

## Course descriptions

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## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/320AB/21	<b>Course title:</b> Behavioural and Environmental Economics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Active participation on activities at seminars: 20% points Practical written project and its presentation: 30% points Final written test: 50% points Examination dates will be determined by coordinating appointments no later than 1 week prior to the start of the examination period. Scale of assessment (preliminary/final): Term Period: 50% / Exam Period: 50%	
<b>Learning outcomes:</b> The students will learn why societies need to be concerned with economic sustainability and development, rather than efficiency and growth. We will touch the basis of environmental economics and how does it differ from mainstream (or neoclassical) and ecological economics. We will focus on sustainability a what does it mean for development to be sustainable. We will also introduce the basis of behavioural economics theories and techniques to promote sustainable and environmentally friendly behaviours and choices. We will also highlight psychological, cognitive, social, and emotional factors that limit rationality in our choices. We will show specific problems and challenges in the economy and management with emphasis on the possibilities aimed at nudging towards sustainability of natural systems and the well-being of the society. We will also look at the ethical aspects of behavioural and environmental economics, the nature of manipulation and manipulation techniques. The course will also include an introduction to the game theory. Students would also play various games and study their underlying institutional structure.	
<b>Class syllabus:</b> 1. Introduction. Information about the Course and Evaluation. 2. Introduction to environmental, ecological and behavioural economics and its interconnection. 3. Environmental policy. 4. Experimental Social Science. 5. Games for Sustainability. 6. Sustainable strategy and international policy. 7. Two systems in us.	

8. The heuristics of anchoring, availability and representativeness. 9. Prospect theory. 10. Nudging. 11. Ethical aspects of Behavioural Economics. Essence of manipulation. 12. Game theory. Auctions. 13. Summary and Final Evaluation.							
<b>Recommended literature:</b> Recommended literature: COSTANZA, R. et al. Introduction to Ecological economics, CRC Press, 2015. ISBN 9781566706841. COMMON, M. & STAGL, S. Frontmatter. In: Ecological Economics: An Introduction (pp. I-Viii). Cambridge: Cambridge University Press, 2005. WILKINSON, N. & KLAES, M. An Introduction to Behavioral Economics, Palgrave Macmillan, (2017). GILOVICH, T. - GRIFFIN, D. - KAHNEMAN, D. Heuristics and Biases: The Psychology of Intuitive Judgment. New York : Cambridge University Press, 2002. 857 p. ISBN 9780521796798. Popular literature / Optional reading: ARIELY, D.: Predictably Irrational : The Hidden Forces That Shape Our Decisions. Harper, 2009. 349 s. ISBN: 978-0061854545. ORRELL, D.: Behavioural Economics: Psychology, Neuroscience, and the Human Side of Economics. 2021. KAHNEMAN, D.: Thinking, Fast and Slow. NY : Farrar, Straus and Giroux, 2011. 499 p. ISBN 978-0-374-53355-7. THALER, R. – SUNSTEIN, C.: Nudge : The Final Edition. Penguin Books, 2021, 384 p. ISBN 978-0143137009. BRAFMAN, Ori & BRAFMAN, Rom: Sway: The Irresistible Pull of Irrational Behavior. Crown Business, 2008. DÖRNER, D.: The Logic of Failure: Recognizing and Avoiding Error in Complex Situations, Perseus Books, 1996. Other materials might be distributed throughout the semester to individual problem areas. Students need access to the internet through the Comenius University network.							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 29							
A	ABS	B	C	D	E	FX	M
17,24	0,0	13,79	17,24	27,59	20,69	0,0	3,45
<b>Lecturers:</b> Mgr. Peter Gál, PhD., doc. Mgr. Veronika Gežík, PhD., prof. Mgr. Anna Lašáková, PhD., doc. PhDr. Paulína Mihal'ová, PhD., Mgr. Michal Páleník, PhD.							
<b>Last change:</b> 15.04.2022							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/315AM/18	<b>Course title:</b> Business Analytics and Decision Making
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Information Systems and Application Software, Statistics, Mathematics, Financial Management	
<b>Course requirements:</b> <b>Homework</b> Most weeks you will have an assignment that is designed to assess your mastery of the topics and techniques covered the previous week and provide feedback to improve your understanding of the material. Homework assignments will be assessed. You may work with your colleagues to figure out the underlying concepts and problem-solving processes, but are expected to work individually to answer the specific problems that are assigned. Completed assignments can be submitted via e-mail. Timely submission of the completed assignments is essential. The due date of each assignment will be stated clearly in the assignment description. <b>Group Project</b> In groups of 2-3 you should prepare either a data-related project or a research paper. Additional detail about the group project will be provided via e-mail or at SharePoint of the FMCU. These projects should provide an opportunity for you to test your understanding of the techniques, processes, and problems associated with mobilizing raw data for use in individual and organization decision making. Scale of assessment (preliminary/final): Scale of assessment (preliminary/final): Grading40% Homework 40 pts60% Group Project:Proposal 10 pts.Midterm report 10 pts.Final Poster/ Presentation/Paper 30 pts.Answers to questions in discussion 10 pts.	
<b>Learning outcomes:</b> After completing this course you will be able to: <ul style="list-style-type: none"> <li>- Select and evaluate various types of data to for use in decision making;</li> <li>- Use prescriptive and descriptive analyses to reach defensible, data-driven conclusions;</li> <li>- Select and apply appropriate statistical methods to address decision problems; - Use MS Excel or Wolfram Mathematica for data manipulation and analysis</li> <li>- Critically evaluate data analyses and develop strategies for making better decisions.</li> </ul>	
<b>Class syllabus:</b>	

## Introduction

Some Basic Concepts: Measurement, Design, Validity

Data Visualization

Data Manipulation

Probability and Significance (Sample, Population, CLT, Sampling Error) Hypothesis Testing (Power, Effect Size)

Chi-squared, t-tests

Analysis of Variance

(ANOVA, Contrasts, Trends, Interactions)

Correlations

Multiple Regression

(Sets of IVs, Nominal Scales, Interactions)

## Recommended literature:

Readings and Online Resources:

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

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

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

Statistics and Statistical Reasoning

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

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

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

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

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

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

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

Excel Tutorials

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

SPSS Tutorials

- SPSS On-Line Training Workshop - <http://calcnet.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: 35

A	ABS	B	C	D	E	FX	M
51,43	0,0	17,14	14,29	14,29	2,86	0,0	0,0

**Lecturers:** doc. RNDr. Michal Greguš, PhD., Mgr. Soňa Dávideková, MPH, PhD., PhDr. Ing. Monika Dávideková, PhD.

**Last change:** 30.07.2020

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/036AB/21			<b>Course title:</b> Business Law				
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 5							
<b>Recommended semester:</b>							
<b>Educational level:</b> I., II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b> .							
<b>Learning outcomes:</b> After successful completion of this course, students will be able to interpret and apply the legal regulations in practice and to acquaint them with the conditions of doing business. The students gain knowledge and skills about legal relationships related to entrepreneurship in Slovakia. They will be able to set up a business company and carry out simple legal operations related to economic activity.							
<b>Class syllabus:</b> In the course special emphasis is placed on the system of commercial law, the legal forms of commercial companies and binding relationships.1. Basic legal regulations regulating business2. Legal forms of trading companies3. Commercial register4. Capital companies5. Personal companies6. Cooperatives as subjects of commercial law7. Individual entrepreneurship8. Binding relationships in the commercial law9. Forbidden muddy practice in the commercial law							
<b>Recommended literature:</b> Válková, K.: Základy obchodného práva, Západoslovenské tlačiarne Skalica, s.r.o. Skalica, 2008Zákon č. 513/1991 Zb. Obchodný zákonník v znení neskorších zmien Zákon č. 455/1991 Zb. o živnostenskom podnikaní (živnostenský zákon) v znení neskorších zmien							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 43							
A	ABS	B	C	D	E	FX	M
100,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> Mgr. Milena Nosková, MBA							



<b>Last change:</b> 01.10.2021
<b>Approved by:</b>

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/219AB/16			<b>Course title:</b> Business Negotiations				
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b>							
<b>Educational level:</b> I., II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b> Case Study, Presentation, Negotiation, Final Exam							
<b>Learning outcomes:</b> The aims of this course are to teach students to correctly assess the field of business negotiations, to understand core concepts and strategies used in business negotiations, to lead them to correct application of negotiation strategies in practice with focus on business negotiations in international business. Within this course, students shall be acquainted with basic principles and strategies of business negotiations and gain practical experience in simulated in-class negotiations.							
<b>Class syllabus:</b> concept of negotiation, parties to negotiation, strategy, trust, power, ethics, phases in negotiations, negotiation script, differentiation, exploration, end-game exchange, cross-cultural negotiation.							
<b>Recommended literature:</b> Fells, R: Effective Negotiation, from Research to Results, 2nd ed., Cambridge University Press, 2012, ISBN: 9781139416047							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 136							
A	ABS	B	C	D	E	FX	M
79,41	0,0	13,97	5,15	0,0	0,74	0,0	0,74
<b>Lecturers:</b> Mgr. Milena Nosková, PhD.							
<b>Last change:</b> 24.01.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/236B/16	<b>Course title:</b> Business Negotiations
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> French level: B1 minimum (European framework of reference)	
<b>Course requirements:</b> Active participation, presentation, exams Scale of assessment (preliminary/final): Active participation: 20 pts Presentation: 40 pts Test: 20 points Commercial negotiation simulation: 20 pts	
<b>Learning outcomes:</b> Use of the PRATIC method Learning the rules of negotiation Ability to negotiate in specialized situations Learning the basic rules of the sales interview.	
<b>Class syllabus:</b> Session 1: Presentation of course objectives Session 2: What is negotiation? Definition, the different types of negotiation, pseudo-negotiation Presentation: the actors (the negotiator, individual characteristics, the impact of personality factors on the process) Session 3: Commercial negotiation: the PRATIC method (Prepare the visit, Meet the customer, Analyze the needs) Non-verbal communication Presentation: "The game of actors (meeting place and spatial arrangement, team management, powers and threats)" Session 4: Commercial negotiation: the PRATIC method (Working on the argument, Integrating the objection, Concluding the sale)	

<p>Presentation: “Negotiation techniques” (point by point, give-and-take, enlargement, false pivot, small steps, etc.)</p> <p>Session 5:</p> <p>The sales technique</p> <p>The different types of behavior in negotiation</p> <p>Presentation: “Tactics (threat, destabilization, cooperation...)”</p> <p>Session 6:</p> <p>Para-verbal and non-verbal communication.</p> <p>Talk: body language in different cultures</p> <p>Session 7:</p> <p>Practical case: negotiating in the automotive sector</p> <p>Session 8:</p> <p>Countering the Buyer's Strategy</p> <p>DVD « Negotiate and conclude»</p> <p>Analysis of a sales meeting</p> <p>Presentation: “Stress management”</p> <p>Session 9:</p> <p>Conflict management</p> <p>A practical case of political negotiation: the 35 hours</p> <p>Presentation: “Negotiating as a team”</p> <p>Session 10:</p> <p>Negotiate your salary</p> <p>DVD: Capital “Shock Negotiation”</p> <p>Session 11</p> <p>“Negotiating in a multicultural context”</p> <p>Session 12:</p> <p>Practical case</p> <p>Negotiating in the soft drink sector: “Coca-cola”</p>																							
<p><b>Recommended literature:</b></p> <p>« Entreprises et négociations » (Ed.ellipses),</p> <p>« Négociateur » (Ed. Octopus)</p> <p>« Bien négociateur » (Editions d’organisation),</p> <p>« La démarche NEGO+COMM » (Ed. Guilino)</p> <p>DVD « Négociateur et conclure » (Ed. INSEP Consulting »)</p>																							
<p><b>Languages necessary to complete the course:</b></p> <p>French (B1)</p>																							
<p><b>Notes:</b></p>																							
<p><b>Past grade distribution</b></p> <p>Total number of evaluated students: 32</p> <table border="1"> <thead> <tr> <th>A</th><th>ABS</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th><th>M</th></tr> </thead> <tbody> <tr> <td>56,25</td><td>0,0</td><td>18,75</td><td>15,63</td><td>3,13</td><td>0,0</td><td>3,13</td><td>3,13</td></tr> </tbody> </table>								A	ABS	B	C	D	E	FX	M	56,25	0,0	18,75	15,63	3,13	0,0	3,13	3,13
A	ABS	B	C	D	E	FX	M																
56,25	0,0	18,75	15,63	3,13	0,0	3,13	3,13																
<p><b>Lecturers:</b> doc. Dr. Frédéric Delaneuville, PhD.</p>																							
<p><b>Last change:</b> 12.05.2022</p>																							
<p><b>Approved by:</b></p>																							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/312AM/21	<b>Course title:</b> Cloud Computing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Type of Activities: 2 hours lectures and 2 hours seminars Number of Hours: 4 hours per week Per Week; Per Level/Semester: Form of the Course: Full time / Combined Method During the semester midterm and/or final tests for 40 points. Score of 60 points will be given for the semester project and its presentation and oral examination. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> By completing the subject, students will acquire cloud computing skills using the software provided by the Faculty of management to gain deeper theoretical and practical knowledge of cloud computing systems. The education is alternatively divided into 4 phases AKVA - Analytical (2-4 weeks), Conceptual (2-4 weeks), Verification (1-3 weeks), Argumentative (1-3 weeks).	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction to cloud computing,</li> <li>2. Software as a Service (SaaS),</li> <li>3. Platform as a Service (PaaS),</li> <li>4. Infrastructure as a Service (IaaS),</li> <li>5. Public clouds,</li> <li>6. SLA management,</li> <li>7. License terms of leading cloud service providers,</li> <li>8. Private clouds,</li> <li>10. Hybrid cloud model,</li> <li>11. Cloud computing and security,</li> <li>12. Development of applications in the cloud,</li> <li>13. Architecture of cloud systems,</li> <li>14. Cloud and regulation.</li> </ol>	
<b>Recommended literature:</b>	

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

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

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

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 19

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

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

**Last change:** 29.09.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/076AB/16	<b>Course title:</b> Computer Science
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Course requirements: The active participation on lectures and seminars (practical) on computers in MS Windows, MS Word and MS Outlook. Required: Students who participate in online Seminars must use the Microsoft Windows operating system with the Microsoft Office package installed. Examination: - Lectures: Midterm mandatory examination from lectures either via midterm test, or midterm semester work in MS Word, semester ends with final examination either in written form (test) on-site, or oral form online via MS Teams. - Seminars (practical): Semester ends with project work in MS Word, to achieve credit (points) for the final examination. Scale of 100% assessment is split: 40% lectures: Midterm test/work (15 points) and Final test/oral exam (25 points). 60% seminar (practical): MS Word (60 points). The necessary condition for successful completion of the course is a minimum limit of 60% of each activity. In points: minimum 36 points from seminar (practical), to be able to participate on final test/exam, and minimum 24 points from lectures (the sum of Midterm and Final examination). Details for the seminar (practical) project: 1. Elaboration of project outline Deadline: according to the teacher's instructions (or by e-mail to the specified e-mail address), usually by mid-October. 2. Project elaboration Deadline: no later than the end of the teaching part of the semester, preferably at the last seminar, but always in electronic form to the address according to the instructions of the teacher. 3. The acquired knowledge from seminar is verified during the teaching part of the semester and forms an ongoing assessment. For submitting the project on time and successful project defense, the student can get additional points in the continuous assessment. However, each teacher determines the details of the continuous assessment. It is recommended to defend the project in front of	

the whole study group. The project defense usually may include a written and an oral checkout (theoretical and practical at the computer).  
Scale of assessment (preliminary/final): 60/40

**Learning outcomes:**

Lectures: The knowledge of the presented topics and the related business value.

Practical: The knowledge of Microsoft Office Suite, mainly MS Word and MS Outlook, and a basic overview of Microsoft products, such as SharePoint, Excel, PowerPoint, Project Server, MS Teams, is necessary to gain knowledge of computer technology and computer networks and professional management skills with computer work, learn to work with the mail communication tool MS Outlook and the text program MS Word, learn to create professional documents and use MS Outlook as a tool for "time management".

**Class syllabus:**

Lectures:

History of modern computing and generations of computers, hardware, computer architecture, computer characteristics affecting computer performance, computer networks, network topologies, network architecture, communication methods, standards and protocols, telecommunication and telephone, general data protection regulation, physical object security and computer security, cloud computing, Internet of Things, and other related information technology topics.

Seminar (Practical):

Topic 1: MS Outlook product. Practice working with different ways of displaying in individual Outlook modules and working with contacts. Receiving and sending emails.

Topic 2: MS Word product. Gaining skills with working with the product.

Topic 3: Acquiring Skills with the Home, Insert, and View tabs.

Topic 4: The concept of paragraph, section and the use of section break.

Topic 5: Acquiring skills with working on the Layout tab.

Topic 6: Acquiring skills with working on the References tab.

Topic 7: MS Word mass correspondence.

Topic 8: Acquiring skills with working on the Review tab.

Topic 9: MS Word developer.

Topic 10: Acquiring additional knowledge about MS Outlook. Gaining skills in sorting e-mail and working with the Tasks, Calendar, Journal and Notes modules.

Topic 11: MS Outlook and MS SharePoint products' details.

**Recommended literature:**

[1.] Robert Furda, Michal Greguš: Computer Science for Managers, 1st edition, ISBN 978-80-223-4998-7, Comenius University, 2020

[2.] James A. O'Brien, George M. Marakas: Introduction to Information Systems, 15/e, ISBN 978-0-07-337677-6, McGraw-Hill, 2010

[3.] Kenneth Laudon, Jane Laudon: Essentials of MIS, 9th edition, ISBN-10: 0-13-611099-1, ISBN-13: 978-0-13-611099-6, Published by Prentice Hall, © 2011, <http://www.pearsonhighered.com/laudon/> Language necessary to complete the course: English language

Other recommended literature:

- Libor Gála, Jan Pour, Prokop Toman, Podniková informatika, Počítačové aplikace v podnikové a mezipodnikové praxi, Grada Publishing, Praha 2005, ISBN 80-247-1278-4
- Eleonóra Beňová, Michal Greguš: Výpočtová technika II, Univerzita Komenského, Bratislava 2004, ISBN: 80-223-2002-1
- Eleonóra Beňová, Michal Greguš: Excel – Aplikačný softvér pre manažérov, vyd. Merkury sro., 2006, ISBN 978-80-89143-49-8



- Petr Doucek, Řízení projektů informačních systémů, druhé vydání, Professional Publishing, Praha 2006, ISBN 80-86946-17-7
- Mark Humphries a kol: Data warehousing návrh a implementace, Computer Press, a.s., Praha 2002, ISBN 80-7226-560-1
- Josef Basl, Roman Blažíček: Podnikové informační systémy, Grada, Praha 2007, ISBN: 978-80-247-2279-5
- Gary B. Shelly, Misty E. Vermaat: Discovering Computers 2011-Introductory: Living in a Digital World, Cengage Learning, 2010, ISBN 9781439079416
- Sang C. Suh: Practical Applications of Data Mining, Jones & Bartlett Publishers, 2011, ISBN 9780763785871
- Nithyashri: System Software, Tata McGraw-Hill Education, 2010, ISBN 9780070671928
- Brian J.S. Chee, Curtis Franklin Jr.: Cloud Computing: Technologies and Strategies of the Ubiquitous Data Center, CRC Press, 2010, ISBN 9781439806173

**Languages necessary to complete the course:**

English language

**Notes:**

**Past grade distribution**

Total number of evaluated students: 185

A	ABS	B	C	D	E	FX	M
19,46	0,0	20,54	16,22	10,81	12,97	20,0	0,0

**Lecturers:** Ing. Robert Furda, PhD., Ing. Ján Greguš

**Last change:** 23.02.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/001AB/16	<b>Course title:</b> Controlling
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Requirements for completing the course: 60 % continuous evaluation: - 3 semester tasks assigned during the semester - application of acquired theoretical knowledge of selected problems – 30 % (3x10%) - presentation of financial interpretation in form of report – 20% - quizzes from selected areas – 10% (2x5%) 40 % final evaluation - exam – regular term written form; retake written form The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): The proportion of continuous and final assessment is 60:40.	
<b>Learning outcomes:</b> The course is aimed at clarifying the nature of Controlling (Controllershship) theory and at methods and techniques applied in this area. The intention is to introduce a new concept for controlling philosophy and demonstrate its application, especially in the operational management of the company. In addition to the theoretical foundations the subject wants to offer the possibility of obtaining specific experience with the application of basic methods and techniques through practical examples. By completing the course, the student will acquire: - knowledge from basic terminology in the field of Controlling, - the ability to interpret financial statements and the skills to prepare reports for final decision making, - the overview about the modern techniques used in Controllershship.	
<b>Class syllabus:</b> 1. Control as management function, different views of control 2. Roles and organizational aspects of Controlling 3. Strategic and operational Controlling	

4. Financial analysis of statements for the purposes of management decision (ex-ante analysis)
5. Analysis of external environment, Competitive Intelligence
6. Activity Based Costing, Activity Based Management
7. Target Costing, Life-cycle Costing
8. Value Based Management, EVA (Economic Value Added)
9. Performance Management
10. Business Intelligence
11. Managerial Accounting (Budgeting - Cost Controlling, Costing)
12. Reporting function of Controlling (Data Mining, OLAP)

**Recommended literature:**

- [1] ROEHL-ANDERSON, J. M., BRAGG, S. M. 2005. The Controller's Function: The Work of the Managerial Accountant. New Jersey: John Wiley & Sons, 2005, 480 s. ISBN 0-471-68330-2
- [2] WEBER, J., SCHÄFFER, U. 2008. Introduction to Controlling. Schäffer-Poeschel, 2008, 191 s. ISBN 379102759X

**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: 162

A	ABS	B	C	D	E	FX	M
40,74	0,0	32,1	15,43	3,7	6,17	1,85	0,0

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

**Last change:** 09.06.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/229AM/16	<b>Course title:</b> Corporate Valuation I
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> It is expected that students will be comfortable with the following topics: basics concepts of financial markets and financial management, accounting principles and basics statistical concepts.	
<b>Course requirements:</b> Participation in seminars, individual student work during the semester, active monitoring of developments in selected financial markets. During the semester, students will implement a project of evaluation of a selected company, which will serve for the overall evaluation. The mid-term evaluation at the seminars consists of the following parts: - elaboration of homework assignments during the semester (MAX 20%), - continuous assessment of the activity during the semester (MAX 20%), Final evaluation: - presentation of the project - valuation of the selected company in the team (MAX 60%). The condition for completing the course is to obtain at least 60% of the total evaluation. Scale of assessment (preliminary/final): 40% / 60%	
<b>Learning outcomes:</b> The course has three main objectives: 1. Develop and understanding of the tools that are used to prepare complete DCF valuation model in MS Excel for publicly traded company. 2. Understand the advanced issues involved in how the evaluation process is working in real world. 3. Emphasis will be placed on appreciating the limitations and challenges that are analyst faced when applying the theoretical framework of Corporate Valuation.	
<b>Class syllabus:</b> 1. Introduction to Corporate Valuation 2. Basics approaches for corporate valuation (DCF, Valuation Multiples, DDM, Asset based methods) 3. Dividend Discount Model preparation (DDM) 4. WACC (calculation Cost of Equity and Cost of Debt)	

5. Calculation of CAPEX , OPEX and Free cash-flow (FCF) 6. Financial plan preparation 7. Discounted cash flow method (DCF), practical problem solving 8. Multiples and Asset based methods, practical problem solving 9. Case Study: Valuation of a publicly traded company 10. Presentation of students projects							
<b>Recommended literature:</b> 1. Vozár M. – Komorník J.: Oceňovanie podnikov, Kartprint 2012. 2. T. Koller, M. Goedhart, A. Wessels.: Valuation Measuring and Managing the Value of Companies, 5th Edition, McKinsey & Company, Inc., 2010. 3. Brigham, E. F. – Ehrhardt, M. C.: Financial Management, 14th Edition, Thomson, South-Western, 2014. 4. Hitchner, J. R.: Financial Valuation, Applications and Models, John Wiley & Sons, Inc., 2013. Other information sources: 5. Bloomberg Professional Terminal, 6. <a href="http://www.bloomberg.com">www.bloomberg.com</a> , 7. <a href="http://www.yahoo.finance.com">www.yahoo.finance.com</a> , 8. <a href="http://www.morningstar.com">www.morningstar.com</a> , 9. <a href="http://www.gurufocus.com">www.gurufocus.com</a>							
<b>Languages necessary to complete the course:</b> Slovak, English							
<b>Notes:</b> The main textbook (recommended literature 3.) is available at the FMUK Library. This textbook should be used as main reading. The main textbook is also available for purchase online at Amazon.com. The relevant chapters are indicated in the class syllabus. There will be several case studies for the course provided in MS Excel form. They will be available for download from faculty's MS Teams cloud solution. The cases are intended to help students understand the course material and prepare them for their own valuation project and for real world of finance. The solutions for the case study will be discussed in the class.							
<b>Past grade distribution</b> Total number of evaluated students: 150							
A	ABS	B	C	D	E	FX	M
74,67	0,0	14,0	10,0	1,33	0,0	0,0	0,0
<b>Lecturers:</b> Mgr. Martin Vozár, PhD.							
<b>Last change:</b> 23.09.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

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

- Case Study
- Case Study

**Recommended literature:**

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

**Languages necessary to complete the course:**

English

**Notes:**

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

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

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

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

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

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

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

Grading:

Problem and Cases Sets: 30%

Project: 70%

**Past grade distribution**

Total number of evaluated students: 93

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

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

**Last change:** 08.10.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/372AB/21	<b>Course title:</b> Data Analysis for Management
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> - active participation during seminars in solving problems and assignments - elaboration and submission of assignments on time - delays will be penalized - preparation and submission of the final report on time - delays will be penalized Scale of assessment (preliminary/final): - 13% active participation in work at seminars- 60% work with data on assignments during the semester- 27% final report	
<b>Learning outcomes:</b> Business Data Scientist <ul style="list-style-type: none"> <li>● Analyzes data using various tools</li> <li>● Solve problems by using modeling techniques</li> <li>● Designs, builds and maintains data and analytical infrastructure</li> <li>● Creates sophisticated analytical models</li> <li>● Derives comprehensively acquired data outputs for client information and facilitation his business decision</li> <li>● Skills: data extraction, data transformation, data retrieval, dynamic data analysis, machine learning, Big Data, SQL, R, Python and many more.</li> </ul>	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. What does the real database looks like and what does the stored real data look like? (Introduction to SQL structures. Basic commands (Select, Where, Order By, ...). Data types. Keys.)</li> <li>2. How to extract the necessary data from the database for further analysis? (Join, Inner Join, Union, ...)</li> <li>3. How to save hours with demanding databases when downloading and analyzing data via SQL? (Efficient code writing in SQL. Window Function.)</li> <li>4. Summary of knowledge (Practicing previous tasks. Indexing.)</li> <li>5. How to use R language, one of the most used languages by data analysts? (Introduction to R. Library Variables. Fields. Data Frames. Features. For cycle. If.)</li> <li>6. How to perform an initial descriptive and exploratory analysis of the data set? (Basic statistical measures (mean, variance, quantiles). Graphs (histogram, boxplot).)</li> </ol>	



7. How to verify and test hypotheses in R language (part 1)? (Statistical induction. Testing of statistical hypothesis. Parametric tests.)
8. How to verify and test hypotheses in R language (part 2)? (Statistical induction. Testing of statistical hypothesis. Nonparametric tests.)
9. How do I find out the basic relationships and connections between the variables of a data set? (Correlation and association analysis. Covariance. Correlation and correlation coefficients. Chi-square test, measures associations)
10. How do I find the relationship between two / more independent / dependent groups of a data file? (F-test, t-test and ANOVA - parametric / non-parametric.)
11. How do I detect more complex relationships in the data and make a prediction? (Regression models - linear / logistic. Simple and multiple linear / logistic model. Least squares method.)
12. How do I identify a trend in the data? (Analysis of time series. Decomposition of time series into components. Trend determination.)
13. How to use the acquired knowledge in the increasingly used Python language?

