Course descriptions

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COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID:	**Course title:**
FM.KEF/320AB/21	Behavioural and Environmental Economics

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 5

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
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%

Learning outcomes:
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.

Class syllabus:
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.

Recommended literature:
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.

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 78

A	ABS	B	C	D	E	FX	M
8,97	0,0	8,97	12,82	16,67	33,33	14,1	5,13

Lecturers: Mgr. Peter Gál, PhD., doc. Mgr. Veronika Gežík, PhD., prof. Mgr. Anna Lašáková, PhD., doc. PhDr. Paulína Mihaľová, PhD.

Last change: 15.04.2022

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/281AM/21	**Course title:** Business Analytics and Decision Making
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 6	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Information Systems and Application Software, Statistics, Mathematics, Financial Management	
Course requirements: COURSE ACTIVITIES Homework Most weeks you will have an assignment that is designed to assess your mastery of the topics and techniques covered the previous week and provide feedback to improve your understanding of the material. Homework assignments will be assessed. You may work with your colleagues to figure out the underlying concepts and problem-solving processes, but are expected to work individually to answer the specific problems that are assigned. Completed assignments can be submitted via e-mail. Timely submission of the completed assignments is essential. The due date of each assignment will be stated clearly in the assignment description. Group Project In groups of 2-3 you should prepare either a data-related project or a research paper. Additional detail about the group project will be provided via e-mail or at SharePoint of the FMCU. These projects should provide an opportunity for you to test your understanding of the techniques, processes, and problems associated with mobilizing raw data for use in individual and organization decision making. Scale of assessment (preliminary/final): Grading 40% Homework 40 pts 60% Group Project: Proposal 10 pts. Midterm report 10 pts. Final Poster/Presentation/Paper 30 pts. Answers to questions in discussion 10 pts.	
Learning outcomes: After completing this course you will be able to: - Select and evaluate various types of data to for use in decision making; - Use prescriptive and descriptive analyses to reach defensible, data-driven conclusions; - Select and apply appropriate statistical methods to address decision problems; - Use MS Excel or Wolfram Mathematica for data manipulation and analysis - Critically evaluate data analyses and develop strategies for making better decisions.	
Class syllabus: Introduction Some Basic Concepts: Measurement, Design, Validity Data Visualization Data Manipulation Probability and Significance (Sample, Population, CLT, Sampling Error) Hypothesis	

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

Recommended literature:

Readings and Online Resources: There are many good texts and online sources for information on decision-making, statistical techniques and data tools. Because each student's needs and interests will differ, none of these are explicitly required, but here are some you may find helpful. Judgment and Decision Making: - The Psychology of Judgment and Decision Making (Scott Plous) McGraw-Hill - ISBN: 0070504776 - Thinking, Fast and Slow (Daniel Kahneman) Farrar, Straus and Giroux - ISBN: 0374275637 (Hardcover); 0374533555 (Paperback); 0385676514 (Kindle); 0739357980 (Audio). Statistics and Statistical Reasoning - HyperStat Online Statistics Textbook - http://davidmlane.com/hyperstat/ - Williams, F. & Monge, P. (2001), Reasoning with Statistics: How to Read Quantitative Research (5th Edition), Harcourt College Publishers: Fort Worth, TX, ISBN 0-15-50681-6 - Rice Virtual Lab in Statistics - http://onlinestatbook.com/rvls.html - Online Statistics Education: An Interactive Multimedia Course of Study - http://onlinestatbook.com/2/index.html - Statistics to Use - http://www.physics.csbsju.edu/stats/ - Statistica's StatSoft Electronic Statistics Textbook - The entire textbook can be downloaded for free. The parent website (http://www.statsoftinc.com/) has a link to StatSoft's public service textbook is available online. - Web interface for statistical education at Claremont Graduate School (http://wise.cgu.edu/tutor.asp) Excel Tutorials - Parsons, J.J. Oja, D. Ageloff, R. & Carey, P. New Perspectives on Microsoft Excel 2010: Comprehensive SPSS Tutorials - SPSS On-Line Training Workshop - http://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

Notes:

Past grade distribution

Total number of evaluated students: 88

A	ABS	B	C	D	E	FX	M
45,45	0,0	11,36	13,64	6,82	14,77	6,82	1,14

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

Last change: 23.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/051AM/21	**Course title:** Business Ethics
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 6	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:

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

Learning outcomes:

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

Class syllabus:

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

Recommended literature:

Remišová, A. 2011. Vademecum of Business Ethics. Bratislava: Sprint2.
Crane, A. – Matten, D. et al. (2016). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford: Oxford University Press.
Stanwick, P. – Stanwick, S. (2014). Understanding Business Ethics. Thousand Oaks: SAGE Publications.
Lašáková, A., Remišová, A., & Bohinská, A. (2022). Barriers to ethical business in Slovakia: an exploratory study based on insights of top representatives of business and employer organisations. European Journal of International Management, 17(1), 86-113.
Lašáková, A. - Remišová, A. - Abratzky, D. (2022). Ethics programs in business and management literature bibliometric analysis of performance, content, and trends. In: Ethics & Bioethics. - Roč. 12 (2022), s. 92-107.
Lašáková, A. – Remišová, A. – Bohinská, A. (2021). Best practices in ethics management: Insights from a qualitative study in Slovakia. In: Business Ethics: A European Review. – Roč. 30, č. 1, s. 54-75.

Remišová, A. – Lašáková, A. – Kirchmayer, Z. (2019). Influence of formal ethics program components on managerial ethical behavior. In: Journal of Business Ethics. – Roč. 160, č. 1, s. 151-166.
Remišová, A. – Lašáková, A. (2017). Theoretical foundations of the Bratislava school of business ethics. In: Ethics & Bioethics. – Roč. 7, č. 3-4 (2017), s. 177-186.
Remišová, A. – Lašáková, A. – Schaefer-Krzykala, R. (2013). Corporate social responsibility in European countries: The keystones of the concept and intercultural connotations. In: Journal for East European Management Studies. – Roč. 18, č. 4, s. 512-543.
Website of the Academic library of the UK – external information resources available at: http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externeinformacnezdroje/.
Additional resources will be continuously supplemented and updated (with regard to new and available resources).

Languages necessary to complete the course:
English

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

Past grade distribution
Total number of evaluated students: 62

A	ABS	B	C	D	E	FX	M
12,9	0,0	41,94	22,58	8,06	6,45	6,45	1,61

Lecturers: prof. Mgr. Anna Lašáková, PhD., Ing. Ivan Skaloš

Last change: 18.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KIS/036AB/21	**Course title:** Business Law

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 5

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
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Learning outcomes:
After successful completion of this course, students will be abile 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.

Class syllabus:
In the course special emphasis is placed on the system of commercial law, the legal forms ofcommercial 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

Recommended literature:
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 neskoršíchzmien

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 199

A	ABS	B	C	D	E	FX	M
34,67	0,0	19,1	12,56	9,55	13,07	11,06	0,0

Lecturers: JUDr. Filip Petrinec, PhD.

Last change: 01.10.2021
Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMM/180B/21	**Course title:** Business Negotiations (FL)
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: French level B1, knowledge of economic and legal vocabulary	
Course requirements: Active participation, presentation, final exam Scale of assessment (preliminary/final): 60/40	
Learning outcomes: Learning the rules of negotiation and their applications in specialized situations, Learning the basic rules of the sales interview.	
Class syllabus: ession 1: Introduction to negotiation Session 2: Win-win/win-lose/lose-lose negotiation Collaboration, compromise, coercion, manipulation, intransigence, speedy negotiation Presentation : How to define negotiation (p.1-42) Session 3: Role play: understanding the different types of negotiation Presentation : The actors in negotiation (p.45-75) Session 4: The PRATIC method Preparation Presentation: Preparation (p. 75-126) Session 5 Meeting the client Verbal, non-verbal and paraverbal communication Presentation: verbal, written, non-verbal, behavioural communication (p.469-531) Session 6 Needs analysis	

Presentation: the processes: the different phases, the funnel (p. 127-183)
Session 7:
Working on the case
Presentation: the meeting place, spatial arrangements (p. 200-204)
Session 8 :
Dealing with objections
Presentation : Strategies (p. 227-301)
Session 9:
Concluding
Presentation: Techniques and tactics for concluding a negotiation (p. 301-444)
Session 10:
Negotiating as a team
Presentation: negotiating in a crisis situation - the example of the EU's negotiation of the Post-Covid Recovery Plan
Session 11
Negotiating in a multicultural context: the example of the negotiation of the European agreement on carbon neutrality
Presentation: National and international negotiations (p. 531-569)
Session 12:
Creativity in negotiation
Presentation: Creativity (pp. 599-627)

Recommended literature:
« Entreprises et négociations » (Ed.ellipses), « Négocier » (Ed. Octopus), « Bien négocier » (Editions d'organisation), « La démarche NEGO+COMM » (Ed. Guilino), DVD « Négocier et conclure » (Ed. INSEP Consulting »
« Entreprises et négociations » (Ed.ellipses), Entreprise et négociations, Caire Guy, Elias Sophie, Lakehal Mokhtar , 2007, ISBN : 9782729835620
« Négocier » (Ed. Octopus), Ann Jackman, 2005, ISBN 82012602878
« Bien négocier » (Editions d'organisation), Patrick Audebert, 2005
ISBN 978-2-7081-3270-2
« La démarche NEGO+COMM » (Ed. Guilino), Philippe Chassagne, 1998
ISBN-13 : 978-2842001001

Languages necessary to complete the course:
French

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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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: 46

A	ABS	B	C	D	E	FX	M
45,65	0,0	17,39	6,52	4,35	4,35	2,17	19,57

Lecturers: doc. Dr. Frédéric Delaneuville, PhD., Mgr. Linda Zummerová, PhD.

Last change: 05.10.2022

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/312AM/21	**Course title:** Cloud Computing
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 6	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Course requirements: 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	
Learning outcomes: By successfully completing this course, students will develop proficiency in cloud computing through the utilization of software resources offered by the Faculty of Management. This will enable them to cultivate a more comprehensive understanding of both the theoretical underpinnings and practical applications of cloud computing systems. The course is structured into four distinct phases, providing students with a well-rounded and progressive learning experience: Analytical Phase (2-4 weeks): During this initial phase, students will delve into the foundational concepts of cloud computing. They will critically analyze the key principles and components of cloud systems, setting the stage for more advanced exploration. Conceptual Phase (2-4 weeks): Building upon the analytical phase, students will transition to a conceptual phase where they deepen their understanding of cloud computing. They will explore conceptual frameworks, architecture, and models, gaining insight into how cloud systems are structured and function. Verification Phase (1-3 weeks): In the verification phase, students will engage in practical exercises and hands-on activities to validate their knowledge and skills. This phase provides an opportunity for students to apply what they've learned through real-world scenarios and technical tasks. Argumentative Phase (1-3 weeks): The final phase encourages students to engage in critical thinking and problem-solving within the context of cloud computing. They will analyze case studies, debate contemporary issues, and present arguments based on their acquired knowledge. Throughout these phases, students will not only acquire cloud computing skills but will also develop their analytical, conceptual, practical, and argumentative abilities. This holistic approach ensures	

that they are well-prepared to apply their knowledge effectively in the field of cloud computing and adapt to the ever-evolving technological landscape.

Class syllabus:
Week 1: Introduction to Cloud Computing
Week 2: Software as a Service (SaaS) Model
Week 3: Platform as a Service (PaaS) Model
Week 4: Infrastructure as a Service (IaaS) Model
Week 5: Public Clouds
Week 6: SLA (Service Level Agreement) Management
Week 7: License Terms of Leading Cloud Service Providers
Week 8: Private Clouds
Week 9: Hybrid Cloud Model
Week 10: Cloud Computing and Security
Week 11: Development of Applications in the Cloud
Week 12: Architecture of Cloud Systems
Week 13: Cloud and Regulation

Recommended literature:
[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: 44

A	ABS	B	C	D	E	FX	M
38,64	0,0	27,27	20,45	4,55	2,27	6,82	0,0

Lecturers: Mgr. Vincent Karovič, PhD.

Last change: 14.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KIS/076AB/16	**Course title:** Computer Science

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 5

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
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 a Midterm test, or Midterm semester work in MS Word to achieve mandatory credit (points) for the Final exam of the course. The semester ends with Final exam of the course, either in written form (test) or oral form on-site.
- Seminars (practical): Semester ends with project work in MS Word, to achieve mandatory credits (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 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 Gregus: 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: 316

A	ABS	B	C	D	E	FX	M
12,03	0,32	21,84	19,3	10,76	11,39	24,37	0,0

Lecturers: Ing. Robert Furda, PhD., Mgr. Andrea Studeničová, RNDr. Eva Kostrecová, PhD.

Last change: 05.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KIS/076B/11	**Course title:** Computer Science

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 5

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:

Learning outcomes:

Class syllabus:

Recommended literature:

Languages necessary to complete the course:

Notes:

Past grade distribution
Total number of evaluated students: 2859

A	ABS	B	C	D	E	FX	M
25,71	0,0	28,12	14,38	9,86	8,5	13,4	0,03

Lecturers: Mgr. Július Selecký, PhD., RNDr. Zuzana Kovačičová, PhD., Mgr. Eleonóra Beňová, PhD., Mgr. Martin Krajčík, PhD., Ing. Pavol Gono, RNDr. Eva Kostrecová, PhD., Mgr. Dorota Košecká

Last change: 01.04.2022

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/001AB/16	**Course title:** Controlling
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Course requirements: 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.	
Learning outcomes: The course is aimed at clarifying the nature of Controlling (Controllership) 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 Controllership.	
Class syllabus: 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
[3] MERCHANT, K., Van, D. STEDE. W. 2017. Management control systems. 4th edition: Performance measurement, evaluation and incentives. PDF document. Retrieved from http://ebookcentral.proquest.com
[4] Study materials from lectures, additional materials, and documents on current topics

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: 258

A	ABS	B	C	D	E	FX	M
33,72	0,0	28,29	18,6	8,14	5,43	5,43	0,39

Lecturers: Mgr. Andrea Gažová, PhD.

Last change: 11.03.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/229AM/16	**Course title:** Corporate Valuation I
Educational activities: **Type of activities:** seminar **Number of hours:** **per week:** 2 **per level/semester:** 28 **Form of the course:** on-site learning	
Number of credits: 3	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: 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.	
Course requirements: 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%	
Learning outcomes: 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.	
Class syllabus: 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

Recommended literature:

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. www.bloomberg.com, 7. www.yahoo.finance.com, 8. www.morningstar.com, 9. www. gurufocus.com

Languages necessary to complete the course:
Slovak, English

Notes:
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.

Past grade distribution
Total number of evaluated students: 192

A	ABS	B	C	D	E	FX	M
67,19	0,0	20,31	10,42	1,04	0,0	1,04	0,0

Lecturers: Mgr. Martin Vozár, PhD.

Last change: 23.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KEF/300AM/16	**Course title:** Corporate Valuation II

Educational activities:
Type of activities: seminar
Number of hours:
per week: 2 **per level/semester:** 28
Form of the course: on-site learning

Number of credits: 3

Recommended semester:

Educational level: I., II.

Prerequisites:

Recommended prerequisites:
The prerequisite for this class is a passing grade in Introduction to Financial management and in Financial management. Another prerequisite for this class is in foundations of accounting and statistics. Therefore, it is expected that students will be comfortable with the following topics: Weighted Average Cost of Capital (WACC), Discounted cash flow model (DCF), Valuation Multiples, diversification, valuation of stocks - Dividend Discount Model (DDM), Capital Asset Pricing Model (CAPM), financial planning (AFN formula), financial ratios, Value Based Management, depreciation, standard deviation and correlation.

Course requirements:

Learning outcomes:
This is an advanced course in corporate valuation. The course has three main objectives:
1. Develop an understanding of the tools that are used to prepare complete DCF valuation model in MS Excel for publicly traded company.
2. Understand the advanced issues involved in how the evaluation process is working in real world.
3. Emphasis will be placed on appreciating the limitations and challenges that are analyst faced when applying the theoretical framework of Corporate Valuation.

