik, Mgr. Michaela Poláková, PhD., prof. Ing. Ján Rudy, PhD., doc. Ing. Mgr. Lubomíra Strážovská, PhD., doc. PhDr. Rozália Sulíková, PhD., doc. Ing. Jarmila Wefersová, PhD., doc. PhDr. René Pawera, PhD., prof. JUDr. Daniela Nováčková, PhD., doc. PhDr. Marian Šuplata, PhD., Mgr. Eva Brestovanská, PhD., doc. Dr. Frédéric Delaneuville, PhD., PhDr. Matúš Baráth, PhD., Mgr. Janka Kottulová, PhD., Mgr. Silvester Krčméry, PhD.

Last change: 08.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM/100M/21			Course title: Diploma Thesis Seminary I				
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning							
Number of credits: 3							
Recommended semester: 2.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 175							
A	ABS	B	C	D	E	FX	M
60,0	0,0	12,57	8,57	1,71	12,57	1,71	2,86
Lecturers: doc. JUDr. PhDr. Katarína Gubíniiová, PhD., doc. PhDr. Paulína Mihal'ová, PhD., doc. Ing. Jana Kajanová, PhD., Mgr. Martin Vozár, PhD., Mgr. Ľudmila Mitková, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. Michal Páleníík, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., Mgr. Lucia Paškrtová, PhD., Mgr. Katarína Rentková, PhD., prof. RNDr. Darina Saxunová, PhD., doc. Ing. Zuzana Stoličná, PhD., doc. Mgr. Veronika Gežík, PhD., doc. PhDr. René Pawera, PhD., doc. Ing. Milan Fekete, PhD., Mgr. Peter Gál, PhD., Mgr. Andrea Gažová, PhD., doc. PhDr. Marian Holienka, PhD., Ing. Jaroslav Hul'vej, PhD., Mgr. Petronela Klačanská, PhD., doc. Mgr. Lucia Kohnová, PhD., Mgr. Juraj Mikuš, PhD., Mgr. Miloš Mrva, PhD., prof. Ing. Jozef Papula, PhD., doc. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., prof. Ing. Anna Pilková, PhD., MBA, doc. Mgr. Emília Charfaoui, CSc., Mgr. Maroš Bobulský, PhD., doc. RNDr. Mária Bohdalová, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Martin Pažický, PhD., Mgr. Peter Pšenák, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., Ing. Vladimír Valach, PhD., CFA, MBA, Mgr. Katarína Vechter Močárnííková, PhD., Mgr. Rita Szalai, PhD., doc. Ing. Jarmila Wefersová, PhD., prof. JUDr. Daniela Nováčková, PhD., doc. Dr. Frédéric Delaneuville, PhD., doc. PhDr. Marian Šuplata, PhD., PhDr. Lívia Bott Domonkos, PhD., prof. Ing. Ľubica Bajzík, PhD., doc. PhDr. Lukáš Copuš, PhD., Mgr. Juliet Horváthová Suleimanová							

PhD., Ing. Mgr. Juraj Chebeň, PhD., prof. Mgr. Anna Lašáková, PhD., Ing. Marián Mikolášik, Mgr. Michaela Poláková, PhD., prof. Ing. Ján Rudy, PhD., doc. Ing. Mgr. Ľubomíra Strážovská, PhD., doc. PhDr. Rozália Sulíková, PhD., doc. JUDr. PhDr. Silvia Treľová, PhD., Mgr. Eleonóra Beňová, PhD., PaedDr. Jarmila Brtková, 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., Ing. Robert Furda, PhD., prof. Ing. Dušan Šoltés, CSc., prof. RNDr. Michal Greguš, PhD., doc. RNDr. Michal Greguš, PhD., PharmDr. Katarína Uchal', PhD., PhDr. Peter Veselý, PhD., Ing. Miloslav Chalupka, PhD., Ing. Jaroslav Vojtechovský, PhD., Mgr. Vincent Karovič, PhD., Ing. Vincent Karovič, PhD., doc. Ing. Jaroslava Kniežová, PhD., RNDr. Zuzana Kovačičová, PhD., prof. Ing. Natalia Kryvinska, PhD., Ing. Rastislav Kulháněk, PhD., Mgr. Alexandra Mittelman, PhD., MBA

Last change: 08.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM/101M/21			Course title: Diploma Thesis Seminary II				
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning							
Number of credits: 3							
Recommended semester: 3.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 199							
A	ABS	B	C	D	E	FX	M
66,33	0,0	10,05	6,53	3,02	5,03	9,05	0,0
Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., doc. PhDr. Paulína Mihal'ová, PhD., prof. Ing. Ľubica Bajžíková, PhD., doc. PhDr. Lukáš Copuš, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., Ing. Mgr. Juraj Chebeň, PhD., prof. Mgr. Anna Lašáková, PhD., Ing. Marián Mikolášik, Mgr. Michaela Poláková, PhD., prof. Ing. Ján Rudy, PhD., doc. Ing. Mgr. Ľubomíra Strážovská, PhD., doc. PhDr. Rozália Sulíková, PhD., prof. JUDr. Daniela Nováčková, PhD., doc. Ing. Jana Kajanová, PhD., Mgr. Ľudmila Mitková, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. Michal Páleník, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., Mgr. Lucia Paškrťová, PhD., Mgr. Katarína Rentková, PhD., prof. RNDr. Darina Saxunová, PhD., doc. Ing. Zuzana Stoličná, PhD., Mgr. Martin Vozár, PhD., 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., doc. RNDr. Michal Greguš, PhD., doc. JUDr. PhDr. Silvia Treľová, PhD., PhDr. Peter Veselý, PhD., Ing. Miloslav Chalupka, PhD., Ing. Jaroslav Vojtechovský, PhD., Mgr. Vincent Karovič, PhD., Ing. Vincent Karovič, PhD., doc. Ing. Jaroslava Kniežová, PhD., RNDr. Zuzana Kovačičová, PhD., prof. Ing. Natalia Kryvinska, PhD., Ing. Rastislav Kulháněk, PhD., Mgr. Alexandra Mittelman, PhD., MBA, Ing. Peter Balco, PhD., Mgr. Jozef Metke, PhD., doc.							

PhDr. René Pawera, PhD., doc. Ing. Milan Fekete, PhD., Mgr. Peter Gál, PhD., Mgr. Andrea Gažová, PhD., doc. PhDr. Marian Holienka, PhD., Ing. Jaroslav Hul'vej, PhD., Mgr. Petronela Klačanská, PhD., doc. Mgr. Lucia Kohnová, PhD., Mgr. Juraj Mikuš, PhD., Mgr. Miloš Mrva, PhD., prof. Ing. Jozef Papula, PhD., doc. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., prof. Ing. Anna Pilková, PhD., MBA, doc. Ing. Jarmila Wefersová, PhD., doc. Mgr. Emília Charfaoui, CSc., Mgr. Maroš Bobulský, PhD., doc. RNDr. Mária Bohdalová, PhD., Mgr. Soňa Dávideková, MPH, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Martin Pažický, PhD., Mgr. Peter Pšenák, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., Ing. Vladimír Valach, PhD., CFA, MBA, Mgr. Katarína Vechter Močarníková, PhD., Mgr. Rita Szalai, PhD., doc. PhDr. Marian Šuplata, PhD., PhDr. Livia Bott Domonkos, PhD., Mgr. Eva Brestovanská, PhD., PhDr. Matúš Baráth, PhD.