**Recommended literature:**

**Languages necessary to complete the course:**

english

**Notes:**

**Past grade distribution**

Total number of evaluated students: 22

A	ABS	B	C	D	E	FX	M
50,0	0,0	18,18	9,09	0,0	9,09	9,09	4,55

**Lecturers:** Ing. Rastislav Kulhánek, PhD.

**Last change:** 11.10.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/003AB/16	<b>Course title:</b> Databases
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Computer Science, Information Systems and Application Software, Project Management	
<b>Course requirements:</b> During the semester midterm and/or final test for 40 points. Score of 60 points will be given for the semester project and its presentation.	
<b>Learning outcomes:</b> To teach student the basic notions from the database theory, fundamentals of modeling and creation of database systems, professional use of MS Access and its application for creation of relational database.	
<b>Class syllabus:</b> Introduction to database theory, Database, Database system, DBMS, Relational Database. Fundamentals of data model design, Conceptual model, Logical model, Physical model, Principles of work with data, Relational algebra, Queries, SQL, Normalization, Application design and creating database in MS Access, UI – User Interface, Business logic, Application logic, DFD – Dataflow diagram, Workflow diagram, Conception of MS Access application, MS Access, Tables, Relationships, Queries, Forms, Reports, Macros, Quick view in Database and SQL servers technology, Principles of SQL server, OLTP a OLAP Databases, Data-warehouse and data-mining.	
<b>Recommended literature:</b> [1] OPPEL, A. 2004. Databases Demystified. McGraw-Hill, 2004. ISBN: 007-225364-9 [2] CONOLLY, T. – BEGG, C. – HOLOWCZAK, R. 2008. Business Database Systems 1st Edition. Pearson Education Limited, 2008. ISBN 978-1-4058-7437-3 [3] ALEXANDER, M. – KUSLEIKA, R. 2013. Access 2013 Bible 1st Edition. John Wiley & Son, Inc. 2013. ISBN 978-1118490358	
<b>Languages necessary to complete the course:</b> English	
<b>Notes:</b>	

<b>Past grade distribution</b>							
Total number of evaluated students: 84							
A	ABS	B	C	D	E	FX	M
19,05	0,0	44,05	19,05	7,14	2,38	8,33	0,0
<b>Lecturers:</b> doc. RNDr. Michal Greguš, PhD., Mgr. Karol Schulz, Mgr. Lumbardha Hasimi							
<b>Last change:</b> 12.04.2019							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/052AB/21	<b>Course title:</b> Development of Entrepreneurial Skills I
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester, a student can earn up to 80 points. For the final exam, a student can earn up to 20 points. Evaluation of students' work during the semester is divided into six milestones: 1. 5%: Milestone 1 – General measure of Enterprising Tendency 2. 10%: Milestone 2 – Opportunity identification 3. 10%: Milestone 3 – Marketing activity 4. 15%: Milestone 4 – Entrepreneurial idol - essay 5. 20%: Milestone 5 – Microbusiness 6. 20%: Milestone 6 – Sales/Investor pitch The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): During the semester, a student can earn up to 80 points. For the final exam, a student can earn up to 20 points.	
<b>Learning outcomes:</b> Activate and explore selected entrepreneurial skills of students, especially through practically focused activities and projects. Reinforce the creativity, ability to identify the opportunities, marketing skills, sales skills and presentation skills of the students.	
<b>Class syllabus:</b> 1. Creation of an enterprise. Individuals, ideas and opportunities. 2. How entrepreneurs think and act? 3. Entrepreneurial skills and entrepreneurship process 4. Marketing Skills of Entrepreneurs 5. Design thinking 6. Sales Skills of Entrepreneurs 7. Identification and testing of key assumptions, Minimum Viable Business Product 8. How to make a sales pitch and how to attract Investors 9. Creating value for society	
<b>Recommended literature:</b>	

- [1] BJERKE, B. About Entrepreneurship. Cheltenham: Edward Elgar, 2013. ISBN 978-1-78254-539-2. Available in the study room.
- [2] HISRIC, R.D., PETERS, M.P., SHEPHERD, D.A. Entrepreneurship. New York: McGraw-Hill, 2013. ISBN 978-007-132631-5. Available in the study room.
- [3] STOKES, D., WILSON, N. Small Business Management and Entrepreneurship. Cengage Learning EMEA, 2010. ISBN 978-1-4080-1799-9. Available in the library and study room.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 32

A	ABS	B	C	D	E	FX	M
37,5	0,0	28,13	15,63	12,5	0,0	6,25	0,0

**Lecturers:** doc. PhDr. Marian Holienka, PhD., Mgr. Miloš Mrva, PhD., Mgr. Juraj Mikuš, PhD.

**Last change:** 14.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/065AB/18	<b>Course title:</b> Development of Entrepreneurial Thinking
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Continuous evaluation will consist of nine parts (eight sub-assignments and one final assignment). The maximum points to achieve from the assignments is 100. The assignments are submitted electronically and shared with teachers and peers and presented and discussed on seminars. Active class participation is required to accomplish the course. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): Continuous evaluation 100%	
<b>Learning outcomes:</b> Development of personal initiative and entrepreneurial thinking of students. Developing abilities to identify problems in the world around. Developing an internal motivation to solve problems.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Course introduction</li> <li>2. Entrepreneurial thinking</li> <li>3. Identification of own personal framework (network, abilities, passion)</li> <li>4. How entrepreneurs think</li> <li>5. Curiosity</li> <li>6. Developing curiosity</li> <li>7. Ability to observe and perceive relationships</li> <li>8. Think like a traveler</li> <li>9. Observation analysis</li> <li>10. Identification of problems</li> <li>11. Consultations</li> <li>12. Final presentation</li> </ol>	
<b>Recommended literature:</b> [1] BARON, R. A., HMIELESKI, K. M. Essentials of Entrepreneurship: Changing the World, One Idea at a Time. 2nd edition. Cheltenham: Edward Elgar, 2018. [2] BJERKE, B. About Entrepreneurship. Cheltenham: Edward Elgar, 2013.	

[3] BAUM, J. R. et al., eds. The Psychology of Entrepreneurship. New York: Psychology Press, 2012.

**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: 56

A	ABS	B	C	D	E	FX	M
57,14	0,0	23,21	12,5	1,79	1,79	3,57	0,0

**Lecturers:** Mgr. Juraj Mikuš, PhD.

**Last change:** 14.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/065AB/16	<b>Course title:</b> E-Service Management
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b> Course Description and Objectives At large, the term “services” is associated with Web services and alike. However, there is a much vaster layer to be considered within the remarkable growth of the service sector, which has come to dominate business activity in most advanced economies over the last decades. Besides, the opportunity to innovate in services, to realize the business and societal value from knowledge about service, to research, develop, and deliver new information services and business services increases continuously. Making up a significant part of the world economy, the service sector is a rapidly evolving field that is relied on to dictate the public's satisfaction and success in various areas of everyday life, from banking and communications to education and healthcare. Accordingly, the objective of the course of is to provide students of the service-related disciplines with the qualitative and quantitative skills necessary to model key decisions and performance metrics associated with services, including the management of resources, distribution of goods and services to customers, and the analysis and design of service systems. This course covers several aspects of SME including: service systems, modeling, innovation, and service-oriented architectures. The course will investigate also the nature of services, the need for interdisciplinary approaches to services innovation, and the technology and tools needed to provide services innovation. At the end of this course, students will be able to: <ul style="list-style-type: none"> <li>• understand and critique the ways in which researchers and practitioners are defining services and SME;</li> <li>• articulate the motivation behind the study of SME and relate their own experiences to the study of it;</li> <li>• apply theories that are emerging in the area of SME and identify current limitations in applying those theories;</li> <li>• identify the multidisciplinary aspects of SME research projects;</li> <li>• demonstrate ways in which organizations are changing what they do through innovative uses of service-oriented technologies and discuss the implications of these changes;</li> </ul>	



- evaluate ways in which social computing technologies are providing innovations in services (specifically in providing greater opportunities for co-production);
- describe and discuss the general notion of service-oriented architecture and how its techniques can be used to architect services.

### **Class syllabus:**

#### **Content**

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

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

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

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

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

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

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

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

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

### **Recommended literature:**

<b>Readings</b> 1. Daskin, Mark S., Service Science, 1. Edition, John Wiley & Sons, November 2010. 2. Katzan Harry Jr, Service Science: Concepts, Technology, Management, iUniverse, Incorporated, November 2008. 3. Maglio Paul and Spohrer Jim, Fundamentals of service science, Journal of the Academy of Marketing Science, Vol. 36, Iss. 1, 2008. 4. Ching M. Chang, Service Systems Management and Engineering: Creating Strategic Differentiation and Operational Excellence, 1 edition, Wiley, April 2010. 5. Bettencourt Lance, Service Innovation: How to Go from Customer Needs to Breakthrough Services, 1 edition, McGraw-Hill, May 2010. 6. Papazoglou Michael, Web Services: Principles and Technology, Prentice Hall; 1st Edition, September 2007. 7. Michael Bell, Service-Oriented Modeling (SOA): Service Analysis, Design, and Architecture, Wiley, 2008. 8. Glushko Robert, Designing a Service Science Discipline with Discipline, IBM Systems Journal, 47(1): 15 27, 2008. 9. Glushko Robert, Seven Contexts for Service System Design, in Maglio, P. P., Kieliszewski, C, & Spohrer, J. Handbook of Service Science, 219 249, 2010.							
<b>Languages necessary to complete the course:</b> English language							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 56							
A	ABS	B	C	D	E	FX	M
85,71	0,0	14,29	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> prof. Ing. Natalia Kryvinska, PhD., Mgr. Martina Halás Vančová, PhD.							
<b>Last change:</b> 14.10.2017							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/010AM/16	<b>Course title:</b> E-business and E-marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 1. The student will prepare a presentation on the assigned topic from e-business, e-marketing or e-commerce in general. (This must not be any advertising presentation on software commercial product or company). I recommend that the presentation is to be done in two-or three-student team. Presentation will be on the assigned topic, or you can send me a proposal with a short outline of the proposed presentation for approval. The presentation must be presented in front of the whole class during the semester (and submitted to me in advance in electronic form). The length of presentation in the case of a two-student team should be about 25 minutes, the team consisting of three students for about 35 minutes. The presentation must be prepared and realized during the semester on assigned dates. (at seminars). 2. Web site for an e-shop or upon agreement (not requested programming skills, you can use for studying purposes wix.com etc.) Student will be assigned into international teams of approximately 3-4 students. You will be preparing and organizing the whole e-business through the course from the scratch through all related and necessary parts, you will start by studying the fundamentals of ebusiness, gradually developing your analytical and practical skills. The web site will be presented at the end of the semester ( at seminars) in its final form 3. Midterm Test / Midterm presentation of your web site project ( at seminars)	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b> 1) Introduction to E-marketing What is e-marketing? New rules for the digital economy? E-marketing challenges and opportunities Comparing Web to other marketing channels 2) Internet User Characteristics and Behavior Customers in the 21st century Market segmentation E-marketing segments Consumer navigation behavior Country profiles	

Internet marketing research

3) Marketing Knowledge

Marketing databases and data warehouses

Data analysis and distribution

Online privacy

4) E-Marketing Strategies

B2C

B2B

B2B2C

G2B

5) Product and Pricing Online

Creating customer value online

E-marketing solutions based on new technology

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

Electronic data interchange,

Collaboration platforms,

E-learning

Multimedia, convergence

Branding strategies

Taxonomy for Internet products Is the Internet an efficient market?

E-business pricing models: segmented pricing, negotiation

Online pricing strategies

6) Distribution

Distribution functions

Distribution channels online

Disintermediation and Reintermediation

Length of distribution channels

Power relationships among channel players

E-commerce models

Content sponsorship

Direct selling

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

7) E-Marketing Communication

Integrated marketing communication online

IMC e-business models

Content publishing

Community building

Online advertising

Online sales promotions

Direct e-mail and viral marketing

The net as a medium, including measurement metrics

8) Customer Relationship Management

Building Customer Relationships

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

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

Building Partnerships through Community

Guarding customer privacy

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

The Venture Capital E-Marketing Plan

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

**Recommended literature:**

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

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

**Notes:**

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/006AB/16	<b>Course title:</b> English for Managers I
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 12% for active participation in class, 12% for mid-term test, 26% for two writing tasks and 50% for the final test at the end of semester Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> By completing the course the student extends his/her vocabulary related to management, human resources and strategic management. The telephoning skill is practiced and he/she will also be able to actively take part in meetings led in English. He/she will be able to write a professional email and create a structured professional CV, as well as write a letter of application.	
<b>Class syllabus:</b> Topics: <ul style="list-style-type: none"> <li>• English language – Lingua Franca of the 21st century</li> <li>• Numbers in managerial work</li> <li>• Fundamental principles of management</li> <li>• Company structure</li> <li>• Human resource management</li> <li>• Types of companies: ltd, plc, family businesses, self-proprietorship</li> <li>• Setting up a business</li> <li>• Styles of Management</li> <li>• Competition and Markets</li> <li>• Travelling</li> </ul> Managerial skills: Telephoning Writing: CV and a Letter of Application Grammar: Tense review, prepositions with verbs, nouns and adjectives, modals.	
<b>Recommended literature:</b> Internal material distributed by the lecturers at the beginning of semester. Ian MacKenzie: English for Business Studies. Third Edition. CUP 2010. Emmerson, P.: Email English. MacMillan 2004.	

<p>Emmerson, P.: Business Builder. Modules 1, 2, and 3. MacMillan 2009.  Emmerson, P.: Business Builder. Modules 4, 5, and 6. MacMillan 2009.  Mascull, B.: Business Vocabulary in Use. CUP 2002.  Goodale, M.: The Language of Meetings. Thomson Heinle 1998.  Hughes, J.: Telephone English. MacMillan 2006.  Murphy, R.: English Grammar in Use for intermediate learners, fourth edition. CUP 2012.  Oxford Business English Dictionary. OUP 2008.</p>							
<p><b>Languages necessary to complete the course:</b>  English on level B2</p>							
<p><b>Notes:</b></p>							
<p><b>Past grade distribution</b>  Total number of evaluated students: 138</p>							
A	ABS	B	C	D	E	FX	M
17,39	0,0	34,78	13,04	10,87	10,14	13,77	0,0
<p><b>Lecturers:</b> Mgr. Lenka Procházková, PhD., PaedDr. Jarmila Brtková, PhD., Mgr. Alexandra Mittelman, PhD., MBA, Mgr. Zuzana Tenglerová, Mgr. Ľudmila Žalkovičová</p>							
<p><b>Last change:</b> 13.07.2020</p>							
<p><b>Approved by:</b></p>							



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/007AB/16	<b>Course title:</b> English for Managers II
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> English for managers I	
<b>Course requirements:</b> 9 % for active participation in class, 3 % for regularly done homework, 10 % for negotiating, 15 % for mid-term test, 13 % for writing assignment and 50 % for final test taken at the end of the semester while the minimum to pass the test is 21 %. Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> By completing the course the student will acquire vocabulary from the field of economics, international trade, banking, accounting, stock exchange and insurance. He/she will learn terminology and phrases from negotiating, and will be able to use them while negotiating with other students in class. He/she can write a professional report.	
<b>Class syllabus:</b> Brief outline of the course: Topics: <ul style="list-style-type: none"> <li>• Global economy in 21st century</li> <li>• International trade: export, import, incoterms</li> <li>• Banking</li> <li>• Company finances</li> <li>• Accounting</li> <li>• Stock exchange, shares and bonds</li> <li>• Insurance</li> <li>• Types of businesses: with limited liability, public companies, partnerships, sole traders</li> <li>• Establishing a business – business plan</li> </ul> Managerial skill: negotiating Writing: Business report Grammar: Countable and uncountable nouns, verbs “do“ and “make“, conditionals, contrasts, relative clauses.	

**Recommended literature:**

Internal material distributed at the beginning of semester.

Ian MacKenzie: English for Business Studies. Third Edition. CUP 2010.

Emmerson, P.: Business Builder. Modules 7, 8, and 9. MacMillan 2009.

Mascull, B.: Business Vocabulary in Use. Third edition. CUP 2017

McCarthy, M. et al. Grammar for Business. CUP 2009.

Law, J.: Dictionary of Finance and Banking. OUP, 2018.

Doplňit': MacKenzie, I.: Professional English in Use: Finance. CUP 2006.

**Languages necessary to complete the course:**

English on level B2

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

Total number of evaluated students: 112

A	ABS	B	C	D	E	FX	M
23,21	0,0	25,0	24,11	7,14	8,04	12,5	0,0

**Lecturers:** Mgr. Alexandra Mittelman, PhD., MBA, PaedDr. Jarmila Brtková, PhD., Mgr. Lenka Procházková, PhD., Mgr. Zuzana Tenglerová

**Last change:** 08.04.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KMM/072B/21				<b>Course title:</b> Entrepreneurship in France (FL)			
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 3							
<b>Recommended semester:</b>							
<b>Educational level:</b> I., II.							
<b>Prerequisites:</b>							
<b>Course requirements:</b>							
<b>Learning outcomes:</b>							
<b>Class syllabus:</b>							
<b>Recommended literature:</b>							
<b>Languages necessary to complete the course:</b>							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 17							
A	ABS	B	C	D	E	FX	M
35,29	0,0	35,29	5,88	0,0	0,0	0,0	23,53
<b>Lecturers:</b> doc. Dr. Frédéric Delaneuville, PhD., Mgr. Olivier Dumontel							
<b>Last change:</b> 11.04.2022							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/105AB/16	<b>Course title:</b> Ethical and Legal Aspects of Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> In the seminars will be solved various types of discussion questions and case studies. Specific tasks will be distributed to students through e-mails and/or directly at the seminars. A lecturer at the end of the seminar can randomly select at least two groups for presentation solutions. Other entries assess subsequently forwarded to the writing of a study carried out directly in the seminar and credit points in the evaluation of the student. Students can work in groups, max. 2-3 members per group. For each assignment may receive a maximum of 5 points. During the semester, will be addressed 8 such requests. The maximum number of points that a student can obtain in the mid-term evaluation is therefore 40 points/per cent during the trial period, the student can acquire the remaining 60 points/per cent for passing a written examination in the form of open-ended questions (5 questions), each for 12 points/per cent. To obtain an A rating, it is necessary to obtain at least 91 points to obtain a B rating of at least 81 points, a C rating of at least 73 points, a D score of at least 66 points and an E score of at least 60 points. Credits will not be awarded to a student who obtains less than 10 points in a written exam. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> Learning outcomes of the course are in the form that the student will acquire a comprehensive knowledge based on specific of modern marketing and marketing management, in concrete the application of ethical principles and modern sub-deliveries of law, marketing law.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction to marketing ethics.</li> <li>2. Criticisms of marketing.</li> <li>3. Contrasting perspectives of marketing.</li> <li>4. Ethical issues in marketing relationships.</li> <li>5. Ethics in new media.</li> <li>6. Ethical consumption.</li> <li>7. Marketing to young and vulnerable consumer groups.</li> <li>8. Promotion of harmful products.</li> <li>9. Ethics in social marketing.</li> </ol>	

10. Legislation, regulation and ethics.

**Recommended literature:**

- GUBÍNIOVÁ, K – PAJTINKOVÁ BARTÁKOVÁ, G. 2017. Deceptive Practices Used in Contemporary Marketing Communication and Their Evaluation from Customer Perspective in Slovak Republic. In : International Review of Management and Marketing, Vol. 7, No. 2, 2017, pp. 300-307.
- GUBÍNIOVÁ, K. – TREĽOVÁ, S. – PAJTINKOVÁ BARTÁKOVÁ, G. 2017. Assessment of Selected Components of Consumer Rights Awareness in Slovak Republic. In : Education Excellence and Innovation Management through Vision 2020: From Regional Development Sustainability and Competitive Economic Growth, 2017, pp. 3650-3661.
- EAGLE, L – DAHL, S. 2015. Marketing Ethics & Society. London : Sage Publications, 2015, 300 pp. ISBN 978-1-4462-9662-2
- ELLIS, N. – FITCHETT, J. – HIGGINS, M – JACK, G. – LIM, M – SAREN, M. – TADAJEWSKI, M. 2014. Marketing: A Critical Textbook. London : Sage Publications, 2014, 245 s. ISBN 978-1-84860-878-8
- HACKLEY, S. 2009. Marketing: A Critical Introduction. London : Sage Publications, 2009, 186 pp. ISBN 978-1-4129-1149-8
- HARRISON, R. – NEWHOLM, T. – SHAW, D. 2005. The Ethical Consumer. London : Sage Publications, 2005, 259 s. ISBN 978-1-4129-0353-0
- MARSHAL, D. 2010. Understanding Children as Consumers. London : Sage Publications, 2010, 262 pp. ISBN 978-1-84787-927-1
- MURPHY, P. E. – LACZNIAK, G. R. – PROTHERO, A. 2012. Ethics in Marketing. International Cases and Perspectives. London : Routledge, 2012, 171 pp. ISBN 978-0-415-78352-1
- SNYDER, W. 2017. Ethics in Advertising. London : Routledge, 2017, 181 pp. ISBN 978-1-138-18899-0
- TAG, N. R. 2012. Ad Critique: How to Deconstruct Ads in Order to Build Better Advertising. London : Sage Publications, 2012, 199 pp. ISBN 978-1-4129-8053-1
- Sage Brief Guide to Marketing Ethics. London : SAGE Publications, 2012, 218 pp. ISBN 978-1-4129-9514-6
- Databases of University Library, Slovak Centre of Scientific and Technical Information.

**Languages necessary to complete the course:**

English Language

**Notes:**

**Past grade distribution**

Total number of evaluated students: 85

A	ABS	B	C	D	E	FX	M
47,06	0,0	21,18	15,29	4,71	7,06	4,71	0,0

**Lecturers:** doc. JUDr. PhDr. Katarína Gubíniová, PhD.

**Last change:** 09.06.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/193AJM/12	<b>Course title:</b> European Integration
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> <ul style="list-style-type: none"> <li>- Small-group (3-5 students) semester project on selected issues of the EU/CM</li> <li>- Semester test</li> <li>- Presentation of the semester project and discussion/debate on selected issues</li> </ul>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b> Introduction to international economic relations (IER) and regional integration (RI) <ul style="list-style-type: none"> <li>- Brief history of the development in the IER</li> <li>- Main factors of the contemporary IER – globalization, international regional economic integration (IREI), international trade, FDI, international organizations, NGOs, etc.</li> <li>- Declining role of national states/governments in the IER</li> <li>- The role of the United Nations and its specialized agencies in the IER</li> <li>- Regional aspects of the UN role in the IER and technical and financial assistance to developing countries</li> <li>- Other important international organizations regarding IER (OECD, WTO, etc.) and their role in the IER</li> <li>- Institutionalization of the IREI and its role in IER – the model role of the EU institutions</li> <li>- “Free trade” as the basics of the IER and IREI</li> <li>- FDI as an important factor for the development of IER and IREI especially for developing and transitional countries</li> <li>- IREI and its role in the IER and regarding ongoing globalization (main building block and/or hurdle)</li> <li>- IREI as the dominant feature and development trend in the contemporary IER</li> <li>- Main stages of the IREI</li> <li>- Types and specifics of the IREI</li> <li>- Basic terms and forms of the IREI</li> <li>- The EU as a prototype of the IREI</li> <li>- Brief history of the EU and its effects on the development of the IREI and IER</li> </ul>	

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

**Recommended literature:**

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

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 345

A	ABS	B	C	D	E	FX	M
51,88	0,0	34,2	10,72	2,03	0,29	0,87	0,0

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

**Last change:** 25.08.2021

**Approved by:**

## COURSE DESCRIPTION

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



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

**Recommended literature:**

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

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 126

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

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

**Last change:** 25.08.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMM/278M/21	<b>Course title:</b> European Integration (French)
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> French language level B1 / legal and economic vocabulary	
<b>Course requirements:</b> Active participation in the course, presentation, final exam Scale of assessment (preliminary/final): 40%/60%	
<b>Learning outcomes:</b> Knowledge of the main steps and processes of European integration	
<b>Class syllabus:</b> Session 1 The European Union: why? Choice of presentations Session 2 The history of European construction "From the European communities of 6 to the European Union of 27" Presentation: Slovakia's integration into the EU Session 3 The legal nature of the EU The Costa / ENEL case Presentation: "Structure of intergovernmental or supranational cooperation: the true nature of the EU" Session 4 The institutions of the European Union: the committee Presentation: The Commission and EU Foreign Policy Session 5 The institutions of the European Union: the European Council and the Council Presentation: Are the European Council and the Council the most powerful institutions in the EU? Session 6 The institutions of the European Union: the parliament	

<p>Presentation: The evolving role of the European Parliament since its inception.</p> <p>Session 7</p> <p>Legal sources of EU law</p> <p>Presentation: the place of European law in the hierarchy of French and Slovak standards</p> <p>Session 8</p> <p>The Council of Europe</p> <p>Presentation: Multi-governance, subsidiarity and Europe of the regions</p> <p>Session 9</p> <p>The protection of fundamental rights within the EU</p> <p>Presentation: The EU Charter of Fundamental Rights and the European Convention on Human Rights.</p> <p>Session 10</p> <p>Economic and Monetary Union and the Euro</p> <p>Presentation: the role of the European central bank and central banks in the euro zone</p> <p>Session 11</p> <p>The EU budget</p> <p>Presentation: Regional policy and structural funds</p> <p>Session 12</p> <p>The challenges of European construction</p>
<p><b>Recommended literature:</b></p> <p>[1] Badie, B. (1999). Un monde sans souveraineté. Les Etats entre ruse et responsabilité. In: Politique étrangère, n°2 - 1999 - 64<sup>ème</sup> année. pp. 410-411.</p> <p>[2] Bafoil, F. (2006). Europe centrale et orientale. Mondialisation européenne et changement social. Paris, Presses de Sciences Po.</p> <p>[3] Bodin, J. (1576) « La république »</p> <p>[4] Chevallier, J. (2008). L'Etat post-moderne, Collection droit et société, 3<sup>ème</sup> Edition, Paris, LGDJ.</p> <p>[5] Delmas-Marty, M. (2007). Les forces imaginantes du droit, vol. III. La refondation des pouvoirs, Etudes juridiques comparatives et internationalisation du droit. Editions du Seuil, janvier 2007.</p> <p>[6] Fareed, Z. (1998). De la démocratie illibérale, Le Débat, vol. 99, no. 2, 1998, pp. 17-26.</p> <p>[7] Herrera, C. M. (2005). Un juriste aux prises du social. Sur le projet de Georges Scelle, Revue Française d'Histoire des Idées Politiques, p. 113-137. Disponible sur: <a href="https://www.cairn-int.info/revue-francaise-d-histoire-des-idees-politiques1-2005-1-page-113.htm">https://www.cairn-int.info/revue-francaise-d-histoire-des-idees-politiques1-2005-1-page-113.htm</a>.</p> <p>[8] Scelle, G. (1932). Précis de Droit des Gens. Principes et Systématique. Première Partie. Introduction, Le Milieu Inter social. Paris, Recueil Sirey.</p>
<p><b>Languages necessary to complete the course:</b></p> <p>French</p>
<p><b>Notes:</b></p> <p>In compliance with the regulations of the internal regulation No. 16/2017 Rector's Directive Comenius University in Bratislava Full reading of the internal regulation No. 23/2016 Rector's Directive Comenius University in Bratislava, which issues the Code of Ethics of the Comenius University in Bratislava as read in supplement No. 1, every student acquires his/her study results honestly; does not cheat and use dishonest practices during any form of assessment of his/her acquired knowledge. Cases of breaking the Code of Ethics of Comenius University can be judged as breaking the duties following from legal regulations, (...). Such judgement may be connected with enforcing accompanying legal consequences on academic, (...) disciplinary level.</p>

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: 5

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. Dr. Frédéric Delaneuville, PhD.