Class syllabus:
• Introduction to financial modelling in MS Excel
• How to analyze industry trends?
• Financial analysis of a company
• FCF calculation, CAPEX&OPEX preparation
• DCF model preparation (financial plan)
• DCF model preparation (WACC, TV growth rates, FCF)
• Preparation of valuation model with using Valuation Multiples approach (analyzing data for industry and for company)
• Preparation of valuation model with using Valuation Multiples approach (calculation of values and interpreting results)
• Dividend Discount Model preparation (DDM)

• Case Study
• Case Study

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

Languages necessary to complete the course:
English

Notes:
We will use lecture notes and they will be distributed during the semester. The lecture notes are self-contained, thus, no textbook is required. For those of you who wish to use a textbook in addition to the class notes, I recommend that you use:
Brigham, E. F., Ehrhardt, M. C.: Financial Management, 14th Edition, Thomson, South-Western, 2014.
This textbook can be used as background reading for those of you who wish to read ahead of the lecture or dig deeper into the material. This textbook is available for purchase online at Amazon.com and it is also available at the FMUK Library.
There will be several cases studies in this course. The cases are intended to help you understand the course material and prepare you for your own project.
I will announce in class when you should start to prepare your own project and when the project solutions are due in class. The solutions for the project will be discussed in class. You can work alone or with other students on the project. However, you need to write up your own individual solution for your project and turn it in for credit. If you work with other students, note their names on your solution.
Please bring a PC to class. We will use MS Excel for calculation.
During the class we will use Bloomberg Professional Terminal as source of financial data.
Grading:
Problem and Cases Sets: 30%
Project: 70%

Past grade distribution
Total number of evaluated students: 130

A	ABS	B	C	D	E	FX	M
71,54	0,0	17,69	8,46	2,31	0,0	0,0	0,0

Lecturers: Mgr. Martin Vozár, PhD.

Last change: 08.10.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/372AB/21	**Course title:** Data Analysis for Management
Educational activities: **Type of activities:** seminar **Number of hours:** **per week:** 2 **per level/semester:** 28 **Form of the course:** on-site learning	
Number of credits: 3	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:
- 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

Learning outcomes:
Business Data Scientist
● Analyzes data using various tools
● Solve problems by using modeling techniques
● Designs, builds and maintains data and analytical infrastructure
● Creates sophisticated analytical models
● Derives comprehensively acquired data outputs for client information and facilitation his business decision
● Skills: data extraction, data transformation, data retrieval, dynamic data analysis, machine learning, Big Data, SQL, R, Python and many more.

Class syllabus:
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.)
2. How to extract the necessary data from the database for further analysis? (Join, Inner Join, Union, ...)
3. How to save hours with demanding databases when downloading and analyzing data via SQL? (Efficient code writing in SQL. Window Function.)
4. Summary of knowledge (Practicing previous tasks. Indexing.)
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.)
6. How to perform an initial descriptive and exploratory analysis of the data set? (Basic statistical measures (mean, variance, quantiles). Graphs (histogram, boxplot).)

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: 65

A	ABS	B	C	D	E	FX	M
43,08	0,0	12,31	9,23	1,54	6,15	21,54	6,15

Lecturers: Ing. Rastislav Kulhánek, PhD.

Last change: 27.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/003AB/16	**Course title:** Databases
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Computer Science, Information Systems and Application Software, Project Management	
Course requirements: 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.	
Learning outcomes: 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.	
Class syllabus: 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.	
Recommended literature: [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	
Languages necessary to complete the course: English	
Notes:	

Past grade distribution
Total number of evaluated students: 163

A	ABS	B	C	D	E	FX	M
12,27	0,0	36,81	25,15	10,43	3,68	11,04	0,61

Lecturers: doc. RNDr. Michal Greguš, PhD., Ing. Rastislav Kulhánek, PhD., Mgr. Zuzana Takácsová, PhD.

Last change: 12.04.2019

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID:	**Course title:**
FM.KSP/052AB/21	Development of Entrepreneurial Skills I

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 5

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
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.

Learning outcomes:
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.

Class syllabus:
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 Entrepreneuers
5. Design thinking
6. Sales Skills of Entrepreneuers
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

Recommended literature:

[1] BJERKE, B. About Entrepreneurship. Cheltenham: Edward Elgar, 2013. ISBN 978-1-78254-539-2. Available in the study room.
[2] HISRICH, 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: 147

A	ABS	B	C	D	E	FX	M
44,9	0,0	31,97	10,2	5,44	0,68	6,8	0,0

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

Last change: 18.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/065AB/18	**Course title:** Development of Entrepreneurial Thinking
Educational activities: **Type of activities:** seminar **Number of hours:** **per week:** 2 **per level/semester:** 28 **Form of the course:** on-site learning	
Number of credits: 3	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:
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%

Learning outcomes:
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.

Class syllabus:
1. Course introduction
2. Entrepreneurial thinking
3. Identification of own personal framework (network, abilities, passion)
4. How entrepreneurs think
5. Curiosity
6. Developing curiosity
7. Ability to observe and perceive relationships
8. Think like a traveler
9. Observation analysis
10. Identification of problems
11. Consultations
12. Final presentation

Recommended literature:
[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: 72

A	ABS	B	C	D	E	FX	M
54,17	0,0	23,61	11,11	2,78	2,78	5,56	0,0

Lecturers: Mgr. Juraj Mikuš, PhD.

Last change: 14.05.2022

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KIS/010AM/16	**Course title:** E-business and E-marketing

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 6

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
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)

Learning outcomes:

Class syllabus:
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:

Past grade distribution
Total number of evaluated students: 352

A	ABS	B	C	D	E	FX	M
82,95	0,0	12,22	1,14	0,57	0,28	2,84	0,0

Lecturers: Mgr. Andrea Studeničová

Last change: 09.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID:	**Course title:**
FM.KSP/105AB/22	Emotional Intelligence in Youth and Senior Entrepreneurship

Educational activities:
Type of activities: seminar
Number of hours:
per week: 2 **per level/semester:** 28
Form of the course: on-site learning

Number of credits: 3

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
Team/individual presentations during semester on solution of the assignments.
1st part: (assignment 1), 10%
2nd part:(assignment 2), 25%
3rd part: (assignment 3), 25%
4th part: case study, 30%
5th part: final presentation, 10%
The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.
Scale of assessment (preliminary/final): 100/0

Learning outcomes:
Course, on the one hand, deepens understanding the communication in entrepreneurship and, on the other side, extends the knowledge from emotional intelligence and leadership (with emphasis on differences in skills and expectations of youth and senior). Students gain practical experience developing emotional intelligence through communication in the development of joint entrepreneurial projects. The course creates a solid knowledge basis for further studying courses focused on team building and leadership in entrepreneurship and management.
The main goals are:
1. To provide basic theoretical knowledge and practical experiences on developing emotional intelligence as the leading soft skill required for successful entrepreneurship in today's environment.
2. To provide critical ideas on the relationship between emotional intelligence and leadership in intergenerational entrepreneurship.

Class syllabus:
1. Emotional intelligence as a relevant soft skill for a successful entrepreneur
- the soft skills of successful entrepreneurship
- the concept of emotional intelligence and its components
2. Self-awareness in entrepreneurship
- understanding yourself, your skills and your expectations
- team building based on aspirations

- defining the objectives of a joint project
3. Self-management in entrepreneurship
- key issues and principles of self-management
- basics of communication
- basics of conflict management.
4. Empathy in entrepreneurship
- critical issues of empathy
- principals of cognitive empathy
- correct interpretation of connections between other people or business processes.
5. Relationship management in entrepreneurship
- building effective communications in teams
- emotional leadership.
6. Intergenerational interaction between entrepreneurs
- new opportunities for intergenerational entrepreneurship
- emotional intelligence as an accelerator of knowledge and experience exchange.

Recommended literature:

[1] BAR-ON, R. Emotional and social intelligence: Insights from the Emotional Quotient Inventory. In: BAR-ON, R., PARKER, J. D. A., eds. Handbook of emotional intelligence. San Francisco: Jossey-Bass, 2000, pp. 363-388. ISBN 0787949841.
[2] MAUER, J. D., SALOVEY, P. What is emotional intelligence? In: SALOVEY, P., SLUYTER, D. J., eds. Emotional development and emotional intelligence: Educational Implications. New York: Basic Books, 1997, pp. 3-31. ISBN 9780465095872.
[3] GOLEMAN, D. Emotional intelligence. New York: Bantam Books, 1995. ISBN 055309503X.
[4] FEDOROVA, Y. Emotional intelligence in business: tools and methods of development. In: Adaptive management: theory and practice. Series Economics. 2019, 6(12), ISSN 2707-0654. (In Ukrainian). Available at: https://doi.org/10.33296/2707-0654-6(12)-01
[5] FEDOROVA Y. Emotional capital of the manager as a source of income of the enterprise. In: Scientific view: economics and management. 2020, 2(68), pp.164-170. (In Ukrainian). Available at: http://scientificview.umsf.in.ua/archive/2020/2_68_2020/31.pdf
[6] LUTSENKO, O., FEDOROVA, Y., TSOKOTA, V. R. Emotional intelligence as a general personality self-regulation resource – design of a new test “Emotional Intelligence in Business”. In: Proceedings on problems of personal resources in educational and professional activities. Kharkiv, Ukraine: FOP Brovin O.V., 2021, pp. 51-55. ISBN 978-617-8009-17-5. Available at: http://dspace.univer.kharkov.ua/handle/123456789/16260
[7] FEDOROVA Y. Development of Emotional Intelligence of Teachers in the Process of Studying English. In: Adaptive Management: Theory and Practice. Series Pedagogy. 2019, 7(13). ISSN 2707-0255. Available at: https://doi.org/10.33296/2707-0255-7(13)-10
[8] The other relevant materials will be distributed during course.

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
80,95	0,0	14,29	4,76	0,0	0,0	0,0	0,0

Lecturers: Mgr. Yuliia Fedorova, PhD.
Last change: 14.01.2023
Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID:	**Course title:**
FM.KEF/006AB/16	English for Managers I

Educational activities:
Type of activities: lecture
Number of hours:
per week: 2 **per level/semester:** 28
Form of the course: on-site learning

Number of credits: 2

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
12% for active participation in class, 12% for mid-term test, 16% for two writing tasks, 10% for grammar test and 50% for the final test at the end of semester
Scale of assessment (preliminary/final): 50/50

Learning outcomes:
By completing the course the student extends his/her vocabulary related to management, human resources and strategic management. The telephoning skill is practiced. He/she will be able to create a structured professional CV, as well as to write a letter of application.

Class syllabus:
Topics:
- English language – Lingua Franca of the 21st century
- Numbers in managerial work
- Fundamental principles of management
- Company structure
- Human resource management
- Types of companies: ltd, plc, family businesses, self-proprietorship
- Setting up a business
- Styles of Management
- Competition and Markets
- Travelling

Managerial skills: Telephoning
Writing: CV and a Letter of Application
Grammar: Tense review, prepositions with verbs, nouns and adjectives, modals.

Recommended literature:
Internal material distributed by the lecturers at the beginning of semester.
Ian MacKenzie: English for Business Studies. Third Edition. CUP 2010.
Emmerson, P.: Business Builder. Modules 1, 2, and 3. MacMillan 2009.
Emmerson, P.: Business Builder. Modules 4, 5, and 6. MacMillan 2009.

Emmerson, P.: Business Grammar Builder. MacMillan, 2009.
Mascull, B.: Business Vocabulary in Use. CUP 2002.
Lowe, S.: Telephoning. Klett 2017.
Murphy, R.: English Grammar in Use for intermediate learners, fourth edition. CUP 2012.
Oxford Business English Dictionary. OUP 2008.

Languages necessary to complete the course:
English on level B2

Notes:

Past grade distribution
Total number of evaluated students: 283

A	ABS	B	C	D	E	FX	M
12,72	0,0	27,21	19,43	13,07	13,43	14,13	0,0

Lecturers: Mgr. Lenka Procházková, PhD., PaedDr. Jarmila Brtková, PhD., Mgr. Alexandra Mittelman, PhD., MBA, Mgr. Ľudmila Žalkovičová

Last change: 18.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/007AB/16	**Course title:** English for Managers II
Educational activities: **Type of activities:** lecture **Number of hours:** **per week:** 2 **per level/semester:** 28 **Form of the course:** on-site learning	
Number of credits: 2	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: English for managers I	
Course requirements: 7 % for active participation in class, 8 % for two online grammar tasks, 10 % for negotiating, 13 % for mid-term test, 12 % 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	
Learning outcomes: 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.	
Class syllabus: Brief outline of the course: Topics: • Global economy in 21st century • International trade: export, import, incoterms • Banking • Company finances • Accounting • Stock exchange, shares and bonds • Insurance • Meetings 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.
Doplniť: 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: 184

A	ABS	B	C	D	E	FX	M
15,22	0,0	20,65	23,91	10,87	10,33	18,48	0,54

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

Last change: 01.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KMM/072B/21	**Course title:** Enterpreneurship in France (FL)

Educational activities:
Type of activities: lecture
Number of hours:
per week: 2 **per level/semester:** 28
Form of the course: on-site learning

Number of credits: 3

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:

Learning outcomes:

Class syllabus:

Recommended literature:

Languages necessary to complete the course:

Notes:

Past grade distribution
Total number of evaluated students: 30

A	ABS	B	C	D	E	FX	M
33,33	0,0	33,33	3,33	0,0	0,0	0,0	30,0

Lecturers: doc. Dr. Frédéric Delaneuville, PhD., Mgr. Olivier Dumontel

Last change: 26.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/105AB/16	**Course title:** Ethical and Legal Aspects of Marketing
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:

In the seminars will be solved various types of discussion questions and case studies. Specific tasks will be distributed to students through team 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 (4 questions), each for 15 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

Learning outcomes:

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.

Class syllabus:

1. Introduction to marketing ethics.
2. Criticisms of marketing.
3. Contrasting perspectives of marketing.
4. Ethical issues in marketing relationships.
5. Ethics in new media.
6. Ethical consumption.
7. Marketing to young and vulnerable consumer groups.
8. Promotion of harmful products.
9. Ethics in social marketing.

10. Legislation, regulation and ethics.

Recommended literature:

[1] 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.
[2] 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.
[3] EAGLE, L – DAHL, S. 2015. Marketing Ethics & Society. London : Sage Publications, 2015, 300 pp. ISBN 978-1-4462-9662-2
[4] 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
[5] HACKLEY, S. 2009. Marketing: A Critical Introducton. London : Sage Publications, 2009, 186 pp. ISBN 978-1-4129-1149-8
[6] HARRISON, R. – NEWHOLM, T. – SHAW, D. 2005. The Ethical Consumer. London : Sage Publications, 2005, 259 s. ISBN 978-1-4129-0353-0
[7] MARSHAL, D. 2010. Understanding Children as Consumers. London : Sage Publications, 2010, 262 pp. ISBN 978-1-84787-927-1
[8] 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
[9] SNYDER, W. 2017. Ethics in Advertising. London : Routledge, 2017, 181 pp. ISBN 978-1-138-18899-0
[10] 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
[11] Sage Brief Guide to Marketing Ethics. London : SAGE Publications, 2012, 218 pp. ISBN 978-1-4129-9514-6
[12] 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: 149

A	ABS	B	C	D	E	FX	M
49,66	0,0	22,15	12,75	2,68	5,37	6,71	0,67

Lecturers:

Last change: 21.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/193AJM/12	**Course title:** European Integration
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 6	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Course requirements: - Small-group (3-5 students) semester project on selected issues of the EU/CM - Semester test - Presentation of the semester project and discussion/debate on selected issues	
Learning outcomes:	
Class syllabus: Introduction to international economic relations (IER) and regional integration (RI) - Brief history of the development in the IER - Main factors of the contemporary IER – globalization, international regional economic integration (IREI), international trade, FDI, international organizations, NGOs, etc. - Declining role of national states/governments in the IER - The role of the United Nations and its specialized agencies in the IER - Regional aspects of the UN role in the IER and technical and financial assistance to developing countries - Other important international organizations regarding IER (OECD, WTO, etc.) and their role in the IER - Institutionalization of the IREI and its role in IER – the model role of the EU institutions - "Free trade" as the basics of the IER and IREI - FDI as an important factor for the development of IER and IREI especially for developing and transitional countries - IREI and its role in the IER and regarding ongoing globalization (main building block and/or hurdle) - IREI as the dominant feature and development trend in the contemporary IER - Main stages of the IREI - Types and specifics of the IREI - Basic terms and forms of the IREI - The EU as a prototype of the IREI - Brief history of the EU and its effects on the development of the IREI and IER	

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

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

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 381

A	ABS	B	C	D	E	FX	M
51,71	0,0	32,28	11,29	2,89	0,79	1,05	0,0

Lecturers: doc. PhDr. Marian Šuplata, PhD.