Last change: 08.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2021/2022						
University: Comenius University Bratislava						
Faculty: Faculty of Management						
Course ID: FM.KIS/010M/00			Course title: E-business and E-marketing			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning						
Number of credits: 6						
Recommended semester: 1.						
Educational level: II.						
Prerequisites:						
Course requirements:						
Learning outcomes:						
Class syllabus:						
Recommended literature:						
Languages necessary to complete the course:						
Notes:						
Past grade distribution 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
Lecturers: Ing. Jaroslav Vojtechovský, PhD.						
Last change: 11.04.2022						
Approved by:						

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KKM/015M/21				Course title: Econometrics			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 1.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 8							
A	ABS	B	C	D	E	FX	M
0,0	0,0	50,0	12,5	25,0	0,0	12,5	0,0
Lecturers: Mgr. Martin Pažický, PhD., doc. RNDr. Mária Bohdalová, PhD.							
Last change: 08.04.2022							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KMn/045M/21				Course title: Effective Remuneration Systems			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 3.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 0							
A	ABS	B	C	D	E	FX	M
0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lecturers: prof. Ing. Ľubica Bajžíková, PhD.							
Last change: 27.08.2021							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/281M/21	Course title: Financial Accounting and Taxes
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Principles of Financial Accounting I. and II.	
Course requirements: 1. 3 minicase studies 2. 3 written tests during the term 3. Final written exam Scale of assessment (preliminary/final): 15%, 30%/ 55%	
Learning outcomes: Upon successful completion of this course, students will continue practicing the financial reporting of the corporation with emphasis on the topics selected in the course, to properly understand the information from the financial statements and notes to the statements. The subject of financial accounting emphasizes the reporting function of accounting for external users. Students will be able to understand information from financial statements and become well-informed user information for financial and management decision-making. Students will obtain and improve knowledge and skills during the academic term working with the statements: Profit and loss account, balance sheet and cash flow statement, and reporting and analysis of assets, liabilities and equity and profit or loss and its redistribution at the end of the accounting period. A proper understanding of the information contained in the financial statements and the notes to the financial statements will be practiced in case studies of real companies. The connection between the tax area and financial accounting will provide students with a realistic view of the practical problems and tasks of the present. On the basis of specific examples from practice, they will acquire the required knowledge of financial and tax issues, which is a necessity for managing managerial positions.	
Class syllabus: 1. Financial statements - Forms of Profit and loss Account/Income statement; the statement of Financial position/balance sheet, cash flow statement 2.-3. Current assets - accounting treatment and reporting, and analysis; working capital management, internal control and cash; reporting and analysis of receivables and inventories, 4. Reporting and analysis of tangible and intangible assets;	

5. Financial assets/Investments, their classification and accounting presentation. Hedging.
6. Reporting and analysis of current and non-current liabilities;
7. Equity and analysis of shareholders' equity, statement of changes in the SE equity.
8. EPS and market assessment ratios of financial analysis
9. Book income and tax income, Deferred taxes.
10. Taxes, types of taxes and tax system.
11. Net income and tax optimization, the impact of taxes on the management of business entities
12. Selected practical problems in the field of taxes.
13. Final Review

Recommended literature:

Compulsory:

1. SAXUNOVA D., 2019. Financial Statements for the Need of Managers, Wolters Kluwer
2. Šuranová Z. 2016, Finančné účtovníctvo a riadenie s aplikáciou IFRS Praktikum: Wolters Kluwer, e-kniha,

Complementary:

3. KIMMEL, WEYGHANDT, KIESO - Accounting Tools for Business Decision Making
4. www.ifrs.org

Languages necessary to complete the course:

Slovak and English

Notes:

Past grade distribution

Total number of evaluated students: 44

A	ABS	B	C	D	E	FX	M
18,18	0,0	20,45	27,27	15,91	4,55	9,09	4,55

Lecturers: doc. Ing. Jana Kajanová, PhD., prof. RNDr. Darina Saxunová, PhD.

Last change: 20.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KKM/024M/21				Course title: Financial Derivatives			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 3.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 0							
A	ABS	B	C	D	E	FX	M
0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lecturers: Ing. Vladimír Valach, PhD., CFA, MBA, doc. RNDr. Mária Bohdalová, PhD.							
Last change: 08.04.2022							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/275M/21	Course title: Financial Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: 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 - processing a presentation in a team - a topic in the field of investment opportunities or corporate finance (10%) - elaboration of homework assigned during semester (15%) - continuous assessment and activity during the semester (25%) - final exam (50%) (written test (25%), oral exam (25%)). The condition for passing the course is to obtain at least 60% of the total assessment. The condition for completing the seminars is to obtain at least 25p from the evaluation of the seminars. The condition for successfully passing of the final exam is to obtain at least 25p. Scale of assessment (preliminary/final): 50% seminar / 50% final exam (written and oral)	
Learning outcomes: The course deepens knowledge of the basics of financial management. It emphasizes the role of the financial manager in deciding on the creation of the optimal capital structure of the company, the profitability and risk in capital budgeting, selected problems of management and control of individual sources of long-term financing, short-term financing or current assets management.	
Class syllabus: 1. Financial management, role, position of financial manager in the company, financial analysis and use of ratios. 2. Financial investments of the company and evaluation of investment projects. 3. Analysis of project cash flows. 4. Project risk. 5. Theory of capital structures. 6. Dividend policy. 7. Sources of long-term financing of the company. 8. Sources of short-term financing of the company. 9. Management of current assets.	
Recommended literature:	

1. Smoleň J. - Komorník J.: Finančný manažment, Univerzita Komenského v Bratislave. 2019. ISBN: 978-80-223-4594-1
 2. Brigham, E. F. – Ehrhardt, M. C.: Financial Management, 14th Edition, Thomson, South-Western, 2014. ISBN-13: 978-1-111-97221-9.
 3. Brealey, R. A. – Myers, S. C. – Allen, F.: Principles of Corporate Finance, 9th Edition, McGrawHill, 2010. ISBN: 978-007-126327-6.
 4. Kráľovič, J. - Vlachynský, K. Finančný manažment. 2011. Wolters Kluwer. ISBN 978-8078-356-3.
- Other sources:
5. www.bloomberg.com
 6. www.yahoo.finance.com
 7. www.morningstar.com
 8. www.gurufocus.com

Languages necessary to complete the course:

Slovak, English

Notes:

Past grade distribution

Total number of evaluated students: 190

A	ABS	B	C	D	E	FX	M
29,47	0,0	30,0	19,47	4,74	4,74	6,84	4,74

Lecturers: Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. Katarína Rentková, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., PhDr. Peter Nováček

Last change: 14.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/280M/21	Course title: Financial Markets and Institutions
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: To complete the Course it takes to actively participate on the lessons. Work independently during the semester and carefully prepare for each lesson. During the Semester students will be asked to work on tasks related to the content of each of the lessons. Together you can get a maximum of 100 points. Course evaluation - 50% work in groups during the seminars, 50% exam (written exam / oral examination). The rating of the subject is in accordance with the UK Study Regulation as follows: to obtain the rating A you need to get a minimum of 91 points, to get a B rating of at least 81 points, to rating C minimum 73 points, rating D at least 66 points and rating E minimum 60 points. Scale of assessment (preliminary/final): 50% seminar / 50% exam	
Learning outcomes: 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 market and capital market. The student will gain knowledge and skills in the field of stock market analysis.	
Class syllabus: <ol style="list-style-type: none"> 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 Kluwer, Bratislava 2016. ISBN 978-80-8168-330-5
2. Kráľovič, J. - Vlachynský, K. Finančný manažment. 2011. Wolters Kluwer. ISBN 978-8078-356-3
3. Rejnuš, O. Finanční trhy. 2014. Praha: Grada. ISBN 978-80-247-3671-6
4. Hrvol'ová, B. a kolektív. Analýza finančných trhov. Wolters Kluwer, 2015. ISBN 978-80-7478-948-9
5. Stephen G. Cecchetti, Kermit L. Schoenholtz. Money, Banking, and Financial Markets. McGraw-Hill Education, 2017. ISBN 978-1-259-92225-1

Languages necessary to complete the course:

Slovak, English.