**Last change:** 17.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/158AM/16	<b>Course title:</b> European Law
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> - Preliminary assessment # Active participation 20% # European news presentation 20% # Presentation 20% - Final assessment: written exam 40%	
<b>Learning outcomes:</b> basis of european institutionnal law	
<b>Class syllabus:</b> Session 1 Introduction Session 2 History of the EU in 10 steps. Presentation: “The integration of the Slovak republic in the EU” Session 3 The legal nature of the EU The Costa v Enel case Presentation: “Intergovernmentalism or supranationalism?: the nature of the EU” <a href="http://www.freeonlineresearchpapers.com/compare-elements-supranationalismintergovernmentalism">http://www.freeonlineresearchpapers.com/compare-elements-supranationalismintergovernmentalism</a> Session 4 The EU institutions:the european commission Presentation: «The commission and the EU’s foreign policy» Session 5 The EU institutions : the european council and the council Presentation: «The european council and the council the strongest institutions in the EU?» Session 6 The EU institutions: the parlement Presentation: The evolution of the parlement role	

<p>Session 7 The legal sources of the EU law Presentation: the place of the EU laws in the slovak and french hierarchy of norms</p> <p>Session 8 The Council of Europe Study case: The 1985's Charter of local autonomy Presentation: Multigovernance, subsidiarity and Europe of regions</p> <p>Session 9 The protection of the fundamental rights in the EU Presentation: The charter of Fundamental rights of the EU and the European Convention on Human Rights</p> <p>Session 10 The economic and monetary union (EMU) and the euro Presentation: the role of the European central bank and the national banks in the eurozone</p> <p>Session 11 The budget of the EU Presentation: The regional policy and structural funds <a href="http://ec.europa.eu/regional_policy/policy/history/index_fr.htm">http://ec.europa.eu/regional_policy/policy/history/index_fr.htm</a> <a href="http://europa.eu/pol/reg/index_en.htm">http://europa.eu/pol/reg/index_en.htm</a></p> <p>Session 12 Test</p>																							
<p><b>Recommended literature:</b> The ABC of European Law, Prof. Klaus –Dieter Borchardt, Luxembourg: Publications Office of the European Union, 2010, ISBN 978-92-78-40525-0</p>																							
<p><b>Languages necessary to complete the course:</b> English</p>																							
<p><b>Notes:</b></p>																							
<p><b>Past grade distribution</b> Total number of evaluated students: 45</p> <table border="1"> <thead> <tr> <th>A</th><th>ABS</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th><th>M</th></tr> </thead> <tbody> <tr> <td>60,0</td><td>0,0</td><td>31,11</td><td>8,89</td><td>0,0</td><td>0,0</td><td>0,0</td><td>0,0</td></tr> </tbody> </table>								A	ABS	B	C	D	E	FX	M	60,0	0,0	31,11	8,89	0,0	0,0	0,0	0,0
A	ABS	B	C	D	E	FX	M																
60,0	0,0	31,11	8,89	0,0	0,0	0,0	0,0																
<p><b>Lecturers:</b> doc. Dr. Frédéric Delaneuville, PhD.</p>																							
<p><b>Last change:</b> 18.09.2020</p>																							
<p><b>Approved by:</b></p>																							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/275AM/21	<b>Course title:</b> Financial Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 7	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> It is expected that students will be comfortable with the following topics: Capital asset pricing model (CAPM), calculation of present and future value, bond valuation, Security market line (SML) theory, financial analysis, comparative and trend analysis, Dividend discount model (DDM), Weighted average cost of capital (WACC) and evaluation of capital investments (NPV, IRR, MIRR, PP) and basic understanding to theory of Capital structures.	
<b>Course requirements:</b> Participation in seminars, individual student work during the semester, active monitoring of developments in selected financial markets, continuous testing, final test. The mid-term evaluation at the seminars consists of the following parts: <ul style="list-style-type: none"> <li>- preparation of a presentation in a team on a topic in the field of asset valuation (MAX 5%),</li> <li>- elaboration of homework assignments during the semester (MAX 10%),</li> <li>- participation in seminars and activity during the semester (MAX 15%),</li> <li>- continuous testing during the semester (MAX 20%).</li> </ul> Final evaluation: <ul style="list-style-type: none"> <li>- final written test (MAX 50%).</li> </ul> The condition for completing the course is to obtain at least 60% of the total evaluation. The condition for completing the seminars is to obtain at least 25% of the evaluation seminars. Scale of assessment (preliminary/final): 50% / 50%	
<b>Learning outcomes:</b> This is an advanced course in financial management. The course deepens knowledge of the basics of financial management. It emphasizes the role of the financial manager in deciding on the creation of the optimal capital structure of the company, the profitability and risk in capital budgeting, selected problems of management and control of individual sources of long-term financing, short-term financing or current assets management. Other course objectives are: Develop an understanding of the tools that are used to analyze firm's risk and how to calculate and determine fundamental value of a company.	

Understand the advanced issues involved in how to use concepts of CAPM model in corporate finance, how to use concepts of the Working Capital Management.  
Understand the advanced issues involved in why the financial markets are important and integral part of global economy, and why H. Markowitz's Modern Portfolio Theory (MPT) is still actual. Emphasis will be placed on appreciating the limitations and challenges that are faced when applying the theoretical framework of corporate finance to real world problems.

**Class syllabus:**

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

**Recommended literature:**

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

**Languages necessary to complete the course:**

Slovak, English

**Notes:**

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

**Past grade distribution**

Total number of evaluated students: 70

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

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

**Last change:** 21.09.2021

**Approved by:**



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KKM/222AB/16	<b>Course title:</b> Financial Mathematics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Mathematics (1), Mathematics (2)	
<b>Course requirements:</b> Lectures will be accessible online through MS Teams. All study materials will be published in system Moodle ( <a href="https://moodle.uniba.sk/">https://moodle.uniba.sk/</a> ). When logging into MS Teams, it is necessary to use the university login and password and join the team FMUK_Financial_Mathematics_English using the code: q82gkml. In system MOODLE it is needed to select Faculty Management, Department of Quantitative Methods, Course Financial Mathematics. The student can have 2 absences from exercises, one at theoretical exercises and one at computer exercises. Course evaluation during the semester: 1.) 2 x 5-10 min. test on computer exercises for 2 points (4 points), without the possibility of writing a substitute test. 2.) 3 x 10-min. test on theoretical exercises, each for 2 points (6 points), without the possibility of writing a substitute test. 3.) 2 written works one on each type of exercise of 15 points (max. 30 points). The test can be taken in an alternate date during the semester, if the student proves his / her absence by a medical certificate. <b>Assessment of the subject during the Exam period:</b> The final written exam consists of 4 examples. (max. 60 points) 2.) Exam: a student can complete 1 regular and one corrective term if he / she does not reach the required number of points to complete the course on the regular term. The student completes the course if he / she obtains at least 60% of points (ie 24 points) from the continuous assessment, so that he / she can go to the exam and min. 60% of the exam points (ie 36 points) to pass the exam. The points that the student obtains during the semester and in the exam are included in the final grade of the course. Before solving the exam test, student must be logged in to the MS Teams application, have a microphone and camera switch on. Student is performing the exam test in the Moodle system. Student writes the solution by hand on paper, continuously is inserting own solution into the Moodle system while checking the compliance of its solution on paper with what it enters into the system.	

<p>When the exam test is closed, the signed handwritten solution will be photographed or scanned together with student card (ISIC) and putted into the Moodle system. The student is obliged to have ensured a functioning internet connection during the exam tests.</p> <p>Scale of assessment (preliminary/final): 40/60</p>																							
<p><b>Learning outcomes:</b></p> <p>The subject is a natural extension of Mathematics 1 and Mathematics 2. Students will receive an information about a dynamical analysis of economy, together with an analysis of financial mechanisms and pricing. Students, who pass the subject, will be able to solve various problems from an economy and a financial management.</p>																							
<p><b>Class syllabus:</b></p> <p>I. Dynamical analysis of an equilibrium. Applications of definite integrals in the economy. Marginal and total functions, current value of income streams. Domar's model of the growth of an economy. Modelling of economic evolution processes using differential equations with one and two-dimensional phase spaces. Dynamics of market prices. Linearization of nonlinear differential equations. IS - LM model.</p> <p>II. Mathematical methods of valuation of financial derivatives. Modeling of stock price development, discrete and continuous model. Valuation of options. Sensitivity analysis of option value. Option strategies.</p>																							
<p><b>Recommended literature:</b></p> <ol style="list-style-type: none"> <li>1. Chiang, A.C.: Fundamentals Methods of Mathematical Economics. McGraw-Hill International Editions., Singapore , 1984</li> <li>2. Bradfield, J.: Introduction to the Economics of Financial Markets. Oxford University Press. 2007</li> <li>3. Werner, F. – Sotskov, Y. N.: Mathematics of Economics and Business</li> <li>4. Shone, R: An Introduction to Economic Dynamics. Cambrige University Press, 2003</li> <li>5. Shone, R: Economic Dynamics. Phase Diagrams and Their Economic Application. Cambrige University Press, 2003</li> </ol>																							
<p><b>Languages necessary to complete the course:</b></p> <p>English</p>																							
<p><b>Notes:</b></p>																							
<p><b>Past grade distribution</b></p> <p>Total number of evaluated students: 85</p> <table border="1"> <thead> <tr> <th>A</th><th>ABS</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th><th>M</th></tr> </thead> <tbody> <tr> <td>12,94</td><td>0,0</td><td>14,12</td><td>8,24</td><td>12,94</td><td>34,12</td><td>17,65</td><td>0,0</td></tr> </tbody> </table>								A	ABS	B	C	D	E	FX	M	12,94	0,0	14,12	8,24	12,94	34,12	17,65	0,0
A	ABS	B	C	D	E	FX	M																
12,94	0,0	14,12	8,24	12,94	34,12	17,65	0,0																
<p><b>Lecturers:</b> doc. Ing. Mgr. Urban Kováč, PhD., RNDr. Ing. Matúš Tibenský, PhD., doc. RNDr. Mária Bohdalová, PhD.</p>																							
<p><b>Last change:</b> 28.10.2021</p>																							
<p><b>Approved by:</b></p>																							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMM/176B/21	<b>Course title:</b> French Business Law (FL)
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> French language B1	
<b>Course requirements:</b> Active participation, presentation, exams Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b> Aim of the Course: The subject provides the student with the terminological and conceptual apparatus of law language and fundamentals of French Business law. It helps the student to find one's bearings in the common law situations and to familiarize with written and oral law communication.	
<b>Class syllabus:</b> Chapter 1 Definition of business law Chapter 2 The sources of business law in France Chapter 3 Alternative dispute resolution methods Chapter 4 Traders Chapter 5 Craftsmen, farmers and the liberal professions Chapter 6 Ownership Chapter 7 Formation of the contract Chapter 8 Performance of the contract Chapter 9 The different types of contract Chapter 10 Consumer protection Chapter 11 Civil liability Chapter 12 Criminal liability	
<b>Recommended literature:</b> Frédéric Delaneuville, DROIT FRANÇAIS DES AFFAIRES, Wolters Kluwer, Prague, Czech Republic 2021	
<b>Languages necessary to complete the course:</b>	

French- Level B1 Français-Niveau B1							
<b>Notes:</b> 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.							
<b>Past grade distribution</b> Total number of evaluated students: 24							
A	ABS	B	C	D	E	FX	M
41,67	0,0	20,83	16,67	4,17	0,0	4,17	12,5
<b>Lecturers:</b> doc. Dr. Frédéric Delaneuville, PhD.							
<b>Last change:</b> 12.05.2022							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/014AB/16	<b>Course title:</b> Information Systems and Application Software
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The active participation on lectures and seminars (practical) on computers in MS Windows, MS Excel. Required: Students who participate in online Seminars must use the Microsoft Windows operating system with the Microsoft Office package installed (from 2022/2023). Examination: - Lectures: Midterm mandatory examination from lectures either via Midterm test, or Midterm semester work in MS Word to achieve credit (points) for the Final exam of the course; the semester ends with Final exam either in a written form (test) on-site, or the oral form online via MS Teams. - Seminars (practical): Semester ends with project work in MS Word, to achieve credit (points) for the Final exam of the course. Scale of 100% assessment is split: 40% lectures: Midterm test/work (15 points) and Final test/oral exam (25 points). 60% seminar (practical): MS Word (60 points). The necessary condition for successful completion of the course is a minimum limit of 60% of each activity. In points: minimum 36 points from seminar (practical), to be able to participate on final test/exam, and minimum 24 points from the lectures (the sum of Midterm and Final examination). Details for the seminar (practical) project: 1. Elaboration of project outline Deadline: according to the teacher's instructions (or by e-mail to the specified e-mail address), usually by mid-March. 2. Project elaboration Deadline: no later than the end of the teaching part of the semester, preferably at the last seminar, but always in electronic form to the address according to the instructions of the teacher. 3. The acquired knowledge from seminar is verified during the teaching part of the semester and forms an ongoing assessment. For submitting the project on time and successful project defense, the student can get additional points in the continuous assessment. However, each teacher determines the details of the continuous assessment. It is recommended to defend the project in front of the whole study group. The project defense usually may include a written and an oral checkout (theoretical and practical at the computer).	

Scale of assessment (preliminary/final): 60/40
<p><b>Learning outcomes:</b></p> <p>Lectures: The knowledge of the presented topics and the related business value, an in-depth insight how the business firms use information systems and application software, point out the key issues and problems which the users and managers face when developing and implementing an information system.</p> <p>Practical: The knowledge of Microsoft Office Suite, mainly MS Excel, and use the tool for solving different problems of managerial practice, financial and analytical tasks, statistical data processing, for example, for marketing research and everyday practical problems which managers encounter in finance, too.</p>
<p><b>Class syllabus:</b></p> <p>Lectures:</p> <ol style="list-style-type: none"> <li>1. Basic concept. Components and functions of information systems, managerial and strategic roles of information systems. Other behavioral, managerial and technical concepts are presented.</li> <li>2. Technology. Major trends and implications for management in relation to computer hardware, software, database management, and telecommunications technologies.</li> <li>3. Application. How the information technologies are used in modern information systems to support collaboration among (end) users, in business, in managerial decision-making and in attaining strategic advantage.</li> <li>4. Development. Development of information systems for business with different approaches to software development and implementation of changes using information technologies.</li> <li>5. Management. Challenges set by information and communication technologies and management of information systems, technologies, activities and resources, including information, global IT management, security and ethical challenges.</li> </ol> <p>Seminar (Practical):</p> <ol style="list-style-type: none"> <li>1. Intro to MS Excel, absolute and relative addresses, lists, etc.</li> <li>2. Increasing the productivity of data processing with MS Excel basic tools.</li> <li>3. Graphs, charts, histograms, ...</li> <li>4. Export / import of data, preparing the data for processing, working with different data formats.</li> <li>5. Formulas (AutoSum, arithmetic operators, cell values), use of absolute and relative addressing in formulas, use of functions.</li> <li>6. Important functions: SUMIF, SUBTOTAL, SEARCH, FIND, INDEX, ADDRESS, INDIRECT, COUNTIF, LOOKUP, ROW, COLUMN, LEN, DATE, DATEVALUE, and others. Matrices and matrix formulas.</li> <li>7. Financial functions and formulas (PV, FV, NPER, PMT, RATE...).</li> <li>8. Work with databases in Excel. Sorting. Filtering.</li> <li>9. Pivot Tables.</li> <li>10. Solving real world business problems in Excel.</li> <li>11. Solving more complex problems using Solver.</li> <li>12. Data analysis, time series, and forecasting. Decision support with statistical analysis in MS Excel.</li> </ol>
<p><b>Recommended literature:</b></p> <p>Furda R., Greguš M.: Information Systems and Application Software. Comenius University, Bratislava 2021, ISBN 978-80-223-5090-7</p>

Curtis Frye: Microsoft Excel 2016 Step by Step, Microsoft Press 2016, Redmont, ISBN: 978-0-7356-9880-2

Stephen Haag, Maeve Cummings, Management Information Systems for the Information Age, McGraw-Hill Publisher, Denver, San Diego 2009, ISBN 0073376787 / 9780073376783

James A. O'Brien, George Marakas, Introduction to Information Systems, 15/e, McGraw-Hill - Irwin, New York 2010, ISBN 978-0-07-337677-6, MHID 0-07-337677-9

Stephen Haag, Maeve Cummings, Management Information Systems for the Information Age, McGraw-Hill Publisher, Denver, San Diego 2009, ISBN 0073376787 / 9780073376783

Kenneth Laudon, Jane Laudon: Essentials of MIS, 9th Edition, ISBN-10: 0-13-611099-1, ISBN-13: 978-0-13-611099-6, Published by Prentice Hall, © 2011, <http://www.pearsonhighered.com/laudon/>

Rainer Turban: Introduction to Information Systems: Supporting and Transforming Business, Publisher: Wiley; 2nd edition, ISBN: 0470169001, 2008, 464 pages.

**Languages necessary to complete the course:**

English

**Notes:**

The university textbook "Information Systems and Application Software" is available online in web pages of University Library.

**Past grade distribution**

Total number of evaluated students: 87

A	ABS	B	C	D	E	FX	M
29,89	0,0	21,84	16,09	5,75	8,05	18,39	0,0

**Lecturers:** Ing. Robert Furda, PhD., Mgr. Andrea Studeničová

**Last change:** 23.02.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/011AM/17	<b>Course title:</b> Innovation Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Introductory presentation: 20%, Practical team project mid-term presentation: 30%, Practical team project final presentation: 30%, Final test: 20%. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
<b>Learning outcomes:</b> Considering the importance of innovation for the company as for the whole society, the course aims to awake the spirit of innovation and openness to change in students. Students would learn how to search for innovative and entrepreneurial opportunities, incorporate a systematic approach to the management of innovation and change in existing businesses, respectively build new entrepreneurial ventures based on innovative ideas and create a viable business model that enables innovation to succeed in the real world. The course deals with innovation and related changes rather from the perspective of strategic management, then from a technical point of view. The course utilizes lectures, video presentations, in-class discussions, independent reading, and students' presentations.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction. Information about the Course and Evaluation.</li> <li>2. Definition, importance, and types of innovation.</li> <li>3. Innovation strategies.</li> <li>4. Methods of strategic innovation management.</li> <li>5. The open innovation.</li> <li>6. Business model innovation.</li> <li>7. Process and organization of innovation.</li> <li>8. Methods in the initial phase of the innovation process.</li> <li>9. Methods in the implementation phase of the innovation process.</li> <li>10. Service innovation.</li> <li>11. Exercises focused on the application of selected innovation methods.</li> <li>12. Review Session. Final Evaluation.</li> </ol>	



**Recommended literature:**

Essential reading:

- [1] CHESBROUGH, H. W. Open Services Innovation: Rethinking Your Business to Grow and Compete in a New Era. 2nd ed. Hoboken: Jossey-Bass, 2010.
- [2] DODGSON, M., GANN, D., PHILLIPS, N. (ed.). The Oxford Handbook of Innovation Management. Oxford: Oxford University Press, 2015. ISBN 978-0-19-874649-2.
- [3] DORNBERGER, U., SUVELZA, A. Managing the Fuzzy Front-End of Innovation. Leipzig: Leipzig University, 2012. ISBN 3-934693-23-7.
- [4] TROTT, P. Innovation Management and New Product Development. 6th ed. Harlow: Pearson Education, 2017. ISBN 978-1292133423.

Optional reading:

- [1] CHESBROUGH, H. W., VANHAVERBEKE, W., WEST, J. Open Innovation: Researching a New Paradigm. Oxford: Oxford University Press, 2006.
- [2] VON HIPPEL, E. Free Innovation. Cambridge: The MIT Press, 2016. 236 pages. (online at: <http://web.mit.edu/evhippel/www/>).

Other materials 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.

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

Internet sources: <https://www.strategyzer.com>

Videos: VON HIPPEL, Eric: Basing New Commercial Products on "Lead User" Innovations. Free Teaching Materials. (online at: <http://evhippel.mit.edu/teaching>).

**Languages necessary to complete the course:**

English language.

**Notes:**

The course is offered only in the winter semester and is taught only in the English language. In the winter semester 2021/22, this course can be also taught online using the MS Teams software. The seminars will take place on dates according to the FM UK schedule, the interaction and communication between the teacher and the students can also take place in a common virtual classroom, while they will be physically present in various places. The teacher prepares an online class and sends a link to the students enrolled in this course at the beginning of the semester. To participate in the online teaching, it is necessary to have a microphone and a camera, for which a regular mobile phone is sufficient, during presentations it is necessary to share a PC screen. Any further technical details will be specified at the introductory seminar.

<b>Past grade distribution</b>							
Total number of evaluated students: 99							
A	ABS	B	C	D	E	FX	M
69,7	0,0	22,22	5,05	2,02	0,0	1,01	0,0
<b>Lecturers:</b> Mgr. Peter Gál, PhD.							
<b>Last change:</b> 27.09.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/011AM/21	<b>Course title:</b> Innovation Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Introductory presentation: 20%, Practical team project mid-term presentation: 30%, Practical team project final presentation: 30%, Final test: 20%. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
<b>Learning outcomes:</b> Considering the importance of innovation for the company as for the whole society, the course aims to awake the spirit of innovation and openness to change in students. Students would learn how to search for innovative and entrepreneurial opportunities, incorporate a systematic approach to the management of innovation and change in existing businesses, respectively build new entrepreneurial ventures based on innovative ideas and create a viable business model that enables innovation to succeed in the real world. The course deals with innovation and related changes rather from the perspective of strategic management, then from a technical point of view. The course utilizes lectures, video presentations, in-class discussions, independent reading, and students' presentations.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction. Information about the Course and Evaluation.</li> <li>2. Definition, Importance, and Types of Innovation.</li> <li>3. Innovation Strategies.</li> <li>4. Methods of Strategic Innovation Management.</li> <li>5. The Open Innovation. The Lead-user Innovation.</li> <li>6. Business Model Innovation.</li> <li>7. Process and Organization of Innovation.</li> <li>8. Methods in the Initial Phase of the Innovation Process.</li> <li>9. Methods in the Implementation Phase of the Innovation Process.</li> <li>10. Application of Selected Innovation Methods.</li> <li>11. Service Innovation.</li> <li>12. Review Session. Final Evaluation.</li> </ol>	

**Recommended literature:**

Essential reading:

- [1] CHESBROUGH, H. W. Open Services Innovation: Rethinking Your Business to Grow and Compete in a New Era. 2nd ed. Hoboken: Jossey-Bass, 2010.
- [2] DODGSON, M., GANN, D., PHILLIPS, N. (ed.). The Oxford Handbook of Innovation Management. Oxford: Oxford University Press, 2015. ISBN 978-0-19-874649-2.
- [3] DORNBERGER, U., SUVELZA, A. Managing the Fuzzy Front-End of Innovation. Leipzig: Leipzig University, 2012. ISBN 3-934693-23-7.
- [4] TROTT, P. Innovation Management and New Product Development. 6th ed. Harlow: Pearson Education, 2017. ISBN 978-1292133423.

Optional reading:

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- [2] VON HIPPEL, E. Free Innovation. Cambridge: The MIT Press, 2016. 236 pages. (online at: <http://web.mit.edu/evhippel/www/>).

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

Internet sources: <https://www.strategyzer.com>

Videos: VON HIPPEL, Eric: Basing New Commercial Products on "Lead User" Innovations. Free Teaching Materials. (online at: <http://evhippel.mit.edu/teaching>).

**Languages necessary to complete the course:**

English language.

**Notes:**

The course is offered only in the winter semester and is taught only in the English language. In the winter semester 2021/22, this course can be also taught online using the MS Teams software. The seminars will take place on dates according to the FM UK schedule, the interaction and communication between the teacher and the students can also take place in a common virtual classroom, while they will be physically present in various places. The teacher prepares an online class and sends a link to the students enrolled in this course at the beginning of the semester. To participate in the online teaching, it is necessary to have a microphone and a camera, for which a regular mobile phone is sufficient, during presentations it is necessary to share a PC screen. Any further technical details will be specified at the introductory seminar.

<b>Past grade distribution</b>							
Total number of evaluated students: 27							
A	ABS	B	C	D	E	FX	M
40,74	0,0	44,44	7,41	7,41	0,0	0,0	0,0
<b>Lecturers:</b> Mgr. Peter Gál, PhD.							
<b>Last change:</b> 14.05.2022							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/245AB/16	<b>Course title:</b> International Economic Relations
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester students will be asked to work on several different tasks (e.g. team work, individual work, reading and questionnaire), for which they can gain up to 40% of the total evaluation. The needed minimum for admission to final exam to be obtained during the semester is 24 points (60% of the evaluation obtained during the semester). The course finish by the final written exam, which has the value of 60% of the total evaluation (the needed minimum for passing the exam is 36 points, meaning 60% of the final exam evaluation). Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> Students should acquire the overview and knowledge from the area of international trade, international organizations and economic relations including also international movement of capital and workers (migration).	
<b>Class syllabus:</b> <ul style="list-style-type: none"> <li>- Basic terms of „international economic relations“</li> <li>- International organizations – international economic organizations (OECD, WTO, UNO – UNCTAD, EU) and international financial organizations (EBRD, EIB, IMF, The World Bank Group)</li> <li>- International movement of capital with the goal of profit</li> <li>- International movement of capital with the goal of aid - Development aid</li> <li>- International movement of labour - Migration</li> </ul>	
<b>Recommended literature:</b> [1] SCHMIDPETER, R. – CAPALDI, N. – IDOWU, S. O. - STÜRENBERG HERRERA, A. 2019. International Dimensions of Sustainable Management - Latest Perspectives from Corporate Governance, Responsible Finance and CSR. Cham : Springer, 2019. Available at: <a href="https://link.springer.com/content/pdf/10.1007%2F978-3-030-04819-8.pdf">https://link.springer.com/content/pdf/10.1007%2F978-3-030-04819-8.pdf</a> [2] KRUGMAN, P. – OBSTFELD, M. 2012/2015. International Economics: Theory and Policy. Harlow : Pearson Education. 2012/2015. [3] PUGEL, T. A. 2012/2016. International Economics. New York : McGraw-Hill, 2012/2016.	

[4] LU, H. – SCHMIDPETER, R. – CAPALDI, N. – ZU, L. 2018. Building New Bridges Between Business and Society - Recent Research and New Cases in CSR, Sustainability, Ethics and Governance. Cham : Springer, 2018. Available at: <https://link.springer.com/content/pdf/10.1007%2F978-3-319-63561-3.pdf>

[5] Materials distributed during the term (e.g. relevant articles, legislative documents of international organizations etc.).