Last change: 25.08.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMM/278AM/22	**Course title:** European Integration
Educational activities: **Type of activities:** lecture **Number of hours:** **per week:** 2 **per level/semester:** 28 **Form of the course:** on-site learning	
Number of credits: 3	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: French language level B1 / legal and economic vocabulary	
Course requirements: Active participation in the course, presentation, final exam Scale of assessment (preliminary/final): 40%/60%	
Learning outcomes: Knowledge of the main steps and processes of European integration	
Class syllabus: 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	

Presentation: The evolving role of the European Parliament since its inception.
Session 7
Legal sources of EU law
Presentation: the place of European law in the hierarchy of French and Slovak standards
Session 8
The Council of Europe
Presentation: Multi-governance, subsidiarity and Europe of the regions
Session 9
The protection of fundamental rights within the EU
Presentation: The EU Charter of Fundamental Rights and the European Convention on Human Rights.
Session 10
Economic and Monetary Union and the Euro
Presentation: the role of the European central bank and central banks in the euro zone
Session 11
The EU budget
Presentation: Regional policy and structural funds
Session 12
The challenges of European construction

Recommended literature:

[1] Badie, B. (1999). Un monde sans souveraineté. Les Etats entre ruse et responsabilité. In: Politique étrangère, n°2 - 1999 - 64#année. pp. 410-411.
[2] Bafoil, F. (2006). Europe centrale et orientale. Mondialisation européanisation et changement social. Paris, Presses de Sciences Po.
[3] Bodin, J. (1576) « La république »
[4] Chevallier, J. (2008). L'Etat post-moderne, Collection droit et société, 3ème Edition, Paris, LGDJ.
[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.
[6] Fareed, Z. (1998). De la démocratie illibérale, Le Débat, vol. 99, no. 2, 1998, pp. 17-26.
[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: https://www.cairn-int.info/revue-francaise-d-histoire-des-idees-politiques1-2005-1-page-113.htm.
[8] Scelle, G. (1932). Précis de Droit des Gens. Principes et Systématique. Première Partie. Introduction, Le Millieu Inter social. Paris, Recueil Sirey.

Languages necessary to complete the course:
French

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: 9

A	ABS	B	C	D	E	FX	M
33,33	0,0	33,33	0,0	0,0	0,0	11,11	22,22

Lecturers: doc. PhDr. Marian Šuplata, PhD.

Last change: 05.10.2022

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/151AM/22	**Course title:** European Law for Managers
Educational activities: **Type of activities:** seminar **Number of hours:** **per week:** 2 **per level/semester:** 28 **Form of the course:** on-site learning	
Type, volume, methods and workload of the student - additional information The subject will take place mainly in the form of seminars, the content of which will be the presentation of the topic of the given seminar by the teacher and subsequent work with the given topic in a practical form. This activity mainly includes interaction with students, asking practical questions, efforts to improve logical thinking and create the student's ability to and understanding of the Law on the Functioning of the European Union, the secondary law of the European Union which regulates economic and social relations uniformly within all member states of the European Union, acquired knowledge about the implementation of European Union law into the national legal order, understanding how the regulations arising from the administrative law do not concern companies or the operation of state and public bodies, gaining knowledge about how to defend oneself in the event that a member state transposes or implements European Union law in an incorrect way, acquiring knowledge about how to claim responsibility for damage caused to a company or other organization in case of incorrectly implemented or transposed European Union law.	
Number of credits: 3	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: The content of the subject is lectures and seminars related to the basic principles of the functioning of the European Union, the founding treaties of the European Union, the emergence of secondary law of the European Union, which directly affects and regulates entities such as companies or other organizations, familiarization with the structure of secondary law for the European Union, familiarization with the most important jurisprudence of the Court of Justice of the European Union, which complements the interpretation and implementation of European Union law in the member states, work with the most important regulations and directives of the European Union, which mostly concern business and management, protection against improperly transformed or implemented European Union law by the state .	
Course requirements: Absences: - 2 absences without the obligation to excuse the student's non-participation in the seminar - the student's non-participation in the seminar, where the interim or final assessment takes place, must be excused before the start of the seminar, with a medical certificate. Failure to comply with this condition results in the award of 0% of the given interim assessment.	

Completion of the course:
- active interaction with the topic of the given seminar
- disruption of teaching after the second formal warning causes the loss of the student's ability to complete the course.
Scale of assessment (preliminary/final): Interim assessment:- 10% mid-term test- 10% presentation of the seminar work- 20% assessment of seminar workFinal rating:- 40% oral exam

Learning outcomes:
By completing the course, the student will gain the prerequisites for understanding the functioning of the European Union, its individual bodies, including bodies that contribute to the regulation of legal relations regarding businesses and organizations, an understanding of the functioning of the Court of Justice of the European Union and the hierarchy of administration, especially national or union , which influences and regulates legal relations within the European Union and its member states, as well as acquiring important knowledge for the implementation of European regulations in the functioning of companies or other organizations.
The student will also gain basic knowledge about how to protect himself against incorrectly implemented or transposed European Union law, which can fundamentally affect the company or organization in which he will work.

Class syllabus:
1. Introduction to the history and establishment of the European Union
2. Bodies of the European Union and their competences
3. Basic legal regulations of the European Union and the hierarchy of legal regulations
4. Defining the basic terms related to the implementation of European Union law
5. Operation of the Court of Justice of the European Union as a body interpreting and supplementing the law of the European Union
6. Secondary law of the European Union and defining the nature and effects of individual types of secondary law
7. Protection against incorrectly transposed or implemented rights of the European Union
8. The most important decisions of the Court of Justice of the European Union and the impact on the practice and functioning of the organization.

Recommended literature:
European law, European Law , ISBN 8088931541, 2006, p. 144, Entrepreneur's adviser

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 10

A	ABS	B	C	D	E	FX	M
70,0	0,0	0,0	10,0	10,0	10,0	0,0	0,0

Lecturers: JUDr. Filip Petrinec, PhD.

Last change: 09.02.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID:	Course title:
FM.KEF/275AM/21	Financial Management

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 7

Recommended semester:

Educational level: I., II.

Prerequisites:

Recommended prerequisites:
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.

Course requirements:
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%

Learning outcomes:
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 5. www.yahoo.finance.com 6.www.morningstar.com 7.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: 195

A	ABS	B	C	D	E	FX	M
53,85	0,0	28,72	8,21	2,05	4,1	3,08	0,0

Lecturers: Mgr. Martin Vozár, PhD.

Last change: 21.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KKM/222AB/16	**Course title:** Financial Mathematics
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Mathematics (1), Mathematics (2)	

Course requirements:

Lectures will be accessible online through MS Teams. All study materials will be published in system Moodle (https://moodle.uniba.sk/). 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.
Assessment of the subject during the Exam period:
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.

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): 40/60

Learning outcomes:
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.

Class syllabus:
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.
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.

Recommended literature:
1. Chiang, A.C.: Fundamentals Methods of Mathematical Economics. McGraw-Hill International Editions., Singapore , 1984
2. Bradfield, J.: Introduction to the Economics of Financial Markets. Oxford University Press. 2007
3. Werner, F. – Sotskov, Y. N.: Mathematics of Economics and Business
4. Shone, R: An Introduction to Economic Dynamics. Cambrige University Press, 2003
5. Shone, R: Economic Dynamics. Phase Diagrams and Their Economic Application. Cambrige University Press, 2003

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 161

A	ABS	B	C	D	E	FX	M
21,12	0,0	13,04	11,8	9,94	26,71	16,77	0,62

Lecturers: doc. Ing. Mgr. Urban Kováč, PhD., doc. RNDr. Mária Bohdalová, PhD., Mgr. Lukáš Kurinec, David Balla, Mgr. Branislav Novotný, PhD.

Last change: 09.10.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMM/176B/21	**Course title:** French Business Law (FL)
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: French language B1	
Course requirements: Active participation, presentation, exams Scale of assessment (preliminary/final): 60/40	
Learning outcomes: 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.	
Class syllabus: 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	
Recommended literature: Frédéric Delaneuville, DROIT FRANÇAIS DES AFFAIRES, Wolters Kluwer,Prague, Czech Republic 2021	
Languages necessary to complete the course:	

French- Level B1
Français-Niveau 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: 42

A	ABS	B	C	D	E	FX	M
45,24	0,0	16,67	11,9	4,76	0,0	2,38	19,05

Lecturers: doc. Dr. Frédéric Delaneuville, PhD.

Last change: 26.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/014AB/16	**Course title:** Information Systems and Application Software
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:

The active participation on lectures and seminars (Practicals) 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 written form (test) or oral form on-site.
- Seminars (Practicals): Semester ends with project work in MS Excel, 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 (Practicals): MS Excel (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 (Practicals) 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

Learning outcomes:
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.
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.

Class syllabus:
Lectures:
1. Basic concept.
Components and functions of information systems, managerial and strategic roles of information systems. Other behavioral, managerial and technical concepts are presented.
2. Technology.
Major trends and implications for management in relation to computer hardware, software, database management, and telecommunications technologies.
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.
4. Development.
Development of information systems for business with different approaches to software development and implementation of changes using information technologies.
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.
Seminar (Practicals):
1. Intro to MS Excel, absolute and relative addresses, lists, etc.
2. Increasing the productivity of data processing with MS Excel basic tools.
3. Graphs, charts, histograms, ...
4. Export / import of data, preparing the data for processing, working with different data formats.
5. Formulas (AutoSum, arithmetic operators, cell values), use of absolute and relative addressing in formulas, use of functions.
6. Important functions: SUMIF, SUBTOTAL, SEARCH, FIND, INDEX, ADDRESS, INDIRECT, COUNTIF, LOOKUP, ROW, COLUMN, LEN, DATE, DATEVALUE, and others. Matrices and matrix formulas.
7. Financial functions and formulas (PV, FV, NPER, PMT, RATE...).
8. Work with databases in Excel. Sorting. Filtering.
9. Pivot Tables.
10. Solving real world business problems in Excel.
11. Solving more complex problems using Solver.
12. Data analysis, time series, and forecasting. Decision support with statistical analysis in MS Excel.

Recommended literature:
Furda R., Greguš M.: Information Systems and Application Software. Comenius University, Bratislava 2021, ISBN 978-80-223-5090-7

Curtis Frye: Microsoft Excel 2016 Step by Step, Microsoft Press 2016, Redmont, ISBN: 978-0-7356-9880-2
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
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/
Stephen Haag, Maeve Cummings, Management Information Systems for the Information Age, McGraw-Hill Publisher, Denver, San Diego 2009, ISBN 0073376787 / 9780073376783
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: 160

A	ABS	B	C	D	E	FX	M
18,13	0,0	23,75	16,88	9,38	5,63	26,25	0,0

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

Last change: 06.01.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KSP/011AM/21	**Course title:** Innovation Management

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 6

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
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.

Learning outcomes:
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.

Class syllabus:
1. Introduction. Information about the Course and Evaluation.
2. Definition, Importance, and Types of Innovation.
3. Innovation Strategies.
4. Methods of Strategic Innovation Management.
5. The Open Innovation. The Lead-user Innovation.
6. Business Model Innovation.
7. Process and Organization of Innovation.
8. Methods in the Initial Phase of the Innovation Process.
9. Methods in the Implementation Phase of the Innovation Process.
10. Application of Selected Innovation Methods.
11. Service Innovation.
12. Review Session. Final Evaluation.

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.
The course is taught in a combined method, onsite and online using the MS Teams / MS Office applications in the winter semester 2023/2024.
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.
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: 74

A	ABS	B	C	D	E	FX	M
58,11	0,0	32,43	5,41	4,05	0,0	0,0	0,0

Lecturers: Mgr. Peter Gál, PhD.

Last change: 18.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/246AB/21	**Course title:** International Economic Relations
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Economics III	
Course requirements: 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%	
Learning outcomes: 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).	
Class syllabus: - Basic terms of „international economic relations“ - International organizations – international economic organizations (OECD, WTO, UNO – UNCTAD, EU) and international financial organizations (EBRD, EIB, IMF, The World Bank Group) - International movement of capital with the goal of profit - International movement of capital with the goal of aid - Development aid - International movement of labour - Migration	
Recommended literature: [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: https://link.springer.com/content/pdf/10.1007%2F978-3-030-04819-8.pdf [2] KRUGMAN, P. – OBSTFELD, M. 2012/2015. International Economics: Theory and Policy.	

Harlow : Pearson Education. 2012/2015.
Strana: 2
[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: 84

A	ABS	B	C	D	E	FX	M
7,14	0,0	17,86	17,86	14,29	16,67	22,62	3,57

Lecturers: doc. PhDr. Paulína Mihaľová, PhD.

Last change: 15.06.2022

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID:	**Course title:**
FM.KEF/227AB/17	International Financial Reporting Standards

Educational activities:
Type of activities: seminar
Number of hours:
per week: 2 **per level/semester:** 28
Form of the course: on-site learning

Number of credits: 3

Recommended semester:

Educational level: I., II.

Prerequisites:

Recommended prerequisites:
None

Course requirements:
3 case studies 50%, final exam 50%
Scale of assessment (preliminary/final): 50%/50%

Learning outcomes:
Upon the successful completion of this course, the students will be able to:
1. Apply the conceptual framework to the accounting process;
2. Research current accounting issues and relate those issues to their impact on the entities and industries involved;
3. Prepare the four basic financial accounting statements;
4. Analyze the four basic financial accounting statements;
5. Evaluate the implications of internal financial decisions on the financial statements;
6. Interpret the Statement of Cash Flows;
7. Explain the usefulness of the Statement of Cash Flows to users;
8. Apply Generally Accepted Accounting Principles (GAAP) requirements for valuing major balance sheet accounts;
9. Evaluate the implications of using alternative GAAP methods for the users of financial statements.

Class syllabus:
1 Introduction to International Financial Reporting Standards
2 Conceptual Framework, Financial statements preparations
3 Statement of financial position,
4 Cash, Receivables, Inventories,
5 Property, Plant and Equipment, Biological and Intangible Assets
6 Liabilities
7 Shareholder’s equity
8 Fraud and Internal Control

9 Statement of Profit and Loss
10 Revenue recognition incl. Construction Constructs
11 Cash Flow Statement
12 Selected Current Topics
13 Repetition

Recommended literature:
• SAXUNOVÁ, D. 2019. Financial Statements for the Needs of Managers -Global Accounting Standards: US GAAP and IFRS. Prague: Wolters Kluwer, 2019
• MLADEK, R. 2017. IFRS and US GAAP Accounting Policies and Procedures. Prague: Leges, 2017
• www.ifrs.org, www.fasb.org
• WILEY IFRS 2017: Interpretation and Application of IFRS Standards. Hoboken: JohnWilley and Sons, 2017

Languages necessary to complete the course:

Notes:

Past grade distribution
Total number of evaluated students: 39

A	ABS	B	C	D	E	FX	M
48,72	0,0	23,08	17,95	0,0	2,56	7,69	0,0

Lecturers: prof. RNDr. Darina Saxunová, PhD., Mgr. Lenka Papíková, PhD.

Last change: 14.09.2022

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/030AM/16	**Course title:** International Marketing
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 6	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Marketing.	
Course requirements: 50 % interim evaluation: - active attendance and development of case studies/assignments (in case of unjustified absence or unpreparedness to seminar - loss of 10%), - group semester project – application of theoretical knowledge on selected organization – 20%, - individually prepared semester work on selected and approved topic – 20% 50 % final evaluation - exam – oral exam. 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): Scale of assessment (preliminary/final): 50/50	
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. The role of digitization and social media in international marketing.
2. International environment. The impact of crisis periods on the international environment.
3. International markets and international marketing research.
4. Entry strategies for foreign markets. Factors influencing the choice of strategy (e.g. size structure of the company, partnerships, etc.)
5. Market segmentation, target market selection and positioning.
6. International marketing mix.
7. Product.
8. Brand.
9. Distribution.
10. Price.
11. Marketing communication and implementation of marketing communication strategies. Selected aspects of international marketing.
12. Implementation of marketing strategies. Selected aspects of international marketing.
13. Summary and repetition of topics covered during the semester

Recommended literature:

[1] CAGÁŇOVÁ, D. Multicultural and Intercultural Management within a Global Context. 2015. STU. ISBN 9788022744393

[2] CAGÁŇOVÁ, D. Innovation Management. 2020. Aleš Čenek. ISBN 9788073808198

[3] CZINKOTA, M. R. – RONKAINEN, I. A. – ZVOBGO, G. 2011. International Marketing. Hampshire: South-Western Cengage Learning, 2011. 592 p. ISBN 9781408009239

[4] CATEORA, P. R. – GRAHAM, J. L. 2007. International Marketing. McGraw-Hill: Irwin Professional, 2007. 702 p. ISBN 978-0071105941

[5] USUNIER, J. C. – LEE, J. A. 2005. Marketing Across Cultures. Harlow: Pearson Education Limited, 2005. 573 p. ISBN 9780273685296

[6] HOLLENSEN, S. 2007. Global Marketing: A Decision-Orientated Approach. Harlow: Financial Times Press, 2007. 714 p. ISBN 9780273706786

[7] VADANA, I - et al. 2020. Digitalization of companies in international entrepreneurship and marketing. International Marketing Review, 2020, 37.3: 471-492.

[8] FALAHAT, M., et al. SMEs internationalization: The role of product innovation, market intelligence, pricing and marketing communication capabilities as drivers of SMEs' international performance. Technological forecasting and social change, 2020, 152: 119908.

[9] IPEK, I. The relevance of international marketing strategy to emerging-market exporting firms: from a systematic review towards a conceptual framework. International Marketing Review, 2021, 38.2: 205-248.