Notes:**Past grade distribution**

Total number of evaluated students: 17

A	ABS	B	C	D	E	FX	M
82,35	0,0	0,0	5,88	0,0	0,0	11,76	0,0

Lecturers: Mgr. Katarína Rentková, PhD.

Last change: 16.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KKM/022M/21				Course title: Fixed Income Markets			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 2.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 6							
A	ABS	B	C	D	E	FX	M
16,67	0,0	50,0	16,67	0,0	0,0	0,0	16,67
Lecturers: Ing. Vladimír Valach, PhD., CFA, MBA, doc. RNDr. Mária Bohdalová, PhD., Mgr. Maroš Bobulský, PhD.							
Last change: 08.04.2022							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KKM/016M/21				Course title: In-depth Data Analysis			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 2.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 4							
A	ABS	B	C	D	E	FX	M
100,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lecturers: doc. Ing. Mgr. Urban Kováč, PhD., doc. RNDr. Mária Bohdalová, PhD.							
Last change: 08.04.2022							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/101M/21	Course title: Intellectual Capital and Innovation
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: The evaluation consists of the following parts: (1) active participation 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.	
Learning outcomes: 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.	
Class syllabus: <ol style="list-style-type: none"> 1. Introduction 2. Definition and importance of intellectual capital 3. Intellectual capital and dynamically growing enterprises 4. Intellectual capital and strategic management 5. Reporting and models of intellectual capital 6. Analysis and measurement of intellectual capital 7. Knowledge management 8. Intellectual capital and innovation 9. Strategic innovation management 10. Open innovation strategies 	
Recommended literature: [1] ADAMS, M., OLEKSAK, M. Intangible Capital. Santa Barbara: Praeger, 2010. [2] ROOS, G., PIKE, S., FERNSTRÖM, L. Managing Intellectual Capital in Practice. Oxford: Elsevier, 2005.	

- [3] INCAS CONSORTIUM. InCas: Intellectual Capital Statement : European ICS Guideline.
- [4] BUREŠ, V. Znalostní management a proces jeho zavádění. Grada, 2007.
- [5] BARTÁK, J. Od znalostí k inovacím. Praha: Alfa, 2008.
- [6] KUBIČKOVÁ, V. a kol. Dynamické podniky služieb – gazely. Bratislava: Wolters Kluwer, 2016.
- [7] MITUSCH, K., SCHIMKE, A. Gazelles – High-Growth Companies. Europe INNOVA Sectoral Innovation Watch, 2011.
- [8] PAPULA, J., VOLNÁ, J., PILKOVÁ, A., HULVEJ, J. Analysis of awareness and priorities, focused on intellectual capital among Slovak companies. In Proceedings of the 14th European conference on knowledge management [CD-ROM]. Reading: Academic Conferences and Publishing International, 2013, s. 517-526. ISBN 978-1-909507-41-8.
- [9] PAPULA, J., VOLNÁ, J., HULVEJ, J. Knowledge networks as a source of knowledge initiatives and innovation activity in small and medium enterprises regression analysis for EU 27 countries. In KDIR 2013 and KMIS 2013 [CD-ROM]. Algarve: Scitepress, 2013, s. 389-396. ISBN 978-989-8565-75-4.
- [10] GÁL, P., BEZÁKOVÁ, I. Inovácie vedúcich užívateľov. In Moderné prístupy k manažmentu podniku. Bratislava: STU, 2009, s. 125-134. ISBN 978-80-227-3169-0.
- [11] Teaching materials distributed online during the semester.

Languages necessary to complete the course:

Slovak, English

Notes:

In the winter semester 2021/2022, the course is taught in a combined method, onsite and online using the MS Teams software.

Past grade distribution

Total number of evaluated students: 46

A	ABS	B	C	D	E	FX	M
36,96	0,0	32,61	23,91	0,0	0,0	2,17	4,35

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

Last change: 29.10.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KEF/077M/10			Course title: International Finance				
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 2.							
Educational level: II.							
Prerequisites:							
Course requirements: The active attendance in subject's lectures, the participation in midterm test, the presentation about chosen topic and the participation the final exam is necessary to pass the subject successfully. Scale of assessment (preliminary/final): Criteria of the subject' s evaluation are following: The seminar assessment consists of 40% of the subject including the presentation about selected topic from the syllabus (20%), and midterm test (20%)). The result of the final written examination is 60%.							
Learning outcomes: Graduates of 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.							
Class syllabus:							
Recommended literature: 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							
Languages necessary to complete the course:							
Notes:							
Past grade distribution 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

Lecturers: Mgr. Lucia Paškrtová, PhD.
Last change: 02.09.2021
Approved by:

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/022M/00	Course title: International Human Resource Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: Preliminary Assessment:(50%), Final Assessment:Written exam (50%) written exam Team presentations (30%) In-class activities (5%) Scale of assessment (preliminary/final): 55/45	
Learning outcomes: Students familiarize with the major of human resource management (HRM) functions within the multinational/international companies, with the focus on different apprehension of the employment relations in selected countries. Acquired knowledge of employment conditions and HRM differences in the EU will allow faster adaptation to working conditions in the context of labor mobility. Learning outcomes will provide the ability to process information, teamwork skills, the ability to work in an international environment and adapt to new conditions.	
Class syllabus: Introduction to European HRM Industrial Relations in Europe Employee Participation and Work Councils Flexible Forms of Work Organization HRM in Selected Countries (Germany, Great Britain, France, Italy. Middle Europe: Czech Republic, Slovakia, Slovenia, Hungary, Poland. Asia: selected country) and their comparison. Student presentations.	
Recommended literature: Literature: Odporúčaná literatúra: [1] BAJZÍKOVÁ, Ľ. – BÚCIOVÁ, Z. 2012. Medzinárodný manažment ľudských zdrojov. Bratislava : Univerzita Komenského v Bratislave, 2012. [2] DOWLING, P.J. – FESTING, M. – ENGLE, A. D. 2017. International Human Resource Management. CENGAGE Learning 2017.	

[3] HOLLINSHEAD, G. 2009. International and Comparative Human Resource Management. McGraw-Hill Europe, 2009. [4] ILLES, P. – ZHANG, C. 2013. International Human Resource Management: A Cross-Cultural and Comparative Approach. London : CIPD, 2013. ISBN 978-1-84398-300-2 [5] SCHOLZ, CH. – BÖHM, H. 2008. Human Resource Management in Europe (Comparative Analysis and Contextual Understanding). Routledge, 2008. [6] Journal of Human Resource Management.							
Languages necessary to complete the course: Slovak and English							
Notes:							
Past grade distribution Total number of evaluated students: 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
Lecturers: prof. Ing. Ľubica Bajžíková, PhD., Mgr. Juliet Horváthová Suleimanová, PhD.							
Last change: 10.02.2022							
Approved by:							