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 129

A	ABS	B	C	D	E	FX	M
16,28	0,0	10,08	23,26	20,93	22,48	6,98	0,0

**Lecturers:** doc. PhDr. Paulína Mihaľová, PhD.

**Last change:** 01.10.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/271AB/21	<b>Course title:</b> International Financial Reporting Standards
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> None	
<b>Course requirements:</b> 3 case studies 50%, final exam 50% Scale of assessment (preliminary/final): 50% / 50%	
<b>Learning outcomes:</b> Upon the successful completion of this course, the students will be able to: <ol style="list-style-type: none"> <li>1. Apply the conceptual framework to the accounting process;</li> <li>2. Research current accounting issues and relate those issues to their impact on the entities and industries involved;</li> <li>3. Prepare the four basic financial accounting statements;</li> <li>4. Analyze the four basic financial accounting statements;</li> <li>5. Evaluate the implications of internal financial decisions on the financial statements;</li> <li>6. Interpret the Statement of Cash Flows;</li> <li>7. Explain the usefulness of the Statement of Cash Flows to users;</li> <li>8. Apply Generally Accepted Accounting Principles (GAAP) requirements for valuing major balance sheet accounts;</li> <li>9. Evaluate the implications of using alternative GAAP methods for the users of financial statements.</li> </ol>	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1 Introduction to International Financial Reporting Standards</li> <li>2 Conceptual Framework, Financial statements preparations</li> <li>3 Statement of financial position,</li> <li>4 Cash, Receivables, Inventories,</li> <li>5 Property, Plant and Equipment, Biological and Intangible Assets</li> <li>6 Liabilities</li> <li>7 Shareholder's equity</li> <li>8 Fraud and Internal Control</li> </ol>	



9 Statement of Profit and Loss 10 Revenue recognition incl. Construction Constructs 11 Cash Flow Statement 12 Selected Current Topics 13 Repetition							
<b>Recommended literature:</b> <ul style="list-style-type: none"> <li>• SAXUNOVÁ, D. 2019. Financial Statements for the Needs of Managers -Global Accounting Standards: US GAAP and IFRS. Prague: Wolters Kluwer, 2019</li> <li>• MLADEK, R. 2017. IFRS and US GAAP Accounting Policies and Procedures. Prague: Leges, 2017</li> <li>• www.ifrs.org, www.fasb.org</li> <li>• WILEY IFRS 2017: Interpretation and Application of IFRS Standards. Hoboken: JohnWiley and Sons, 2017</li> </ul>							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 9							
A	ABS	B	C	D	E	FX	M
11,11	0,0	11,11	0,0	22,22	33,33	22,22	0,0
<b>Lecturers:</b> Mgr. Lenka Papíková, PhD., prof. RNDr. Darina Saxunová, PhD.							
<b>Last change:</b> 16.09.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/030AM/16	<b>Course title:</b> International Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Marketing	
<b>Course requirements:</b> 40 % interim evaluation: - active attendance (in case of unjustified absence or unpreparedness to seminar - loss of 10%), - semester project – application of theoretical knowledge on selected organization – 20%, - semester work on selected and approved topic – 20% 60 % final evaluation - exam – written, online test using the selected application (MS Forms) Electronic communication and method of distribution of study materials is carried out by MS Teams application. The semester project is elaborated continuously at individual seminars, namely the assignment is always given one week in advance at the seminar. Students can work on the semester project in groups or individually. Semester project is handed out without the possibility of additional adjustments and additional exchanges. Semester work is complexly evaluated in terms of its quality. Semester work must be prepared and submitted at least one week before the first final test date. Semester work is handed without the possibility of additional adjustments and additional exchanges. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> After graduating students will have the opportunity to learn more about business and business subjects in the international and global market environment as well as the international market environment, to define suitable strategies for entering the given markets as well as to apply the marketing mix elements in the international context. The subject allows to estimate and analyze the international environment, to determine the appropriate strategy for entering the international market and to understand the application of the marketing mix elements in the context of the international environment.	
<b>Class syllabus:</b>	

1. International Marketing – Introduction to the issue. 2. International environment. 3. International markets and international marketing research. 4. Entry strategies for foreign markets. 5. Market segmentation, target market selection and positioning. 6. International marketing mix. 7. Product. 8. Brand. 9. Distribution. 10. Price. 11. Marketing communication. 12. Implementation of marketing strategies. Selected aspects of international marketing. 13. An overview of the content of the subject and a lecture on the current topic.							
<b>Recommended literature:</b> [1] CZINKOTA, M. R. – RONKAINEN, I. A. – ZVOBGO, G. 2011. International Marketing. Hampshire: South-Western Cengage Learning, 2011. 592 p. ISBN 9781408009239 [2] CATEORA, P. R. – GRAHAM, J. L. 2007. International Marketing. McGraw-Hill: Irwin Professional, 2007. 702 p. ISBN 978-0071105941 [3] USUNIER, J. C. – LEE, J. A. 2005. Marketing Across Cultures. Harlow: Pearson Education Limited, 2005. 573 p. ISBN 9780273685296 [4] HOLLENSSEN, S. 2007. Global Marketing: A Decision-Orientated Approach. Harlow: Financial Times Press, 2007. 714 p. ISBN 9780273706786 [5] Marketing Science and Inspirations and Marketing&Media journals. With regard to new and available resources, supplementary literature will be updated on a continuous basis.							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 119							
A	ABS	B	C	D	E	FX	M
31,09	0,0	35,29	18,49	9,24	4,2	1,68	0,0
<b>Lecturers:</b> Mgr. František Olšavský, PhD., prof. Mgr. Peter Štarchoň, PhD., Mgr. Lukáš Vaľko, PhD.							
<b>Last change:</b> 08.09.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/031AM/16	<b>Course title:</b> International Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Marketing	
<b>Course requirements:</b> 40 % interim evaluation: Active attendance on seminars and case studies solution (in case of unjustified absence or unpreparedness on seminar loss of 10%), interim evaluation (2 written midterm tests – 0%, possible loss of 10%), semester project – application of theoretical knowledge on selected organization – 20%, term work on selected and approved topic – 20%, 60 % final written test. The semester project is elaborated continuously at individual seminars, the particular assignment is always given with a one-week advance to the seminar. Semester work is complexly evaluated in terms of its quality. Semester work must be prepared and submitted at least one week before the first test date in printed version or in electronic form, send by e-mail to <a href="mailto:frantisek.olsavsky@fm.uniba.sk">frantisek.olsavsky@fm.uniba.sk</a> . Best work can be published in the journal Marketing Science and Inspirations. Work delivered after a set deadline will not be accepted. Semester work is handed without the possibility of additional adjustments and additional exchanges. 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 graduating students will have the opportunity to learn more about business and business subjects in the international and global market environment as well as the international market environment, to define suitable strategies for entering the given markets as well as to apply the marketing mix elements in the international context. The subject allows to estimate and analyze the international environment, to determine the appropriate strategy for entering the international market and to understand the application of the marketing mix elements in the context of the international environment.

**Class syllabus:**

1. International Marketing – Introduction to the issue.
2. International environment.
3. International markets and international marketing research.
4. Entry strategies for foreign markets.
5. Market segmentation, target market selection and positioning.
6. International marketing mix.
7. Product.
8. Brand.
9. Distribution.
10. Price.
11. Promotion.
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:**

- CATEORA, P. R. – GRAHAM, J. L. 2007. International Marketing. McGraw-Hill: Irwin Professional, 2007. 702 s. ISBN 978-0071105941
- CZINKOTA, M. R. – RONKAINEN, I. A. – ZVOBGO, G. 2011. International Marketing. Hampshire: South-Western Cengage Learning, 2011. 592 s. ISBN 9781408009239
- DOOLE, I. – LOWE, R. – KENYON, A. 2019. International marketing strategy analysis, development and implementation. 2019. ISBN 978-1-4737-5874-2
- HOLLENSSEN, S. 2007. Global Marketing: A Decision-Orientated Approach. Harlow: Financial Times Press, 2007. ISBN 9780273706786
- JOSHI, M. R. 2014. International marketing. New Dehli: Oxford University Press. 2014. ISBN 978-0-19-807702-2
- OLŠAVSKÝ, F. 2016. Ethnocentrism of Slovak and Czech consumers - generation approach. In: Vision 2020: innovation management, development sustainability and competitive economic growth. IBIMA, 2016. ISBN 978-0-9860419-8-3
- USUNIER, J. C. – LEE, J. A. 2005. Marketing Across Cultures. Harlow: Pearson Education Limited, 2005. 573 s. ISBN 9780273685296
- Journal of International Marketing and Marketing Science and Inspirations journal.

**Languages necessary to complete the course:**

English							
<b>Notes:</b>							
<b>Past grade distribution</b>							
Total number of evaluated students: 79							
A	ABS	B	C	D	E	FX	M
43,04	0,0	32,91	16,46	3,8	2,53	1,27	0,0
<b>Lecturers:</b> prof. Mgr. Peter Štarchoň, PhD., Mgr. František Olšavský, PhD., Mgr. Bianka Chorvátová, PhD.							
<b>Last change:</b> 13.02.2022							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/023AB/16	<b>Course title:</b> Introduction to Entrepreneurship
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester, a student can get up to 75 points. For the final exam, a student can earn up to 25 points. Evaluation of students' work during the semester is divided into five milestones: 1. 10%: Milestone 1– Idea creation / Identification 2. 10%: Milestone 2 – Customers – Persona / Empathy map 3. 15%: Milestone 3 – Lean canvas (Business model canvas) 4. 15%: Milestone 4 – Creative output / Investor Pitch 5. 25%: Milestone 5 – Business plan The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): 75/25	
<b>Learning outcomes:</b> To acquaint students with the nature of entrepreneurship, its importance and role. Develop an entrepreneurial mindset and characteristics, highlight their importance not only in the business context. Develop the ability to seek opportunities and ideas, refine them and formulate into business models. Learn the basic techniques of business planning and practice them with concrete examples. Understand the overall context of the operation and management of a company. Make familiar with the practicalities of starting a business.	
<b>Class syllabus:</b> 1. Course introduction, Introduction to entrepreneurship 2. Entrepreneurial characteristics, creativity 3. Opportunities recognition and exploitation, ideas generation and development, innovation 4. Business model, business model canvas/lean canvas 5. Start-ups and their support 6. Business model innovation, testing and validation 7. Business planning and business plan 8. Legal aspects of business in Slovakia 9. Financial aspects 10. Guest lecture	

11. Marketing 12. SME management and its specifics 13. Final exam							
<b>Recommended literature:</b> [1] STOKES, D., WILSON, N. Small Business Management and Entrepreneurship. Cengage Learning EMEA, 2010. ISBN 978-1-4080-1799-9. [2] BLANK, S. The Startup Owner's Manual. K & S Ranch, 2012. ISBN 9780984999309. [3] KAPLAN, J. Startup: A Silicon Valley Adventure. Penguin, 1995. ISBN 9780140257311. [4] RIES, E. The Lean Startup. Crown Business, 2011. ISBN 9780307887894. [5] OSTERWALDER, A., PIGNEUR, Y. Business Model Generation. John Wiley & Sons, 2010. ISBN 978-0470-87641-1.							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 157							
A	ABS	B	C	D	E	FX	M
19,11	0,0	34,39	28,66	12,74	2,55	2,55	0,0
<b>Lecturers:</b> doc. PhDr. Marian Holienka, PhD., Mgr. Miloš Mrva, PhD., Mgr. Juraj Mikuš, PhD.							
<b>Last change:</b> 14.05.2022							
<b>Approved by:</b>							



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/134AB/16	<b>Course title:</b> Introduction to Financial Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> The prerequisite for this class is a passing grade in foundations of accounting and statistics and to be familiar with the basic financial concepts. Therefore, it is expected that students will be comfortable with the following topics: basics financial concepts, basics accounting principles and basics statistical concepts.	
<b>Course requirements:</b> Participation in seminars, individual student work during the semester, active monitoring of developments in selected financial markets, continuous testing, final test. The mid-term evaluation at the seminars consists of the following parts: - preparation of a presentation in a team on a topic in the field of asset valuation (MAX 5%), - elaboration of homework assignments during the semester (MAX 10%), - participation in seminars and activity during the semester (MAX 15%), - continuous testing during the semester (MAX 20%). Final evaluation: - final written test (MAX 50%). The condition for completing the course is to obtain at least 60% of the total evaluation. The condition for completing the seminars is to obtain at least 25% of the evaluation seminars. Scale of assessment (preliminary/final): 50% / 50%	
<b>Learning outcomes:</b> This is an introductory course in financial management and in corporate finance. The course has three main objectives: 1) Develop an understanding of the tools that are used to analyze firm's financial statements, bonds value and basics evaluating methods for valuing firms. 2) Understand the basic issues involved in how to use concepts of present value and future value in finance and how to use concepts of the risk and return. 3). Understand the basic issues involved in how the financial markets are working. Emphasis will be placed on appreciating the limitations and challenges that are faced when applying the theoretical framework of corporate finance to real world problems.	

**Class syllabus:**

1. Introduction to financial management
2. Analysis of financial statements
3. Time value of money
4. Bonds, Bond Valuation, and Interest Rates
5. Risk and return
6. Stocks, Stock Valuation
7. Financial Options
8. Cost of Capital
9. Evaluation of capital investments

**Recommended literature:**

1. Brigham, E. F. – Ehrhardt, M. C.: Financial Management, 14th Edition, Thomson, South-Western, 2014. ISBN-13: 978-1-111-97221-9.
2. Brealey, R. A. – Myers, S. C. – Allen, F.: Principles of Corporate Finance, 9th Edition, McGrawHill, 2010. ISBN: 978-007-126327-6.

Other information sources:

3. Bloomberg Professional Terminal (the teacher's license will be used)
4. bloomberg.com
5. yahoo.finance.com
6. morningstar.com
7. gurufocus.com

**Languages necessary to complete the course:**

Slovak, English

**Notes:**

The main textbook (recommended literature 1.) is available at the FMUK Library. This textbook should be used as main reading. The main textbook is also available for purchase online at Amazon.com. The relevant chapters are indicated in the class syllabus. There will be several case studies for the course provided in MS Excel form. They will be available for download from faculty's MS Teams cloud solution. The cases are intended to help students understand the course material and prepare them for the exam and real world of finance. The solutions for the case study will be discussed in class.

**Past grade distribution**

Total number of evaluated students: 147

A	ABS	B	C	D	E	FX	M
29,93	0,0	47,62	12,93	6,12	1,36	1,36	0,68

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

**Last change:** 03.09.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/062AB/16	<b>Course title:</b> Introduction to Personnel Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / practicals <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester the student has the possibility to get 60% of the total number of points. 40% of the total number of points consists of the exam after leaving the class. 100% = 100 points. The minimum E rating is 60 points. Tasks cannot be retrospectively presented and earned points. - 40% assignments and their in time presentations during the semester in scheduled week - 20% mid term test (week 7, covers topics from weeks 1-6) - 40% final written text - exam Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b> Human Resource Management provides an overview of the fundamentals of human resource management and the impact and importance of these concepts and principles in an organization. It is designed to build a broad foundation of knowledge and skills required for managing human resources. The course has wide appeal and assists both Human Resource Professionals and Human Resource Managers (line or operational managers) in managing human resources more effectively and efficiently. The course will focus on seven major topic areas: - Strategic Human Resource Management; - Planning Human Resources; - Attracting and Selecting Human Resources; - Placing, Developing and Evaluating Human Resources; - Motivating and Rewarding Human Resources; - Maintaining High Performance; and - Human Resource Management in the Global Context. Upon completion of the course, students will understand the fundamentals of human resource management and be able to evaluate how these functions can affect an organization.	
<b>Class syllabus:</b> 1. Introduction to HR management and strategic HR management (benefits & challenges, HRM audit). Trends influencing HRM. 2. Job Analysis & Design. Managing Work Flows. 3. Human Resource Planning. Talent Management.	

4. Recruitment (incl. CV, motivation letter creation, etc.), Selection (incl. job contract creation)
5. Orientation & Training. Training design.
6. Training: the needs analysis process. Training methods. Training evaluation.
7. Training programs. Development & Career Planning. Midterm test.
8. Performance Management, Appraisal and Fair Treatment. Introduction to compensation management.
9. Compensation systems for different stakeholders and seniority. Employee incentives, benefits & services
10. Managing Employee Relations & Retention. Ethics in HRM. Sexual harassment. Bullying. Ensuring Employee Health & Safety in the Workplace
11. Downsizing and outplacement. Decruitment. Termination of contract.
12. Legal Requirements, labor code & Managing Diversity. Discrimination. Labor unions & collective bargaining.

### **Recommended literature:**

Required:

Carbery, R., Cross, C. (2013) Human Resource Management – A Concise Introduction. 269 p. ISBN

978-1-137-00939-5 Copies are available (for the whole term) at the school library. Please, make sure you borrowed one as soon as possible. Click here.

Dressler, G. (2016) Human resource management (15th edition). Pearson. 711 p. ISBN-13: 978-0134237510

Recommended:

Schwind et al. (2016) Canadian human resource management (11th Canadian ed.). McGRAW-HILL Ryerson Limited. 688 p. ISBN: 978125908762

Saks, A.M. & Haccoun, R.R. (2019) Managing performance through training and development (8th ed.). Nelson. 492 p. ISBN: 9780176798079

Martocchio, J.J. & Martocchio, J. (2019) Human Resource Management (15th edition). Pearson. ISBN: 9780134739724

Mondy, R. Wayne Dean (2013) Human Resource Management, (13th ed.). Pearson. 432 p. ISBN-13: 9780133043549

Groschl, S. et al. (2009) International human resource management. Nelson. ISBN:9780176440978

Houndmills, Basingstoke, Hampshire: Palgrave Macmillan.

Human Resource Management. (2011) University of Minnesota Libraries Publishing [online] Available at: <https://open.lib.umn.edu/humanresourcemanagement/>

Journal of Human Resource Management. Bratislava: Comenius University, Faculty of Management. ISSN 2453-7683.

Selected case studies.

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

English

### **Notes:**

#### **PARTICIPATION IN CLASS**

It is imperative that students make every effort to meet the originally scheduled course requirements and it is a student's responsibility to write examinations as scheduled. Therefore, all students are expected to attend and complete the specific course requirements (i.e. attendance, assignments, and tests/exams) listed in the course outline on or by the date specified. Students who need to arrange for coursework accommodation, as a result of medical, personal or family reasons, must contact the course instructor within 48 hours of the originally scheduled due date.

Students should contribute meaningfully students must come to class prepared. This means they have read the readings and are ready to discuss the subject matter intelligently. It is the student's responsibility to keep up with course work, even when he or she has been absent. Students should note that while attendance is not required, class time serves as the primary opportunity to participate. Experience has shown that regular attendance will significantly help your performance in the course.

#### ETHICS

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

#### Past grade distribution

Total number of evaluated students: 149

A	ABS	B	C	D	E	FX
41,61	0,0	31,54	10,74	3,36	11,41	1,34

**Lecturers:** prof. Ing. Ľubica Bajžíková, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., Ing. Mgr. Juraj Chebeň, PhD., doc. PhDr. Lukáš Copuš, PhD.

**Last change:** 02.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KKM/053AM/16	<b>Course title:</b> Investment Analysis
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Financial Management	
<b>Course requirements:</b> Conditions for completing the course are - attendance of lectures and consultation meetings, individual student work during the semester, active monitoring of developments, changes and events in selected financial markets. The condition for passing the course is to obtain at least 60% of the total assessment. Scale of assessment (preliminary/final): 30/70	
<b>Learning outcomes:</b> The aim of the course is to deepen student's knowledge about financial markets, its problems and risks, as well as about some products, which are tradeable at those markets. The purpose of the course is also familiarization of basic methods and techniques of investing to stocks and bonds.	
<b>Class syllabus:</b> International financial management: purchasing power parity, unsecured interest rate parity, term parity, covered interest rate parity, yield of investment in foreign country, effect of global diversification, examples of global investment strategies, financial markets correlation. Acquisition and mergers: some reasons for acquisitions and mergers, tactics and defence during mergers and acquisitions, forms of business combinations, structure of supply for take over, tasks of investment banks during mergers and acquisitions. Financial risks: types of financial risks, value at risk (VaR), measurement of interest risk by VaR, surveying of interest positions, VaR and diversification effects, VaR of investment portfolios, project's impact on VaR, cash-flow at risk (CaR). Financial derivatives and hedging of risks: basic types of financial derivatives, standardization of financial derivatives, long- and short- position, term-contracts pricing, hedging of open positions, risk factors, examples of complicated hedging techniques, option parity, replication of option position, option pricing methods, riskless arbitrage, dynamic data-hedging, sensitivity parameters, interest and currency swap. Duration and immunization: yield curves and interest structures, Macaulay duration, present value	

effect and reinvesting effect while investing to bonds, modified duration, effective duration and key-rate duration, immunization of open bond positions.

**Recommended literature:**

Brigham, E. F., Ehrhardt, M. C.: Financial Management, 13th Edition, Thomson, South-Western, 2005

Lectures

Recommended:

Brealey, R. A., Myers, S. C.: Principles of Corporate Finance, 7th Edition, McGraw Hill, 2003.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 115

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

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

**Last change:** 08.04.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KKM/053AM/21	<b>Course title:</b> Investment Analysis
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Financial Management	
<b>Course requirements:</b> Conditions for completing the course are - attendance of lectures and consultation meetings, individual student work during the semester, active monitoring of developments, changes and events in selected financial markets. The condition for passing the course is to obtain at least 60% of the total assessment. Scale of assessment (preliminary/final): 30% seminar / 70% exam	
<b>Learning outcomes:</b> The aim of the course is to deepen student's knowledge about financial markets, its problems and risks, as well as about some products, which are tradeable at those markets. The purpose of the course is also familiarization of basic methods and techniques of investing to stocks and bonds.	
<b>Class syllabus:</b> International financial management: purchasing power parity, unsecured interest rate parity, term parity, covered interest rate parity, yield of investment in foreign country, effect of global diversification, examples of global investment strategies, financial markets correlation. Acquisition and mergers: some reasons for acquisitions and mergers, tactics and defence during mergers and acquisitions, forms of business combinations, structure of supply for take over, tasks of investment banks during mergers and acquisitions. Financial risks: types of financial risks, value at risk (VaR), measurement of interest risk by VaR, surveying of interest positions, VaR and diversification effects, VaR of investment portfolios, project's impact on VaR, cash-flow at risk (CaR). Financial derivatives and hedging of risks: basic types of financial derivatives, standardization of financial derivatives, long- and short- position, term-contracts pricing, hedging of open positions, risk factors, examples of complicated hedging techniques, option parity, replication of option position, option pricing methods, riskless arbitrage, dynamic data-hedging, sensitivity parameters, interest and currency swap. Duration and immunization: yield curves and interest structures, Macaulay duration, present value	



effect and reinvesting effect while investing to bonds, modified duration, effective duration and key-rate duration, immunization of open bond positions.

**Recommended literature:**

Brigham, E. F., Ehrhardt, M. C.: Financial Management, 13th Edition, Thomson, South-Western, 2005

Lectures

Recommended:

Brealey, R. A., Myers, S. C.: Principles of Corporate Finance, 7th Edition, McGraw Hill, 2003.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 2

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

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

**Last change:** 10.02.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/080AM/21	<b>Course title:</b> Knowledge Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Data, knowledge, decision making; Databases; Business intelligence; Big data; Information systems and application software; Statistics; Mathematics;	
<b>Course requirements:</b> Participation in seminars, homework, and elaboration and presentation of the final project. The project can also be a team project (increasing the scope of the project in proportion to the number of students in the team). Scale of assessment (preliminary/final): Activity at meetings 20% Homework 20% Project 60%	
<b>Learning outcomes:</b> After completing this course, you will be able to: <ul style="list-style-type: none"> <li>- Characterize knowledge management, its pillars and dimensions, the benefits of its implementation in companies, historical development, etc.</li> <li>- Define data, information and knowledge; their interdependencies and contexts;</li> <li>- Define different types of knowledge and their treatment.</li> <li>- Define a learning organization as well as a SECI model.</li> <li>- Define the term knowledge carrier and tell examples of knowledge and knowledge carrier interconnections in organizations</li> <li>- Define internal and external structures of the organization's "elusive" (knowledge) assets.</li> <li>- Describe the basic elements in the implementation of knowledge management in the practice of the organization.</li> <li>- Describe the benefits of introducing knowledge management in companies</li> <li>- Describe the sharing - exchange (conversion) of knowledge within the external; internal structures of the organization and between structures.</li> <li>- Get acquainted with various forms of implementation of knowledge management in companies as well as information systems supporting knowledge management; critically evaluate the impacts on knowledge management in the company and develop knowledge management strategies.</li> </ul>	
<b>Class syllabus:</b> 1. Introduction to knowledge management and its definition.	

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

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/005AB/21	<b>Course title:</b> Logistics
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The evaluation consists of three parts: (1) active participation 10%, (2) written test 40%, (3) seminar paper and its presentation 50%. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): 100/0	
<b>Learning outcomes:</b> The course addresses the management of material flows and the associated information flows in companies. Students are provided with comprehensive information on the tasks and methods of strategic and operational management of business logistics. The basic knowledge framework is formed by the areas of procurement, production and distribution logistics. The course explains the issues relating to inventory management, warehousing, transportation, information processing in logistics and logistics services and provides students with the knowledge needed for analyzing and solving logistical problems in business practice.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Definition and tasks of logistics in companies</li> <li>2. Strategic logistics management</li> <li>3. Procurement and supplier management</li> <li>4. Inbound logistics and material management</li> <li>5. Production logistics</li> <li>6. Distribution logistics and reverse logistics</li> <li>7. Inventory management</li> <li>8. Warehousing and transportation</li> <li>9. Information technology in logistics</li> <li>10. Cooperation in logistics and logistical services</li> <li>11. Summary</li> </ol>	
<b>Recommended literature:</b> [1] SCHUH, Günther (Hrsg.). Logistikmanagement: Handbuch Produktion und Management 6. 2. Aufl. Berlin Heidelberg: Springer Vieweg, 2013. ISBN 978-3-642-28991-0.	

- [2] WEGNER, Ullrich, WEGNER, Kirsten. Einführung in das Logistik-Management: Prozesse - Strukturen - Anwendungen. 3. Aufl. Wiesbaden: Springer Gabler, 2017. ISBN 978-3-658-13674-1.
- [3] MUCHNA, Claus, BRANDENBURG, Hans, FOTTNER, Johannes, GUTERMUTH, Jens. Grundlagen der Logistik: Begriffe, Strukturen und Prozesse. 2. Aufl. Wiesbaden: Springer Gabler, 2021. ISBN 978-3-658-30835-3.
- [4] SCHULTE, Christof. Logistik: Wege zur Optimierung der Supply Chain. 7. Aufl. München: Vahlen, 2017. ISBN 978-3-8006-5118-4.
- [5] KUMMER, Sebastian (Hrsg.), GRÜN, Oskar, JAMMERNEGG, Werner. Grundzüge der Beschaffung, Produktion und Logistik. 4. Aufl. Hallbergmoos: Pearson, 2019. ISBN 978-3-86894-287-3.
- [6] WANNENWETSCH, Helmut. Integrierte Materialwirtschaft und Logistik: Beschaffung, Logistik, Materialwirtschaft und Produktion. 4. Aufl. Heidelberg: Springer, 2010. Springer-Lehrbuch. ISBN 978-3-540-89772-9.
- [7] Presentations and materials distributed online during the semester

**Languages necessary to complete the course:**

German

**Notes:**

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

In accordance with the regulations of the internal regulation No. 13/2018 approved by the Academic senate of Comenius University in Bratislava the Disciplinary Regulations of Comenius University in Bratislava for Students, a disciplinary offence of a student is any form of copying or forbidden cooperation or providing answers during written or oral examination (assessment of knowledge) or during preparation for it within the course, or using technical devices or any information carriers in other than allowed ways during written or oral evaluation of study results (assessment of knowledge) or during preparation for it within the course. Committing a disciplinary offence may lead to imposing some disciplinary precautions on the student: admonition, conditional suspension of studies or dismissal from studies.