[10] HARIYANA, N. - SYAHPUTRA, H. Marketing Mix Standardization and Adaptation Activity: Case Study. In: Proceedings of International Conference on Economics Business and Government Challenges. 2022. p. 337-342.

[11] SAMIEE, S. 2020. International marketing and the internet: a research overview and the path forward", International Marketing Review, Vol. 37 No. 3, pp. 425-436. https://doi.org/10.1108/IMR-03-2018-0120

[12] VISSAK, T. – FRANCIONI, B. – FREEMAN, S. Foreign market entries, exits and re-entries: The role of knowledge, network relationships and decision-making logic. International Business Review, 2020, 29.1: 101592.

[13] BEH, A. – et al. Investigating the revised international marketing strategies during COVID-19 based on resources and capabilities of the firms: A mixed method approach. Journal of Business Research, 2023, 158: 113662.
[14] CHO, H.E. –JEONG, I. – KIM, E. – CHO, J. 2023. Achieving superior performance in international markets: the roles of organizational agility and absorptive capacity, Journal of Business & Industrial Marketing, Vol. 38 No. 4, pp. 736-750. https://doi.org/10.1108/JBIM-09-2021-0425
[15] KATSIKEAS, C. – LEONIDOU, L. – ZERITI, A. 2020. Revisiting international marketing strategy in a digital era: Opportunities, challenges, and research directions, International Marketing Review, Vol. 37 No. 3, pp. 405-424. https://doi.org/10.1108/IMR-02-2019-0080
[16] GRAF, E. 2023. International marketing in times of sustainability and digitalization. Walter de Gruyter GmbH & Co KG.
[17] SHETH, J. N. 2020. Borderless Media: Rethinking International Marketing. Journal of International Marketing, 28(1), 3-12. https://doi.org/10.1177/1069031X19897044
[18] SOLBERG, C.A. – DURRIEU, F. 2023.Patterns of international marketing strategy, Journal of Business & Industrial Marketing, Vol. 38 No. 7, pp. 1532-1544. https://doi.org/10.1108/JBIM-02-2022-0091
[19] JUSTIN P – ERICK, M. 2020. Toward a 7-P framework for international marketing, Journal of Strategic Marketing, 28:8, 681-701, DOI: 10.1080/0965254X.2019.1569111
[20] BERNDT, R. – FANTAPIÉ ALTOBELLI, C. – SANDER, M. 2023. International Market Research. In: International Marketing Management. Springer Gabler, Berlin, Heidelberg. https://doi.org/10.1007/978-3-662-66800-9_4
[21] MUSA, I. – HAMKA, R. A. – ATIFAH, N. 2023 Development of Trends, Innovation and Effective Distribution Strategies in International Marketing. Journal Management & Economics Review (JUMPER). 1.1: 9-16.
[22] Marketing Science and Inspirations and Marketing&Media journals.
Regarding new and available resources, supplementary literature will be updated on a continuous basis.

Languages necessary to complete the course:
English language

Notes:
Knowledge, skills, competencies, and transferable abilities acquired by a student through successful completion of the subject, influencing her/his personal development and potentially applicable in her/his future career pursuits and life as active citizens in democratic societies, are outlined in the subject syllabus.
In compliance with the regulations of the internal regulation No. 14/2023 approved by the Academic Senate of Comenius University Bratislava, the full reading of the internal regulation No. 23/2021 Internal System for Ensuring the Quality of Higher Education at Comenius University Bratislava, as amended by supplement No. 1 and supplement No. 2, every student achieves his/her study outcomes only through honest means during their studies; they do not cheat or employ dishonest practices during any form of assessment of their study knowledge and skills. Depending on the severity of the ethical violation, the dean decides on further proceedings, particularly by applying relevant legal consequences in the academic, (...) or disciplinary level.

In accordance with the regulations of the internal regulation No. 13/2018 approved by the Academic Senate of Comenius University Bratislava, the Disciplinary Regulations of Comenius University Bratislava for Students states that any form of copying, forbidden collaboration, or providing answers during written or oral examination of study outcomes (knowledge assessment), or during preparation for it within the course, or using technical devices or any information carriers in a manner other than permitted during written or oral evaluation of study results (knowledge assessment), or during preparation for it within the course, constitutes a disciplinary offense by the student. A student found guilty of a disciplinary offense may be subject to one of the following disciplinary measures: admonition, conditional suspension of studies or dismissal from studies.

Past grade distribution
Total number of evaluated students: 169

A	ABS	B	C	D	E	FX	M
31,95	0,0	33,14	16,57	10,06	5,33	2,96	0,0

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

Last change: 18.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KMk/031AM/16	**Course title:** International Marketing

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 6

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
50 % interim evaluation:
- active attendance and development of case studies/assignments (in case of unjustified absence or unpreparedness to seminar - loss of 10%),
- group semester project – application of theoretical knowledge on selected organization – 20%,
- individually prepared semester work on selected and approved topic – 20%
50 % final evaluation
- exam – oral exam.
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): Scale of assessment (preliminary/final): 50/50

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. The role of digitization and social media in international marketing.

2. International environment. The impact of crisis periods on the international environment.
3. International markets and international marketing research.
4. Entry strategies for foreign markets. Factors influencing the choice of strategy (e.g. size structure of the company, partnerships, etc.)
5. Market segmentation, target market selection and positioning.
6. International marketing mix.
7. Product.
8. Brand.
9. Distribution.
10. Price.
11. Marketing communication and implementation of marketing communication strategies. Selected aspects of international marketing.
12. Implementation of marketing strategies. Selected aspects of international marketing.
13. Summary and repetition of topics covered during the semester

Recommended literature:

[1] CAGÁŇOVÁ, D. Multicultural and Intercultural Management within a Global Context. 2015. STU. ISBN 9788022744393
[2] CAGÁŇOVÁ, D. Innovation Management. 2020. Aleš Čenek. ISBN 9788073808198
[3] CZINKOTA, M. R. – RONKAINEN, I. A. – ZVOBGO, G. 2011. International Marketing. Hampshire: South-Western Cengage Learning, 2011. 592 p. ISBN 9781408009239
[4] CATEORA, P. R. – GRAHAM, J. L. 2007. International Marketing. McGraw-Hill: Irwin Professional, 2007. 702 p. ISBN 978-0071105941
[5] USUNIER, J. C. – LEE, J. A. 2005. Marketing Across Cultures. Harlow: Pearson Education Limited, 2005. 573 p. ISBN 9780273685296
[6] HOLLENSEN, S. 2007. Global Marketing: A Decision-Orientated Approach. Harlow: Financial Times Press, 2007. 714 p. ISBN 9780273706786
[7] VADANA, I - et al. 2020. Digitalization of companies in international entrepreneurship and marketing. International Marketing Review, 2020, 37.3: 471-492.
[8] FALAHAT, M., et al. SMEs internationalization: The role of product innovation, market intelligence, pricing and marketing communication capabilities as drivers of SMEs' international performance. Technological forecasting and social change, 2020, 152: 119908.
[9] IPEK, I. The relevance of international marketing strategy to emerging-market exporting firms: from a systematic review towards a conceptual framework. International Marketing Review, 2021, 38.2: 205-248.
[10] HARIYANA, N. - SYAHPUTRA, H. Marketing Mix Standardization and Adaptation Activity: Case Study. In: Proceedings of International Conference on Economics Business and Government Challenges. 2022. p. 337-342.
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[12] VISSAK, T. – FRANCIONI, B. – FREEMAN, S. Foreign market entries, exits and re-entries: The role of knowledge, network relationships and decision-making logic. International Business Review, 2020, 29.1: 101592.
[13] BEH, A. – et al. Investigating the revised international marketing strategies during COVID-19 based on resources and capabilities of the firms: A mixed method approach. Journal of Business Research, 2023, 158: 113662.
[14] CHO, H.E. –JEONG, I. – KIM, E. – CHO, J. 2023. Achieving superior performance in international markets: the roles of organizational agility and absorptive capacity, Journal

of Business & Industrial Marketing, Vol. 38 No. 4, pp. 736-750. https://doi.org/10.1108/JBIM-09-2021-0425
[15] KATSIKEAS, C. – LEONIDOU, L. – ZERITI, A. 2020. Revisiting international marketing strategy in a digital era: Opportunities, challenges, and research directions, International Marketing Review, Vol. 37 No. 3, pp. 405-424. https://doi.org/10.1108/IMR-02-2019-0080
[16] GRAF, E. 2023. International marketing in times of sustainability and digitalization. Walter de Gruyter GmbH & Co KG.
[17] SHETH, J. N. 2020. Borderless Media: Rethinking International Marketing. Journal of International Marketing, 28(1), 3-12. https://doi.org/10.1177/1069031X19897044
[18] SOLBERG, C.A. – DURRIEU, F. 2023.Patterns of international marketing strategy, Journal of Business & Industrial Marketing, Vol. 38 No. 7, pp. 1532-1544. https://doi.org/10.1108/JBIM-02-2022-0091
[19] JUSTIN P – ERICK, M. 2020. Toward a 7-P framework for international marketing, Journal of Strategic Marketing, 28:8, 681-701, DOI: 10.1080/0965254X.2019.1569111
[20] BERNDT, R. – FANTAPIÉ ALTOBELLI, C. – SANDER, M. 2023. International Market Research. In: International Marketing Management. Springer Gabler, Berlin, Heidelberg. https://doi.org/10.1007/978-3-662-66800-9_4
[21] MUSA, I. – HAMKA, R. A. – ATIFAH, N. 2023 Development of Trends, Innovation and Effective Distribution Strategies in International Marketing. Journal Management & Economics Review (JUMPER). 1.1: 9-16.
[22] Marketing Science and Inspirations and Marketing&Media journals.
Regarding new and available resources, supplementary literature will be updated on a continuous basis.

Languages necessary to complete the course:
English language

Notes:
Knowledge, skills, competencies, and transferable abilities acquired by a student through successful completion of the subject, influencing her/his personal development and potentially applicable in her/his future career pursuits and life as active citizens in democratic societies, are outlined in the subject syllabus.
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Past grade distribution
Total number of evaluated students: 117

A	ABS	B	C	D	E	FX	M
58,12	0,0	25,64	11,11	2,56	1,71	0,85	0,0

Lecturers: prof. Mgr. Peter Štarchoň, PhD., Mgr. František Olšavský, PhD., Mgr. Bianka Chorvátová, PhD., prof. Mgr. Dagmar Cagáňová, PhD.

Last change: 26.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/023AB/16	**Course title:** Introduction to Entrepreneurship
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Course requirements: 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	
Learning outcomes: 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.	
Class syllabus: 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

Recommended literature:

[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.

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 259

A	ABS	B	C	D	E	FX	M
19,69	0,0	38,61	26,25	8,88	2,32	3,09	1,16

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

Last change: 18.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KEF/134AB/16	**Course title:** Introduction to Financial Management

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 5

Recommended semester:

Educational level: I., II.

Prerequisites:

Recommended prerequisites:
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.

Course requirements:
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%

Learning outcomes:
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: 236

A	ABS	B	C	D	E	FX	M
32,2	0,0	40,68	12,71	6,78	3,81	2,12	1,69

Lecturers: Mgr. Martin Vozár, PhD.

Last change: 03.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KMn/062AB/16	**Course title:** Introduction to Personnel Management

Educational activities:
Type of activities: lecture / practicals
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 5

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
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.
- 30% assignments and their in time presentations during the semester in scheduled week
- 15% TEST 1 (week 6, covers topics from weeks 1-5)
- 15% TEST 2 (week 11, covers topics from weeks 6-10)
- 40% final written text - exam

Scale of assessment (preliminary/final): 60/40

Learning outcomes:
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.

Class syllabus:
1. Introduction to HR management and strategic HR management. Trends influencing HRM.
2. Job Analysis. Managing Work Flows.
3. Human Resource Planning.

4. Recruitment,
5. Selection of employees.
6. Performance management. TEST 1.
7. Training of employees.
8. Career development of employees and career management.
9. Work Motivation.
10. Managing Rewards, Compensation
11. Employee Retention, Turnover and Absenteeism. TEST 2.
12. Downsizing and outplacement. Decruitment. Termination of contract.
13. Managing Employee Relations, 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 at the school library. Please, make sure you borrowed one as soon as possible.

Dressler, G. (2020) Human resource management (16th edition). Pearson. 720 p. ISBN-13: 978-1-292-30912-5

Recommended:

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

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

Carbery, R., Cross, C. (2019) Human Resource Management. 329 p. ISBN 978-1-137-00939-5Mondy, R. Wayne Dean (2013) Human Resource Management, (13th ed.). Pearson. 432 p. ISBN 978-1-352-00402-1

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: 225

A	ABS	B	C	D	E	FX
35,56	0,0	34,22	13,33	7,11	8,0	1,78

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

Last change: 18.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KKM/053AM/16	**Course title:** Investment Analysis

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 6

Recommended semester:

Educational level: I., II.

Prerequisites:

Recommended prerequisites:
Financial Management

Course requirements:
Conditions for completing the course are - attendance of lectures and consultation meetings, individual student work during the semester, active monitoring of developments, changes and events in selected financial markets. The condition for passing the course is to obtain at least 60% of the total assessment.
Scale of assessment (preliminary/final): 30/70

Learning outcomes:
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.

Class syllabus:
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 derivates and hedging of risks: basic types of financial derivates, standardization of financial derivates, 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: 165

A	ABS	B	C	D	E	FX	M
62,42	0,0	17,58	9,09	3,03	5,45	2,42	0,0

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

Last change: 09.10.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KKM/053AM/21	**Course title:** Investment Analysis
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 6	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Financial Management	
Course requirements: Conditions for completing the course are - attendance of lectures and consultation meetings, individual student work during the semester, active monitoring of developments, changes and events in selected financial markets. 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	
Learning outcomes: 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.	
Class syllabus: 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 derivates and hedging of risks: basic types of financial derivates, standardization of financial derivates, 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: 20

A	ABS	B	C	D	E	FX	M
60,0	0,0	10,0	0,0	25,0	5,0	0,0	0,0

Lecturers: prof. RNDr. Ing. Ľudomír Šlahor, CSc., doc. RNDr. Mária Bohdalová, PhD.

Last change: 10.02.2022

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/149AM/22	**Course title:** Legal Compliance

Educational activities:
Type of activities: seminar
Number of hours:
per week: 2 **per level/semester:** 28
Form of the course: on-site learning

Type, volume, methods and workload of the student - additional information
The subject will take place mainly in the form of seminars, the content of which will be the presentation of the topic of the given seminar by the teacher and subsequent work with the given topic in a practical form. This activity mainly includes interaction with students, asking practical questions, efforts to improve logical thinking and creating the student's ability to solve critical or common practical situations in the management of an organization.

Number of credits: 3

Recommended semester:

Educational level: I., II.

Prerequisites:

Recommended prerequisites:
The content of the subject is individual areas of the so-called Legal complaints , i.e. legal regulations which are the most frequent in almost every organization. The structure of individual lessons is set out below.

Course requirements:
Absences:
- 2 absences without the obligation to excuse the student's non-participation in the seminar
- the student's non-participation in the seminar, where the interim or final assessment takes place, must be excused before the start of the seminar, with a medical certificate. Failure to comply with this condition results in the award of 0% of the given interim assessment.

Completion of the subject:
- active interaction with the topic of the given seminar
- disruption of teaching after the second formal warning causes the loss of the student's ability to complete the course.

Scale of assessment (preliminary/final): Interim assessment:- 10% mid-term test- 10% presentation of the seminar work- 20% assessment of seminar workFinal exam:- 40% oral exam

Learning outcomes:
By completing the course, the student will acquire the prerequisites for managing an organization in accordance with the legal regulations established by Slovak laws and EU regulations, identifying risky activities and developing basic internal guidelines.
The aim of the course is to acquaint the student with the most frequent areas of regulation with which every private or public organization comes into contact.

The content of the course is mainly electronic commerce and consumer regulation, prevention of money laundering (AML), GDPR, regulation of payment and banking services, business licenses and intellectual property law, protection against incorrectly implemented EU law by the state, whistleblowing , cyber security, prevention of mobbing and bullying in the workplace.