COURSE DESCRIPTION

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

<ol style="list-style-type: none"> 1. International Marketing – Introduction to the issue. 2. International environment. 3. International markets and international marketing research. 4. Entry strategies for foreign markets. 5. Market segmentation, target market selection and positioning. 6. International marketing mix. 7. Product. 8. Brand. 9. Distribution. 10. Price. 11. Marketing communication. 12. Implementation of marketing strategies. Selected aspects of international marketing. 13. An overview of the content of the subject and a lecture on the current topic. 							
Recommended literature: [1] ŠTARCHOŇ, P. Medzinárodný marketing. Vybrané časti. Working material. [2] CZINKOTA, M. R. – RONKAINEN, I. A. – ZVOBGO, G. 2011. International Marketing. Hampshire: South-Western Cengage Learning, 2011. ISBN 9781408009239 [3] CATEORA, P. R. – GRAHAM, J. L. 2007. International Marketing. McGraw-Hill: Irwin Professional, 2007. ISBN 978-0071105941 [4] USUNIER, J. C. – LEE, J. A. 2005. Marketing Across Cultures. Harlow: Pearson Education Limited, 2005. ISBN 9780273685296 [5] HOLLESEN, S. 2007. Global Marketing: A Decision-Orientated Approach. Harlow: Financial Times Press, 2007. ISBN 9780273706786 [6] MACHKOVÁ, H. 2015. Mezinárodní marketing. (Strategické trendy a příklady z praxe – 4. vydání). Praha: Grada Publishing, 2015. ISBN 978-80-247-5366-9 [7] SVĚTLÍK, J. 2003. Marketing pro evropský trh. Praha: Grada Publishing, 2003. ISBN 8024704226 [8] Journals: Trend, Journal of International Marketing, Marketing Science and Inspirations. With regard to new and available resources, supplementary literature will be updated on a continuous basis.							
Languages necessary to complete the course: Slovak, English							
Notes:							
Past grade distribution Total number of evaluated students: 1167							
A	ABS	B	C	D	E	FX	M
19,28	0,0	25,19	21,94	17,31	14,22	1,46	0,6
Lecturers: Mgr. František Olšavský, PhD., prof. Mgr. Peter Štarchoň, PhD.							
Last change: 01.10.2021							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/102M/21	Course title: Intrapreneurship
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: Assessment during the semester and examination: <ul style="list-style-type: none"> • Semester Project (45%, 1st milestone 15%, 2nd milestone 15%, 3rd milestone 15%) • Final Presentation (10%) • Midterm tests (15%) • Exam (30%) The assessment of the course is in accordance with the UK Study Regulations and the individual grading scales are awarded on the basis of the points system applied, which reflects the degree of success in completing the course. A minimum of 91 per cent is required for a grade A, a minimum of 81 per cent for a grade B, a minimum of 73 per cent for a grade C, a minimum of 66 per cent for a grade D and a minimum of 60 per cent for a grade E. Credit will not be awarded to a student who receives less than 60 percent.	
Learning outcomes: This course develops the knowledge, skills and techniques of intrapreneurship (Intrapreneurship, Corporate Entrepreneurship, Corporate Venturing) as an effective approach to managing organizations for achieving competitive advantage and business success in today's turbulent changing environment. It highlights the importance and methods applied in intrapreneurship. The course includes a philosophy of collaboration of students with companies, that through their designated mentor, work together with faculty to formulate the semester project assignment for the students, as well as during its solution and final evaluation. The course develops and promotes: <ul style="list-style-type: none"> • The knowledge needed to support the building of a culture of intrapreneurship in an organization as well as the skills and methods of an effective and successful intrapreneur. • Knowledge of various methods applicable to complex intrapreneurship problems. • Skills for conducting an audit of intrapreneurial activities in an organization. • Understanding of the characteristics of successful organizations in terms of the concepts of intrapreneurship, out-of-the-box thinking and micro-presenting (pitching). 	
Class syllabus:	

- Introduction to the subject. Definition of intrapreneurship. Characteristics of the differences between entrepreneurship and intrapreneurship within organizations. Dependent and independent entrepreneurship. Meaning and reasons for intrapreneurship within organizations.
- Typology of intrapreneurship, individual and aggregate views of intrapreneurship
- Models of intrapreneurship. Intrapreneurship and innovation management.
- Tools and methods of intrapreneurship
- Design thinking and solutions to selected intrapreneurship problems
 - Philosophy of design thinking in the management of an organisation
 - Process and key phases of design thinking
 - Design thinking as part of the innovation cycle in the context of intrapreneurship
 - Key tools and methods of design thinking
- Application of value proposition design in intrapreneurship
 - Value map
 - Customer profile
- Intrapreneurship, service design and servitization.
- An experiment to measure and introduce intrapreneurship within small and medium-sized firms.

Recommended literature:

- [1] MORRIS, M. H., KURATKO, D. F., COVIN, J. G. Corporate Entrepreneurship and Innovation: Entrepreneurial Development within Organizations, 2nd Edition. Mason, OH: Thomson/South-Western, 2008.
- [2] PILKOVÁ et al. Podnikanie na Slovensku: vysoká aktivita, nízke rozvojové aspirácie. Bratislava, 2012 (s. 40- 43).
- [3] PILKOVÁ et al. Podnikanie na Slovensku: nadpriemerná podnikateľská aktivita v podpriemernom podnikateľskom prostredí. Bratislava, 2013 (s. 57-61).
- [4] PILKOVÁ et al. Podnikanie na Slovensku: Aktivita, prostredie a vybrané druhy podnikania. Bratislava, 2019 (s. 39-46).
- [5] STICKDORN, M. et al. This is service design doing. Sebastopol: O'Reilly, 2018.
- [6] ANNARELLI, A., BATTISTELLA, C., NONINO, F. The Road to Servitization: How Product Service Systems Can Disrupt Companies' Business Models. Springer, 2019.
- [7] OSTERWALDER, A. PIGNEUR, Y. SMITH, A., ETIEMBLE, E. The Invincible Company: How to Constantly Reinvent Your Organization with Inspiration From the World's Best Business Models. Wiley, 2020.
- [8] OSTERWALDER, A. PIGNEUR, Y. BERNARDA, G., SMITH, A. Value proposition design. Hoboken, Willey, 2014.
- [9] LEWRICK, M., LINK, P., LEIFER, L. The design thinking playbook. Hoboken, Willey, 2018.
- [10] LEWRICK, M., LINK, P., LEIFER, L. The design thinking toolbox. Hoboken, Willey, 2020.
- [11] Share point/E-learning: The e-course contains study materials (presentations, electronic texts, supplementary materials) created on the basis of own research as well as contact with representatives of business and management practice.

Languages necessary to complete the course:

Slovak language, English language

Notes:

Educational activities are also carried out in the form of workshops. The course includes the philosophy of a visiting mentor and a lecturer from practice who, together with the lecturers, consults with the students on the semester project. The study is supported by e-learning/share point.

Past grade distribution							
Total number of evaluated students: 14							
A	ABS	B	C	D	E	FX	M
21,43	0,0	21,43	14,29	21,43	14,29	0,0	7,14
Lecturers: prof. Ing. Anna Pilková, PhD., MBA, Ing. Jaroslav Huľvej, PhD., Mgr. Juraj Mikuš, PhD.							
Last change: 02.11.2021							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KKM/020M/21				Course title: Investing in Stock Markets			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 2.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 5							
A	ABS	B	C	D	E	FX	M
80,0	0,0	20,0	0,0	0,0	0,0	0,0	0,0
Lecturers: Ing. Vladimír Valach, PhD., CFA, MBA, doc. RNDr. Mária Bohdalová, PhD.							
Last change: 08.04.2022							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KIS/275M/21				Course title: Management Information Systems			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 7							
Recommended semester: 2.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 149							
A	ABS	B	C	D	E	FX	M
27,52	0,0	41,61	10,74	8,05	7,38	0,67	4,03
Lecturers: doc. Ing. Jaroslava Kniežová, PhD., Mgr. Július Selecký, PhD., Mgr. Juraj Klimo							
Last change: 24.09.2021							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/282M/21	Course title: Managerial Accounting
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Principles of Financial Accounting I	
Course requirements: 1. 3 minicase studies 2. 3 written tests during the term 3. Final written exam Scale of assessment (preliminary/final): 15%, 30%/ 55%	
Learning outcomes: Upon successful completion of this course, students will be able to: 1. use financial accounting information for future cost management, costing and budgeting processes; 2. understand the relationship between costs in the company and sources of costs, estimate cost functions using mathematical methods for the purpose of cost planning in the company. 3. use the knowledge on the company's costs, in quantifying and interpreting the Break-even point, margin of safety, targeted operating income units or sales etc. 3. have knowledge about job costing and their types and to calculate full costs for the product and will be able to compile cost calculations and select the appropriate type of calculation and price the product appropriately for individual outputs, 4. monitor the cost efficiency and cost effectivity, 5. apply the knowledge on relevant revenues and relevant costs, opportunity costs making the right decisions, e.g. Buy or make, accept or reject a special order, drop or add the customer etc., 6. prepare Master and flexible budget, 7. Analyze the achieved results using variances of the 1st, 2nd and 3rd level. or using KPIs. for decision-making, 7. Understand the Balance Score Card approach.	
Class syllabus: The following topics are covered during the academic term: 1. Introduction to managerial accounting 2. Types of costs and cost behavior, Production costs - Material, Wages and overheads 3. CVP analysis (Cost-volume -profit), Breakeven point 4. Variable and absorption costing and their models of the income statement 5. Mathematical methods for determining the cost function 6. Job costing - traditional job costing, ABC, target costing, 7. Pricing 8. Inventory management 9. Relevant costs and relevant revenues - decision making 10. Budgets - Master budget 11. Flexible budget, Variations. Responsibility accounting, Strategic Profitability Analysis, Customer Profitability Analysis 12. Balance Score Card 13. KPI	