**Past grade distribution**

Total number of evaluated students: 2

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

**Last change:** 14.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/005AB/16	<b>Course title:</b> Logistics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Basics of management I, Basics of management II	
<b>Course requirements:</b> 1. Attendance and active participation 40%. 2. Project work 60%. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
<b>Learning outcomes:</b> This course seeks to improve your understanding of Logistics Management and to give you specific skills. At the end of this course you should have to: <ul style="list-style-type: none"> <li>- develop an awareness of the issues related to managing logistics activities;</li> <li>- develop a terminology base allowing you to effectively converse with logistics management personnel;</li> <li>- understand how a product or service is produced and delivered to the customer and purchased from the supplier according to the logistics principles and lean supply chain management.</li> </ul>	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction to the logistics course. The role of lean management in macro- and micrologistics and manufacturing.</li> <li>2. Description of macro-logistics based on the example of Slovak republic</li> <li>3. Mapping the current state of the supply chain</li> <li>4. Envisioning the future state of the supply chain</li> <li>5. Customer collaboration in supply chain</li> <li>6. Outbound logistics</li> <li>7. Shipping, receiving, and trailer-yard management</li> <li>8. Material ordering</li> <li>9. Inbound logistics</li> <li>10. Supplier collaboration</li> <li>11. Sustainable supply chain</li> <li>12. Efficient Customer Response concept</li> </ol>	

13. Final review – evaluation							
<b>Recommended literature:</b> [1] BHATNAGAR, A. Textbook of Supply Chain Management. Global Media, 2009. [2] GOLDSBY, T., MARTICHENKO, R. Lean Six Sigma Logistics. Ross Publishing, 2005. [3] HARRIS, C., HARRIS, R., STREETER, C. Lean Supplier Development: Establishing Partnerships and True Costs Throughout the Supply Chain. Taylor and Francis, 2011. [4] HINES, P., et al. Value Stream Management: Strategy and Excellence in the Supply Chain. Pearson Education Limited, Prentice Hall, 2000. [5] Van WEELE, A. Purchasing and Supply Chain Management. 4th edition. Thomson Learning, 2005.							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 77							
A	ABS	B	C	D	E	FX	M
98,7	0,0	0,0	0,0	0,0	0,0	1,3	0,0
<b>Lecturers:</b> doc. Ing. Milan Fekete, PhD.							
<b>Last change:</b> 01.02.2018							
<b>Approved by:</b>							



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/272AB/21	<b>Course title:</b> Macroeconomics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Microeconomics	
<b>Course requirements:</b> Successful completion of the course requires active participation in lectures and seminars, passing a preliminary test and final exam, as well as individual work and continuous preparation for individual lessons. Scale of assessment (preliminary/final): Weight of midterm and final evaluation: 40% / 60%	
<b>Learning outcomes:</b> Learning outcomes: The goal of the course is to understand the basic principles of economic functioning as a whole and to be able to interpret relationships among the most important macroeconomic variables - GDP, GNP, inflation, unemployment, exchange rates. After the course student will be able to explain how the macroeconomic equilibrium is being created and what is the cause and consequence of macroeconomic imbalances.	
<b>Class syllabus:</b> Class syllabus: 1. Fundamental macroeconomic variables: gross domestic product, the unemployment rate, the inflation rate. 2. The goods market. Aggregate demand and its composition. The equilibrium output of economy. Dynamics of the goods market. Aggregate supply. 3. Financial markets. (Money market). The demand for money, the supply of money and equilibrium interest rate. The task of central bank and commercial banks. 4. IS-LM model, equilibrium on the goods market and financial market. Fiscal and monetary policy. Expectations and their influence on consumption and investment. 5. The goods market in an open economy. Equilibrium market and trade balance. Balance of payment. 6. IS-LM model in an open economy. Exchange rates. Effectiveness of a macroeconomic politics.	
<b>Recommended literature:</b>	

<p>Odporúčaná literatúra:</p> <p>BLANCHARD, O. - JOHNSON, D.R. 2013. Macroeconomics. 6.vydanie. Pearson Education, Inc., 2013. 573 s. ISBN 978-0-273-76633-9</p> <p>LISÝ, J. a kolektív- 2011.Ekonómia v novej ekonomike. Bratislava: Iura EDITION, spol. s r.o., 2011. 631 s. ISBN 978-80-8078-406-5</p>							
<p><b>Languages necessary to complete the course:</b></p> <p>English</p>							
<p><b>Notes:</b></p>							
<p><b>Past grade distribution</b></p> <p>Total number of evaluated students: 57</p>							
A	ABS	B	C	D	E	FX	M
21,05	0,0	22,81	12,28	14,04	10,53	17,54	1,75
<p><b>Lecturers:</b> doc. Ing. Zuzana Stoličná, PhD., doc. PhDr. Paulína Mihaľová, PhD., Mgr. Katarína Rentková, PhD.</p>							
<p><b>Last change:</b> 14.09.2021</p>							
<p><b>Approved by:</b></p>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/075AB/21	<b>Course title:</b> Management I
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Seminar paper (max. 10%), presentation of the seminar paper (max. 10%), mid-semester test (max. 40%), final oral exam (or final on-line test - depending on pandemic situation) (max. 40%), active participation in solving case studies is expected Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b> After completing the course the student obtains a comprehensive knowledge of selected areas of management theory and become familiar with the basic procedures for identifying and solving problems in management practice. Regarding a deliberately broad range of topics, the course intention is to provide students basic wide-range introduction to the whole field and selected topics are divided into two semesters –Introduction to Management I in fall semester, Introduction to Management II in spring semester. Course content also focuses on developing managerial skills and abilities of listeners. Students through an individual elaboration of an essay, its presentation followed by discussion and case studies enhance the correct use of terminology of management as a science discipline, expanding their knowledge and improving the skills necessary for further study and management practice	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Managers and management – management as a process, science, and profession.</li> <li>2. Management theory development.</li> <li>3. Organizational culture.</li> <li>4. Organizational environment.</li> <li>5. Management in a global environment.</li> <li>6. Social responsibility and managerial ethics.</li> <li>7. Managerial decision-making.</li> <li>8. Foundations of planning.</li> <li>9. Strategic management.</li> <li>10. Forecasting.</li> </ol>	
<b>Recommended literature:</b>	

- [1] ROBBINS, P. R. - COULTER, M.: Management, Harlow : Pearson education limited, 2018, 14th edition. p 751. ISBN 978-1-292-21583-9
- [2] ROBBINS, P. R. - COULTER, M. with contributions by MARTOCCHIO, J. J., KONG, L. K.: Management, Harlow : Pearson education limited, 2016, 13th edition. p. 717 . ISBN 978-1-292-09020-7
- [3] Journal of Human Resource Management. ISSN 2453 – 7683-[online] [www.jhrm.eu](http://www.jhrm.eu)

**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.

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**Past grade distribution**

Total number of evaluated students: 45

A	ABS	B	C	D	E	FX	M
73,33	0,0	17,78	4,44	0,0	2,22	2,22	0,0

**Lecturers:** Ing. Marián Mikolášik, doc. PhDr. Lukáš Copuš, PhD.

**Last change:** 02.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/076AB/21	<b>Course title:</b> Management II
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Management I.	
<b>Course requirements:</b> Seminar paper (max. 10%), presentation of the seminar paper (max. 10%), mid-semester test (max. 40%), final oral exam (or final on-line test - depending on pandemic situation) (max. 40%), active participation in solving case studies is expected Scale of assessment (preliminary/final): Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b> After completing the course the student obtains a comprehensive knowledge of selected areas of management theory and become familiar with the basic procedures for identifying and solving problems in management practice. Regarding a deliberately broad range of topics, the course intention is to provide students basic wide-range introduction to the whole field and selected topics are divided into two semesters - Management I in fall semester, Management II in spring semester. Course content also focuses on developing managerial skills and abilities of listeners. Students through an individual elaboration of an essay, its presentation followed by discussion and case studies enhance the correct use of terminology of management as a science discipline, expanding their knowledge and improving the skills necessary for further study and management practice.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Basics of organizing.</li> <li>2. Job design.</li> <li>3. Human resource management.</li> <li>4. Individual and group behavior.</li> <li>5. Motivation of employees.</li> <li>6. Leadership theories.</li> <li>7. Communication and interpersonal skills.</li> <li>8. Controlling as a function of management.</li> <li>9. Change management.</li> <li>10. Self management and time management.</li> </ol>	

**Recommended literature:**

- [1] ROBBINS, P. R. - COULTER, M.: Management, Harlow : Pearson education limited, 2018, 14th edition. p 751. ISBN 978-1-292-21583-9
- [2] ROBBINS, P. R. - COULTER, M. with contributions by MARTOCCHIO, J. J., KONG, L. K.: Management, Harlow : Pearson education limited, 2016, 13th edition. p. 717 . ISBN 978-1-292-09020-7
- [3] Journal of Human Resource Management. ISSN 2453 – 7683-[online] [www.jhrm.eu](http://www.jhrm.eu)

**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: 42

A	ABS	B	C	D	E	FX	M
66,67	0,0	16,67	11,9	2,38	0,0	0,0	2,38

**Lecturers:** Ing. Marián Mikolášik, doc. PhDr. Lukáš Copuš, PhD.

**Last change:** 02.05.2022

**Approved by:**

## COURSE DESCRIPTION

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

hierarchy of the company. Underlying the examination of various types of organizational information systems will be an exploration of emerging technologies that drive these systems. This course provides the student with the knowledge and skills necessary to understand and use information technology effectively and shows how information technology provides organizations with a strategic competitive advantage.

**Class syllabus:**

Lecture 1 MANAGING INFORMATION SYSTEMS

Lecture 2 SYSTEMS THEORY

Lecture 3 SYSTEM DEVELOPMENT LIFE CYCLE

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

Lecture 5 CLOUD COMPUTING

Lecture 6 DATABASES, DATAMINING, DATA and BUSINESS ANALYTICS

Lecture 7 NETWORKS & DATA COMMUNICATIONS MID-TERM EXAM

Lecture 8 SERVICE ORIENTED ARCHITECTURE, E-SERVICE MANAGEMENT

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

Lecture 10 EXPERT SYSTEMS, DATA ANALYTICS, INTERNET OF THINGS

Lecture 11 INFORMATION SYSTEMS FOR THE ENTERPRISE,

Lecture 12 SECURITY & ETHICAL CHALLENGES

FINAL EXAM

**Recommended literature:**

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

Strana: 5

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

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

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

**6. Other REFERENCES**

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

**Languages necessary to complete the course:**

English

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

Total number of evaluated students: 21

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

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

**Last change:** 13.02.2022



**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/282AM/21	<b>Course title:</b> Management Information Systems
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 7	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Familiarity with the basic hardware and software components of a computer and an ability to use the computer for word processing and e-mail are required.	
<b>Course requirements:</b> - final term paper submission required by students = minimal extend is 7 pages - seminar attendance is compulsory - oral examination during exam period Scale of assessment (preliminary/final): 60% / 40%	
<b>Learning outcomes:</b> The course concentrates on analysis and development of information systems in business organizations. This course will develop the framework for an information system and explore how systems that support the business functions of the organization are integrated and aid the manager with decision-making responsibilities within the operational, tactical, and strategic hierarchy of the company. Underlying the examination of various types of organizational information systems will be an exploration of emerging technologies that drive these systems. This course provides the student with the knowledge and skills necessary to understand and use information technology effectively and shows how information technology provides organizations with a strategic competitive advantage. Familiarity with the basic hardware and software components of a computer and an ability to use the computer for word processing and e-mail are required. Course objectives: a) understanding the issues and problems facing the manager or business user of computer-based information systems, and what solutions are available. b) how to make intelligent decisions about computer based information systems, and as a user, to attain their effective application. c) knowledge of participation as a user or a manager in the development of business information system. d) appreciating the problems of management in attempting to direct and control corporate information technology.	

**Class syllabus:**

Lecture 1 MANAGING INFORMATION SYSTEMS

Lecture 2 SYSTEMS THEORY

Lecture 3 SYSTEM DEVELOPMENT LIFE CYCLE

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

Lecture 5 CLOUD COMPUTING

Lecture 6 DATABASES, DATAMINING, DATA and BUSINESS ANALYTICS

Lecture 7 NETWORKS &amp; DATA COMMUNICATIONS

MID-TERM EXAM

Lecture 8 SERVICE ORIENTED ARCHITECTURE, E-SERVICE MANAGEMENT

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

Lecture 10 EXPERT SYSTEMS, DATA ANALYTICS, INTERNET OF THINGS

Lecture 11 INFORMATION SYSTEMS FOR THE ENTERPRISE,

Lecture 12 SECURITY &amp; ETHICAL CHALLENGES

FINAL EXAM

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

**Recommended literature:**

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

Strana: 5

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

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

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

**6. Other REFERENCES**

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

**Languages necessary to complete the course:**

Knowledge of English language on level B is strongly recommended

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

Total number of evaluated students: 9

A	ABS	B	C	D	E	FX	M
66,67	0,0	22,22	0,0	11,11	0,0	0,0	0,0

**Lecturers:** Ing. Marián Mikolášik

**Last change:** 28.09.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMM/181B/21	<b>Course title:</b> Management in Europe in the Context of Globalization (FL)
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> French language B1	
<b>Course requirements:</b> Active participation, presentation, exams Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b> The way of approaching public management in Europe seems to have changed substantially in recent decades. In this new era, which some authors call "postmodern," the state has gradually lost its role of exclusive actor. Its role is now part of a polycentric model where it no longer holds a monopoly on power and the production of standards. He is called upon to compose, negotiate and act in consultation with new players who have emerged or reaffirmed. In the economic sense, globalization is the process of internationalization of industrial, commercial and financial transactions. It is linked to a process of trade liberalization and its intensification. This phenomenon contributes to making the countries interdependent in particular because of the specialization allowed by the free movement of goods. Globalization, which tends to increase trade, "goes hand in hand with globalization, which requires the transfer to the universal level of problems which, until then, seemed to be able to be solved by agreements concluded between specially interested partners. States are now moving from interdependence to common dependence which encompasses them in an overall problem ". Public management in Europe in the era of globalization Part 1: Analysis of the founding principles of public management in Europe in the light of the great authors Chapter 1 Democracy: Aristote, Montesquieu Chapter 2 Respect for the rule of law: John Locke, Hans Kelsen Chapter 3 Subsidiarity: Chantal Million-Delsol, St Thomas d'Aquin Chapter 4 Solidarity: Emile Durkheim, Robert Schuman, Norbert Elias Part 2: The evolution of public management of territories in Europe	

Chapter 5 Centralized management of territories by the state: the examples of France and the states of the Višegrad group, Max Weber  
 Chapter 6 The reaffirmation of local autonomies, Gérard Marcou  
 Chapter 7 The Influence of New Public Management  
 Milton Friedman, Margaret Thatcher  
 Chapter 8 The Europeanization of territorial management methods, Yves Meny  
 Part 3: European public managers facing many challenges  
 Chapter 9 The increased interdependence of territories  
 Chapter 10 Training of local public officials  
 Chapter 11 The metropolization of major European cities  
 Chapter 12 Preserving local, regional, national and European identities

**Recommended literature:**

Frédéric Delaneuville, Le management public des territoires en Europe à l'ère de la globalisation, Université Comenius, Bratislava 2019 ISBN978-80-223-4686-3

**Languages necessary to complete the course:**

French B1

**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: 13

A	ABS	B	C	D	E	FX	M
30,77	0,0	38,46	15,38	0,0	0,0	0,0	15,38

**Lecturers:** doc. Dr. Frédéric Delaneuville, PhD.

**Last change:** 17.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/060AB/18	<b>Course title:</b> Management of Start-ups and Small Firms
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester, a student can get up to 70 points. Maximum of 30 points will be given for an individual assignment, 20 points can be earned for case study solving (2 case studies, 10 points each), and 20 points can be earned for interim tests (2 tests, 10 points each). In the exam period, a student takes an exam for which he / she can earn 30 points. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b> Familiarize with the fundamentals and specifics of start-ups. Understanding the lifecycle of startups and the principles of their management in each phase. Getting acquainted with the latest trends and practice of start-up management in the Slovak environment. Familiarize with the fundamentals and specifics of small business management. Understanding the specificities of the individual features and special areas of small business management. Getting acquainted with the latest trends and the practice of small business management in the Slovak and international environment. Through practical lectures of guests from the start-up community and entrepreneurs - small business managers, students gain direct insight into the practice of start-ups and small businesses.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Course introduction. Introduction to management of startups and small firms</li> <li>2. Financing of startups and small firms I</li> <li>3. Financing of startups and small firms – traditional forms - guest lecture</li> <li>4. Financing of startups and small firms II</li> <li>5. Financing of startups and small firms – modern forms - guest lecture</li> <li>6. Financing of startups and small firms III</li> <li>7. Selected skills for startups and small firms – sales – guest lecture</li> <li>8. Franchising</li> <li>9. Franchising in practice – guest lecture</li> <li>10. Growth and internationalization</li> <li>11. Growth and internationalization – guest lecture</li> </ol>	

12. Management of resources							
13. Final exam							
<b>Recommended literature:</b> [1] STOKES, D., WILSON, N. Small Business Management and Entrepreneurship. Cengage Learning EMEA, 2010. ISBN 978-1-4080-1799-9. [2] BLANK, S. The Startup Owner's Manual. K & S Ranch, 2012. ISBN 9780984999309. [3] KAPLAN, J. Startup: A Silicon Valley Adventure. Penguin, 1995. ISBN 9780140257311. [4] RIES, E. The Lean Startup. Crown Business, 2011. ISBN 9780307887894. [5] OSTERWALDER, A., PIGNEUR, Y. Business Model Generation. John Wiley & Sons, 2010. ISBN 978-0470-87641-1.							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 134							
A	ABS	B	C	D	E	FX	M
17,16	0,0	31,34	24,63	8,21	17,91	0,75	0,0
<b>Lecturers:</b> doc. PhDr. Marian Holienka, PhD., PhDr. Oskar Karlík							
<b>Last change:</b> 09.06.2022							
<b>Approved by:</b>							



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/058AM/21	<b>Course title:</b> Managerial Accounting
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Principles of Financial Accounting I	
<b>Course requirements:</b> 1. 3 case studies 2. 3 written tests during the term 3. Final written exam Scale of assessment (preliminary/final): 15%, 30%/ 55%	
<b>Learning outcomes:</b> Upon successful completion of this course, students will be able to: 1. use financial accounting information for future cost management, costing and budgeting processes; 2. understand the relationship between costs in the company and sources of costs, estimate cost functions using mathematical methods for the purpose of cost planning in the company. 3. use the knowledge on the company's costs, in quantifying and interpreting the Break-even point, margin of safety, targeted operating income units or sales etc. 3. have knowledge about job costing and their types and to calculate full costs for the product and will be able to compile cost calculations and select the appropriate type of calculation and price the product appropriately for individual outputs, 4. monitor the cost efficiency and cost effectivity, 5. apply the knowledge on relevant revenues and relevant costs, opportunity costs making the right decisions, e.g. Buy or make, accept or reject a special order, drop or add the customer etc., 6. prepare Master and flexible budget, 7. Analyze the achieved results using variances of the 1st, 2nd and 3rd level. or using KPIs. for decision-making, 7. Understand the Balance Score Card approach.	
<b>Class syllabus:</b> 1. Introduction to managerial accounting 2. Types of costs and cost behavior, Production costs - Material, Wages and overheads 3. CVP analysis (Cost-volume -profit), Breakeven point 4. Variable and absorption costing and their models of the income statement 5. Mathematical methods for determining the cost function	

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

**Recommended literature:**

**Languages necessary to complete the course:**

**Notes:**

**Past grade distribution**

Total number of evaluated students: 29

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

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

**Last change:** 06.09.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/009AM/16	<b>Course title:</b> Managerial Decision-Making
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Finished bachelor degree.	
<b>Course requirements:</b> The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59%. Scale of assessment (preliminary/final): Ongoing: 40% / Exam: 60%. The exam consists of the written mid-term exam during the semester 30% and of the final exam during the examination period 30%.	
<b>Learning outcomes:</b> Decision-making belongs to main responsibilities and functions of the managers and managers are regarded and evaluated in terms of success in making decisions. The goal of the course is to improve the decision-making skills of students and to contribute to their ability to effectively and creatively solve problems both individually and within the teams. The course graduates would learn to perceive decision-making as a systematic process in the context of problem solving. They would be able to use rational methods of decision-making under conditions of certainty, risk and uncertainty as well as to solve the sequence of successive decisions. They would sense the psychological perspective of the decision-making. They would be familiar with the techniques of decision-making in groups and teams. They would practice the gained theoretical knowledge practically by means of the various simulations and case studies.	
<b>Class syllabus:</b> 1. Introduction into the subject. Decision-making in management. The nature of managerial decision-making. The decision-making process. 2. The rational approaches in the managerial decision-making. Methods and approaches of the decision-making under certainty, uncertainty and risk. The sequence of decisions and decision trees. 3. The psychological aspect of managerial decision-making. The two systems in us. The heuristics of anchoring, availability and representativeness. The prospect theory. The irrational types of choices. The limits of the human mind.	

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

**Recommended literature:**

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

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

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

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

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

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

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

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

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

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

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

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

**Languages necessary to complete the course:**

English.

**Notes:**

Subject is provided only in the summer semester.

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

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

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

**Past grade distribution**

Total number of evaluated students: 161

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

**Lecturers:** Mgr. Peter Gál, PhD.

**Last change:** 14.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/061AB/16	<b>Course title:</b> Managerial Economics
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester students can obtain 70% of the points and 30% of the points during the examination period. 35% of the points has to be obtained during the semester (e.g. from the midterm test, academic paper and/or activity). The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
<b>Learning outcomes:</b> Understanding and orientation in basic knowledge about an enterprise in the market economy, about economic thinking and economy of an enterprise. Getting enriched knowledge base for subsequent courses.	
<b>Class syllabus:</b> 1. Introduction to Managerial Economics. Objects of interest of Managerial Economics. Company and its position in the market economy, the definition of the nature of the business. Enterprise as a goal-oriented system, the goals of the company, risk in the company. Enterprise relationship with the environment. Business environment and company structure. 2. Controlled entity as an economic system. Business and the life cycle of the company. Business transformation process. Assets and business participation in the transformation process. Non-current assets and its nature, valuation and modalities for acquisition of fixed assets. Depreciation and amortization of fixed assets. Current assets, its nature and usage. The issue of financing the assets, sources of financing, own and foreign sources of funding. 3. Costs and corporate profit. Classic and dynamic views on cost management. Current approaches and techniques in cost management. Cash flow management, planning and evaluation of cash flow. External environment. Taxes and taxation. Internal environment. Planning of transformation process, optimization calculations in planning. Investments and assessment of investment in the company. 4. Monitoring and evaluation of the economic performance of the company, revenues, expenses and results of operations of the company. Economic analysis and evaluation of the company's performance, balance sheet, income statement and cash flow statement. Approaches to evaluating of business performance. Controlling as an effective tool of managerial economics.	

**Recommended literature:**

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

**Languages necessary to complete the course:**

English

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

Total number of evaluated students: 135

A	ABS	B	C	D	E	FX	M
36,3	0,0	28,89	15,56	8,15	2,96	8,15	0,0

**Lecturers:** doc. Ing. Ján Papula, PhD., Mgr. Dávid Paculík

**Last change:** 14.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/100AB/16	<b>Course title:</b> Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 40 % interim evaluation: - active attendance (in case of unjustified absence or unpreparedness to seminar - loss of 10%), - semester project – application of theoretical knowledge on selected issues – 40%, 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 overall student rating consists of the sum of the percentages for active attendance on seminars and of the percentage obtained from the exam. Exam is written resp. realized through using the selected application (MS Forms). System of interim evaluation is set on the beginning of semester. 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
<p><b>Learning outcomes:</b></p> <p>The aim of the course is to acquire the basic knowledge from the various areas of marketing theory. The subject emphasizes the importance and benefits of basic marketing postulates in terms of the interconnection of the organization and its customers. Emphasis is placed on acquiring skills in marketing decision-making and performing individual marketing activities of the organization, especially in strategic and marketing planning, market segmentation and market positioning, marketing research, analysis of marketing environment and consumer and organizational purchasing behavior in designing of marketing mix and in exploitation of international marketing. The subject also emphasizes the impact of the online environment and the selected specifics of digital marketing. In addition to gaining theoretical knowledge, the subject is also aimed at stimulating the students' ability to apply the marketing concept in economic practice.</p>
<p><b>Class syllabus:</b></p> <ol style="list-style-type: none"> <li>1. Position and importance of marketing in organization development.</li> <li>2. The nature of the marketing concept.</li> <li>3. Strategic planning and importance of marketing planning.</li> <li>4. Marketing environment.</li> <li>5. Marketing information system and marketing research.</li> <li>6. Shopping behavior of consumers in organizations.</li> <li>7. Market segmentation, target group selection and creation of market position.</li> <li>8. Product as a marketing mix tool.</li> <li>9. Pricing and pricing strategy of the company.</li> <li>10. Distribution channels and physical distribution.</li> <li>11. Marketing communication and marketing communication mix.</li> <li>12. International marketing.</li> <li>13. Service marketing.</li> </ol>
<p><b>Recommended literature:</b></p> <ul style="list-style-type: none"> <li>• ARMSTRONG, G. – KOTLER, P. 2007. Marketing: An Introduction. 8th Edition. Upper Saddle River: Pearson Education, Inc. 2007. ISBN 0-13-186591-9 – selected chapters.</li> <li>• BAINES, P. – FILL, C. – PAGE, K. 2011. Marketing. Oxford: Oxford University Press, 2011. ISBN 978-0-19-957961-7</li> <li>• BLYTHE, J. 2011. Principles and Practice of Marketing. 2nd Edition. Hampshire: Cengage Learning EMEA, 2009. ISBN 978-1-4080-114-78</li> <li>• BRASSINGTON, F. – PETTITT, S. 2006. Principles of Marketing. Harlow: Prentice Hall, 2003. ISBN 0-273-65791-7</li> <li>• KOTLER, P. – ARMSTRONG, G. 2004. Principles of Marketing. Upper Saddle River: Pearson Education, 2004. ISBN 0-13-041814-5</li> <li>• KOTLER, P. – ARMSTRONG, G. -OPRESNIK, O. M. 2018. Principles of Marketing. Harlow: Pearson Education, 2018. ISBN 978-1-292-22017-8</li> <li>• OLŠAVSKÝ, F. 2018. Mystery shopping of tourist information points in Bratislava. In: Management 2018: management and the world in motion, challenges, opportunities and threats. Prešov : Bookman, 2018. ISBN 978-80-8165-300-1</li> <li>• Journals Marketing Science &amp; Inspirations and Marketing&amp;Media</li> </ul> <p>With regard to new and available resources, supplementary literature will be updated on a continuous basis.</p>
<p><b>Languages necessary to complete the course:</b></p> <p>English</p>

<b>Notes:</b>						
<b>Past grade distribution</b> Total number of evaluated students: 100						
A	ABS	B	C	D	E	FX
25,0	0,0	33,0	24,0	7,0	5,0	6,0
<b>Lecturers:</b> Mgr. František Olšavský, PhD., prof. Mgr. Peter Štarchoň, PhD., Mgr. Lucia Vilčeková, PhD., Mgr. Samuel Smolka, PhD., doc. JUDr. PhDr. Katarína Gubíniiová, PhD.						
<b>Last change:</b> 13.02.2022						
<b>Approved by:</b>						

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/102AB/16	<b>Course title:</b> Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 40 % interim evaluation: - active attendance (in case of unjustified absence or unpreparedness to seminar - loss of 10%), - semester project – application of theoretical knowledge on selected issues – 40%, 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 overall student rating consists of the sum of the percentages for active attendance on seminars and of the percentage obtained from the exam. Exam is written resp. realized through using the selected application (MS Forms). System of interim evaluation is set on the beginning of semester. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> By completing the course, students will acquire basic knowledge and understanding of various areas of marketing theory. The course emphasizes the importance and contribution of basic marketing postulates in terms of interconnection of the organization and its customers. Emphasis is given on acquiring skills in marketing decision-making and implementation of individual marketing activities of the organization, especially in strategic and marketing planning, market segmentation and market positioning, marketing research, analysis of marketing environment and shopping behavior of consumers and the organization, designing marketing mix and use international marketing. In addition to gaining theoretical knowledge, the course is also aimed at stimulating students' ability to apply the marketing concept in their working lives.	
<b>Class syllabus:</b> 1. Position and importance of marketing in organization development. 2. The nature of the marketing concept. 3. Strategic planning and importance of marketing planning. 4. Marketing environment. 5. Marketing information system and marketing research. 6. Shopping behavior of consumers in organizations.	

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

**Recommended literature:**

[1] BAINES, P. – FILL, C. – PAGE, K.: Marketing. Oxford: Oxford University Press 2011. ISBN 978-0-19-957961-7.

[2] BLYTHE, J.: Principles and Practice of Marketing. 2nd Edition. Hampshire: Cengage Learning EMEA 2009. ISBN 978-1-4080-114-78

[3] ARMSTRONG, G. – KOTLER, P.: Marketing: An Introduction. 8th Edition. Upper Saddle River: Pearson Education, Inc. 2007. ISBN 0-13-186591-9 – selected chapters.