Class syllabus:

Recommended literature:

[1] PETRINEC, F. 2014. COMMENT ON THE LAW: Petrinec F., Law no. 102/2014 Coll . on consumer protection in the sale of goods or provision of services based on a contract concluded at a distance or a contract concluded outside the seller's premises and on amendments to certain laws Commentary on the law; Business consultant; Žilina 2014; ISSN-1337-4966, update no. 109.
[2] PETRINEC, F. 2017. Unfair business practices July, 2017, Právne Noviny, ISSN 2454-0048, https://www.pravnenoviny.sk/neškale-obchodne-praktiky
[3] PETRINEC, F. 2019. Payment services - provision of gift cards March, 2019, Právne Noviny, ISSN 2454-0048, https://www.pravnenoviny.sk/platobne-sluzby-poskytovanie-darcekovych-kariet
[4] PETRINEC, F. 2020. How is it possible to "optimize" an entrepreneur's costs while complying with consumer laws? April, 2020, Právne Noviny, ISSN 2454-0048, https://www.pravnenoviny.sk/ako-je-mozne-optimalizovat-naklady-podnikatela-pri-plneni-spotrebitelskych-zakonov
[5] PETRINEC, F. 2019. Mobile applications and rules for their use February, 2019, Právne Noviny, ISSN 2454-0048, https://www.pravnenoviny.sk/mobilne-aplikacie-a-pravidla-ich-pouzivania
[6] PETRINEC, F. 2019. Hotel law: Evidence of injuries March, 2019, Právne Noviny, ISSN 2454-0048, https://www.pravnenoviny.sk/hotelove-pravo-evidencia-urazov
[7] PETRINEC, F. 2019. GDPR and merchant loyalty programs May, 2019, Právne Noviny, ISSN 2454-0048, https://www.pravnenoviny.sk/gdpr-vernostne-programy-obchodnikov
[8] PETRINEC, F. 2019. GDPR: Violation of personal data protection August, 2019, EPI/Poradca Podnikateľa, ISSN 2644-4674 https://www.epi.sk/clanok-z-titulky/gdpr-porusenie-ochrany-personal-data-tt.html
[9] PETRINEC, F. 2018. Protection of personality vs. personal data protection and the right to be forgotten June, 2018, Právne Noviny, ISSN 2454-0048.
[10] PETRINEC, F. 2017. First serious hit for UBER granted by EU law May, 2017, Právne Noviny, ISSN 2454-0048.
[11] PETRINEC, F. 2016. New approach in resolving disputes between consumers and traders January, 2016, EPI/Poradca Podnikateľa, ISSN 2644-4674š
[12] BENEŠ, M. 2020. Copyright in radio broadcasting . Private law aspects of radio broadcasting in Czech , Slovak and European law. Prague: Leges , 2020, 194 p. ISBN 978-80-7502-445-9
[13] PEATTIE, K. 2001. Towards Sustainability : The Third Age of Green Marketing. In: The Marketing Review . 2001, Vol . 2, No. 2, p.129-146. ISSN 1472-1384
[14] STIERANKA, J. 2018 Legalization of income from criminal activity and financing of terrorism, Wolters Kluwer , ISBN 9788081689123
[15] ŠALGOVIČOVÁ, J., URDZIKOVÁ J., Consumer protection in claims management, Wolters Kluwer , p. 139, ISBN 9788022737326
[16] VEČERKOVÁ, E., POKORNÁ, J., DUDOVÁ, J., LEVICKÁ, T., Consumer protection against unfair business practices of entrepreneurs , Wolters Kluwer , p. 304, 2017, ISBN9788075526250

[17] STRÉMY, J., Protection of the financial consumer, Leges , p. 136, 2015, ISBN9788075020895
[18] PICHRT, J., MORÁVEK, J., Whistleblowing past , present , future , Wolters Kluwer , p. 140, 2021, ISBN9788076760271
[19] KENNY, K., Whistleblowing , p. 296, Harvard University Press, ISBN: 9780674975798
[20] ENDORF, C., SCHULTZ, E., MELANDER, J., Hacking detection and prevention of a computer attack, Grada , 2005, p. 355, ISBN 8024710358
[21] KONEČNÝ, M., SEDLÁK, P., Cyber (non) security . Issues of security in cyberspace , 440 pp., 2022, Academic Publishing House CERM, ISBN 9788076230682
[22] Databases of the Academic Library of the UK, Center of Scientific and Technical Information of the Slovak Republic.
[23] OLŠOVSKÁ, A. et al. Collective labor law. Bratislava: Friedrich Ebert Stifung , representation in the Slovak Republic, 2014, 390 p.
[24] TOMAN, J. Individual labor law. General provisions and employment contract. Bratislava: Friedrich Ebert Stifung , representation in the Slovak Republic, 2014, 390 p.
[25] TOMAN, J. Individual labor law II. Working hours, holidays, obstacles to work and wages. Bratislava: Friedrich Ebert Stifung , representation in the Slovak Republic, 2015, 363 p.
[26] TOMAN, J. Individual labor law III. Social policy of the employer, working conditions of some groups of employees, agreements on work performed outside the employment relationship. Bratislava: Friedrich Ebert Stifung , representation in the Slovak Republic, 2016, 335 p.
[27] ŽUĽOVÁ, J. et al. Reconceptualization of the subject of labor law regulation. PJ Šafárik University in Košice, 2015, 252 p.
[28] VALENTOVÁ, T., ŽUĽOVÁ, J., ŠVEC, M., New personal data protection rules - according to the new Personal Data Protection Act and the GDPR regulation, 2018 Wolters Kluwer , ISBN: 978-80-8168-792-1
[29] HUDECOVÁ, I., CYPRICHOVÁ A., MAKATURA I., Regulation on the Protection of Natural Persons in the Processing of Personal Data - GDPR Veľký komentá , ISBN9788081550775, p. 700, Eurocode
[30] WHITE, J., Principles of Payment Systems (Concise Hornbook Series), ISBN: 9781683285281, p.700, 2

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 12

A	ABS	B	C	D	E	FX	M
50,0	0,0	0,0	41,67	8,33	0,0	0,0	0,0

Lecturers: JUDr. Filip Petrinec, PhD.

Last change: 09.02.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/005AB/21	**Course title:** Logistics
Educational activities: **Type of activities:** seminar **Number of hours:** **per week:** 2 **per level/semester:** 28 **Form of the course:** on-site learning	
Number of credits: 3	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:
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

Learning outcomes:
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.

Class syllabus:
1. Definition and tasks of logistics in companies
2. Strategic logistics management
3. Procurement and supplier management
4. Inbound logistics and material management
5. Production logistics
6. Distribution logistics and reverse logistics
7. Inventory management
8. Warehousing and transportation
9. Information technology in logistics
10. Cooperation in logistics and logistical services
11. Summary

Recommended literature:
[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: 27.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KEF/272AB/22	**Course title:** Macroeconomics

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 5

Recommended semester:

Educational level: I., II.

Prerequisites:

Recommended prerequisites:
Microeconomics

Course requirements:
Successful completion of the course requires active participation in lectures and seminars, passing preliminary tests 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: 50% / 50%

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. 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.

Class syllabus:
The capitalist revolution; Technology, population, and growth; The labour market: Wages, profits, and unemployment; Markets, efficiency, and public policy; Economic fluctuations and unemployment; Unemployment and fiscal policy; Inflation, unemployment, and monetary policy; Technological progress, employment, and living standards in the long run; The Great Depression, golden age, and global financial crisis; Economic inequality; Economics of the environment; Innovation, information, and the networked economy

Recommended literature:
The CORE team, The Economy. Available at: https://core-econ.org/the-economy/v1/book/
BLANCHARD, O. - JOHNSON, D.R. 2013. Macroeconomics. 6.vydanie. Pearson Education, Inc., 2013. 573 s. ISBN 978-0-273-76633-9
MANKIW, N.G. Principles of macroeconomics. Stamford: Cengage Learning, 551 s. ISBN: 978-1-285-16591-2

Languages necessary to complete the course:

English

Notes:

Past grade distribution
Total number of evaluated students: 88

A	ABS	B	C	D	E	FX	M
2,27	0,0	7,95	17,05	21,59	19,32	30,68	1,14

Lecturers: doc. PhDr. Paulína Mihaľová, PhD., Mgr. Michal Páleník, PhD.

Last change: 12.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID:	**Course title:**
FM.KMn/075AB/21	Management I

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 5

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
Case studies (max. 30%), mid-semester test (max. 30%), final exam (max. 40%)
Scale of assessment (preliminary/final): 60/40

Learning outcomes:
The course focuses on acquiring basic knowledge of management theory and critical reflection on elementary concepts in organization management. After completing the course, students should be able to understand the essence and goals of managerial work, be aware of the internal and external environment of the organization and its influence on the work of managers, perceive processes taking place in organizational practice in a mutual context; apply basic theoretical knowledge from management to model situations in organizational practice; notice, analyze and interpret situations related to the discussed topics in management practice.

Class syllabus:
1. Management and Managers in the Workplace
2. Making Decision
3. Influence of the External Environment and the Organization’s Culture
4. Managing in Global Environment
5. Managing diversity
6. Managing Social Responsibility and Ethics
7. Managing Change and Disruptive Innovation
8. Foundations of Planning
9. Managing Strategy

Recommended literature:
[1] ROBBINS, S. P. - COULTER, M.: Management, Harlow : Pearson Education Limited, 2021, 15th edition. p 751. ISBN 978-0-13-558185-8
[2] Collective of Authors. 2020. Principles of Management. Minneapolis: University of Minnesota. [online]. Dostupné na: https://open.lib.umn.edu/principlesmanagement/
[3] MITSloan Management Review. Available at https://sloanreview.mit.edu/

[4] 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.
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Past grade distribution
Total number of evaluated students: 208

A	ABS	B	C	D	E	FX	M
71,15	0,0	20,19	5,29	0,48	0,48	2,4	0,0

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

Last change: 16.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/076AB/21	**Course title:** Management II
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Course requirements: Case studies (max. 30%), mid-semester test (max. 30%), final exam (max. 40%) Scale of assessment (preliminary/final): 60/40	
Learning outcomes: The course focuses on acquiring basic knowledge of management theory and critical reflection on elementary concepts in organization management. After completing the course, students should be able to understand the essence and goals of managerial work, be aware of the internal and external environment of the organization and its influence on the work of managers, perceive processes taking place in organizational practice in a mutual context; apply basic theoretical knowledge from management to model situations in organizational practice; notice, analyze and interpret situations related to the discussed topics in management practice.	
Class syllabus: 1. Designing Organizational Structure 2. Managing Human Resources 3. Managing Groups and Teams 4. Managing Communication 5. Understanding and Managing Individual Behavior 6. Motivating Employees 7. Beeing an Effective Leader 8. Monitoring and Controlling	
Recommended literature: [1] ROBBINS, S. P. - COULTER, M.: Management, Harlow : Pearson Education Limited, 2021, 15th edition. p 751. ISBN 978-0-13-558185-8 [2] Collective of Authors. 2020. Principles of Management. Minneapolis: University of Minnesota. [online]. Dostupné na: https://open.lib.umn.edu/principlesmanagement/ [3] MITSloan Management Review. Available at https://sloanreview.mit.edu/ [4] 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: 114

A	ABS	B	C	D	E	FX	M
61,4	0,0	21,05	7,89	1,75	0,0	7,02	0,88

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

Last change: 16.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/273AM/21	**Course title:** Management Information Systems
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week: per level/semester:** 2s / 2s **Form of the course:** on-site learning	
Number of credits: 7	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:

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 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.
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 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.
Scale of assessment (preliminary/final): 40/60

Learning outcomes:

This course will develop the framework for an information system and explore
how systems that support the business functions of the organization are integrated and aid the
manager with decision-making responsibilities within the operational, tactical, and strategic

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

Class syllabus:
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:
[1]. 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/
Strana: 5 [2]. 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/
[3]. 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
[4]. Michal Greguš, Natalia Kryvinska: Service Orientation of Enterprises – Aspects, Dimensions, Technologies, Bratislava: Comenius University, 2015. ISBN: 978-80-223-3978-0
6. Other REFERENCES
[5]. Kathy Schwalbe: Information Technology Project Management, Course Technology, Fifth edition, 2008, ISBN 978-0324665215
[6]. Laudon, Kenneth C., Laudon, Jane P.. Management Information Systems: Managing the Digital Firm, 15th ed.. 15 United Kingdom: Pearson Education Ltd, 2018. Text.

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 57

A	ABS	B	C	D	E	FX	M
43,86	0,0	24,56	24,56	0,0	0,0	7,02	0,0

Lecturers: Mgr. Vincent Karovič, PhD.

Last change: 11.02.2024	
Approved by:	

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMM/181B/21	**Course title:** Management in Europe in the Context of Globalization (FL)
Educational activities: **Type of activities:** lecture **Number of hours:** **per week:** 2 **per level/semester:** 28 **Form of the course:** on-site learning	
Number of credits: 3	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: French language B1	
Course requirements: Active participation, presentation, exams Scale of assessment (preliminary/final): 60/40	
Learning outcomes:	

Class syllabus:

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, Magaret 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:
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Past grade distribution
Total number of evaluated students: 29

A	ABS	B	C	D	E	FX	M
37,93	0,0	31,03	13,79	6,9	0,0	0,0	10,34

Lecturers: doc. Dr. Frédéric Delaneuville, PhD.

Last change: 26.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/060AB/18	**Course title:** Management of Start-ups and Small Firms
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Course requirements: 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): 70/30	
Learning outcomes: 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.	
Class syllabus: 1. Course introduction. Introduction to management of startups and small firms 2. Financing of startups and small firms 3. Financing of startups and small firms – traditional forms: bank financing (guest lecture) 4. Financing of startups and small firms – modern forms: venture capital (guest lecture) 5. Financing of startups and small firms – modern forms: crowdfunding (guest lecture) 6. Selected skills for startups and small firms – sales (guest lecture) 7. Franchising 8. Franchising in practice (guest lecture) 9. Growth and internationalization 10. Growth and internationalization in practice 1 (guest lecture) 11. Growth and internationalization in practice 2 (guest lecture)	

12. Management of resources
13. Final exam

Recommended literature:

[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.

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 210

A	ABS	B	C	D	E	FX	M
18,1	0,0	32,86	23,33	8,57	16,19	0,95	0,0

Lecturers: doc. PhDr. Marian Holienka, PhD., Mgr. Diana Suchánková

Last change: 18.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/058AM/21	**Course title:** Managerial Accounting
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 6	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Principles of Financial Accounting I	
Course requirements: 1. 3 case studies 2. 3 written tests during the term 3. Final written exam Scale of assessment (preliminary/final): 15%, 30%/ 55%	
Learning outcomes: Upon successful completion of this course, students will be able to: 1. use financial accounting information for future cost management, costing and budgeting processes; 2.understand the relationship between costs in the company and sources of costs, estimate cost functions using mathematical methods for the purpose of cost planning in the company. 3. use the knowledge on the company's costs, in quantifying and interpreting the Break-even point, margin of safety, targeted operating income units or sales etc. 3. have knowledge about job costing and their types and to calculate full costs for the product and will be able to compile cost calculations and select the appropriate type of calculation and price the product approppriately for individual outputs, 4. monitor the cost efficiency and cost effectivity, 5. apply the knowledge on relevant revenues and relevant costs, opportunity costs making the right decisions, e.g. Buy or make, accept or reject a special order, drop or add the customer etc., 6. prepare Master and flexible budget, 7. Analyze the achieved results using variances of the 1st, 2nd and 3rd level. or using KPIs. for decision-making, 7. Understand the Balance Score Card approach.	
Class syllabus: 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: 61

A	ABS	B	C	D	E	FX	M
8,2	0,0	22,95	26,23	24,59	9,84	8,2	0,0

Lecturers: prof. RNDr. Darina Saxunová, PhD.

Last change: 10.10.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/009AM/16	**Course title:** Managerial Decision-Making
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 6	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Finished bachelor degree.	
Course requirements: The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81 90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59%. Scale of assessment (preliminary/final): Ongoing: 40% / Exam: 60%. The exam consists of the written mid-term exam during the semester 30% and of the final exam during the examination period 30%.	
Learning outcomes: Decision-making belongs to main responsibilities and functions of the managers and managers are regarded and evaluated in terms of success in making decisions. The goal of the course is to improve the decision-making skills of students and to contribute to their ability to effectively and creatively solve problems both individually and within the teams. The course graduates would learn to perceive decision-making as a systematic process in the context of problem solving. They would be able to use rational methods of decision-making under conditions of certainty, risk and uncertainty as well as to solve the sequence of successive decisions. They would sense the psychological perspective of the decision-making. They would be familiar with the techniques of decision-making in groups and teams. They would practice the gained theoretical knowledge practically by means of the various simulations and case studies.	
Class syllabus: 1. Introduction into the subject. Decision-making in management. The nature of managerial decision-making. The decision-making process. 2. The rational approaches in the managerial decision-making. Methods and approaches of the decision-making under certainty, uncertainty and risk. The sequence of decisions and decision trees. 3. The psychological aspect of managerial decision-making. The two systems in us. The heuristics of anchoring, availability and representativeness. The prospect theory. The irrational types of choices. The limits of the human mind.	