Recommended literature:

[1] Drury: C. Management Accounting for Business 9th edition, 2018

[2] Kimmel,P.D., Weygandt, J.J., Kieso, D.E. - Accounting Tools for Business Decision Making, 2011

Languages necessary to complete the course:

Slovak and English

Notes:**Past grade distribution**

Total number of evaluated students: 16

A	ABS	B	C	D	E	FX	M
18,75	0,0	18,75	0,0	6,25	43,75	0,0	12,5

Lecturers: Mgr. Lenka Papíková, PhD.

Last change: 08.04.2022

Approved by:

COURSE DESCRIPTION

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

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

Recommended literature:

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

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

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

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

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

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

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

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

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

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

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

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

Languages necessary to complete the course:

Slovak / English

Notes:

Subject is provided only in the summer semester.

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

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

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

Past grade distribution

Total number of evaluated students: 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

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KKM/010M/21	Course title: Managerial Statistics
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 2	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: During the semester, two tests will be written - each for a maximum score of 50 points, a total of 100 points. Scale of assessment (preliminary/final): 100/0	
Learning outcomes: The aim of the course is to acquaint student.s with selected methods for the analysis of cross-sectional and time data. Furthermore, to learn to use these methods in practice, using the analysis of real data files using software R	
Class syllabus: I. Analysis of cross-sectional data 1st week Introduction to work with software R. Presentation of data (quantitative, qualitative) using tables and graphs 2nd week Working with data - creating a categorical variable, working with a frequency table, descriptive statistics 3rd week Probability distribution of random variable, normality testing 4th week Point and interval estimates of parameters of random variable distribution, confidence intervals for the average, testing of a statistical hypothesis about the average 5th week Testing of statistical hypotheses. Parametric two-sample tests (comparison of 2 averages), ANOVA Week 6 Covariance, correlation coefficient. Linear regression. Week 7 Independent work in the class according to the assignment. II. Time data analysis Week 8 Regression approaches to time series analysis (linear trend) Week 9 Trend determination using mathematical curves (parabola, Gompertz curve, exponential trend). Week 10 Moving average method for determining the trend. Week 11 Exponential equalization. Week 12 Seasonal component in the time series Week 13 Individual work in class according to the assignment.	

Recommended literature:

1. Anděl, J.: Statistické metody. MatfyzPress, Praha, 1998 2. T. Cipra : Analýza časových řad s aplikacemi v ekonomii. Praha, SNTL, 1986 3. T. Cipra : Finanční ekonometrie. Praha, Ekopress, 2008 4. J.T.McClave, P.G.Benson: Statistics for business and economics 5. Pacáková, V. a kol.: ŠTATISTIKA pre ekonómov. IURA EDITION, Bratislava 2003. 6. Pacáková, V. a kol.: ŠTATISTIKA pre ekonómov. Zbierka príkladov A. IURA EDITION, Bratislava 2005. 7. Eva Rublíková: Analýza časových radov. IURA EDITION, Bratislava 2007, resp. E. Rublíková: Prognostická štatistika (skriptá) 8. Interaktívna učebnica (česká): <http://badame.vse.cz/iastat/> 9. Interactive online R book: <http://www.statsoft.com/textbook/stathome.html> Link for software download: <https://cloud.r-project.org/> More great web pages, tutorials: <http://www.stattutorials.com/> <https://www.statmethods.net/r-tutorial/index.html> <http://www.r-tutor.com/r-introduction> <https://r4ds.had.co.nz/>

Languages necessary to complete the course:

English

Notes:

The course will be taught online through MS Teams and offline due to the epidemiological measures of COVID 19. The course code in MS Teams is y3gfy74. Students enter this code to make the course materials available online.

Past grade distribution

Total number of evaluated students: 309

A	ABS	B	C	D	E	FX	M
39,48	0,0	38,19	13,27	2,27	0,32	2,91	3,56

Lecturers: Mgr. Peter Pšenák, PhD., doc. RNDr. Mária Bohdalová, PhD.

Last change: 08.04.2022

Approved by:

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/089M/21	Course title: Marketing Analytics and Data Visualization
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: 70% continuous evaluation • active participation in seminars (in case of unjustified absence or unpreparedness for the seminar loss of 10%), • association analysis model - 10% • cross sell model - 10% • segmentation model - 10% - 40% final data visualization project 30% final evaluation • exam The overall evaluation of students consists of the sum of percentages for developed analytical models, active participation and percentages obtained for the oral exam. Individual analytical models are developed continuously at individual seminars, specific procedures are always explained and demonstrated at the seminar. The oral exam is comprehensively evaluated with regard to the quality of model processing and the solution of the assigned task. Each student will be given the task to use the selected model, which was taken over during the semester. The evaluation will be awarded on the basis of the quality of the model and an explanation of its use for marketing purposes. Individual grades of the classification scale are awarded on the basis of the obtained total number of percentages / points, which reflects the degree of success of completing the course. The ratio of interim and final evaluation is 70:30. Scale of assessment (preliminary/final): The ratio of interim and final evaluation is 70:30.	
Learning outcomes: After completing the course, students will be able to work with SAS Enterprise Miner and they will be able to perform and interpret basic analyzes such as Cross sell, Up sell, Association analysis and Segmentation. They will also be able to work with visualization tools.	
Class syllabus: Basic characteristics of marketing analytics. (Marketing Research and its components. Role and status of marketing analytics in the organization. Customer Life Cycle.) Types of analysis used in marketing analytics. (Customer segmentation. Cross Sell, Up Sell, Customer Retention , Customer lifetime value.) Statistical Software Enterprise Miner (Introduction to Software SAS Enterprise Miner . Definitions.)	

Customer segmentation. (Definitions, basic types of segmentation. Creating customer segments. Profiling customer segments. Segmentation Strategy.)

Cross Sell and Up Sell. (Definitions. Basic Components of Cross Sell modeling. Next Best Offer . Utilizing Association analysis (shopping cart) to identify the Next Best Offer . Utilizing sequence analysis to identify the Next Best Offer. Model results in managing campaigns.)

Inclination to purchase. (Propensity to Purchase. Basic principles of predictive modeling. Practical example of modeling propensity to purchase and interpretation of results. Utilizing modeling results in managing campaigns.)

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.)

Modelling customer retention. (Which customers will leave next month . Utilizing modeling results in managing campaigns)

Customer lifetime value (CLV). (Definitions. Fundamental approaches to calculating the lifetime value of the customer. Utilizing CLV in marketing.)

Recommended literature:

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

Languages necessary to complete the course:

AJ

Notes:

Past grade distribution

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

Lecturers: Mgr. Lucia Vilčeková, PhD.