[4] BRASSINGTON, F. – PETTITT, S.: Principles of Marketing. Harlow: Prentice Hall 2006. ISBN 0-273-69559-2

[5] Marketing Science and Inspirations and Marketing&Media Journals

With regard to new and available resources, supplementary literature will be updated on a continuous basis.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 203

A	ABS	B	C	D	E	FX
45,32	0,0	17,24	15,27	9,85	4,43	7,88

**Lecturers:** Mgr. František Olšavský, PhD., prof. Mgr. Peter Štarchoň, PhD., Mgr. Lucia Vilčeková, PhD., Mgr. Samuel Smolka, PhD., Mgr. Miroslava Skýpalová

**Last change:** 08.09.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/027AM/16	<b>Course title:</b> Marketing Analytics
<b>Educational activities:</b> <b>Type of activities:</b> practicals <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Graded essays on given topic during the semester <ul style="list-style-type: none"> <li>• Association analysis model: 25%</li> <li>• Cross sell model: 25%</li> <li>• Segmentation model: 25%</li> <li>• Use of data mining in marketing: 25%</li> </ul> The overall student rating consists of the sum of the percentages for the analyzed analytical models and the quality of the essays. The individual grades of the grading scale are awarded on the basis of the total number of points / points that reflects the degree of completion of the subject. Grading scale: 100 – 91=A/ 90-81=B/ 80-73=C/ 72-66=D/ 65-60=E/ 59-0=Fx	
<b>Learning outcomes:</b> This course introduces basic concepts, tasks, methods, and techniques in data mining. The emphasis is on various data mining problems and their solutions. Students will develop an understanding of the data mining process and issues, learn various techniques for data mining, and apply the techniques in solving data mining problems using data mining tools and systems. Students will also be exposed to a sample of data mining applications.	
<b>Class syllabus:</b> 1. Basic characteristics of marketing analytics Marketing Research and its components. Role and status of marketing analytics in the organization. Customer Life Cycle. 2. Statistical Software Enterprise Miner Introduction to SAS Enterprise Miner software. Basic terms. Data retrieval, fault finding and missing data records, impute and replacement, data cleansing, data standardization. 3. Types of analysis used in marketing analytics Customer segmentation. Cross Sell, Up Sell, Customer Retention and Customer lifetime value. 4. Customer segmentation	

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

#### 5. Profiling customer segments

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

#### 6. Cross Sell and Up Sell.

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

#### 7. Association analysis

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

#### 8. Sequence analysis

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

#### 9. Propensity to Buy

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

#### 10. Customer Retention

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

#### 11. Modelling customer retention and fraud detection

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

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

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

#### 13. Utilizing CLV in marketing

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

#### 14. Final class

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

#### **Recommended literature:**

- [1] PARR RUD, O. 2013. Data mining. Praha: Computer Press, 2013. 370 s. ISBN 8072265776
- [2] KEE HO, W. - LUAN, X. 2003. Data mining. North Carolina: University of North Carolina at Chapel Hill [online]. Dostupné z:

<http://www.unc.edu/~xluan/258/datamining.html#history>  
 [3] GHANI, R. 2010. Data mining for business applications. Amsterdam: IOS Press, 2010.  
 [online]. Dostupné z: <http://site.ebrary.com/lib/uniba/Doc?id=10440450>  
 [4] SAS. 2017. Enterprise Miner Tutorial. 2017. [online]. Dostupné z: [http://video.sas.com/#category/videos/sas-enterprise-miner\\_](http://video.sas.com/#category/videos/sas-enterprise-miner_)  
 [5] SAS. 2017. Analytics in action. 2017. [online]. Dostupné z: <http://video.sas.com/#category/videos/analytics-in-action>  
 [6] SAS. 2017. Customer intelligence. 2017. [online]. Dostupné z: [http://video.sas.com/detail/videos/trending/video/4059012552001/sas®-enterprise-miner™---pattern-recognition-demo?autoStart=true#category/videos/customer-intelligence\\_](http://video.sas.com/detail/videos/trending/video/4059012552001/sas®-enterprise-miner™---pattern-recognition-demo?autoStart=true#category/videos/customer-intelligence_)

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 82

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

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

**Last change:** 08.09.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/043AM/17	<b>Course title:</b> Marketing Applications
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 1. Continuous work on seminars - active engagement of the student, the student has to prepare 5 case studies on the actual course of the subject about 70% 2. Continuous test during the semester, number of test questions - 3 - approx. 30% Scale of assessment (preliminary/final): 70/30	
<b>Learning outcomes:</b> The aim of the subject is to teach students the application of marketing in various branches of the national economy and forms of entrepreneurship with an emphasis on marketing specifics. Students will broaden their already acquired theoretical marketing knowledge about professional marketing practices in selected sectors, focusing on the most important sectors of the national economy contained in the syllable. The lesson also includes lectures on the application of marketing in tourism and its follow-up to the spa industry or the historical view of the use of marketing in the business process in family businesses as well as at present.	
<b>Class syllabus:</b> 1. Marketing in the tourism industry 3. Marketing in the hotel management 4. Marketing in the spa industry 5. Marketing in small and medium business 6. Marketing in family businesses	
<b>Recommended literature:</b> [1] BOROVSÝ, J. – SMOLKOVÁ, E. – NIŇAJOVÁ, I. 2008. Cestovný ruch trendy a perspektívy. Bratislava: Iura Edition, 2008. 257 p. ISBN 978-80-8078-215-3 [2] JAKUBÍKOVÁ, D. 2009. Marketing v cestovnom ruchu. Praha : Grada Publishing, 2009. 325 p. ISBN 978-80-89090-25-4 [3] KIRÁĽOVÁ, A. 2006. Marketing hotelových služieb, . 2. vyd. Praha : Ekopres, 2006. 321 p. ISBN 80-86929-05-1 [4] STRÁŽOVSKÁ, H. – STRÁŽOVSKÁ, Ľ. a kol. 2009. Podnikanie. - [1. vyd.]. - Bratislava: Merkury, 2009. 309 p. ISBN 978-80-89143-79-5	



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

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 46

A	ABS	B	C	D	E	FX	M
71,74	0,0	17,39	6,52	4,35	0,0	0,0	0,0

**Lecturers:** doc. Ing. Mgr. Ľubomíra Strážovská, PhD., Mgr. Barbora Marišová, Mgr. Vladimír Hrček, PhD.

**Last change:** 23.06.2020

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/084AM/21	<b>Course title:</b> Marketing Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 7	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> For the grade A, at least 91 points are needed, for B at least 81 points, for C at least 73 points, for D at least 66 points, for E at least 60 points. If a student receives less than 60 points, he will fail and will get Fx evaluation. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> The aim of the course is, after completion of the acquisition of the knowledge of the foundations of marketing in the bachelor degree study and dealing of basic "marketing alphabet" explore options for addressing the problems faced by the current practice of marketing management. It solves the problems of lack of effectiveness of marketing activities and proposes ways to measure their effectiveness, as in the ever-increasing expenditure on marketing is an ever smaller economic effect of them. How to proceed in this situation? How to deal with rising spending on marketing in the high competition environment? The answers to these questions provide an object which is a practical guide how to do it in the current competitive environment, which is in the field of marketing management increasingly tougher course is focused on acquiring the principles of rationality in marketing management. Based on an analysis of reviews of the criticisms of marketing and the trend of sustainability in marketing management organizations on the threshold of the third millennium.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Why Sustainable Marketing?</li> <li>2. Critical Marketing.</li> <li>3. The Sustainable Consumer and Buyer Behaviour.</li> <li>4. Sustainable Marketing Planning.</li> <li>5. Sustainable Product Strategy – Customer Benefits.</li> <li>6. Sustainable Price Strategy – Cost to Customers.</li> <li>7. Sustainable Distribution Strategy – Convenience.</li> <li>8. Sustainable Communication Strategy.</li> <li>9. Marketing Themes in the 21st Century – Relationship Marketing.</li> <li>10. Marketing Themes in the 21st Century – Internal Marketing.</li> <li>11. Marketing Themes in the 21st Century – Sustainable Entrepreneurship.</li> </ol>	

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/028AM/16	<b>Course title:</b> Marketing Research
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 40% research project The evaluation will be based on an assessment of the level and quality of the research project. The research project will include: - Research title, Contents, Executive Summary- Research objectives- Methodology- Results-Conclusions and recommendations- Appendices The research project must contain at least 3 of the following analyses: contingency tables including chi square tests, association analysis, wilcoxon test, kruskal wallis test, conjoint analysis, cluster analysis, multidimensional scaling. The final test will be a combination of open and closed questions from lectures and seminars. Weight of the intermediate / final evaluation: 40:60 From each seminar a brief summary will be prepared and sent to all students immediately after its completion. Detailed conditions of its processing will be determined by the teacher. Grading scale: 100 –91=A/ 90-81=B/ 80-73=C/ 72-66=D/ 65-60=E/ 59-0=Fx	
<b>Learning outcomes:</b> The purpose of this course is to learn how plan and implement a marketing research project. Upon successful completion of this class, course participants will have a working knowledge of the following. <ol style="list-style-type: none"> <li>1. To be able to conduct a marketing research project from start to finish.</li> <li>2. To design research to fit a variety of marketing problems.</li> <li>3. To learn how to analyze marketing data using SAS</li> <li>4. To interpret statistics and to make judgments about data.</li> <li>5. To learn the language of marketing research.</li> <li>6. To learn more about marketing and consumer behavior by conducting research.</li> </ol>	
<b>Class syllabus:</b> C1. The role of research in marketing Content: Definition, scope, meaning, limitations of marketing research. Understanding marketing research and ethics in marketing research. The difference between marketing research and market research. Content of examples, tasks, assignments to consolidate the topic:	

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

## 2. Approaches to defining a research sample.

Content:

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

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

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

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

(a) simple random sampling

(b) stratified sampling

(c) cluster sampling

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

## 3. Research process.

Content:

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

Reviewing literature.

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

Deciding on the sample design.

Collecting data.

Processing and analyzing data. Writing the report.

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

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

Imagine that you are the Marketing Director of McDonalds.

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

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

## 4. Research design and research methodology.

Content:

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

Accurate purpose statement

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

Type of research methodology

Probable objections for research

Settings for the research study

Timeline

Measurement of analysis

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

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

5. Typology of research methods.

Content:

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

Experimental design and its use in marketing research

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

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

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

6. Qualitative and quantitative research.

Content:

Differences and areas of application. Methodology of qualitative and quantitative research.

Differences between qualitative and quantitative research and the role of each in marketing research.

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

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

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

What do you see as the key advantages and challenges of conducting

qualitative research online?

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

7. Descriptive statistics

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

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

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

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

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

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

Content:

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

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

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

#### 9. Application of market research.

Content:

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

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

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

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

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

Content:

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

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

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

#### 11. Internet and research.

Content:

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

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

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

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

Online ethnography

Visual data

Telephone questionnaire

Online questionnaire

Online interview

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

Online focus group Participant observation Secondary data Content analysis

Focus group

Ethnography Semi-structured interview

#### 12. Cross sell analysis.

Content:

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

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

Perform cross sell based on teachers instructions.

#### 13. Association analysis.

Content:

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

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

Perform association analysis model.

#### 14. Marketing research trends.

Content:

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



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

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/029AM/16	<b>Course title:</b> Marketing Research
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The grading will be based on research project of the students. The project will be done in groups of 2-3 students; in every class the students make a part of the project. The reporting should be very detailed in terms of strategic implications and possible courses of action based on the research findings. The research project must include: <ul style="list-style-type: none"> <li>- Authorization letter for the research</li> <li>- Table of contents</li> <li>- Executive summary</li> <li>- Research objectives</li> <li>- Methodology</li> <li>- Results</li> <li>- Conclusions and recommendations</li> <li>- Appendices (containing a copy of questionnaire)</li> </ul> Grading scale: 100 –91=A/ 90-81=B/ 80-73=C/ 72-66=D/ 65-60=E/ 59-0=Fx.	
<b>Learning outcomes:</b> The purpose of this course is to learn how plan and implement a marketing research project. Upon successful completion of this class, course participants will have a working knowledge of the following: <ol style="list-style-type: none"> <li>1. To be able to conduct a marketing research project from start to finish.</li> <li>2. To design research to fit a variety of marketing problems.</li> <li>3. To learn how to analyze marketing data using SAS</li> <li>4. To interpret statistics and to make judgments about data.</li> <li>5. To learn the language of marketing research.</li> <li>6. To learn more about marketing and consumer behavior by conducting research.</li> </ol>	
<b>Class syllabus:</b> Course description: <ol style="list-style-type: none"> <li>1. Introduction To Marketing Research               <ul style="list-style-type: none"> <li>• Role of marketing research in marketing</li> <li>• Definition</li> </ul> </li> </ol>	

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

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

#### **Recommended literature:**

- [1] BRADLEY, N., 2013. Marketing Research tools and Techniques. Oxford: Oxford University Press, 2013. 359 p. ISBN 978-0-19-965509-0.
- [2] CHURCHILL, A. G. – IACOBUCCI, D., 2005. Marketing Research. Methodological Foundations. Mason: Thomson/South-Western, 2005. 403 p. ISBN 0-324-22509-1.

- [3] KUMAR, V., 2015. Marketing research: A global Outlook. New Dehli: Sage Publications, 2015. 412 p. ISBN 978-93-515-0248-7.
- [4] Richterová, K. a kol.: Marketingový výskum. Bratislava: Ekonóm 2007. 376 p. ISBN 80-225-2064-0
- [5] Marketing Science and Inspirations journal.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 263

A	ABS	B	C	D	E	FX	M
86,31	0,0	9,89	2,28	0,0	1,52	0,0	0,0

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

**Last change:** 06.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KKM/071AB/21	<b>Course title:</b> Mathematics I
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The course is taught as follows: Lectures will be accessible online through MS Teams. When logging in to MS Teams, it is necessary to use the university login and password and join the team FMUK_Mathematics_1_English using the code: ny4mn13. All study materials will be available via Moodle ( <a href="https://moodle.uniba.sk/">https://moodle.uniba.sk/</a> ). The student is obliged to listen to the lecture before the exercises and online consultation. According to the schedule, online consultations with the lecturer will be included. Students registered for the course will receive invitations to their calendar for regular online consultations. If they did not understand something in the lecture, they can add questions to the lecture before the online consultation in MS Teams. These will be answered during the online consultation by the lecturer. It is necessary to mention a specific problem that they did not understand. Exercises are mandatory, they will take place according to the valid schedule, either in person or in case of worsened epidemiological situation online. Individual students are firmly assigned to groups. It is not allowed to exchange in groups. Course evaluation during the semester: 1.) 4x 10 min. test during online consultations, each for 3 points, without the possibility of writing a substitute test. 2.) 10-min. test at seminars, each for 2 points (min. 8 tests the student should pass, we take into account 2 possible absences) (16 points), without the possibility of writing a substitute test. 3.) 2 written test in the middle and at the end of the semester for 12 points (max. 24 points). The test can be taken in an alternate time during the semester, if the student proves his / her absence by a medicine confirmation. Assessment of the subject during the Examinations period: The final written exam (80 minutes), consists of 5 examples (2 from linear algebra and 3 from mathematical analysis). (max. 50 points) Exam: a student can complete 1 regular and one corrective term if he / she does not reach the required number of points to complete the course on the regular term. The student completes the course if he / she obtains at least 60% of points (ie 30 points) from the continuous assessment, so that he / she can go to the exam and min. 60% of the exam points (ie 30	

points) to pass the exam. The points that the student obtains during the semester and in the exam are included in the final grade of the subject.

Before solving the exam test, student must be logged in to the MS Teams application, have a microphone and camera switch on. Student is performing the exam test in the Moodle system. Student writes the solution by hand on paper, continuously is inserting own solution into the Moodle system while checking the compliance of its solution on paper with what it enters into the system. When the exam test is closed, the signed handwritten solution will be photographed or scanned together with student card (ISIC) and putted into the Moodle system. The student is obliged to have ensured a functioning internet connection during the exam tests.

Scale of assessment (preliminary/final): 50/50

### **Learning outcomes:**

#### **Class syllabus:**

1. Linear algebra: vectors and matrices.

n-dimensional vectors and matrices: Vector and Matrices Operations, linear dependence and independence. Matrices: transposes and inverse matrix, singular, regular matrices, rank of matrices, determinants, their basic properties. Solution of the system linear equations (Gauss Elimination Method, Cramer's Rule). Matrices as Linear Transformations, Eigenvalue, Eigenvectors. Application to Market, Leontief Input-Output Models.

2. Calculus of the Function of One Variable.

Concept of Limit, Continuity and Differentiability of a Function of One Variable. Rules of Differentiation for a Function of One Variable. L'Hospital Rule. Differentials. Taylor Series. Extreme Values of a Function of One Variable.

Integral Calculus: Indefinite Integrals: Basic rules of Integration, Substitution method, Integration per partes. Definite Integrals.

Some economical applications.

#### **Recommended literature:**

[1] KNOR, M.: Mathematics for Managers I, Univerzita Komenského, Bratislava, 2003.

[2] BERGIN, J. 2015. Mathematics for Economists with Applications. London and New York : Routledge, Taylor and Francis Group, 2015. ISBN 978-04-156-3828-9

[3] CHIANG, A. C. 1984. Fundamentals Methods of Mathematical Economics. Singapore : McGraw-Hill, 1984. ISBN 00-706-6219-3

[4] RENSHAW, G. 2009. Maths for Economics. Oxford : Oxford University Press, 2009. ISBN 978-01-992-3681-7

[5] SYDSAETER, K. – HAMMOND, P. 2008. Essential Mathematics for Economic Analysis. Boston : Prentice Hall. 2008. ISBN 978-02-737-6068-9

[6] VINOGRADOV, V .V. 2010. Mathematics for Economists Made Simple. Praha : Karolinum Press, 2010. ISBN 978-80-246-1657-5

[7] WERNER, F. – SOTSKOV, Y. N. 2006. Mathematics of Economics and Business. New York : Routledge, Taylor and Francis Group, 2006. ISBN 978-04-153-3281-1

[8] WINSTON, W.L.: Operation research, PWS-KENT Publishing Company, Belmont, California, 1991.

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

#### **Notes:**

<b>Past grade distribution</b>							
Total number of evaluated students: 40							
A	ABS	B	C	D	E	FX	M
32,5	0,0	15,0	10,0	17,5	15,0	10,0	0,0
<b>Lecturers:</b> doc. Ing. Mgr. Urban Kováč, PhD., doc. RNDr. Mária Bohdalová, PhD., Mgr. Lukáš Kurinec, Mgr. Stela Slámová							
<b>Last change:</b> 30.10.2021							
<b>Approved by:</b>							



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KKM/072AB/21	<b>Course title:</b> Mathematics II
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Course evaluation during the semester: 1.) 4x 10 min. test during online consultations, each for 3 points, without the possibility of writing a substitute test. 2.) 10-min. test at seminars, each for 2 points (min. 8 tests the student should pass, we take into account 2 possible absences) (16 points), without the possibility of writing a substitute test. 3.) 2 written test in the middle and at the end of the semester for 12 points (max. 24 points). The test can be taken in an alternate time during the semester, if the student proves his / her absence by a medicine confirmation. 4.) According to the University Act, a student can have max 2 absences (one on theoretical and one on practical exercises). Next absence will be evaluated by -1 point in the final assessment of each type of exercise. Assessment of the subject during the Examinations period: The final written exam (100 minutes), consists of 4 examples (2 from mathematical analysis and 2 from Linear Programming ). (max. 50 points) Exam: a student can complete 1 regular and one corrective term if he / she does not reach the required number of points to complete the course on the regular term. The student completes the course if he / she obtains at least 60% of points (ie 30 points) from the continuous assessment, so that he / she can go to the exam and min. 60% of the exam points (ie 30 points) to pass the exam. The points that the student obtains during the semester and in the exam are included in the final grade of the subject. Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> This course follow course Mathematics I and gives to students the possibility to gain mathematical skills in solving optimization problems. In many economic applications, a manager deals with situations where several variables have to be included into the mathematical model, e.g. usually the output depends on a set of different input factors. Therefore, this course deals with optimization problems for functions depending on more than one independent variable. Students will solve some real problem using software Wolfram Mathematica.	

**Class syllabus:**

Functions of several variables: partial derivatives, gradient, total differential, competitive and complementary products.

Unconstrained and constrained optimization: optimality conditions, Lagrange multipliers, Kuhn-Tucker conditions.

Linear programming: simplex methods, duality, sensitivity analysis.

Integer linear programming.

**Recommended literature:**

1. Knor, M.: Mathematics for Managers II, Univerzita Komenského, Bratislava, 2003.
2. Winston, W. L. 2004. Operations Research. Applications and Algorithms. Belmont: Thomson. Brooks/Cole. 2004. ISBN 0-534-52020-0
3. Chiang, A.C.: Fundamentals Methods of Mathematical Economics. McGraw-Hill International Editions., Singapore , 1984
4. Werner, F. – Sotskov, Y. N.: Mathematics of Economics and Business

**Languages necessary to complete the course:**

english

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

Total number of evaluated students: 35

A	ABS	B	C	D	E	FX	M
28,57	0,0	14,29	11,43	11,43	31,43	0,0	2,86

**Lecturers:** doc. RNDr. Mária Bohdalová, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Lukáš Kurinec

**Last change:** 13.10.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/273AB/21	<b>Course title:</b> Microeconomics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Course requirements: Obligatory attendance in seminars, passing a written final exam. Scale of assessment (preliminary/final): Weight of midterm and final evaluation: 40% / 60%	
<b>Learning outcomes:</b> Learning outcomes: The subject Economics (1) provides basic knowledge about the origin and development of economic science. It explains the importance of the subject and the methodology of economic theory. It deals with the market and the market mechanism and its basic components such as demand, supply, price equilibrium and competition. It deals with the individual market subjects. Analyses the behaviour of the company and the consumer on the market. By mastering the basics of economic rules, the student will understand their application in practice.	
<b>Class syllabus:</b> Class syllabus: Basic terms: competition, present versus future value, economic versus accounting profit, borderline analysis. Market forces - supply and demand. Market equilibrium. Administrative interventions versus market equilibrium. Elasticity of demand. Maximization of turnover. Introduction to the theory of consumer behaviour. Production process and costs. Production functions, Isoquant, Isocost, Company optimum. Short and long-time horizon. Cost minimalization. Market structure. Perfect competition, monopoly, monopolistic competition, oligopoly. Profit maximization and pricing in different market types. Pricing in the oligopolistic market. Monopoly pricing strategies.	
<b>Recommended literature:</b> Recommended literature: BAYE, M.R. - PRICE, J.T. - SQUALLI, J. 2013. Managerial economics and Business strategy. McGraw-Hill, 2013. 636 s. ISBN 978-0-0771-5450-9 LISÝ, J. a kolektív - 2011. Ekonómia v novej ekonomike. Bratislava: Iura EDITION, spol. s r.o., 2011. 631 s. ISBN 978-80-8078-406-5 LISÝ, J. a kolektív - 2016. Ekonómia. Praha: Wolters Kluwer. 2016. 621 s. ISBN 978-80-7552-275-7	

STOLIČNÁ, Z. a ČERNIČKA, D. - 2017. Mikroekonómia. Bratislava: Univerzita Komenského v Bratislave, 2017. 90 s. ISBN 978-80-223-4372-5							
<b>Languages necessary to complete the course:</b> Languages necessary to complete the course: English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 7							
A	ABS	B	C	D	E	FX	M
0,0	0,0	0,0	28,57	42,86	28,57	0,0	0,0
<b>Lecturers:</b> doc. Ing. Zuzana Stoličná, PhD.							
<b>Last change:</b> 14.09.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KKM/279AM/21	<b>Course title:</b> Modeling of Economic Processes
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 7	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Course evaluation during the semester: 2 written test in the middle and at the end of the semester for 20 points (max. 40 points). The test can be taken in an alternate time during the semester, if the student proves his / her absence by a medicine confirmation. According to the University Act, a student can have max 2 absences (one on theoretical and one on practical exercises). Next absence will be evaluated by -1 point in the final assessment of each type of exercise. Assessment of the subject during the Examinations period: The final written exam (100 minutes), consists of 2 examples (1 from time series modelling and 1 from Option strategies). (max. 60 points) Exam: a student can complete 1 regular and one corrective term if he / she does not reach the required number of points to complete the course on the regular term. The student completes the course if he / she obtains at least 60% of points (ie 24 points) from the continuous assessment, so that he / she can go to the exam and min. 60% of the exam points (ie 36 points) to pass the exam. The points that the student obtains during the semester and in the exam are included in the final grade of the subject. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> The objective of this course is to provide some knowledge of financial time series, introduce some statistical tools useful for analyzing these series, and gain experience in financial applications of various econometric methods.	
<b>Class syllabus:</b> Financial Time Series and Their Characteristics. Linear Time Series Analysis and Its Applications. ARIMA models. Random walk. Seasonal models. Continuous-Time Models and Their Applications. Option. European call option, European put option and its relation to the stock's price. Portfolio. Definition of diffuse process, Itô's process, drift, dispersing coefficient. Itô's lema and its consequences for stock and option price differential. Black Scholes formula. Binomic tree. American call and put options, basic differences between	

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/082AB/21	<b>Course title:</b> Modern Marketing - New Trends
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Scale of assessment (preliminary/final): 40 % preliminary evaluation: Active attendance (in case of unjustified absence or unpreparedness to seminar - loss of 10%), semester project – application of theoretical knowledge on selected organization – 30%, semester work on selected and approved topic – 10%, 60 % final evaluation – written exam. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> The aim of the course is to acquaint students with current trends in marketing, including through specific examples from domestic and foreign practice in relation to management and business. The graduate of the course is able to identify the most suitable ones for their implementation in marketing practice, while respecting the conditions of the Slovak market environment. At the same time, students will have an opportunity to apply them in practice through their own projects focused primarily on digital marketing.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Evolution of marketing thinking, trends and approaches in marketing. Holistic marketing.</li> <li>2. The impact of new approaches and technologies on partial functional marketing strategies.</li> <li>3. The importance of information and marketing research in marketing management. Market segmentation and one-to-one marketing.</li> <li>4. Changes in customer behaviour. Customer relationship management.</li> <li>5. Franchising.</li> <li>6. Sponsorship, fundraising and crowdfunding.</li> <li>7. Marketing communication and media planning.</li> <li>8. Self-marketing.</li> <li>9. Celebrity and influencer marketing.</li> <li>10. Social media marketing.</li> <li>11. Business and marketing within the online environment.</li> <li>12. Proximity marketing, mobile marketing and m-commerce.</li> <li>13. Product placement.</li> </ol>	

**Recommended literature:**

- [1] BARKER, M. – BAKER, D. – BORMANN, N. – NEHER, K.: Social Media Marketing. A Strategic Approach. South-Western, Cengage Learning, 2013. ISBN 978-1-133-58927-3
- [2] BERGER, J.: Jak stvořit pecku na trhu. Brno: Vydavatelství Jota, 2013. ISBN: 9788074623318
- [3] CATMULL, E. – WALLACE, A.: Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration. New York: Random House, 2014. ISBN 978-0812993011
- [4] FREY, P.: Marketingová komunikace. Nové trendy 3.0. Praha: Management Press, 2018.
- [5] GODIN, S.: Permission Marketing: Turning Strangers Into Friends & Friends Into Customers. New York: Simon & Schuster, 1999. ISBN 978-0684856360
- [6] HANDLEY, A.: Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content. New York: Wiley, 2014. ISBN: 978-1-118-90555-5
- [7] HESKOVÁ, M. – ŠTARCHOŇ, P.: Marketingová komunikace a moderní trendy v marketing. Praha: Oeconomia, 2009. ISBN 978-80-245-1520-5
- [8] KOTLER, P. – KARTAJAYA, H. – SETIAWAN, I.: Marketing 4.0: Moving from Traditional to Digital. Wiley, 2016. ISBN: 978-1-119-34120-8
- [9] KOTLER, P. – KELLER, K. L. – BRADY, M. – GOODMAN, M. – HANSEN, T.: Marketing Management. 2nd edition. Harlow: Pearson Education Limited, 2012. ISBN 978-0-273-7461-3
- [10] LEHU, J. M.: Branded Entertainment: Product Placement & Brand Strategy in the Entertainment Business. London: Kogan Page, 2009. ISBN 978-0749453374
- Marketing Science and Inspirations, Trend, Stratégie a ďalšie vybrané zdroje.