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

Recommended literature:

KAHNEMAN, Daniel: Thinking, Fast and Slow. NY : Farrar, Straus and Giroux, 2011. 499 p. ISBN 978-0-374-53355-7.
MONAHAN, George. Management Decision Making. Cambridge : Cambridge University Press, 2007. ISBN 978-0-521-78118-3.
GRÜNIG, Rudolf – KÜHN, Richard: Successful Decision-making : A Systematic Approach to Complex Problems. 1st ed. Berlin : Springer, 2005. 231 p. ISBN 3-540-24307-0.
The recommended literature also includes publications using the results of our own research.
GÁL, Peter – HOLIENKA, Marian – HOLIENKOVÁ, Jana – Decision-making of student entrepreneurs: positive, creative, fast, and simultaneously wise. In: International conference on Decision making for small and medium-sized enterprises : Conference proceedings. Karvina : Slezska univerzita v Opave, 2019. s. 88-95 [online]. ISBN 978-80-7510-339-0.
GÁL, Peter: Marketing Implications of Framing in the Decision-Making, In: Acta Univ. Agric. Silvic. Mendel. Brun, 2018, 66(5): 1267 – 1273, doi: 10.11118/actaun201866051267.
GÁL, Peter – MRVA, Miloš – GAJDOŠOVÁ, Zuzana: The cognitive reflection test and the propensity to use heuristics in decision making. In: Comenius Management Review, roč. 8, č. 2 (2014), s. 29-40. ISSN 1337-6721.
GÁL, Peter – MRVA, Miloš – MEŠKO, Matej: Heuristics, biases and traps in managerial decision making. In: Acta Univ. Agric. Silvic. Mendel. Brun, 2013, 61(7), 2117-2122; ISSN 1211-8516. doi:10.11118/actaun201361072117.
MRVA, Miloš – GÁL, Peter – MEŠKO, Matej – MARCIN, Peter: Heuristics in the Process of Decision-Making. In: Comenius Management Review, vol. 7, nr. 2 (2013), p. 28-40. ISSN 1337-6721.
Harvard Business Review on Decision Making. Boston : Harvard Business School Press, 2001. 200 p. ISBN 978-1-57851-557-8.
Materials from the international project ARTCademy: https://www.artcademy.eu/.
Other articles / studies distributed throughout the semester to individual problem areas. The minimum condition is the possibility of student access to the internet through the Comenius University network.

Languages necessary to complete the course:

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.
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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: 256

A	ABS	B	C	D	E	FX	M
38,67	0,0	35,16	16,02	6,64	0,78	2,73	0,0

Lecturers: Mgr. Peter Gál, PhD.

Last change: 14.05.2022

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KSP/061AB/16	**Course title:** Managerial Economics

Educational activities:
Type of activities: lecture
Number of hours:
per week: 2 **per level/semester:** 28
Form of the course: on-site learning

Number of credits: 3

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
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.

Learning outcomes:
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.

Class syllabus:
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: 280

A	ABS	B	C	D	E	FX	M
30,71	0,0	32,86	14,64	10,36	5,36	6,07	0,0

Lecturers: prof. Ing. Ján Papula, PhD., Mgr. Dávid Paculík

Last change: 18.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID:	Course title:
FM.KMn/015AB/16	Managerial Ethics

Educational activities:
Type of activities: seminar
Number of hours:
per week: 2 **per level/semester:** 28
Form of the course: on-site learning

Number of credits: 3

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
This course is based on a 100% continuous evaluation. Continuous assessment consists of the following components: active participation in the seminar (10%) and written elaboration of assignments (90%). It is necessary to obtain at least 91 points to obtain an A grade, at least 81 points to obtain a B grade, at least 73 points to obtain a C grade, at least 66 points to obtain a D grade and at least 60 points to obtain an E grade. Less than 60 points equals to Fx (failed).
Scale of assessment (preliminary/final): 100/0

Learning outcomes:
Students will learn the main ethical principles connected with the performance of the managerial profession. They will gain the latest scientific knowledge related to managerial professional ethics and will acquire the ability to identify and address ethical dilemmas associated with managerial activities. The course is based on interactivity and dialogue. Teaching methods include solving ethical dilemmas and self-reflexive exercises. The ability of ethical self-reflection, sensitivity to ethical problems, recognition of various decision-making problems, ethical decision-making, ability to solve ethical dilemmas and conflicts in the workplace, critical thinking and moral imagination of students will improve.

Class syllabus:
1. Ethics and morality. Elements of morality. The importance of ethics as a scientific discipline for today's society.
2. Schools of thought in ethical thinking, Aristotle's concept of "virtues" in the context of professional behavior of a manager.
3. Basic principles of managerial ethics as a professional ethics. Discussion about the characteristics of the profession of manager. Teleological and deontological perspective of manager's behavior assessment.
4. MBA Oath. Codes of ethics forming the behavior of managers in companies.
5. The problem of ethical decision-making. Factors influencing the ethical decision-making of a manager. Neutralization techniques.
6. Characteristics of ethical situations and ethical dilemmas. Solving ethical dilemmas.
7. What a manager can do to develop an ethical work environment.

8. Ethical leadership and how to measure it in an organizational environment. Authentic leadership and other value-oriented leadership styles.
9. Unethical leadership. The dark triad / tetrad of personality traits of leaders.
10. Corporate psychopathy. D Factor. Corrective measures.
11. Values as a prerequisite for ethical behavior. Schwartz's concept of values, the method of portraiting values and its application in managerial practice.
12. The concept of Ethics position of the subject, typology of the initial ethics position and its implications for managerial practice.
13. Manager's ethical development plan.

Recommended literature:

[1] Remišová, A. – Lašáková, A. – Rudy, J. – Sulíková, R. – Kirchmayer, Z. - Fratričová, J. (2016). Ethical leadership in the Slovak business envrionment. Bratislava : Wolters Kluwer.
[2] Anderson, M. – Escher, P. (2010). The MBA Oath: Setting a Higher Standard for Business Leaders. Portfolio, Penguin Books.
[3] Lašáková, A. – Remišová, A. (2015). Unethical Leadership: Current Theoretical Trends and Conceptualization. In: Procedia Economics and Finance. - Amsterdam: Elsevier, 2015. - Vol. 34 , S. 319-328.
[4] Remišová, A. – Lašáková, A. – Kirchmayer, Z. (2014). Ethical-economic dilemmas in business education. In: Business, Management and Education. - Vol. 12, No. 2 (2014), s. 303-317.
[5] Kirchmayer, Z. – Remišová, A. – Lašáková, A. (2019). The perception of ethical leadership in the public and private sectors in Slovakia. In: Journal of East European Management Studies: Corporate social responsibility and Business Ethics in Central and Eastern Europe. - (2019), s. 10-27.
[6] Lašáková, A. – Remišová, A. – Kirchmayer, Z. (2016). Key findings on unethical leadership in Slovakia. In: Proceedings of the 1st international conference: contemporary issues in theory and practice of management (CITPM 2016). Czestochowa: Wydawnictwo Wydziału Zarządzania Politechniki Częstochowskiej, 2016. - s. 252-260.
[7] Crane, A. and Matten, D. (2010). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford: Oxford University Press.
[8] Website of the Academic library at CU – external information resources available at: http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externeinformacnezdroje/.
[9] Additional resources will be continuously supplemented and updated (with regard to new and available resources).

Languages necessary to complete the course:
English

Notes:
Note: A detailed syllabus is prepared for the course, which specifies the requirements for passing the course. All thematic areas are enriched in the course syllabus with scientific articles related to individual topics and will be provided to students through MS Teams.
The knowledge, skills, competencies, and transferable abilities the student acquires by successfully completing the subject affect his personal development and can be used in his future career and life as an active citizen in democratic societies. These are listed in the subject syllabus.
Following the provisions of § 71 of Internal Regulation no. 14/2023 approved by the Academic Senate of Comenius University Bratislava Full text of Regulation no. 23/2021 Internal system of ensuring the quality of higher education of the Comenius University Bratislava as amended by Addendum no. 1 and Appendix no. 2, each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of

verification of his study knowledge and knowledge. Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.
Following the provisions of internal regulation no. 13/2018 approved by the Academic Senate of the Comenius University Bratislava Disciplinary regulations of the Comenius University Bratislava for students, a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject. Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.

Past grade distribution
Total number of evaluated students: 103

A	ABS	B	C	D	E	FX	M
71,84	0,0	13,59	2,91	4,85	3,88	2,91	0,0

Lecturers: prof. Mgr. Anna Lašáková, PhD., prof. PhDr. Anna Remišová, CSc., Ing. Ivan Skaloš

Last change: 19.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/100AB/16	**Course title:** Marketing
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:

40 % interim evaluation:
- active attendance (in case of unjustified absence or unpreparedness to seminar - loss of 10%),
- semester project – application of theoretical knowledge on selected 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 compliance with the regulations of the internal regulation No. 16/2017 Rector's Directive Comenius University in Bratislava Full reading of the internal regulation No. 23/2016 Rector's Directive Comenius University in Bratislava, which issues the Code of Ethics of the Comenius University in Bratislava as read in supplement No. 1, every student acquires his/her study results honestly; does not cheat and use dishonest practices during any form of assessment of his/her acquired knowledge. Cases of breaking the Code of Ethics of Comenius University can be judged as breaking the duties following from legal regulations, (...). Such judgement may be connected with enforcing accompanying legal consequences on academic, (...) disciplinary level.

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

Scale of assessment (preliminary/final): 40:60

Learning outcomes:

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.

Class syllabus:

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:

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

• BLYTHE, J. 2011. Principles and Practice of Marketing. 2nd Edition. Hampshire: Cengage Learning EMEA, 2009. ISBN 978-1-4080-114-78

• KOTLER, P. – ARMSTRONG, G. 2023. Marketing: An Introduction, 15th edition. Pearson Rental. 2023. ISBN 9780137476459

• OLŠAVSKÝ, F., ŠTARCHOŇ, P., MITKOVÁ, Ľ. – DUDIĆ, B. 2022. Dynamics of the Slovak Consumer Behaviour in the Context of Ethnocentrism: Managerial Implications. In: Poljoprivreda i šumarstvo. 2022, 68(3), 7-21. ISSN 1800-9492

• SMOLKOVÁ, E. – VILČEKOVÁ, L. 2022. Ethnocentrism of Slovak Consumers in Relation to Sustainable Products. In: Sustainable business development perspectives 2022. Proceedings of scientific papers. Brno: Masaryk University Press, 2022, p. 244-253. ISBN 978-80-280-0197-1

• TUTEN, T. L. 2019. Principles of Marketing for a Digital Age. SAGE Publications Ltd, 2019. ISBN 1526423332 - selected chapters

• Journals Marketing Science & Inspirations and Marketing&Media

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: 133

A	ABS	B	C	D	E	FX
20,3	0,0	27,82	27,82	12,78	6,02	5,26

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

Last change: 07.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/102AB/16	**Course title:** Marketing
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:

40 % interim evaluation:

- active attendance (in case of unjustified absence or unpreparedness to seminar - loss of 10%),
- semester project – application of theoretical knowledge on selected 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 compliance with the regulations of the internal regulation No. 16/2017 Rector's Directive Comenius University in Bratislava Full reading of the internal regulation No. 23/2016 Rector's Directive Comenius University in Bratislava, which issues the Code of Ethics of the Comenius University in Bratislava as read in supplement No. 1, every student acquires his/her study results honestly; does not cheat and use dishonest practices during any form of assessment of his/her acquired knowledge. Cases of breaking the Code of Ethics of Comenius University can be judged as breaking the duties following from legal regulations, (...). Such judgement may be connected with enforcing accompanying legal consequences on academic, (...) disciplinary level.

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

Scale of assessment (preliminary/final): 40:60

Learning outcomes:

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.

Class syllabus:

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] ARMSTRONG, G. – KOTLER, P. 2007. Marketing: An Introduction. 8th Editon. Upper Saddle River: Pearson Education, Inc. 2007. ISBN 0-13-186591-9 - selected chapters
[2] BAINES, P. – FILL, C. – PAGE, K. 2011. Marketing. Oxford: Oxford University Press, 2011. ISBN 978-0-19-957961-7
[3] BLYTHE, J. 2011. Principles and Practice of Marketing. 2nd Editon. Hampshire: Cengage Learning EMEA, 2009. ISBN 978-1-4080-114-78
[4] KOTLER, P. – ARMSTRONG, G. 2023. Marketing: An Introduction, 15th edition. Pearson Rental. 2023. ISBN 9780137476459
[5] TUTEN, T. L. 2019. Principles of Marketing for a Digital Age. SAGE Publications Ltd, 2019. ISBN 1526423332 - selected chapters
[6] 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: 364

A	ABS	B	C	D	E	FX
44,51	0,0	21,7	15,38	7,97	4,4	6,04

Lecturers: Mgr. František Olšavský, PhD., Mgr. Lucia Vilčeková, PhD.
Last change: 16.09.2023
Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KMk/027AM/16	**Course title:** Marketing Analytics

Educational activities:
Type of activities: practicals
Number of hours:
per week: 2 **per level/semester:** 28
Form of the course: on-site learning

Number of credits: 3

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
Graded essays on given topic during the semester
• Associa&on anaylsis model: 25%
• Cross sell model: 25%
• Segmenta&on model: 25%
• Use of data mining in marke&ng: 25%
The overall student ra&ng consists of the sum of the percentages for the analyzed analy&cal 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 comple&on of the subject.
Grading scale: 100 –91=A/ 90-81=B/ 80-73=C/ 72-66=D/ 65-60=E/ 59-0=Fx

Learning outcomes:
This course introduces basic concepts, tasks, methods, and techniques in data mining. The emphasis is on various data mining problems and their solutions. Students will develop an understanding of the data mining process and issues, learn various techniques for data mining, and apply the techniques in solving data mining problems using data mining tools and systems. Students will also be exposed to a sample of data mining applications.

Class syllabus:
1. Basic characteristics of marketing analytics
Marketing Research and its components. Role and status of marketing analytics in the organization. Customer Life Cycle.
2. Statistical Software Enterprise Miner
Introduction to SAS Enterprise Miner software. Basic terms. Data retrieval, fault finding and missing data records, impute and replacement, data cleansing, data standardization.
3. Types of analysis used in marketing analytics
Customer segmentation. Cross Sell, Up Sell, Customer Retention and Customer lifetime value.
4. Customer segmentation

Definitions, basic types of segmentation. Business rules - Profit ranking, RFM (Recency, Frequency, Monetary), Supervised clustering - Decision tree, Unsupervised clustering - K-means clustering. Creating customer segments.
5. Profiling customer segments
Segmentation strategies. A detailed description of each customer group in terms of their socio-demographic profile, purchasing behavior, experience and needs.
6. Cross Sell and Up Sell.
Definition of terms. Basic components of Cross Sell Modeling. Next Best Offer. Analysis of customer potential for sales of products and services. The analysis provides valuable patterns of buying behavior in the form of transparent outputs. Its conclusions are used in referral systems, when compiling promotional packages, determining the content of promotional catalogs, and especially targeting marketing campaigns to existing customers.
7. Association analysis
Using association analysis (shopping cart analysis) to identify the Next Best Offer. Model results in managing campaigns.
8. Sequence analysis
Using sequential analysis to identify Next Best Offer. Sequence analysis also uses a variable to capture information about the order of product purchase by individual customers. The result is two to multi-element rules that show the sequence of purchases. Using modeling results in managing campaigns.
9. Propensity to Buy
Basic principles of predictive modeling. Practical example of modeling propensity to purchase and interpretation of results. Utilizing modeling results in managing campaigns.
10. Customer Retention
Definitions. Customer retention and profitability of the organization. Fundamental retention strategy for the organization. Analysis of the retention factors. Modeling propensity to leave.
11. Modelling customer retention and fraud detection
Which customers will leave next month? Using modeling results to manage the campaigns. Fraud processing. Detection and prevention of fraud in various areas of business (insurance fraud, tax cuts, employee fraud).
12. Customer lifetime value (CLV).
Definition of terms. Basic approaches to calculating the lifetime value of the customer: a) Coverage (sales minus variable costs). b) Marketing and other costs not included in the coverage. c) Probability of purchase over a given time period. Each of these indicators needs to be modeled on the basis of historical trends and predictive indicators.
13. Utilizing CLV in marketing
The CLV expresses true financial value of customers, enables customer segmentation and segmentation according to their financial potential and the subsequent prioritization of customers and resources. The data will help in deciding: To which existing and potential customers do we invest more and into which less? How to redirect resources? What steps to take to maintain a customer who wants leave our company and go to competition? How to increase customers´ profitability?
14. Final class
Each student will get the task to create specific model which was explained during the semester. The evaluation will be based on model quality and explanation of its use for marketing purposes.

Recommended literature:

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

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

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 100

A	ABS	B	C	D	E	FX	M
99,0	0,0	1,0	0,0	0,0	0,0	0,0	0,0

Lecturers: Mgr. Lucia Vilčeková, PhD.