Last change: 08.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KMk/084M/21				Course title: Marketing Management			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 7							
Recommended semester: 1.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 172							
A	ABS	B	C	D	E	FX	M
1,74	0,0	4,65	19,77	25,58	37,21	6,4	4,65
Lecturers: doc. JUDr. PhDr. Katarína Gubíniiová, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD.							
Last change: 08.09.2021							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/028M/00	Course title: Marketing Research
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: xx	
Course requirements: 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>
- 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							
Languages necessary to complete the course:							
Slovak, English							
Notes:							
Past grade distribution							
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
Lecturers: Mgr. František Olšavský, PhD., Mgr. Lucia Vilčeková, PhD.							
Last change: 13.02.2022							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KKM/279M/21				Course title: Modeling of Economic Processes			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 7							
Recommended semester: 2.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 148							
A	ABS	B	C	D	E	FX	M
20,95	0,0	16,89	22,97	14,19	19,59	0,68	4,73
Lecturers: doc. RNDr. Jana Kalická, PhD., Mgr. Peter Pšenák, PhD., RNDr. Ing. Matúš Tibenský, PhD., doc. RNDr. Mária Bohdalová, PhD., Mgr. Dominika Békesová, doc. Ing. Mgr. Urban Kováč, PhD., Dominika Ballová							
Last change: 08.04.2022							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KKM/017M/21				Course title: Multidimensional Methods of Data Analysis			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 2.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 4							
A	ABS	B	C	D	E	FX	M
75,0	0,0	25,0	0,0	0,0	0,0	0,0	0,0
Lecturers: doc. Ing. Mgr. Urban Kováč, PhD., RNDr. Ing. Matúš Tibenský, PhD., Mgr. Peter Pšenák, PhD., doc. RNDr. Mária Bohdalová, PhD., Dominika Ballová							
Last change: 08.04.2022							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/063M/16	Course title: New Venture Strategy and Financing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Financial Management, Accounting	
Course requirements: 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.	
Learning outcomes: 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.	
Class syllabus: 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.

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: 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 Vančišinová, PhD.

Last change: 22.02.2022

Approved by:

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/086M/21	Course title: Online Marketing Tools and Applications
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: The overall evaluation of students consists of the following sum of percentages: - active participation in consultations (12 percent) - elaboration and presentation of case studies according to individual topics (48 percent) - written exam (40 percent) The evaluation of the course is in accordance with the Study Regulations of Charles University and the individual levels of the classification scale are awarded on the basis of the applied point system, which reflects the degree of success of completing the course. A minimum of 91 percent is required to obtain an A rating, a minimum of 81 percent to obtain a B rating, a minimum of 73 percent to a C rating, a minimum of 66 percent to a D rating and a minimum of 60 percent to an E rating. Credits will not be awarded to a student who earns less than 60 percent. Scale of assessment (preliminary/final): 60/40	
Learning outcomes: By completing the course the student will gain practical experience with the use of selected online marketing tools and applications. He will be able to independently analyze websites and applications using Google Analytics or Microsoft Clarity web analytics tools. Understands key indicators of web analytics and performance marketing. Can create a PPC ad campaign in Google Ads and do a basic keyword analysis. He specializes in mobile marketing and video marketing on YouTube. Can write product ad text, including web articles and tutorials. Understands the importance of organic and paid search and is able to analyze search queries. The aim of the course is to teach students to effectively use online marketing tools and applications in practice.	
Class syllabus: 1. Introduction to online marketing tools, applications - Overview of applications and Google tools 2. Project and marketing management - Jira 3. Web Analytics 1 - Google Analytics - Audience and Acquisition 4. Web Analytics 2 - Google Analytics - Behavior and Conversions 5. PPC Campaigns 1 - Google Ads - Keyword Planning and Analysis 6. PPC Campaigns 2 - Google Ads - Campaigns and Ads 7. Copywriting and content marketing 1 - Creativity and text creation	

8. Copywriting and content marketing 2 - Product descriptions, articles, instructions
9. Mobile marketing - Google Play, Chrome Store, Apple Store, Steam, Epic

Recommended literature:

- [1] REITER, M. MIKLOSIK, A. 2022. Google Analytics Best Practices in Online Business, EBES Conference 38th, Poland.
[2] REITER, M. MIKLOSIK, A. CUPKA, A. 2021. Search Engine Optimization of Video Content. Marketing Identity, Trnava, Slovakia.
[3] EHRENBURG, A. 2002. Brand Advertising As Creative Publicity. Journal of Advertising Research.
[4] FELDWICK, P. 2015. Anatomy of Humbug. Troubador Publishing. 2015. 256 s. ISBN: 978-1784621926
[5] GODIN, S. 2021. Toto je marketing. Lindeni. 2021. 240 s. ISBN 978-8056623176
[6] KAUSHIK, A. Webová analitika 2.0 Kompletní průvodce analýzami návštěvnosti. Brno: Computer Press, a.s., 2010. 456 s, ISBN 978- 80-251-2964-7
[7] KOTLER, P., KARTAJAYA, H., SETIAWAN, I. 2016. Marketing 4.0: Moving from Traditional to Digital. Wiley. 2016. 208 s. ISBN 978-1119341208
[8] KOTLER, P., KELLER, K. 2013. Marketing Management. Grada. 2013. ISBN 978-8024741505
[9] SHARP, B. 2017. Theory, Evidence, Practice. Oxford University Press. 2017. 832 s. ISBN 978-0195590296
[10] SHARP, B. 2018. Jak se budují značky. Edice knihy Omega. 2018. 248 s. ISBN 978-8073906184
[11] SNIJDERS, W. 2018. Eat Your Greens. Troubador. 2018. 400 s. ISBN 978-1789016758
[12] TONKIN, S., WHITMORE, V., CUTRONA, J. Výkonnostný marketing s Google Analytics. Brno: Computer Press. 2012. ISBN 978-80-25-133-392.
[13] VYHNÁNKOVÁ, E., LOSEKOOT, M. 2019. Jak na síť. Jan Melvil publishing. 2019. 328 s. ISBN 978-8075550842
[14] YOUNG, M. 2018. Ogilvy o reklamě v digitálním věku. Svojtka&Co. 2018. 224 s. ISBN 978-8025621592
[15] Website of the Academic Library of Comenius University - external information sources accessible for Charles University: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/>.
[16] Additional resources will be continuously added and updated

Languages necessary to complete the course:

slovak, english

Notes:

The knowledge, skills, competences and transferable competences that a student acquires by successfully completing the course and affect his personal development and can be used in his future career and in life as active citizens in democratic societies are listed in the course syllabus.

Past grade distribution

Total number of evaluated students: 34

A	ABS	B	C	D	E	FX	M
5,88	0,0	29,41	26,47	17,65	11,76	5,88	2,94

Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD., Mgr. Ing. Miroslav Reiter, doc. Ing. Andrej Miklošík, PhD.

Last change: 12.02.2022

Approved by:

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KIS/316M/20				Course title: Organisation Strategy in ICT			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 2.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution 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
Lecturers: Ing. Jaroslav Vojtechovský, PhD.							
Last change: 01.02.2022							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/038M/00	Course title: Organization Cultures (European Features)
Educational activities: Type of activities: lecture / practicals Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: 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	
Learning outcomes: 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.	
Class syllabus: 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).	
Recommended literature: [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

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/040M/21	Course title: Organizational Behavior
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: 20% - report on solution and presentation of the assigned case study (weight 0,2) + written midterm test (weight 0,3) + final comprehensive oral exam (weight 0,5) At least 91% must be obtained to obtain an A grade, at least 81% to obtain a B grade, at least 73% to obtain a C grade, at least 66% to obtain a D grade, and at least 60% to obtain an E grade. Gaining 59 points or less indicates an Fx grade. Scale of assessment (preliminary/final): 50% / 50%	
Learning outcomes: The course provides master's students with knowledge about approaches, concepts and practical application of research results in the field of Organizational Behavior as a current view of the management of organizations. This results in the development of students' ability to solve specific problems of organizations that are associated with people management. Students will gain new knowledge, e.g. on individual behavior, motivation, group dynamics, leading work groups, minimization of negative manifestations of group behavior, building authority, conflict resolution in the workplace and negotiations. The seminars in this course are based on the solution of case studies (case-based teaching) in the field of Organizational Behavior. Students will thus develop their skills of teamwork and systematic and creative solution of various problems of organizational practice.	
Class syllabus: 1. Introduction. What is OB and why it is important, the nature of organizations, trends in the new workplace, OB and Management, the nature of managerial work, managerial skills. Dilemmas and challenges associated with leading groups and teams that current managers face in the workplace. 2. Management lessons from abroad – Organizational behavior and culture. How culture affects the perception of the world around us and the behavior of people in the work environment. A culturally diverse work environment. Attributes of culture strongly influencing planning, negotiation, leadership, communication in the work environment. 3. Individuals in the organization. Components of work performance. Personality traits. Big Five model. Values, attitudes. Perceptual process and perceptual barriers. Attribution error and implications for managerial practice.	