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

Total number of evaluated students: 27

A	ABS	B	C	D	E	FX	M
51,85	0,0	0,0	40,74	0,0	0,0	7,41	0,0

**Lecturers:** prof. Mgr. Peter Štarchoň, PhD., Mgr. Lucia Kočišová

**Last change:** 14.09.2021

**Approved by:**



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/306AM/18	<b>Course title:</b> Monetary Economics
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Economy (1), Economy (2), Economy (3)	
<b>Course requirements:</b> Semestral project (40%), Exam Requirements: Written and oral verification of theoretical knowledge from the subject (60%)	
<b>Learning outcomes:</b> Understand the working of a central bank, analyse the interaction between monetary and real economy, explain monetary policy decisions of the central bank.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Impacts of monetary policy on the economy</li> <li>2. Financial markets – understanding interest rate, risk term structure of interest rate, basic relationships in the markets</li> <li>3. Instruments of monetary policy – monetary policy goals and price stability, monetary policy implementation by the European Central Bank, Federal Reserve System and Bank of England</li> <li>4. Central banking – ECB, FED, Bank of England, Bank of Japan</li> <li>5. Basic framework to analyse monetary economics – Classical approach (supply side of the economy, demand side of the economy, monetary policy in classical approach, classical approach assessment) Keynesian approach, Neo-classical synthesis (supply and demand side of the economy) – adaptive expectations</li> <li>6. Theory of inflation – Phillips curve, augmented Phillips curve, Law of Okun</li> </ol>	
<b>Recommended literature:</b> MISHKIN, F.S.: The economics of Money, banking, and financial markets. Fourth edition. Pearson Canada (2011) CASU, B. – GIRALDONE, C. – MOLYNEUX, P.: Introduction to Banking, latest edition, Pearson (2006)	
<b>Languages necessary to complete the course:</b> English	

<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 29							
A	ABS	B	C	D	E	FX	M
75,86	0,0	17,24	0,0	0,0	6,9	0,0	0,0
<b>Lecturers:</b> Mgr. Martin Pažický, PhD., doc. RNDr. Mária Bohdalová, PhD.							
<b>Last change:</b> 20.02.2020							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/098AB/17	<b>Course title:</b> Money and Banking
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The conditions for completing the course are: - attendance and active participation during seminars, - self and continuous preparation for the seminars, - successful passing of interim assessment, - successful passing of final exam. Interim assessment consists of elaboration of a presentation in a team or individually depending on the number of studentends (20%), written essay (20%), interim activities and active participation during the seminars (10%). Final exam (50%) consists of written test. The condition for passing the course is to obtain at least 60% of the total evaluation. The condition for completing the seminars is to obtain at least 25p from the evaluation of the seminars. Scale of assessment (preliminary/final): Scale of assessment (preliminary/final): 50% seminar / 50% exam (written)	
<b>Learning outcomes:</b> Graduates of the course will know the theoretical aspects of the money, banking system and money market as part of the financial market and the practical functioning of the most important segment of the money market – the interbank market focused on the conditions for the functioning of the euro area. Graduates will be able to obtain and process relevant economic data from reliable international sources.	
<b>Class syllabus:</b> 1. Money and circulation of money 2. Financial system 3. Banking system in Slovak Republic and in other foreign countries 4. Position and main activities of commercial banks 5. Counterfeiting and money laundering 6. New forms of banking systems. 7. Electronic banking and virtual money.	
<b>Recommended literature:</b>	

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

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 84

A	ABS	B	C	D	E	FX	M
54,76	0,0	27,38	11,9	1,19	3,57	1,19	0,0

**Lecturers:** Mgr. Magdaléna Musilová, PhD., LL.M.

**Last change:** 04.10.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/063AM/17	<b>Course title:</b> New Venture Strategy and Financing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Evaluation during the semester 80 points (project work and seminar activities divided into three parts, 4x 20 points). Tests during semester 10 points, Final exam 10 points. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): 90/10	
<b>Learning outcomes:</b> Main goal: 1/ to provide knowledge related to key topics of the new venture strategic development and financing; 2/ to ensure learning outcomes from key topics through experiential learning, particular by: a) Application of the selected tools and methods through using them in practical solving issues of the cooperated start-ups; b) Working on solution of the designated assignments from the selected areas of new ventures financing; c) Transferring knowledge from guest speakers – practitioners to students. Based on that goal learning outcomes are: Getting to know with the nature and specifics of new businesses with high growth potential - so called new ventures. Understanding the life cycle of new ventures, techniques and design methods of individual phases with an emphasis on uncertainty, funding opportunities and interdependencies. Acquisition of practical skills with the application of selected methods of strategic planning and financing of new ventures using multiple "toolkits" containing trained methods and models. They are very practical tools that are widely used in the management of specific of new ventures, as well as in the analytical units of financial institutions and audit companies. Thanks to guest speakers, the students become familiar with practical alternatives to the possibility of applying their knowledge.	
<b>Class syllabus:</b> 1. Introduction to course 2. Key steps of the new venture financing according to MIT model 2.1. Customer, segmentation, the last profile user, detail characteristics of the concrete customer in the selected beachhead market	

<p>2.2. New venture and its development in line with customer requirements, life cycle of the offered product, competition and competitive advantage</p> <p>2.3. Selling process</p> <p>2.4. How to make Money: business model design, pricing, calculation of the value of the acquired customer during the life cycle, calculation of the costs of the customer</p> <p>2.5. High level product specification</p> <p>3. New venture financing: financial tools and products according to phases of the new venture building</p> <p>3.1 Bootstrapping, Venture capital, Mezzanine capital...</p> <p>3.2. Crowdfunding</p> <p>3.3. Project financing</p> <p>4. Financial forecasting: a/ methods of financial forecasting of new venture yields under conditions of certainty and uncertainty; b/ financial forecasting method using an integrated financial model of new venture</p> <p>5. The project approach to strategic management and financing of new ventures: the basic principles of project approach (funding of balance sheet assets, the share of each participant to risk, financing based on cash flow), analysis of business ideas, risk matrix and due diligence, financial modelling of possible alternatives, commercial contracts and the riskiness, financial contracts, monitoring of the fulfilment of strategic objectives of new ventures</p> <p>6. Stages of funding selection of new ventures</p> <p>7. Exit and its forms: a/ failure and restart; b/ "going public", c/ acquisition, d/ management buy-out</p>
<p><b>Recommended literature:</b></p> <p>[1] AULET, B. Disciplined Entrepreneurship. Wiley, 2013.</p> <p>[2] SMITH, J. K., SMITH, R. L., BLISS, R. T. Entrepreneurial Finance: Strategy Valuation &amp; Deal Structure. Stanford Economics and Finance, 2011.</p> <p>[3] WICKHAM, P. A. Strategic Entrepreneurship. 4th edition. FT Prentice Hall, 2006.</p> <p>[4] VINTURELLA, J. B., ERICKSON, S. M. Raising Entrepreneurial Capital. Elsevier, 2003.</p> <p>[5] PILKOVÁ, A., HOLIENKA, M., KUBIŠOVÁ, M. Lecturing Notes and Case Studies.</p>
<p><b>Languages necessary to complete the course:</b></p> <p>English</p>
<p><b>Notes:</b></p> <p>In compliance with the regulations of the internal regulation No. 16/2017 Rector's Directive Comenius University in Bratislava Full reading of the internal regulation No. 23/2016 Rector's Directive Comenius University in Bratislava, which issues the Code of Ethics of the Comenius University in Bratislava as read in supplement No. 1, every student acquires his/her study results honestly; does not cheat and use dishonest practices during any form of assessment of his/her acquired knowledge. Cases of breaking the Code of Ethics of Comenius University can be judged as breaking the duties following from legal regulations, (...). Such judgement may be connected with enforcing accompanying legal consequences on academic, (...) disciplinary level.</p> <p>In accordance with the regulations of the internal regulation No. 13/2018 approved by the Academic senate of Comenius University in Bratislava the Disciplinary Regulations of Comenius University in Bratislava for Students, a disciplinary offence of a student is any form of copying or forbidden cooperation or providing answers during written or oral examination (assessment of knowledge) or during preparation for it within the course, or using technical devices or any information carriers in other than allowed ways during written or oral evaluation of study results (assessment of knowledge) or during preparation for it within the course. Committing a disciplinary offence may lead to imposing some disciplinary precautions on the student: admonition, conditional suspension of studies or dismissal from studies.</p>

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/022AB/16	<b>Course title:</b> Operations Management and Logistics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Completed Course on Basics of Management	
<b>Course requirements:</b> The grade you receive for the course will be based on the following tasks. Students are obliged to write two seminary works. The evaluation consists of three parts: (1) Attendance 20%, (2) Seminary work from Operations Management 40%, (3) Seminary work from Logistics 40%. Total 100%. The final grade is derived using Comenius University Bratislava's decimal grading system based on the following scale: A = 91-100%, excellent; B = 81-90%, very good; C = 73-80%, good; D = 66-72%, satisfactory; E = 65-60%, sufficient; FX = 0-59%, insufficient.	
<b>Learning outcomes:</b> The aim of the course is to provide students with basic knowledge and skills from two management areas – operations management and logistics – that closely correlate. After successful completion of the course student will be able to: <ul style="list-style-type: none"> <li>• Understand the importance and functions of operations management and explain the basic managerial terms and processes.</li> <li>• Apply systematic, professional, and creative approach to identify and address the problems and challenges in productivity improvement.</li> <li>• Understand the role of software systems for production planning and control</li> <li>• Understand the core concepts of digital manufacturing and digital twin.</li> <li>• To apply principles of sustainable manufacturing.</li> <li>• Understand the importance and functions of logistics and SCM.</li> <li>• Understand the principles of purchasing, procurement, and sourcing in logistics.</li> <li>• Analyze the inventory and warehouse management systems.</li> <li>• Describe the new approaches in logistics transportation systems.</li> </ul>	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Characteristics of Operations Management and Production System</li> <li>2. Productivity Management</li> <li>3. ERP a MES Systems</li> </ol>	



4. Digital Production System and Digital Twin 5. Sustainable Production System 6. Characteristics of Logistics and SCM 7. Procurement and Purchasing 8. Inventory Management 9. Warehouse Management 10. Logistics Transportation Systems
<p><b>Recommended literature:</b></p> <p>Obligatory:</p> <p>[1] HEIZER, Jay H., RENDER, Barry, MUNSON, Chuck. Operations Management: Sustainability and Supply Chain Management. 13th edition. Harlow: Pearson, 2020. ISBN 978-1-292-29503-9.</p> <p>[2] SULLIVAN, Mac, KERN, Johannes, eds. The Digital Transformation of Logistics: Demystifying Impacts of the Fourth Industrial Revolution. Hoboken, New Jersey: Wiley-IEEE Press, 2021. ISBN 978-1-119-64640-2.</p> <p>[3] BURGHART, Stephanie, FEKETE, Milan. Risk Management of Procurement of the German Medium-Sized Industrial Companies with the Focus on Security of Supply. In: KRYVINSKA, Natalia, PONISZEWSKA-MARAÑDA, Aneta, eds. Developments in Information &amp; Knowledge Management for Business Applications. Cham: Springer, 2022, pp. 321-359. ISBN 978-3-030-77915-3.</p> <p>Recommended:</p> <p>[4] BUSCHER, Udo, LASCH, Rainer, SCHÖNBERGER, Jörn, eds. Logistics Management. Cham: Springer, 2021. ISBN 978-3-030-85842-1.</p> <p>[5] NAYYAR, Anand, KUMAR, Akshi, eds. A Roadmap to Industry 4.0: Smart Production, Sharp Business and Sustainable Development. Cham: Springer, 2020. ISBN 978-3-030-14543-9.</p> <p>The home page of the FMCU library is: <a href="https://www.fm.uniba.sk/pracoviska/kniznica-fm-uk/">https://www.fm.uniba.sk/pracoviska/kniznica-fm-uk/</a>. On this address, you can find various bibliography sources. You can also utilize web pages, like Google Scholar <a href="https://scholar.google.com/">https://scholar.google.com/</a> which is also recommended.</p>
<p><b>Languages necessary to complete the course:</b></p> <p>English language</p>
<p><b>Notes:</b></p> <p>The course is provided only in the summer semester.</p> <p>In compliance with the regulations of the internal regulation No. 16/2017 Rector's Directive Comenius University in Bratislava Full reading of the internal regulation No. 23/2016 Rector's Directive Comenius University in Bratislava, which issues the Code of Ethics of the Comenius University in Bratislava as read in supplement No. 1, every student acquires his/her study results honestly; does not cheat and use dishonest practices during any form of assessment of his/her acquired knowledge. Cases of breaking the Code of Ethics of Comenius University can be judged as breaking the duties following from legal regulations, (...). Such judgement may be connected with enforcing accompanying legal consequences on academic, (...) disciplinary level.</p> <p>In accordance with the regulations of the internal regulation No. 13/2018 approved by the Academic senate of Comenius University in Bratislava the Disciplinary Regulations of Comenius University in Bratislava for Students, a disciplinary offence of a student is any form of copying or forbidden cooperation or providing answers during written or oral examination (assessment of knowledge) or during preparation for it within the course, or using technical devices or any information carriers in other than allowed ways during written or oral evaluation of study results (assessment of knowledge) or during preparation for it within the course. Committing</p>

a disciplinary offence may lead to imposing some disciplinary precautions on the student: admonition, conditional suspension of studies or dismissal from studies.							
<b>Past grade distribution</b>							
Total number of evaluated students: 163							
A	ABS	B	C	D	E	FX	M
73,01	0,0	22,7	4,29	0,0	0,0	0,0	0,0
<b>Lecturers:</b> doc. Ing. Milan Fekete, PhD.							
<b>Last change:</b> 14.05.2022							
<b>Approved by:</b>							

## COURSE DESCRIPTION

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

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

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

#### **Past grade distribution**

Total number of evaluated students: 39

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

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

**Last change:** 02.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/036AB/19	<b>Course title:</b> Organizational Cultures
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 30 % – assessed work and its presentation 25% - active participation in class discussions and case studies analyses 45 % – 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 30 % – assessed work and its presentation 25% - active participation in class discussions and case studies analyses 45 % – 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): 55/45	
<b>Learning outcomes:</b> The course provides basics in organizational culture theory, namely the principles of emergence of organisational culture, its characteristics and actors influencing its emergence, evolution, and change, as well as its influence on an organization's functioning. On completion of this course the student will be able to: - understand what organizational culture is - identify and characterize an organizational culture in an organization - identify the impact of the organizational culture on the organization's functioning	
<b>Class syllabus:</b> Introduction to organizational cultures (definitions, characteristics, consequences). Organizational socialization. Substance and forms of organizational culture. Organization and environment, national cultures as an organization's environment. Cultural dimensions and typologies. Subcultures and countercultures. Creation, maintenance, and change of organizational culture. Organizational culture and leadership.	

Organizational culture and communication models.							
<b>Recommended literature:</b> TRICE, H. M., BEYER, J. M. The Cultures of Work Organizations. Englewood Cliffs: Prentice Hall, 1993. BROWN, A. Organizational Culture. London: Pitman Publishing, 1998. LEWIS, R. D. When Cultures Collide. London: Nicholas Brealey Publishing, 2006. HOFSTEDE, G., HOFSTEDE, G. J., MINKOV, M. Cultures and Organizations: Software of the Mind. New York: McGraw-Hill, 2010. ALVESSON, M. Understanding Organizational Culture. Beverly Hills: SAGE Publications, 2012. SCHEIN, E. H. Organizational Culture and Leadership. San Francisco: Jossey-Bass, 2016.							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 6							
A	ABS	B	C	D	E	FX	M
66,67	0,0	16,67	16,67	0,0	0,0	0,0	0,0
<b>Lecturers:</b> doc. PhDr. Helena Šajgalíková, PhD., prof. Ing. Ľubica Bajžíková, PhD., doc. PhDr. Lukáš Copuš, PhD.							
<b>Last change:</b> 25.08.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/038AM/16	<b>Course title:</b> Organizational Cultures - European Features
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Preliminary assessment (70%) - case studies, assessed work and its presentation, in-class test Final assessment (30%) - final written exam A = 100 – 91 points; B = 90 – 81 points; C = 80 – 73 points; D = 72 – 66 points; E = 65 – 60 points; FX (failed) = 59 – 0 points Scale of assessment (preliminary/final): 70/30	
<b>Learning outcomes:</b> The course aims to develop an understanding of differences in cultural evolution of individual European countries and their materialization in typical organizational cultures as a basis for organizational culture typology. On completion of this course the student will be able to analyse organizational culture; identify, understand and interpret the differences in organizational cultures; use the acquired skills in managerial work.	
<b>Class syllabus:</b> 1. Introduction to organizational cultures (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 (contrastive approach to national cultures of the selected states; identification of relevant differences; states and their typical organizational cultures; typology of organizational cultures).	
<b>Recommended literature:</b> [1] LEWIS, R.D. When cultures collide: Leading across cultures. London: Nicholas Brealey International, 2018. [2] TROMPENAARS, F., HAMPDEN-TURNER, CH., Riding the Waves of Culture: Understanding Diversity in Global Business. New York: McGraw-Hill Education, 2012. [3] STEERS, R. M., SANCHES-RUNDE, C. J., NARDON, L. Management Across Cultures: Challenges and Strategies. Cambridge: Cambridge University Press, 2011. [4] HOFSTEDE, G., HOFSTEDE, G. J., MINKOV, M. Cultures and Organizations: Software of the Mind. New York: McGraw-Hill, 2010.	



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

**Languages necessary to complete the course:**

english

**Notes:**

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

In accordance with the regulations of the internal regulation No. 13/2018 approved by the Academic senate of Comenius University in Bratislava the Disciplinary Regulations of Comenius University in Bratislava for Students, a disciplinary offence of a student is any form of copying or forbidden cooperation or providing answers during written or oral examination (assessment of knowledge) or during preparation for it within the course, or using technical devices or any information carriers in other than allowed ways during written or oral evaluation of study results (assessment of knowledge) or during preparation for it within the course. Committing a disciplinary offence may lead to imposing some disciplinary precautions on the student: admonition, conditional suspension of studies or dismissal from studies.

**Past grade distribution**

Total number of evaluated students: 33

A	ABS	B	C	D	E	FX	M
27,27	0,0	27,27	18,18	9,09	12,12	6,06	0,0

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

**Last change:** 18.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/077AB/21	<b>Course title:</b> Personnel Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester the student has the possibility to get 60% of the total number of points. 40% of the total number of points consists of the exam after leaving the class. 100% = 100 points. The minimum E rating is 60 points. Tasks cannot be retrospectively presented and earned points. - 40% assignments and their in time presentations during the semester in scheduled week - 20% mid term test (week 7, covers topics from weeks 1-6) - 40% final written text - exam Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b> COURSE OBJECTIVES OR LEARNING OUTCOMES: <ul style="list-style-type: none"> <li>• Critically analyze current literature on HR management topics</li> <li>• An insight into the evolving role of strategic HRM in today's organizations, the strategic role of HR functions, and the impact of technology and global competition.</li> <li>• An insight into how workforce diversity provides an opportunity for management.</li> <li>• Examine the legislation and regulations affecting staffing.</li> <li>• An understanding of job analysis, strategic planning, human resource planning, recruitment (including Internet recruiting), and selection.</li> <li>• Demonstrate an understanding of how work can be best organized for maximum benefit of the employee and employer.</li> <li>• An awareness of the importance of training and developing for employees at all levels.</li> <li>• An understanding of performance appraisal and its role in performance management.</li> <li>• Articulate factors that motivate employees to be committed to their work.</li> <li>• An appreciation of how compensation and benefits programs are formulated and administered.</li> <li>• An opportunity to understand employee and labor relations.</li> <li>• An awareness of the importance of business ethics and corporate social responsibility in HRM.</li> <li>• Understand the ethical, regulatory, environmental, social, political, and technological issues of staffing, identify ethical models to assist with managerial decision making</li> <li>• An understanding of safety and health factors as they affect the firm's profitability.</li> <li>• An appreciation of the global dimension of HRM</li> </ul>	

**Class syllabus:**

1. Introduction to HR management and strategic HR management (benefits & challenges, HRM audit). Trends influencing HRM.
2. Job Analysis & Design. Managing Work Flows.
3. Human Resource Planning. Talent Management.
4. Recruitment (incl. CV, motivation letter creation, etc.), Selection (incl. job contract creation)
5. Orientation & Training. Training design.
6. Training: the needs analysis process. Training methods. Training evaluation.
7. Training programs. Development & Career Planning. Midterm test.
8. Performance Management, Appraisal and Fair Treatment. Introduction to compensation management.
9. Compensation systems for different stakeholders and seniority. Employee incentives, benefits & services
10. Managing Employee Relations & Retention. Ethics in HRM. Sexual harassment. Bullying. Ensuring Employee Health & Safety in the Workplace
11. Downsizing and outplacement. Decruitment. Termination of contract.
12. Legal Requirements, labor code & Managing Diversity. Discrimination. Labor unions & collective bargaining.

**Recommended literature:**

Required:

Carbery, R., Cross, C. (2013) Human Resource Management – A Concise Introduction. 269 p. ISBN

978-1-137-00939-5 Copies are available (for the whole term) at the school library. Please, make sure you borrowed one as soon as possible. Click here.

Dressler, G. (2016) Human resource management (15th edition). Pearson. 711 p. ISBN-13: 978-0134237510

Recommended:

Schwind et al. (2016) Canadian human resource management (11th Canadian ed.). McGRAW-HILL Ryerson Limited. 688 p. ISBN: 978125908762

Saks, A.M. & Haccoun, R.R. (2019) Managing performance through training and development (8th ed.). Nelson. 492 p. ISBN: 9780176798079

Martocchio, J.J. & Martocchio, J. (2019) Human Resource Management (15th edition). Pearson. ISBN: 9780134739724

Mondy, R. Wayne Dean (2013) Human Resource Management, (13th ed.). Pearson. 432 p. ISBN-13: 9780133043549

Groschl, S. et al. (2009) International human resource management. Nelson. ISBN: 9780176440978

Houndmills, Basingstoke, Hampshire: Palgrave Macmillan.

Human Resource Management. (2011) University of Minnesota Libraries Publishing [online]

Available at: <https://open.lib.umn.edu/humanresourcemanagement/>

Journal of Human Resource Management. Bratislava: Comenius University, Faculty of Management. ISSN 2453-7683.

Selected case studies.

**Languages necessary to complete the course:**

English

**Notes:**

PARTICIPATION IN CLASS

It is imperative that students make every effort to meet the originally scheduled course requirements and it is a student's responsibility to write examinations as scheduled. Therefore, all students are expected to attend and complete the specific course requirements (i.e. attendance, assignments, and tests/exams) listed in the course outline on or by the date specified. Students who need to arrange for coursework accommodation, as a result of medical, personal or family reasons, must contact the course instructor within 48 hours of the originally scheduled due date. Students should contribute meaningfully students must come to class prepared. This means they have read the readings and are ready to discuss the subject matter intelligently. It is the student's responsibility to keep up with course work, even when he or she has been absent. Students should note that while attendance is not required, class time serves as the primary opportunity to participate. Experience has shown that regular attendance will significantly help your performance in the course.

#### ETHICS

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

#### Past grade distribution

Total number of evaluated students: 36

A	ABS	B	C	D	E	FX	M
19,44	0,0	36,11	13,89	13,89	11,11	2,78	2,78

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

**Last change:** 02.05.2022

**Approved by:**

## COURSE DESCRIPTION

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

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

**Languages necessary to complete the course:**

**Notes:**

**Past grade distribution**

Total number of evaluated students: 86

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

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

**Last change:** 28.10.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/220AB/16	<b>Course title:</b> Principles of Financial Accounting I
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> None	
<b>Course requirements:</b> Homework - 15% Midterm - 25% Final exam - 60% Scale of assessment (preliminary/final): 40% / 60%	
<b>Learning outcomes:</b> The goal of the subject is to master basic accounting procedures for double-entry accounting for entrepreneurs and process of the financial statements preparation and their interpretation.	
<b>Class syllabus:</b> The course covers principles of the Financial Accounting. Students will learn fundamentals of financial accounting (double-entry bookkeeping), accounting procedures. The emphasis is given to practical exercises of the most frequent accounting transactions within accounting categories. Topics focused on are: Accounting as an information system, Conceptual framework of Accounting, Financial Statements preparation and interpretation, Accounting cycle, accounting transactions and adjusting entries, Merchandise operations, Cash and Cash equivalents, Accounts Receivables, Inventory and Marketable securities, Liabilities and Equity, Financial Statement analysis.	
<b>Recommended literature:</b> <ul style="list-style-type: none"> <li>• Online resource: <a href="http://bcs.wiley.com/he-bcs/">http://bcs.wiley.com/he-bcs/</a></li> <li>• Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso- Financial Accounting: Tools for Business Decision Making, WileyPLUS, 7th Edition, 2013</li> <li>• Saxunova, D. 2019. Financial Statements for the Needs of Managers -Global Accounting Standards: US GAAP and IFRS. Prague: Wolters Kluwer, 2019</li> </ul>	
<b>Languages necessary to complete the course:</b> English	
<b>Notes:</b>	

<b>Past grade distribution</b>							
Total number of evaluated students: 115							
A	ABS	B	C	D	E	FX	M
8,7	0,0	20,0	22,61	18,26	15,65	14,78	0,0
<b>Lecturers:</b> prof. RNDr. Darina Saxunová, PhD., Ing. Yuanxin Li, PhD.							
<b>Last change:</b> 16.09.2021							
<b>Approved by:</b>							



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/221AB/16	<b>Course title:</b> Principles of Financial Accounting II
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Principles of Financial Accounting I	
<b>Course requirements:</b> Homework assignment, Midterm exam, Final exam Scale of assessment (preliminary/final): 15% / 25% / 60%	
<b>Learning outcomes:</b> The goal of the subject is to master basic accounting procedures for double-entry accounting for entrepreneurs and process of the financial statements preparation and their interpretation. After the course, students will be able to: 1. understand accounting cycle, 2. analyze financial statements of companies with respect to industrial sectors, 3. Prepare three basic financial statements - Balance sheet, Income statement, Retained Earnings Statement, 4. Analyze three basic financial statements, 5. Analyze impact of internal decisions on company financial accounting, 6. Understand and analyze parts of a balance sheet - assets and liabilities and equity, 7. Understand basics of asset reporting - acquisition, depreciation and disposal, 8. Analyze sources of financing - liabilities and shareholders equity, 9. Analyze and work with accounting for financial instruments - bonds, 10. Understand and analyze revenue recognition and expense recognition principles in companies	
<b>Class syllabus:</b> 1. The accounting information system, 2. Reporting and Analyzing Inventory, 3. Internal Control and Cash, Reporting and Analyzing Receivables, 4. Reporting and Analyzing Long-Lived Assets, 5. Reporting and Analyzing Liabilities, 6. Reporting and Analyzing Stockholders' Equity	
<b>Recommended literature:</b> <ul style="list-style-type: none"> <li>• Online resource: <a href="http://bcs.wiley.com/he-bcs/">http://bcs.wiley.com/he-bcs/</a></li> <li>• Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso- Financial Accounting: Tools for Business Decision Making, WileyPLUS, 7th Edition, 2013</li> <li>• Saxunova, D. 2019. Financial Statements for the Needs of Managers -Global Accounting Standards: US GAAP and IFRS. Prague: Wolters Kluwer, 2019</li> </ul>	

<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 121							
A	ABS	B	C	D	E	FX	M
14,88	0,0	26,45	19,83	19,01	10,74	9,09	0,0
<b>Lecturers:</b> prof. RNDr. Darina Saxunová, PhD., Mgr. Lenka Papíková, PhD., Ing. Yuanxin Li, PhD.							
<b>Last change:</b> 16.09.2021							
<b>Approved by:</b>							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/276AM/21	<b>Course title:</b> Project Management - Advanced
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 7	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester, the student has the opportunity to earn 60 percent for the submission and presentation of three part of the semester work. <ul style="list-style-type: none"> <li>• Presentations of a specific topic on a theoretical level - 15 percent.</li> <li>• Presentations of a specific topic on a practical level (from a specific organization) - 15 percent.</li> <li>• Developed internal methodology for project management - 30 percent.</li> </ul> During the exam period, it is possible to get 40 percent from the written test. The evaluation of the course is in accordance with the Study Regulations of Univerzita Komenského and the individual levels of classification scales are awarded on the basis of the points system applied, which reflects the degree success in completing the course. Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b> By completing the course the student will gain specific knowledge of multi-project issues management, in particular from the point of view of the organization and setting up of the system of coordination of planning processes, monitoring and control of parallel projects in the organization. After completing the course, students should be able to compile a methodology of project management for organization. The course develops knowledge of project management in the broader context of organizational management, points out the relationships and possibilities of application of project approach and project techniques in organization management. The course is set in close cooperation with representatives of business and managerial practice, such as also on the basis of own research in the field of project management and the use of methodologies project management.	
<b>Class syllabus:</b> The aim of the course is to supplement and develop the already acquired knowledge of project issues management. To acquaint students with the specifics of project management, especially from the point of view project portfolio management (multi-project management) in the context of organizational management. The aim of the course is also to acquaint students with the main methodologies of the project	

management in an experiential form.

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

control of parallel projects in the organization.

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

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

Hierarchical structure of project activities, time planning tools.

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

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

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

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

### **Recommended literature:**

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

978-80-251-1526-8

[13] Webové sídlo Akademické knihnice UK – externé informačné zdroje prístupné pre UK:  
<http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/>.

[14] Ďalšie zdroje budú priebežne dopĺňané a aktualizované (vzhľadom na nové a dostupné zdroje).