Last change: 08.02.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/043AM/17	**Course title:** Marketing Applications
Educational activities: **Type of activities:** seminar **Number of hours:** **per week:** 2 **per level/semester:** 28 **Form of the course:** on-site learning	
Number of credits: 3	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:

1. Continuous work on seminars - 50 % interim evaluation
- active engagement and attendance of the student (in case of unjustified absence or unpreparedness to seminar, loss of 10 %)
- semester work on selected and approved topic – 50 %
2. Final evaluation – 50 %
- Exam – written test using selected application (MS Forms)

The overall assessment of students is based on the sum of the percentages obtained for the presented semester project and active participation, as well as the percentages obtained for the exam. The semester project is prepared incrementally during individual seminars, with specific assignments provided one week in advance at each seminar. The semester project is comprehensively evaluated considering its quality, feedback from the lecturer, and other students. The semester project must be completed and submitted no later than one week before the first exam date in either printed or electronic form, or sent via email to the lecturer. Projects submitted after the specified deadline will not be accepted. The semester project is submitted without the possibility of further revisions or exchanges. The maximum length of the theoretical section is one-third of the total paper length. Proper citation of used resources according to ISO 690 and ISO 690-2 standards is required in the project.

Scale of assessment (preliminary/final): The individual stages of the classification scale are awarded based on the total number of percentages/points obtained, which reflects the degree of success of the completion of the subject. Scale of assessment (preliminary/final): 50/50.

Learning outcomes:

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.

Class syllabus:
1. Introduction to the applications of marketing theory into specific industries
Familiarizing students with the conditions for obtaining credits and with the content of lectures and seminars. Overview of topics and fulfilment of teacher's requirements. Choice of topics by students.
2. Marketing of places: country, town, village
The use of marketing in the development strategy of the territorial unit can bring many opportunities for the actors of the territory. Classification of territorial units according to NUTS and other selected criteria: size, structure of the economy, natural conditions, etc. The application of marketing also has an educational benefit for the actors of the territory. Specifics of the territory marketing application. Territory marketing applied to target groups: entrepreneurs, residents, tourists and investors. Extended marketing mix of territory marketing. The importance of partnerships in the marketing of the territory.
3. Marketing of places: country, town, village
Application of marketing of territorial units at the state, city and village level: specifics of marketing implementation. Examples of application of marketing of territorial units in Slovakia and abroad.
Examples of creating city marketing partnerships or villages.
4. Marketing in the tourism
Economic importance of the industry. Classification of tourism according to selected criteria. Specifics of marketing in tourism services. The nature of the package of tourism services. Client in the tourism industry. Marketing communication of a tourism business.
5. Marketing in the tourism
Marketing communication mix of the tourism business. Travel agencies and service intermediaries. Business in tourism. Statistical data of overnight stays in Slovakia, breakdown by country and nationality, current data.
6. Marketing in the spa industry
The current issue will deal with the use of marketing theory in the CR spa industry. Economics of the spa industry. Entities participating in the spa industry. The nature of the services offered to customers – spa guests, visitors, patients.
7. Marketing in the spa industry
Slovak spa towns and spa marketing. Partnership of the city and spa companies. Spa and promotion of the region. The use of marketing in the spa industry and in spa towns.
8. Marketing in family businesses
Definition of family business according to selected EU countries. Family business and its role in the national economy. Reasons for the existence of a family business. Inheritance of the family business. Countries/continents with the largest number of family businesses. Marketing features of family businesses. The tradition and know-how of the family business. Historical genesis of family businesses.
Slovak family businesses and their use of marketing.
9. Marketing in family businesses
Application of marketing theory in the practice of family businesses. Practical examples of the use of marketing at the oldest family businesses in the world. Examples of the use of marketing in family businesses in selected EU countries. Generations and succession in a family business.
10. Marketing in the sport industry
The issue will be dealt with the use of marketing theory in sport. Introduction to marketing in sports. History of the use of marketing in sports. Marketing methods and tools in sports. Brand management and sponsoring. Activation of sponsors.
11. Marketing in the sport industry

Current issue of creating and implementing a plan for marketing in a sports club. Marketing strategy in a sports club. Merchandising and fan engagement. Brand building in sports. Brand rebranding in sports.
12. Marketing in the retail
Defining retail and wholesale, the purchase process of a store, customer decision-making when choosing a product, trade margin, its use, the method of determining the trade margin. The development of trade as an industry during the crisis years, the decline in sales for some activities and the subsequent use of marketing, the division of spaces in the trade, marketing tools used for sales support and others.
13. Marketing in the retail
Merchandising - definitions, terminology in the trade industry, explanation of technical terms in the trade industry, strategic form of selling goods, merchandising management, strategic merchandising of a retail unit, its goals and dimensions, history of merchandising. Breakdown of merchandising.

Recommended literature:
[1] HUDSON, S. (2017). Marketing for tourism, hospitality and events. A global and digital approach. London: Sage. ISBN 978-1-4739-2664-6.
[2] KOTLER, P. et al. (2017). Marketing for hospitality and tourism. Harlow: Pearson Education. ISBN 978-1-292-15615-6.
[3] KUNC, J. et al. (2022). Thirty years of retail transformation in V4 countries. Warsaw: De Gruyter. ISBN 978-83-97405-05-8.
[4] JACKSON, T. – SHAW, D. (2001). Mastering fashion buying and merchandising management. Houndmills: Palgrave. ISBN 978-0-333-80165-9.
[5] ZELLWEGER, T. (2017). Managing the family business theory and practice. Cheltenham: Edward Elgar. ISBN 978-1-78347-070-9.
[6] BLACKSHAW, S. I. (2012). Sports marketing agreements legal, fiscal and practical aspects. The Hague: T. M. C. Asser Press. ISSN 978-90-6704-792-0.
[7] KOTLER, P. – HAIDER, D. – REIN, I. (2002). Marketing places. Free Press. ISBN 978-0-743-23636-2.
With regard to new and available resources, supplementary literature will be updated on a continuous basis.

Languages necessary to complete the course:
English language

Notes:

Past grade distribution
Total number of evaluated students: 54

A	ABS	B	C	D	E	FX	M
74,07	0,0	14,81	5,56	3,7	1,85	0,0	0,0

Lecturers: doc. Ing. Mgr. Ľubomíra Strážovská, PhD., Mgr. Barbora Marišová, Mgr. Vladimir Hrček, PhD., Mgr. František Olšavský, PhD.

Last change: 07.10.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/084AM/21	**Course title:** Marketing Management
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 7	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:
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

Learning outcomes:
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.

Class syllabus:
1. Why Sustainable Marketing?
2. Critical Marketing.
3. The Sustainable Consumer and Buyer Behaviour.
4. Sustainable Marketing Planning.
5. Sustainable Product Strategy – Customer Benefits.
6. Sustainable Price Strategy – Cost to Customers.
7. Sustainable Distribution Strategy – Convenience.
8. Sustainable Communication Strategy.
9. Marketing Themes in the 21st Century – Relationship Marketing.
10. Marketing Themes in the 21st Century – Internal Marketing.
11. Marketing Themes in the 21st Century – Sustainable Entrepreneurship.

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.

Recommended literature:

[1] AMATULLI, C. – DE ANGELIS, M. – COSTABILE, M. 2017. Sustainable Luxury Brands. Evidence from Research and Implications for Managers. London : Macmillan, 2017, 259 p. ISBN 978-1-137-60158-2
[2] BELZ, F. M. – PEATTIE, K. 2011. Sustainability Marketing. A Global Perspective. West Sussex : John Willey & Sons, 2011. ISBN 978-0-470-51922-6
[3] BRIDGES, C. M. – WILHELM, W. B. 2008. Going Beyond Green: The „Why and How“ of Integrating Sustainability Into the Marketing Curriculum. In : Journal of Marketing Education. 2008, Vol. 30, No. 1, p. 33-46. ISSN 0273-4753
[4] HACKLEY, Ch. 2009. Marketing. A Critical Introduction. London : Sage Publications, 2009. 186 p. ISBN 978-1-4129-1149-8
[5] RICHARDSON, N. 2020. Sustainable Marketing Planning. London : Routledge, 2020, 271 p. ISBN 978-0-367-02521-2
[6] Databases of University Library, Slovak Centre of Scientific and Technical Information.

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 120

A	ABS	B	C	D	E	FX	M
52,5	0,0	23,33	8,33	4,17	4,17	7,5	0,0

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

Last change: 20.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/028AM/16	**Course title:** Marketing Research
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 6	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:

40 % research project. Evaluation will be based on the quality level of the research project.
60 % final test. Final test will be composed as combination of open and closed questions from lectures and project. Written, online test using the selected application (MS Forms)
Electronic communication and method of distribution of study materials is carried out by MS Teams application..
The semester project is elaborated continuously at individual seminars, namely the assignment is always given one week in advance at the seminar. Students develop a research project independently according to the teacher's assignment. Semester project is handed out without the possibility of additional adjustments and additional exchanges.
Exam dates will be determined based on the coordination of dates no later than 1 week before the start of the exam period.
In 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
Strana: 2
knowledge) or during preparation for it within the course. Committing a disciplinary offence may lead to imposing some disciplinary precautions on the student: admonition, conditional suspension of studies or dismissal from studies.

Scale of assessment (preliminary/final): 40/60

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

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

Recommended literature:
• BRADLEY, N., 2013. Marketing Research tools and Techniques. Oxford: Oxford University Press, 2013. ISBN 978-0-19-965509-0
•
• HAGUE, P. N., HAGUE, N., 2004. Market Research in Practice: A Guide to the Basics. Pages: 257, Publisher: Kogan Page Ltd, 2004. E-source: <http://site.ebrary.com/lib/uniba/Doc?id=10084442>
• CHURCHILL, A. G. – IACOBUCCI, D., 2010. Marketing Research. Methodological Foundations. South-Western, Cengage Learning, 2010. ISBN 0-538-74377-8
•
• KUMAR, V., 2015. Marketing research. A global Outlook. New Dehli: Sage Publications, 2015. ISBN 978-93-515-0248-7
• • SCHARRER, E. a RAMASUBRAMANIAN, S., 2021. Quantitative Research Methods in Cmmunication. The Power of Numbers for Social Justice. Rountledge, 2021. ISBN 978-0-367-54785-1

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 248

A	ABS	B	C	D	E	FX	M
80,65	0,0	13,31	3,63	0,81	0,4	1,21	0,0

Lecturers: Mgr. Lucia Vilčeková, PhD.
Last change: 07.02.2024
Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/029AM/16	**Course title:** Marketing Research
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 6	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:

40 % research project. Evaluation will be based on the quality level of the research project.
60 % final test. Final test will be composed as combination of open and closed questions from lectures and project. Written, online test using the selected application (MS Forms)
Electronic communication and method of distribution of study materials is carried out by MS Teams application.
The semester project is elaborated continuously at individual seminars, namely the assignment is always given one week in advance at the seminar. Students develop a research project independently according to the teacher's assignment. Semester project is handed out without the possibility of additional adjustments and additional exchanges.
Exam dates will be determined based on the coordination of dates no later than 1 week before the start of the exam period.
In 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
Strana: 2
knowledge) or during preparation for it within the course. Committing a disciplinary offence may lead to imposing some disciplinary precautions on the student: admonition, conditional suspension of studies or dismissal from studies.

Scale of assessment (preliminary/final): 40:60

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

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

Recommended literature:
• BRADLEY, N., 2013. Marketing Research tools and Techniques. Oxford: Oxford University Press, 2013. ISBN 978-0-19-965509-0
•
• HAGUE, P. N., HAGUE, N., 2004. Market Research in Practice: A Guide to the Basics. Pages: 257, Publisher: Kogan Page Ltd, 2004. E-source: <http://site.ebrary.com/lib/uniba/Doc?id=10084442>
• CHURCHILL, A. G. – IACOBUCCI, D., 2010. Marketing Research. Methodological Foundations. South-Western, Cengage Learning, 2010. ISBN 0-538-74377-8
•
• KUMAR, V., 2015. Marketing research. A global Outlook. New Dehli: Sage Publications, 2015. ISBN 978-93-515-0248-7
• • SCHARRER, E. a RAMASUBRAMANIAN, S., 2021. Quantitative Research Methods in Cmmunication. The Power of Numbers for Social Justice. Rountledge, 2021. ISBN 978-0-367-54785-1

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 326

A	ABS	B	C	D	E	FX	M
87,73	0,0	8,9	2,15	0,0	1,23	0,0	0,0

Lecturers: Mgr. Lucia Vilčeková, PhD.
Last change: 21.09.2023
Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KKM/071AB/21	**Course title:** Mathematics I
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:
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.
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. 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 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): 40/60

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-Outpu 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 Serries. 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 : Karolinium 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:

Past grade distribution
Total number of evaluated students: 166

A	ABS	B	C	D	E	FX	M
30,72	0,0	16,27	12,65	10,84	19,88	9,64	0,0

Lecturers: doc. Ing. Mgr. Urban Kováč, PhD., doc. RNDr. Mária Bohdalová, PhD., Mgr. Lukáš Kurinec, Mgr. Stela Slámová, David Balla, Mgr. Branislav Novotný, PhD.

Last change: 09.10.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KKM/072AB/21	**Course title:** Mathematics II

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 5

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
Course evaluation during the semester:
1.) 1 written test in the at the end of the semester for 30 points. The test can be taken in an alternate time during the semester, if the student proves his / her absence by a medicine confirmation.
2.) Students can earn 10 points for participating in activities and attending tutorials and lectures throughout the semester.
3.) According to the Uiversity 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, which lasts for 100 minutes, consists of 5 exercises, each worth 12 points, totalling 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): 50/50

Learning outcomes:
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.

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: 103

A	ABS	B	C	D	E	FX	M
15,53	0,0	10,68	7,77	8,74	33,01	22,33	1,94

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

Last change: 21.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/273AB/22	**Course title:** Microeconomics
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Course requirements: Obligatory active attendance at the seminars, passing a written final exam. Scale of assessment (preliminary/final): Weight of midterm and final evaluation: 50% / 50%	
Learning outcomes: The subject Microeconomics 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 game theory, 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.	
Class syllabus: Prosperity, inequality, and planetary limits; Technology and incentives; Doing the best you can: Scarcity, wellbeing, and working hours; Strategic interactions and social dilemmas; The rules of the game: Who gets what and why; The firm and its employees; The firm and its customers; Supply and demand: Markets with many buyers and sellers; Lenders and borrowers and differences in wealth; Market successes and failures: The societal effects of private decisions	
Recommended literature: The CORE Econ Team 2023 The Economy 2.0: Microeconomics Open access e-text https://core-econ.org/the-economy/ The CORE team, The Economy. Available at: https://core-econ.org/the-economy/v1/book/	
Languages necessary to complete the course: Languages necessary to complete the course: English	
Notes:	

Past grade distribution
Total number of evaluated students: 104

A	ABS	B	C	D	E	FX	M
2,88	0,0	5,77	6,73	8,65	22,12	52,88	0,96

Lecturers: Mgr. Michal Páleník, PhD., doc. Mgr. Veronika Gežík, PhD.

Last change: 12.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KKM/279AM/21	**Course title:** Modeling of Economic Processes
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 7	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:

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. Next absence will be evaluated by -1 point in the final assessment.
Assessment of the subject during the Examinations period:
The final written exam (100 minutes). Students will work on assigned tasks
for the specified time data. (max. 60 points)
Examination: the student can take 1 regular and one resid term if he/she does not reach the required number of points to pass the subject in the regular term.
The student passes the subject if he/she gets at least 24 points from the interim assessments and at least 36 points from the exam. The points that the student gets during the semester and from the exam are included in the final grade for the subject.
Scale of assessment (preliminary/final): 40/60

Learning outcomes:

The course provides a basic introduction to modern time series analysis. We will cover time series regression and exploratory data analysis, ARMA/ARIMA models, model identification / estimation /linear operators' models. Moreover, the using of the linear regression models in economy will be introduced. The analyses will be performed using Wolfram Mathematica or R-software.
By completing the course, the student will be able to analyze the problems of the time series and to model selected economic problems.
Course objectives are to learn basic analysis of time series data; learn basic concepts in time series regression; learn auto - regressive and model averaging models; learn basic concepts of economic regression models. Students gain the experience with some managerial applications of various econometric methods and with some applications in economy.

Class syllabus:

Time series and their statistical characteristics. Linear time series analysis and its applications. ARIMA models - Box-Jenkins methodology. Unit root tests. Applications of regression models in economy.

Recommended literature:

BOHDALOVÁ, M., 2024: Online study materials available at: https://moodle.uniba.sk/course/view.php?id=3085
CIPRA, T. 2020. Time Series in Economics and Finance. Springer: Prague, 2020. 409 p., ISBN 978-3-030-46346-5
GUJARATI, D. N., PORTER, D. C., 2009: Basic Econometrics. McGraw-Hill International Edition.
VERCELIS, C., 2009: Business Intelligence: Data Mining and Optimization for Decision Making. John Wiley & Sons Ltd. (chapters 4-9)
RUEY S. TSAY, 2010: Analysis of Financial Time Series. John Wiley & Sons, Inc., ISBN 978-0-470-41435-4

Languages necessary to complete the course:

english

Notes:

MS Teams code: tyhugg4

Past grade distribution

Total number of evaluated students: 51

A	ABS	B	C	D	E	FX	M
3,92	0,0	9,8	19,61	21,57	39,22	5,88	0,0

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

Last change: 18.03.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KMk/082AB/21	**Course title:** Modern Marketing - New Trends

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 5

Recommended semester:

Educational level: I., II.