4. Motivation. Practical implications of content and process theories of motivation. Job design. Motivational potential of work. Factors influencing motivation. Basic work attitudes (job satisfaction, job involvement, and organizational commitment).
5. Groups in the organization. Group dynamics. Tuckman's model of group dynamics. Effectiveness of work groups. Types of teams. Negative manifestations of group behavior and how to minimize them. Asch's effect. Groupthink. Stanford prison experiment.
6. Organizational design, classic and organic organizational structures. Determinants of organizational structure. Principles of creating organizational structure. Span of control, departmentalization, centralization, formalization, specialization of work. Interdependencies between organizational structure and organizational culture.
7. Management and Chaos Theory. New model of organization. Learning organization.
8. Managing change in organizations, the role of the manager in the process of change management. Change agents. Lewin's model of change. Resistance to change and tactics to overcome it.
9. Power and authority. Sources of individual power. Organizational politics and employee political behavior in the organization.
10. Leadership. Definition of this process, its basic elements. Development of theoretical reflection of leadership through time. Classical theories (trait theories, behavioral theories, situational theories). Values-oriented leadership, neo-charismatic leadership, team leadership.
11. Managerial communication. Development of communication skills. Active listening. Effective feedback. Constructive criticism.
12. Decision-making and conflict resolution. Sources and types of conflicts. Task, relational and procedural conflicts. Productive conflict. Negotiation - stages of the process and its elements. Negotiation methods and tactics.

Recommended literature:

- [1] Rudy, J. – Sulíková, R. – Lašáková, A. – Fratričová, J. – Mitková, Ľ.: Organizačné správanie. Bratislava: UK, 2013.
- [2] Rudy, J. – Sulíková, R. – Lašáková, A. – Fratričová, J. – Mitková, Ľ.: Manažment a organizačné správanie. Münster: MV Wissenschaft, 2013.
- [3] Rudy, J.: Management and Chaos Theory. Bratislava: Faber, 1997.
- [4] Robbins, S. P. – Judge, T.A.: Organizational Behavior. New Jersey: Prentice Hall, 2015.
- [5] Schermerhorn, J. R. – Hunt, J. G. – Osborn, R. N.: Organizational Behavior. John Wiley and Sons, 2008.
- [6] Lašáková, A. – Bajžíková, Ľ. – Blahunková, I.: Values oriented leadership - conceptualization and preliminary results in Slovakia. In: Business: Theory and Practice. - roč. 20 (2019), s. 259-269.
- [7] Lašáková, A. – Remišová, A.: On organisational factors that elicit managerial unethical decision-making. In: Ekonomický časopis. - roč. 65, č. 4, (2017), s. 334-354.
- [8] Lašáková, A. – Remišová, A. – Kirchmayer, Z.: Are managers in Slovakia ethical leaders? Key findings on the level of ethical leadership in the Slovak business environment. In: Periodica Polytechnica Social and Management Sciences. - roč. 25, č. 2 (2017), s. 87-96.
- [9] Case studies (selection), e.g. Harvard Business Publishing, <https://hbsp.harvard.edu/cases/?ab=browse%7Ccases>
- [10] Website of the Academic library at Comenius University in Bratislava – external information sources accessible for CU at: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/>.
- [11] Journals: Organizational Behavior and Human Decision Processes, Organizational Dynamics, Organization Science, Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Journal of Applied Psychology, Business Horizons,

Human Relations, Journal of Personality and Social Psychology, Harvard Business Review, Moderní řízení
[12] Additional resources will be continuously supplemented and updated (with regard to new and available resources).

Languages necessary to complete the course:

English, Slovak

Notes:

An extensive syllabus is prepared for the course, which is electronically distributed to all students who have enrolled in this course at the beginning of the semester.

Past grade distribution

Total number of evaluated students: 165

A	ABS	B	C	D	E	FX	M
19,39	0,0	24,24	20,61	15,15	9,09	7,88	3,64

Lecturers: prof. Mgr. Anna Lašáková, PhD., prof. Ing. Ján Rudy, PhD., doc. PhDr. Rozália Sulíková, PhD.

Last change: 25.08.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KKM/019M/21				Course title: Portfolios Management			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 1.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 5							
A	ABS	B	C	D	E	FX	M
0,0	0,0	0,0	80,0	0,0	20,0	0,0	0,0
Lecturers: Ing. Vladimír Valach, PhD., CFA, MBA, doc. RNDr. Mária Bohdalová, PhD.							
Last change: 08.04.2022							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM/011M/21				Course title: Practice			
Educational activities: Type of activities: practice Number of hours: per week: per level/semester: 9t Form of the course: on-site learning							
Number of credits: 15							
Recommended semester: 4.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 162							
A	ABS	B	C	D	E	FX	M
92,59	0,0	6,79	0,62	0,0	0,0	0,0	0,0
Lecturers: prof. Mgr. Peter Štarchoň, PhD., doc. PhDr. René Pawera, PhD., doc. Ing. Jana Kajanová, PhD., prof. Ing. Anna Pilková, PhD., MBA, doc. PhDr. Lukáš Copuš, PhD., prof. Ing. Natalia Kryvinska, PhD.							
Last change: 16.09.2021							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/023M/00	Course title: Process Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: 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%)	
Learning outcomes: - 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.	
Class syllabus: 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>Recommended literature:</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: <https://www.ariscommunity.com/aris-express/tutorials></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>Languages necessary to complete the course: Slovak language, alternatively English language required to study the foreign literature</p>
<p>Notes: 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

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KIS/276M/21				Course title: Project Management			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 7							
Recommended semester: 3.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 169							
A	ABS	B	C	D	E	FX	M
27,22	0,0	26,04	21,3	10,65	8,88	0,0	5,92
Lecturers: Ing. Peter Balco, PhD., doc. Ing. Ján Papula, PhD., Mgr. Miriam Filipová							
Last change: 30.09.2021							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/088M/21	Course title: Search Engine Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: Interim (continuous) assessment for the semester (50 percent). 20% of the Interim evaluation represents the elaboration of ongoing tasks assigned in context thematic areas of the subject. 30% of the Interim evaluation is the creation of a project for a specific SEM applications in for the selected organization and its website. Final evaluation - 50% The evaluation of the course is in accordance with the Study Regulations of Charles University and the individual levels of classification scales are awarded on the basis of the points system applied, which reflects the degree success in completing the course. A minimum of 91 is required to obtain an A rating percent, for obtaining a rating of B at least 81 percent, for a rating of C at least 73 percent, for a D rating of at least 66 percent and for an E rating of at least 60 percent. Credits are will not be awarded to a student who obtains less than 60 percent. Scale of assessment (preliminary/final): 50/50	
Learning outcomes: After completing the course, students will gain the ability to understand how algorithms of the most popular search engines and ranking results work and how to help a specific one website increase its search engine visibility and get more visitors and conversions. Students will see why search visibility is at the heart of modern marketing. They will learn how to set up a suitable SEM strategy and practically manage specific activities within PPC (Google Ads) and SEO so that they can practically implement the strategy. They will get acquainted with many tools that are a valuable aid in PPC and SEO and demonstrate knowledge by processing practical implementation project.	
Class syllabus: 1. Visibility in search results as a basis for integrated marketing communication. 2. Search tools - an overview of SK versus other countries, similarities and differences. 3. Search results - search principle, types of links and results, voice search. 4. Keywords - KW analysis, principles, tools. 5. Google Ads - campaign settings, ad groups, ads.	