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 43

A	ABS	B	C	D	E	FX	M
11,63	0,0	37,21	18,6	4,65	23,26	4,65	0,0

**Lecturers:** Ing. Peter Balco, PhD., Mgr. Sharon Cherono Murgor

**Last change:** 01.10.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/051AB/16	<b>Course title:</b> Project Management - Foundation
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> no	
<b>Course requirements:</b> Scale of assessment (preliminary/final): Assessment of the course by grades from A to FX is in accordance with the rules set by the study regulations at FM UK, valid for the academic year. From 100% points, it is possible to get 50% during the semester and 50% points during the final exam in the trial period. Assessment points during the semester can be obtained:- 30% Elaboration and presentation of a semester project- 10% Midterm test 1- 10% Midterm test 2 Assessment points in the final exam:- 45% Final test- 5% Oral answer	
<b>Learning outcomes:</b> - Understanding the basics, basic principles of project management and its importance for practice - Familiarity with the terminology of project management, their mapping to practical examples, the dictionary of the project manager - Explanation of basic methodologies in project management, explanation of differences, approaches to their implementation in real projects - Importance and use of tools to support project management	
<b>Class syllabus:</b> Brief syllabus - lectures: 1. Introduction to project management, its basic principles, building components, Triple Constraint of project management, organization of exercises 2. Project creation, operation - project, justification of projects 3. Project management methodologies, their differences, implementation for different types of projects, soft and hard skills of a project manager 4. Organizational structure of the project team, its creation and RACI matrix, the role of the project team 5. Mind maps, time planning of projects, creation of project plans 6. Quality management in project management, quality management process, quality register 7. Risk management in project management, risk management process, risk register	

8. Change management in project management, change management process, register of open points 9. Project budgeting and return on investment 10. Project management tools, software support, MS project, MS Visio 11. Consultations and preparation of presentations for semester projects 12. Presentation of semester projects 13. Summary and conclusion of the subject Scope of Exercises: 1. Division of students into teams, assignment of teams to a semester project, assignment of tasks for the next exercise, Creating a rationale for the project 2. Presentations of team preparations - Creating the rationale of the project, assigning tasks for the next exercise, Creating the organizational structure of the project team 3. Presentations of team preparations - Creating the organizational structure of the project team, assigning tasks for the next exercise, Creating the RACI matrix 4. Presentations of team preparations - Creating a RACI matrix, assigning tasks for the next exercise, Creating project plans 5. Presentations of team preparations - Creating project plans, assigning tasks for the next exercise, Design of qualitative indicators of the project, quality register 6. Presentations of team preparations - Design of qualitative indicators of the project, quality register, assignment of tasks for the next exercise, Identification of project risks, risk register 7. Presentations of team preparations - Identification of project risks, risk register, assignment of tasks for the next exercise, Identification of project changes, register of open points 8. Presentations of team preparations - Identification of project changes, register of open points, assignment of tasks to the next exercise, Project budgeting and return on project investment 9. Presentations of team preparations - Creation of the project budget and return on project investment, assignment of tasks for the next exercise, Creation of a project plan in the SW application MS Project 10. Presentations of team preparations - Creating a project plan in the SW application MS Project 11. Consultations and preparation of presentations for semester projects 12. Presentation of semester projects 13. Summary and conclusion of the subject							
<b>Recommended literature:</b> PRINCE2, Managing Successful Projects with PRINCE2, <a href="http://www.tso.co.uk">www.tso.co.uk</a> Project Management For Dummies, <a href="http://ce.sharif.edu/courses/90-91/1/ce428-1/resources/root/ebooksclub.org__Project_Management_For_Dummies__3rd_Edition.pdf">http://ce.sharif.edu/courses/90-91/1/ce428-1/resources/root/ebooksclub.org__Project_Management_For_Dummies__3rd_Edition.pdf</a>							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 109							
A	ABS	B	C	D	E	FX	M
31,19	0,0	27,52	13,76	9,17	10,09	7,34	0,92
<b>Lecturers:</b> Ing. Peter Balco, PhD., Mgr. Sharon Cherono Murgor							
<b>Last change:</b> 03.02.2021							

**Approved by:**



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/049AM/16	<b>Course title:</b> Risk Management I
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Presentations of the results of the assignments stated during semester. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): 100/0	
<b>Learning outcomes:</b> Course on the one hand, deepens understanding of the bank management and on the other side extends the knowledge from risk management field (with emphasis on current international regulations) in accordance with the best practices applied at current practice. Students gain practical experience through a numerous assignments solving that are related to current analysis and risk management practices in commercial banks and use concrete commercial banks data. Course creates solid knowledge basis for further studying courses focused on credit and market risk management in financial institutions. The main goals are: 1. To provide basic theoretical knowledge and practical experiences on the commercial bank risk management as a component of the whole bank management so that students will be able to understand the role of the risk management within the bank's managerial framework. 2. To provide key ideas on relationship of strategic management of non financial institution and its key risks.	
<b>Class syllabus:</b> 1. Commercial Bank and its Business-Risk-Financial Profile - financial mediation and intermediation in the commercial bank - key business segments at commercial banks and their management - key commercial bank risk, they relationships with business activities, regulation and management. 2. Financial Analysis of the Commercial Bank – Key Components for Business-Risk Strategy Definition - Balance Sheet Analysis - Income Statement Analysis - Performance and Value Chain Analysis. 3. Strategy and Policies of Funds Management in the Banks	

<ul style="list-style-type: none"> <li>- business-risk characteristics of deposit products.</li> <li>- repo a reverse repo</li> <li>- securitisations.</li> </ul> <p>4. Liquidity Risk Management</p> <ul style="list-style-type: none"> <li>- key issues and principals of the liquidity risk management</li> <li>- liquidity risk policy</li> <li>- liquidity management process.</li> </ul> <p>5. Interest Rate Risk Management</p> <ul style="list-style-type: none"> <li>- time structure of the interest rate risk and its theories</li> <li>- gap analysis in interest rate risk</li> <li>- interest rate risk strategies based on gap analysis.</li> </ul> <p>6. Off Balance Sheet and Risk Management</p> <ul style="list-style-type: none"> <li>- credit-based products and their key characteristics</li> <li>- investment banking</li> <li>- private banking.</li> </ul> <p>7. Capital Management and Current Regulation</p> <ul style="list-style-type: none"> <li>- Basel I, II, III.</li> <li>- key risks and calculation of capital requirements to cover them.</li> </ul> <p>8. Risk Management in Non-Financial Institutions</p> <ul style="list-style-type: none"> <li>- ERM System and its Key Components.</li> <li>- Key steps to implement ERM in accordance with COSO methodology.</li> </ul>																							
<p><b>Recommended literature:</b></p> <p>[1] SAUNDERS, A., CORNETT, M. Financial Institutions Management. 11th edition. McGraw-Hill, 2014.</p> <p>[2] MONAHAN, G. Enterprise Risk Management: A Methodology for Achieving Strategic Objectives. John Wiley &amp; Sons, 2008.</p> <p>[3] The other relevant materials will be distributed during course.</p>																							
<p><b>Languages necessary to complete the course:</b></p> <p>English</p>																							
<p><b>Notes:</b></p>																							
<p><b>Past grade distribution</b></p> <p>Total number of evaluated students: 80</p> <table> <tr> <th>A</th><th>ABS</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th><th>M</th></tr> <tr> <td>33,75</td><td>0,0</td><td>37,5</td><td>13,75</td><td>10,0</td><td>3,75</td><td>0,0</td><td>1,25</td></tr> </table>								A	ABS	B	C	D	E	FX	M	33,75	0,0	37,5	13,75	10,0	3,75	0,0	1,25
A	ABS	B	C	D	E	FX	M																
33,75	0,0	37,5	13,75	10,0	3,75	0,0	1,25																
<p><b>Lecturers:</b> prof. Ing. Anna Pilková, PhD., MBA</p>																							
<p><b>Last change:</b> 14.05.2022</p>																							
<p><b>Approved by:</b></p>																							

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/067AB/18	<b>Course title:</b> Social Entrepreneurship
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Students are evaluated for their active participation at seminars during the semester. They work on several individual and group assignments and they are expected to develop their own social entrepreneurship project idea and business model. - Two seminar assignments (analysis of social entrepreneurship ecosystem; analysis of social entrepreneurship case examples in terms of their business models and approach to scaling), each worth 20% - Active application of the concepts from the field of social entrepreneurship in students' model assignments (own model social entrepreneurship project idea and business model). Students are expected to prepare an idea pitch, an impact canvas, and a business model description, including a business model canvas, each part worth 20%. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): 100% continuous evaluation	
<b>Learning outcomes:</b> Understand the character and role of social entrepreneurship in the current socio-economic context. Understand motives and qualities of social entrepreneurs. Understand different types of social entrepreneurship and different business models and scaling strategies. Able to develop own social entrepreneurship project ideas using state-of-the-art tools and techniques.	
<b>Class syllabus:</b> <b>MAIN TOPICS OF THE COURSE:</b> <ol style="list-style-type: none"> <li>1. Course introduction</li> <li>2. Introduction to social entrepreneurship</li> <li>3. Social entrepreneurship ecosystem, social entrepreneurship in practice</li> <li>4. Individual work on assignment 1: Social entrepreneurship ecosystem</li> <li>5. Presentations of assignment 1: Social entrepreneurship ecosystem</li> <li>6. Impact and scaling</li> <li>7. Individual work on assignment 2: Social entrepreneurship case example analysis</li> <li>8. Feedback on assignment 2; Ideation, Impact canvas, social business model</li> </ol>	

9. Easter holiday (individual on-demand consultations / facilitated self-study)
10. Presentations of assignment 3, part 1 (Idea pitch)
11. Business model canvas for social entrepreneurship
12. Compulsory consultations to assignment 3, parts 2&3 (Impact canvas & Business model canvas)
13. Final presentations

**Recommended literature:**

- [1] Study materials by Social Entrepreneurship Akademie & Social Impact Award – available online
- [2] OSTERWALDER, A., PIGNEUR, Y. Business Model Generation. John Wiley & Sons, 2010. ISBN 978-0470-87641-1
- [3] YOUNG, D.R. 2018. The Social Enterprise Zoo. Cheltenham: Edward Elgar, 2018. ISBN 978-1-78471-607-3

**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: 81

A	ABS	B	C	D	E	FX	M
54,32	0,0	23,46	9,88	4,94	2,47	4,94	0,0

**Lecturers:** doc. PhDr. Marian Holienka, PhD.

**Last change:** 14.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/307AB/16	<b>Course title:</b> Special Topics in IT Projects
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester there will be a written test for 30 points (so-called midterm exam). Rating 70 points will be awarded for a semester project and its presentation. Scale of assessment (preliminary/final): Test 30%, Presentation of seminar project 30%, Seminar work (.docx) 40%	
<b>Learning outcomes:</b> The paradigm of digitization is radically changing the world's business and society. Related to this is the growing volume of IT projects, which places increasing demands on project managers. The aim of the course is to include bachelor's degree graduates among the excellently theoretically prepared graduates in the field of project management with a focus on ICT. To acquaint students with the specifics and modern-agile approaches in their management.	
<b>Class syllabus:</b> <ul style="list-style-type: none"> <li>• Correctly estimate and control the scope of the IS / ICT project</li> <li>• Manage the time, cost and quality of the IS / ICT project</li> <li>• Work effectively with human resources</li> <li>• Use all available means of communication</li> <li>• Monitor and detect potential risks in a timely manner</li> <li>• Maximize the benefits of external collaboration</li> <li>• Combine the individual parts of the IS / ICT project into a functional whole</li> </ul> Thematic plan: <ol style="list-style-type: none"> <li>1. Types of IT projects, Introduction to software development</li> <li>2. Software development process, software development participants, software life cycle models</li> <li>3. Architectural design</li> <li>4. Requirements and specification of IT project</li> <li>5. Estimation of scope in IT projects</li> <li>6. Risk management</li> <li>7. Implementation: classical procedures and agile procedures</li> <li>8. Methodology Scrum, Kanban, Lean Development, Test Driven Development</li> <li>9. Verification and validation - testing</li> </ol>	

- 10. Effective communication on IT project
- 11. Selected principles of software engineering
- 12. Software development management support tools

**Recommended literature:**

- Kathy Schwalbe: Řízení projektů v IT, Computer Press, Brno 2007, ISBN 978-80-251-1526-8
- RNDr. Michal Greguš PhD.: Manažment malých softvérových týmů, Bratislava, 2009, učebný text
- KADLEC, Václav, 2004. Agilní programování: Metodiky efektivního vývoje softvéru. Prvé vydanie. Brno: Computer Press. ISBN 80-251-0342-0.
- MCCONNELL, Steve, 2006. Odhadování softvérových projektu: Jak správně určit rozpočet, termíny, zdroje. Prvé vydanie. Brno: Computer Press. ISBN 80-251-1240-3.
- Meredith and Mantel, Project Management: A Managerial Approach, 6th ed., Wiley and Sons, 2005,
- PROJECT MANAGEMENT INSTITUTE: A Guide to the Project Management Body of Knowledge (PMBOK Guide) – Fifth Edition. An American National Standard ANSI/PMI
- BIELIKOVÁ M.: Softvérové inžinierstvo, Princípy a manažment, Slovenská technická univerzita v Bratislave, 2000

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 16

A	ABS	B	C	D	E	FX	M
68,75	0,0	12,5	6,25	0,0	0,0	12,5	0,0

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

**Last change:** 31.01.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/115AB/16	<b>Course title:</b> Statistical Methods
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 3 / 2 <b>per level/semester:</b> 42 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Course evaluation during the semester: 2 written test in the middle and at the end of the semester for 20 points (max. 40 points). The test can be taken in an alternate time during the semester, if the student proves his / her absence by a medicine confirmation. 4.) According to the University Act, a student can have max 2 absences (one on theoretical and one on practical exercises). Next absence will be evaluated by -1 point in the final assessment of each type of exercise. Assessment of the subject during the Examinations period: The final written exam (100 minutes) (max. 60 points) Exam: a student can complete 1 regular and one corrective term if he / she does not reach the required number of points to complete the course on the regular term. The student completes the course if he / she obtains at least 60% of points (ie 24 points) from the continuous assessment, so that he / she can go to the exam and min. 60% of the exam points (ie 36 points) to pass the exam. The points that the student obtains during the semester and in the exam are included in the final grade of the subject. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> The objective of this course is to provide some knowledge of inferential statistical methods, course introduces into basic statistical tools useful for analyzing time series, and gain experience in managerial applications of various econometric methods.	
<b>Class syllabus:</b> 1. Introduction to the subject: The view of the methods of examining dependencies between statistical variables. 2. Analysis of dependence between qualitative variables - association (chi-quadrade test). 3. Analysis of variance - ANOVA. Parametric and nonparametric ANOVA methods. 4. Correlation analysis. Covariance and correlation matrix. 5. Regression analysis: Linear and nonlinear models. Simple linear model. Least squares method Strana: 2	

- (LSM).
6. Multiple linear model. Methods of selecting variables for a model. Multicollinearity.
  7. Introduction to stochastic processes: types of stochastic processes, stationary process, autocorrelation function.
  8. Application of time series in management. Indices.
  9. Decomposition of time series into components (multiplier, additive): trend, cycle, seasonality and random component. Subjective trend in the time series.
  10. Estimation of trend using mathematical curves (line, parabola, Gompertz curve, exponential trend, logistic trend).
  11. Moving averages method in determining the trend. Exponential smoothing.
  12. Seasonal component in time series. Winterson method (additive, multiplier).
  13. Random tests. Forecasting by time series analysis.

**Recommended literature:**

McClave J. T., Benson P. G., Sincich T.: Statistics for Business and Economics, Prentice-Hall, INC., 2001 <http://www.prenhall.com/mcclave/>  
 Wonnacot T. H., Wonnacot R. J.: Introductory Statistics. John Wiley and Sons; Third Edition edition (1977)  
 Hanke J. H., Reitsch A. G.: Understanding Business Statistics, Richard D. Irwin, INC., 1991  
 E-book: <http://www.statsoft.com/textbook/stathome.html>

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 26

A	ABS	B	C	D	E	FX	M
92,31	0,0	0,0	0,0	0,0	0,0	7,69	0,0

**Lecturers:** doc. RNDr. Mária Bohdalová, PhD., doc. Ing. Mgr. Urban Kováč, PhD., David Balla

**Last change:** 13.10.2021

**Approved by:**



## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/116AB/16	<b>Course title:</b> Statistics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> two midterm, each for 20 points + 10 points - short quizzes during online consultation, total 50 point for interim evaluation. Exam test 50 points. Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> The students will be able to understand the basic statistical analysis and probability theory.	
<b>Class syllabus:</b> Introduction into the course. Descriptive statistics, primary graphic representation of statistical data. Classification of statistical data. Frequency table. Basic numerical measures. Introduction into probability theory. Conditional probability, independence, and Bayes theorem. Random variable – definition, types (discrete and continuous), transformation, probability division. Distribution function and its basic characteristics. Density functions for continuous random variable. Theoretical probability distributions. Probability distributions derived from normal probability distribution. Limits: Convergence of random variables, law of large numbers, central limits. Random vector. Dependence and independence of random variables. Random choice and its basic characteristics. Selective characteristics. Unbiased and consistent estimates. Basic characteristics of realization of random choice. Interval estimates for random choice from normal distribution. Introduction into statistical hypothesis testing. Errors of first and second category during statistical hypothesis testing. Statistical hypothesis testing: parametric tests (for parameters of normal distribution).	
<b>Recommended literature:</b> [1] ANDERSON, D. R. – SWEENEY, D. J. – WILLIAMS, T. A. – CAMM, J. D. – COCHRAN, J. J. 2011. Statistics for Business and Economics. Cengage Learning, 2011. ISBN 978-11-332-7453-7 [2] FREEMAN, J. – SHOESMITH, E. 2010. Statistics for Business and Economics. Cengage Learning, 2010. ISBN 978-14-080-1810-1 [3] MCCLAVE J. T. – BENSON, P. G. – SINCICH, T. 2009. Statistics for Business and Economics. 9th Edition. Prentice-Hall, 2009. <a href="http://wps.prenhall.com/esm_mcclave_statsbe_9/">http://wps.prenhall.com/esm_mcclave_statsbe_9/</a> .	

[4] WONNACOT, T. H. – WONNACOT, R. J. 1990. Introductory Statistics for Business and Economics. New Jersey : John Wiley and Sons, 1990. ISBN 04-716-1517-X

[5] Douglas A., L., Marchal, W. G., Wathen, S.A. Basic Statistics for Business & Economics. McGraw Hill International Edition. 2008 alebo neskoršie vydanie

[6] Bohdalová, M. Online study materials available on <https://moodle.uniba.sk> subject 2021/2022 Statistics

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 169

A	ABS	B	C	D	E	FX	M
28,4	0,0	20,71	17,16	11,24	15,38	7,1	0,0

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

**Last change:** 08.04.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/100AM/21	<b>Course title:</b> Strategic Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 7	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Evaluation during the the semester (60 percent), final exam in the exam period (40 percent). 60 percent of evaluation during the semester can be obtained for the elaboration of project, class activities and testing of knowledge. The final exam in the exam period is written. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 60-65%; F = 0-59% points. Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b> <ul style="list-style-type: none"> <li>- Advanced understanding of strategy and strategic management</li> <li>- Application of various methods, tools and models in strategic management</li> <li>- Development of analytical and strategic thinking skills and practical application of knowledge on selected company/companies</li> </ul>	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. Nature of Strategic Management</li> <li>3. Key Terms and Relations in Strategic Management</li> <li>4. Strategic Management Process</li> <li>5. The Business Vision and Mission</li> <li>6. Analysis of Macro Environment</li> <li>7. Analysis of Industry</li> <li>8. Analysis of Internal Environment</li> <li>9. SWOT Analysis</li> <li>10. Hierarchy of Strategy</li> <li>11. Strategic Implementation and Control</li> <li>12. Recapitulation and Conclusion</li> </ol>	
<b>Recommended literature:</b> [1] HITT, M. A, IRELAND, R. D., HOSKISSON, R. E. Strategic Management: Competitiveness and Globalization. Thompson, South-Western, 2005 (and later editions).	

[2] THOMSON, J. L. Strategic Management. 4th edition. London 2001 (and later editions).  
 [3] PAPULA, J., PAPULOVÁ, Z. Approaches to Strategy: Experiences of Slovak enterprises. In: Proceedings of Annual Paris Business and Social Science Research. Melbourne: World Business Institute, 2013 [online].  
 [4] PAPULOVÁ, Z. The Significance of Vision and Mission Development for Enterprises in Slovak Republic. In: Journal of Economics, Business and Management, 2014, Vol.2(1), pp. 12-16. [online].  
 Obligatory literature is accessible in faculty library. Additional materials will be given to students during classes or post in faculty eLearning.

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 67

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

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

**Last change:** 14.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/077AM/21	<b>Course title:</b> Strategic Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b> 2., 4.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Marketing	
<b>Course requirements:</b> During the semester, students will present 2 projects – (1) about the selected method of analysis, (2) the draft about the objectives and implementation of the strategic marketing plan of the selected company. Students can work in small teams (if they choose a large enterprise, which has several strategic business units or brands). Projects should be sent in digital form to the teacher via email. During the semester, students have the opportunity to get a 40% of grade (15% for the selected analytical technique utilized at a particular company, 30% for drafting a marketing plan for a specific company and 5% can be obtained for activities in the seminars. In the exam period, student can obtain 60%. The evaluation of the course is in accordance with the Study Regulations of Comenius University and the individual levels of the classification scale are awarded on the basis of the applied point system, which reflects the degree of success of completing the course. A minimum of 91 percent is required to obtain an A grade, a minimum of 81 percent to obtain a B, a minimum of 73 percent to a C, a minimum of 66 percent to a D and a minimum of 60 percent to an E grade. Credits will not be awarded to a student who earns less than 60 percent. Scale of assessment (preliminary/final): Scale of assessment: - preliminary 40%- final exam 60%	
<b>Learning outcomes:</b> Students should gain theoretical knowledge of what strategic marketing is, what competencies it has, what role it plays in the company, how marketing goals are designed and how they are implemented. Students should learn to use different types of strategic marketing analysis, evaluate them, design goals and influence internal processes and external factors. The course will enable student to grasp strategic marketing activities at the company level, to get acquainted with various methods and approaches, analytical techniques and alternatives of marketing strategy. After completing the course, the student should be able to make a qualified selection of analytical methods and procedures, master the methods of creating a strategic marketing plan of the company and its implementation. The goal is to know the strategic marketing plan to compile, assess, manage	

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

**Class syllabus:**

1. Basic concepts and terms

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

2. Strategic Marketing

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

3. Analytical Process

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

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

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

5. Competitive Advantages

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

6. Marketing Strategy

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

7. Analysis of macro environment and microenvironment

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

8. Analysis of internal environment

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

9. Specific methods of strategic marketing

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

10. Benchmarking

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

11. Portfolio Analytics

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

12. Creation of the Strategic Marketing Plan

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022							
<b>University:</b> Comenius University Bratislava							
<b>Faculty:</b> Faculty of Management							
<b>Course ID:</b> FM.KIS/070MA/21			<b>Course title:</b> Systems Analysis in Management				
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning							
<b>Number of credits:</b> 6							
<b>Recommended semester:</b>							
<b>Educational level:</b> I., II.							
<b>Prerequisites:</b>							
<b>Recommended prerequisites:</b> Introduction to Computers, IS and Programming							
<b>Course requirements:</b> Tests, Team Projects, Presentation of the Team Project Scale of assessment (preliminary/final): 67 / 33							
<b>Learning outcomes:</b> To prepare managers for effective communication and collaboration with ITC specialists and with Systems Analysts and Designers							
<b>Class syllabus:</b> Introduction to SA & Design, SA&D and MIS, SA&D and Systems Life Cycle, SA&D and people involved in SLC, SA&D and MIS management, Basic methods and techniques of SA&D, SA&D and communication with people involved in MIS, SA&D and Experts systems, SA&D and DSS, SA&D and e-Europe strategy. SA&D and financial implications, SA&D and office automation, SA&D and data, maetadaa and data bases, SA&D and New logical system design and New physical systems design							
<b>Recommended literature:</b> P.S, Sajja: Essence of SA & Design, Springer 2017, A. Denis at al.: SA&D, Wiley, 2019, any SA&D text book published after 2015, Lecture notes							
<b>Languages necessary to complete the course:</b> English							
<b>Notes:</b>							
<b>Past grade distribution</b> Total number of evaluated students: 3							
A	ABS	B	C	D	E	FX	M
100,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0



<b>Lecturers:</b> prof. Ing. Dušan Šoltés, CSc.
<b>Last change:</b> 11.10.2021
<b>Approved by:</b>

## COURSE DESCRIPTION

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

2. Direct taxes
3. Indirect taxes
4. Corporate Income Taxation and Corporate Tax systems
5. Taxable and tax deductibles elements of the income statement, Taxable Income, taxable base, adjustments of the taxable base
6. Deferred Tax asset and Deferred Tax Liability
7. Income tax return preparation
8. Legislation and taxes, in the EU and in the member states
9. CCCTB – Common Consolidate Corporate Tax Base – harmonization of the taxes
10. Ethics In Tax Practice
11. Fraud in Tax practice,
12. Tax evasion, tax avoidance, Carrousel schemes

**Recommended literature:**

**Languages necessary to complete the course:**

English

**Notes:**

**Past grade distribution**

Total number of evaluated students: 123

A	ABS	B	C	D	E	FX	M
78,05	0,0	13,01	4,07	0,0	4,88	0,0	0,0

**Lecturers:** doc. Ing. Jana Kajanová, PhD., Mgr. Lenka Papíková, PhD.

**Last change:** 18.01.2021

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/046AM/17	<b>Course title:</b> Value Based Management and Entrepreneurial Risks at SME's
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 6	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Project (80%), exam (20%). The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): 80/20	
<b>Learning outcomes:</b> The main goal is to provide theoretical knowledge, the latest trends and practical experiences from the value based management in SME 's so that students would be able to practice strategic management of the intrinsic value of the company, to identify its key drivers and key areas of focus for the potential company value creation improvement in the future. In addition to that they will learn about key entrepreneurial risks which are important to be considered in value based management approach. Course both extend knowledge from the Strategic Management and combine them with knowledge from the Finance in line with the current best practices. Main focus is on explanation of concrete methodology/model of intrinsic value calculation and identification of the key value drivers both from historical and strategic perspectives. During course the Valuation xls. based toolkit is used for practical demonstration of valuation methodology implementation and for own project development. In addition to that special focus is also put on „soft facts“ of value creation – company values and principles and their impact on value creation/destroying as we are witnessing at current crisis period.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction               <ul style="list-style-type: none"> <li>- Key terms/concept of the value-based management</li> </ul> </li> <li>2. Value-based management and strategic management in SME               <ul style="list-style-type: none"> <li>- Historical development of the value-based management inside of the strategic management</li> <li>- New trends in the value-based management – following the results of BCG and McKinsey research</li> <li>- VBM specifics in SME's</li> </ul> </li> <li>3. Key building blocks of the value-based management (top level)               <ul style="list-style-type: none"> <li>- Set up strategic goals/targets for sustainable value growth</li> <li>- Analysis: financial analysis, strategic analysis, qualitative analysis</li> </ul> </li> </ol>	

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

#### **Recommended literature:**

##### **Mandatory:**

- [1] PILKOVÁ, A. Value Based Management in SME's – Lecturing Notes. FM UK, 2020.
- [2] SMITH, J. K., SMITH, R. R. L., BLISS, R. T. Entrepreneurial Finance. Strategy Valuation & Deal Structure. Stanford Economics and Finance, 2011.
- [3] COPELAND, T., KOLLER, T., MURRIN, T. Valuation: Measuring & Managing the Value of companies. John Wiley & Sons, 2005.
- [4] KROL, F. Value based management in SME's. Arbeitspapier 1-9; 2007
- [5] HENSCHEL, T. Risk management practices of SME's. Erich Schmidt Verlag, 2007.
- [6] AMEELS, A., BRUGGEMAN, W., SCHEIPERS, G. Value-Based Management control processes to create value through integration a literature review. Vlerick Leuven Gent Management School, 2002.

##### **Recommended:**

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

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

English

#### **Notes:**

#### **Past grade distribution**

Total number of evaluated students: 45

A	ABS	B	C	D	E	FX	M
55,56	0,0	17,78	11,11	6,67	8,89	0,0	0,0

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

**Last change:** 14.05.2022

**Approved by:**

## COURSE DESCRIPTION

<b>Academic year:</b> 2021/2022	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/082AB/21	<b>Course title:</b> Western and Japanese Approach to Personnel Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week:</b> 2 <b>per level/semester:</b> 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b>	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Does not exist	
<b>Course requirements:</b> Class attendance Case study preparation and presentation Pass written exam in the end of semester Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> Knowledge acquainted from both the Western and Japanese approach to personnel management and specification of typical features of both	
<b>Class syllabus:</b> Personnel management as an integral part of management system Personnel management functions Brief characteristics of Japanese society and its history Roots of Japanese approach to personnel management Traditional Japanese management Life-time employment Seniority compensation system Ringi system of decision-making Japanese trade unions Changes in Japanese personnel management system	
<b>Recommended literature:</b> Rudy, J.: Western and Japanese Approach to Personnel Management, Wolters Kluwer, Praha, 2021 Rudy, J. - Rudyová, J.: Human Resource Management in Japan. VHK, Altdorf, 2008	
<b>Languages necessary to complete the course:</b> English	

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

**Past grade distribution**

Total number of evaluated students: 2

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

**Lecturers:** prof. Ing. Ján Rudy, PhD.

**Last change:** 02.05.2022

**Approved by:**