6. Factors of organic placement - overview - the most important factors that affect the position in search.
7. Onsite SEO - detailed explanation of the process, content analysis, HTML, technical SEO, tools.
8. Offsite SEO - link profile, link profile building, indicators, tools.
9. Ranking tracking - examples of position tracking - various markets, GEO locations, categories, KW, tags, organic KW versus manual tracking tools.
10. SEO audit - components, practical examples of audit and setting of SEO strategy.
11. SEM strategy - a combination of Google Ads and SEO.
12. Grey hat and black hat SEO.
13. Project of design and implementation of SEM strategy resp. implementation of SEO audit of selected website.

Recommended literature:

- [1] MIKLOŠÍK, A - KUČHTA, M. 2017. Informačné systémy: digitálne technológie v marketingu. Bratislava: Vydavateľstvo EKONÓM, 2017. 227 s. ISBN 978-80-225-4427-6
- [2] DOMES, M., 2012. Google AdWords jednoduše. Brno: Computer Press, 2012. 144 s. ISBN 978-80-251-3757-4
- [3] KAUSHIK, A., 2011. Webová analytika 2.0 – Kompletní průvodce analýzami návštěvnosti. Brno: Computer Press 2009. 456 s. ISBN 978-80-251-2964-7
- [4] SPONDER, M. – KHAN, G.F. 2017. Digital Analytics for Marketing. 1st edition. Abingdon: Routledge, 2017, 310 p. ISBN 978-11-381-9068-9
- [5] GILBERT, S., 2013. The Story of Google. Mankato, MN: Jaico Publishing House, 2013. 70 s. ISBN 978-8184953640
- [6] Oficiálne stránky Google Analytics [online]. [cit. 2.2.2020]. <https://analytics.google.com/analytics/web/?hl=sk&pli=1>
- [7] Oficiálne stránky Google AdWords [online]. [cit. 2.2.2020]. https://ads.google.com/intl/sk_sk/getstarted/?subid=sk-sk
- [8] Oficiálne stránky Google Skillshop [online]. [cit. 19.2.2020]. <https://skillshop.exceedlms.com/student/catalog/browse>
- [9] Webové sídlo Akademickej knižnice UK – externé informačné zdroje prístupné pre UK: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/>.

Languages necessary to complete the course:

Notes:

Past grade distribution

Total number of evaluated students: 8

A	ABS	B	C	D	E	FX	M
75,0	0,0	25,0	0,0	0,0	0,0	0,0	0,0

Lecturers: Ing. Jaroslav Vojtechovský, PhD., doc. Ing. Andrej Miklošík, PhD.

Last change: 20.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KMk/087M/21				Course title: Social Media and Content Marketing			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 2.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 39							
A	ABS	B	C	D	E	FX	M
79,49	0,0	7,69	7,69	0,0	2,56	0,0	2,56
Lecturers: Mgr. Lucia Kočišová, Mgr. Vladimír Hrček, PhD., prof. Mgr. Peter Štarchoň, PhD.							
Last change: 30.09.2021							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KIS/279M/21				Course title: Solving Real Business Problems - Case Studies			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 3.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 3							
A	ABS	B	C	D	E	FX	M
100,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lecturers: PhDr. Peter Veselý, PhD.							
Last change: 01.10.2021							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KSP/103M/21				Course title: Strategic Analyses and Strategic Controlling			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 3.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution Total number of evaluated students: 9							
A	ABS	B	C	D	E	FX	M
77,78	0,0	0,0	0,0	0,0	0,0	0,0	22,22
Lecturers: prof. Ing. Jozef Papula, PhD., doc. Ing. Ján Papula, PhD.							
Last change: 30.09.2021							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/100M/21	Course title: Strategic Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: Evaluation during the the semester (60 percent), final exam in the exam period (40 percent). 60 percent of evaluation during the semester can be obtained for the elaboration and presentation of solutions to assigned case studies, leading discussions on a given topic and testing of knowledge during the semester. The final exam in the exam period is written.	
Learning outcomes: <ul style="list-style-type: none"> • Understanding the essence of the strategy and its importance as a critical factor in the success of the company. • Perception of the importance of applying strategic thinking in management and knowledge of the possibilities of its improvement. • Knowledge of the context of the origin and directions of development of the theory of strategic management. Current trends in strategic management. • Distinguishing the basic phases of the strategic management process, their focus, importance and interconnectedness and conditionality. • Knowledge of analytical and analytical-synthetic methods and techniques of strategic management and skills acquired with their application. • The importance and significance of implementation and control in strategic management. Current trends, methods and practices that support the effectiveness of strategic management in today's ever-changing and unpredictable environment. 	
Class syllabus: <ol style="list-style-type: none"> 1. Introduction to the subject 2. Strategy as a critical factor in the success of organizations. 3. Support and development of strategic thinking of managers 4. Development of strategy theory, basic approaches and directions of theory development. 5. Strategic management as a process 6. Exploring factors from the macro environment as a basis for strategy development. 7. Investigation of microenvironment subjects and their effects. 8. Exploring the internal environment and our position in the external environment. 9. Analytical-synthetic techniques and creation of a competitive SBU strategy. 	

10. General company strategy and portfolio analysis.
11. Strategy implementation and strategic control.
12. Summary and conclusion of the subject.

Recommended literature:

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

Languages necessary to complete the course:

Notes:

Past grade distribution

Total number of evaluated students: 190

A	ABS	B	C	D	E	FX	M
17,37	0,0	25,79	23,16	14,74	13,16	0,0	5,79

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

Last change: 20.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2021/2022	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/077M/16	Course title: Strategic Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: 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.	
Learning outcomes: 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.	
Class syllabus: 1. Basic concepts and terms Basic concepts and their interpretation. Marketing management - strategic objectives - strategic marketing, marketing strategy. Strategic Marketing - objectives and their typology - implementation goals. 2. Strategic Marketing	

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

3. Analytical Process

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

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

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

5. Competitive Advantages

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

6. Marketing Strategy

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

7. Analysis of macro environment and microenvironment

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

8. Analysis of internal environment

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

9. Specific methods of strategic marketing

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

10. Benchmarking

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

11. Portfolio Analytics

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

12. Creation of the Strategic Marketing Plan

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

13. Marketing Strategy

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

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
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

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

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KSP/027M/00				Course title: Strategic Thinking and Strategy			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 1.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution 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
Lecturers: prof. Ing. Jozef Papula, PhD., Mgr. Karol Cagáň							
Last change: 20.09.2021							
Approved by:							

COURSE DESCRIPTION

Academic year: 2021/2022							
University: Comenius University Bratislava							
Faculty: Faculty of Management							
Course ID: FM.KSP/046M/16				Course title: Value Based Management and Entrepreneurial Risks at SME's			
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning							
Number of credits: 6							
Recommended semester: 3.							
Educational level: II.							
Prerequisites:							
Course requirements:							
Learning outcomes:							
Class syllabus:							
Recommended literature:							
Languages necessary to complete the course:							
Notes:							
Past grade distribution 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
Lecturers: prof. Ing. Anna Pilková, PhD., MBA, Mgr. Juraj Mikuš, PhD.							
Last change: 21.09.2020							
Approved by:							