Prerequisites:

Recommended prerequisites:
Marketing.

Course requirements:
Scale of assessment (preliminary/final): 40 % preliminary evaluation: Active attendance (in case of unjustified absence or unpreparedness to seminar - loss of 10%), semestral project done in teams on selected and approved topic – 40%, 60 % final evaluation – written exam.
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 rating, a minimum of 81 percent to obtain a B rating, a minimum of 73 percent to a C rating, a minimum of 66 percent to a D rating and a minimum of 60 percent to an E rating. Credits will not be awarded to a student who earns less than 60 percent.
Scale of assessment (preliminary/final): 40/60

Learning outcomes:
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 solving selected actual case studies and creating their own proposals.

Class syllabus:
1. Evolution of marketing thinking, trends and approaches in marketing. Holistic marketing.
2. The impact of new approaches and technologies on partial functional marketing strategies.
3. The importance of information and marketing research in marketing management. Market segmentation and one-to-one marketing.
4. Changes in customer behaviour. Customer relationship management.
5. Digital marketing – Introduction
6. Marketing communication and media planning.

7. Social media marketing.Self-marketing. Celebrity and influencer marketing.
8. Business and marketing within the online environment.
9. Proximity marketing, mobile marketing and m-commerce.
10. Product placement.

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: Vydavateľstvo Jota, 2013. ISBN: 9788074623318
[3] BURGESS, CH. – BURGESS, M.: The New Marketing. How to Win in the Digital Age. SAGE Publicatins Ltd, 2020. ISBN 9781526490100
[4] 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
[5] FREY, P.: Marketingová komunikace. Nové trendy 3.0. Praha: Management Press, 2018.
[6] GODIN, S.: Permission Marketing: Turning Strangers Into Friends & Friends Into Customers. New York: Simon & Schuster, 1999. ISBN 978-0684856360
[7] HANDLEY, A.: Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content. New York: Wiley, 2014. ISBN: 978-1-118-90555-5
[8] HESKOVÁ, M. – ŠTARCHOŇ, P.: Marketingová komunikace a moderní trendy v marketing. Praha: Oeconomia, 2009. ISBN 978-80-245-1520-5
[9] KOTLER, P. – KARTAJAYA, H. – SETIAWAN, I.: Marketing 4.0: Moving from Traditional to Digital. Wiley, 2016. ISBN: 978-1-119-34120-8
[10] KOTLER, P. – KARTAJAYA, H. – SETIAWAN, I.: Marketing 5.0: Technology for Humanity. John Wiley & Sons, 2021. ISBN: 978-1-119-66851-4
[11] LEHU, J. M.: Branded Entertainment: Product Placement & Brand Strategy in the Entertainment Business. London: Kogan Page, 2009. ISBN 978-0749453374
[12] ŠTARCHOŇ, P. – PŠENÁK, P. – MIKLOŠÍK, A.: Medzigeneračné rozdiely v správaní slovenských spotrebiteľov. Zlín : Radim Bačuvčík - VeRBuM, 2022. ISBN 978-80-88356-09-7
[13] ŠTEFKO, R. – ŠTARCHOŇ, P. – BAČÍK, R. – HORVÁTH, J.: E-business a e-commerce. Inovatívne trendy. Prešov : Bookman , 2021. ISBN 978-80-8165-422-0
[14] Databázy Akademickej knižnice FM UK a Centra vedecko-technických informácií SR Marketing Science and Inspirations, Trend, Stratégie and other selected sources.

Languages necessary to complete the course:

Notes:

The knowledge, skills, competences and transferable competences that a student acquires by successfully completing the course and that influence his/her personal development and can be used in his/her future career and life as an active citizen in democratic societies are listed in the course syllabus.
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: 103

A	ABS	B	C	D	E	FX	M
41,75	0,0	12,62	21,36	7,77	3,88	11,65	0,97

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

Last change: 29.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/098AB/17	**Course title:** Money and Banking
Educational activities: **Type of activities:** lecture **Number of hours:** **per week:** 2 **per level/semester:** 28 **Form of the course:** on-site learning	
Number of credits: 3	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:
The conditions for completing the course are:
- attendance and active participation during seminars,
- independent and continuous preparation for the seminars,
- successful passing of the interim assessment,
- successful passing of the final test.

Interim assessment consists of elaboration of a presentation in a team or individually depending on the number of students (15%), written essay (25%), midterm (10%), interim activities and active participation during the seminars (10%) and final test (40%), which will take place in the last week of the semester. Final exam (50%) consists of written test.
The condition for passing the course is to obtain at least 60% of the total evaluation.
Scale of assessment (preliminary/final): Continuous / final assessment: 100% seminar / 0% exam

Learning outcomes:
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, focusing on the functioning of the Euro area. Graduates will be able to obtain and process relevant economic data from reliable international sources.

Class syllabus:
1. Money and circulation of money
2. Financial system
3. Banking system in the Slovak Republic and in foreign countries
4. Position, functions and role of the European Central Bank
5. International financial, monetary and bank institutions
6. Position and main activities of the commercial banks
7. Counterfeiting money and money laundering
8. New forms of banking systems
9. Electronic banking and virtual money

Recommended literature:

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: 185

A	ABS	B	C	D	E	FX	M
35,14	0,0	30,81	18,38	4,86	4,86	4,32	1,62

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

Last change: 19.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KSP/063AM/17	**Course title:** New Venture Strategy and Financing

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 6

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
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

Learning outcomes:
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 – practitionairs 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.

Class syllabus:
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

2.2. New venture and its development in line with customer requirements, life cycle of the offered product, competition and competitive advantage
2.3. Selling process
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
2.5. High level product specification
3. New venture financing: financial tools and products according to phases of the new venture builing
3.1 Bootstraping, Venture capital, Mezanin capital...
3.2. Crowdfunading
3.3. Project financing
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
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
6. Stages of funding selection of new ventures
7. Exit and its forms: a/ failure and restart; b/ "going public", c/ acquisition, d/ management buy-out

Recommended literature:

[1] AULET, B. Disciplined Entrepreneurship. Wiley, 2013.
[2] SMITH, J. K., SMITH, R. L., BLISS, R. T. Entrepreneurial Finance: Strategy Valuation & Deal Structure. Stanford Economics and Finance, 2011.
[3] WICKKHAM, P. A. Strategic Entrepreneurship. 4th edition. FT Prentice Hall, 2006.
[4] VINTURELLA, J. B., ERICKSON, S. M. Raising Entrepreneurial Capital. Elsevier, 2003.
[5] PILKOVÁ, A., HOLIENKA, M., KUBIŠOVÁ, M. Lecturing Notes and Case Studies.

Languages necessary to complete the course:
English

Notes:
The knowledge, skills, competencies, and transferable abilities the student acquires by successfully completing the subject affect his personal development and can be used in his future career and life as an active citizen in democratic societies. These are listed in the subject syllabus.
Following the provisions of § 71 of Internal Regulation no. 14/2023 approved by the Academic Senate of Comenius University Bratislava Full text of Regulation no. 23/2021 Internal system of ensuring the quality of higher education of the Comenius University Bratislava as amended by Addendum no. 1 and Appendix no. 2, each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge. Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.
Following the provisions of internal regulation no. 13/2018 approved by the Academic Senate of the Comenius University Bratislava Disciplinary regulations of the Comenius University Bratislava for students, a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or

any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject. Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.

Past grade distribution
Total number of evaluated students: 139

A	ABS	B	C	D	E	FX	M
26,62	0,0	29,5	25,9	7,19	5,76	5,04	0,0

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

Last change: 19.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/022AB/16	**Course title:** Operations Management and Logistics
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Completed Course on Basics of Management	
Course requirements: 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.	
Learning outcomes: 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: • Understand the importance and functions of operations management and explain the basic managerial terms and processes. • Apply systematic, professional, and creative approach to identify and address the problems and challenges in productivity improvement. • Understand the role of software systems for production planning and control • Understand the core concepts of digital manufacturing and digital twin. • To apply principles of sustainable manufacturing. • Understand the importance and functions of logistics and SCM. • Understand the principles of purchasing, procurement, and sourcing in logistics. • Analyze the inventory and warehouse management systems. • Describe the new approaches in logistics transportation systems.	
Class syllabus: 1. Characteristics of Operations Management and Production System 2. Productivity Management 3. ERP a MES Systems	

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

Recommended literature:

Obligatory:

[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.

[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.

[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-MARAŃDA, Aneta, eds. Developments in Information & Knowledge Management for Business Applications. Cham: Springer, 2022, pp. 321-359. ISBN 978-3-030-77915-3.

Recommended:

[4] BUSCHER, Udo, LASCH, Rainer, SCHÖNBERGER, Jörn, eds. Logistics Management. Cham: Springer, 2021. ISBN 978-3-030-85842-1.

[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.

The home page of the FMCU library is: https://www.fm.uniba.sk/pracoviska/kniznica-fm-uk/. On this address, you can find various bibliography sources. You can also utilize web pages, like Google Scholar https://scholar.google.com/ which is also recommended.

Languages necessary to complete the course:

English language

Notes:

The course 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: 251

A	ABS	B	C	D	E	FX	M
63,75	0,0	29,08	3,59	0,4	0,0	2,79	0,4

Lecturers: doc. Ing. Milan Fekete, PhD.

Last change: 14.05.2022

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/040AM/21	**Course title:** Organizational Behavior
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** **per level/semester:** 2s / 2s **Form of the course:** on-site learning	
Number of credits: 7	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:

50% continuous evaluation and 50% final evaluation.
Continuous evaluation:20% - report on solution and presentation of the assigned case study (weight 0,2) + written midterm test (weight 0,3)
Final evaluation: 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 gradeg, and at least 60% to obtain an E grade. Gaining 59 points or less indicates an Fx grade.
Note:
In compliance with the regulations of the internal regulation No. 16/2017 Rector's Directive Comenius University in Bratislava Full reading of the internal regulation No. 23/2016 Rector's Directive Comenius University in Bratislava, which issues the Code of Ethics of the Comenius University in Bratislava as read in supplement No. 1, every student acquires his/her study results honestly; does not cheat and use dishonest practices during any form of assessment of his/her acquired knowledge. Cases of breaking the Code of Ethics of Comenius University can be judged as breaking the duties following from legal regulations, (...). Such judgement may be connected with enforcing accompanying legal consequences on academic, (...) disciplinary level.
In accordance with the regulations of the internal regulation No. 13/2018 approved by the Academic senate of Comenius University in Bratislava the Disciplinary Regulations of Comenius University in Bratislava for Students, a disciplinary offence of a student is any form of copying or forbidden cooperation or providing answers during written or oral examination (assessment of knowledge) or during preparation for it within the course, or using technical devices or any information carriers in other than allowed ways during written or oral evaluation of study results (assessment of knowledge) or during preparation for it within the course. Committing a disciplinary offence may lead to imposing some disciplinary precautions on the student: admonition, conditional suspension of studies or dismissal from studies.
Scale of assessment (preliminary/final): 50 / 50

Learning outcomes:

The course provides master's students with knowledge about approaches, concepts and practical application of research results in the field of Organizational Behavior as a current view of the management of organizations. This results in the development of students' ability to solve specific problems of organizations that are associated with people management. Students will gain new knowledge, e.g. on individual behavior, motivation, group dynamics, leading work groups, minimization of negative manifestations of group behavior, building authority, conflict resolution in the workplace and negotiations. The seminars in this course are based on the solution of case studies (case-based teaching) in the field of Organizational Behavior. Students will thus develop their skills of teamwork and systematic and creative solution of various problems of organizational practice.

Class syllabus:
1. Introduction. What is OB and why it is important, the nature of organizations, trends in the new workplace, OB and Management, the nature of managerial work, managerial skills. Dilemmas and challenges associated with leading groups and teams that current managers face in the workplace.
2. Management lessons from abroad – Organizational behavior and culture. How culture affects the perception of the world around us and the behavior of people in the work environment. A culturally diverse work environment. Attributes of culture strongly influencing planning, negotiation, leadership, communication in the work environment.
3. Individuals in the organization. Components of work performance. Personality traits. Big Five model. Values, attitudes. Perceptual process and perceptual barriers. Attribution error and implications for managerial practice.
4. Motivation. Practical implications of content and process theories of motivation. Job design. Motivational potential of work. Factors influencing motivation. Basic work attitudes (job satisfaction, job involvement, and organizational commitment).
5. Groups in the organization. Group dynamics. Tuckman's model of group dynamics. Effectiveness of work groups. Types of teams. Negative manifestations of group behavior and how to minimize them. Asch's effect. Groupthink. Stanford prison experiment.
6. Organizational design, classic and organic organizational structures. Determinants of organizational structure. Principles of creating organizational structure. Span of control, departmentalization, centralization, formalization, specialization of work. Interdependencies between organizational structure and organizational culture.
7. Management and Chaos Theory. New model of organization. Learning organization.
8. Managing change in organizations, the role of the manager in the process of change management. Change agents. Lewin's model of change. Resistance to change and tactics to overcome it.
9. Power and authority. Sources of individual power. Organizational politics and employee political behavior in the organization.
10. Leadership. Definition of this process, its basic elements. Development of theoretical reflection of leadership through time. Classical theories (trait theories, behavioral theories, situational theories). Values-oriented leadership, neo-charismatic leadership, team leadership.
11. Managerial communication. Development of communication skills. Active listening. Effective feedback. Constructive criticism.
12. Decision-making and conflict resolution. Sources and types of conflicts. Task, relational and procedural conflicts. Productive conflict. Negotiation - stages of the process and its elements. Negotiation methods and tactics.

Recommended literature:
[1] Rudy, J.: Management and Chaos Theory. Bratislava: Faber, 1997.
[2] Robbins, S. P. – Coulter, M.: Management, Pearson Education, Harlow, 2021.
[3] Robbins, S. P. – Judge, T.A.: Organizational Behavior. New Jersey: Prentice Hall, 2015.
[4] Schermerhorn, J. R. – Hunt, J. G. – Osborn, R. N.: Organizational Behavior. John Wiley and Sons, 2008.

[5] Lašáková, A. - Bajzíková, 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.:
[6] Lašáková, A. – Remišová, A.: On organisational factors that elicit managerial unethical decision-making. In: Ekonomický časopis. - roč. 65, č. 4, (2017), s. 334-354.
[7] Lašáková, A. – Remišová, A. – Kirchmayer, Z.: Are managers in Slovakia ethical leaders? Key findings on the level of ethical leadership in the Slovak business environment. In: Periodica Polytechnica Social and Management Sciences. - roč. 25, č. 2 (2017), s. 87-96.
[8] Case studies (selection), e.g. Harvard Business Publishing, https://hbsp.harvard.edu/cases/?ab=browse%7Ccases
[9] Website of the Academic library at Comenius University in Bratislava – external information sources accessible for CU at: http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademickakniznica-uk/externe-informacne-zdroje/.
[10] 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
[11] Additional resources will be continuously supplemented and updated (with regard to new and available resources).

Languages necessary to complete the course:
English

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

Past grade distribution
Total number of evaluated students: 107

A	ABS	B	C	D	E	FX	M
26,17	0,0	30,84	19,63	3,74	2,8	16,82	0,0

Lecturers: prof. Ing. Ján Rudy, PhD.

Last change: 18.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/038AM/21	**Course title:** Organizational Cultures - European Features
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 6	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:
Preliminary assessment (70%) - case studies, assessed work and its presentation, in-class test
Final assessment (30%) - final written exam
A = 100 – 91 points; B = 90 – 81 points; C = 80 – 73 points; D =72 – 66 points; E = 65 – 60 points; FX (failed) = 59 – 0 points
Scale of assessment (preliminary/final): 70/30

Learning outcomes:
The course aims to develop an understanding of differences in cultural evolution of individual European countries and their materialization in typical organizational cultures as a basis for organizational culture typology. On completion of this course the student will be able to analyse organizational culture; indetify, understand and interpret the differences in organizational cultures; use the acquired skills in managerial work.

Class syllabus:
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).

Recommended literature:
[1] LEWIS, R.D. When cultures collide: Leading across cultures. London: Nicholas Brealey International, 2018.
[2] TROMPENAARS, F., HAMPDEN-TURNER, CH., Riding the Waves of Culture: Understanding Diversity in Global Business. New York: McGraw-Hill Education, 2012.
[3] STEERS, R. M., SANCHES-RUNDE, C. J., NARDON, L. Management Across Cultures: Challenges and Strategies. Cambridge: Cambridge University Press, 2011.
[4] HOFSTEDE, G., HOFSTEDE, G. J., MINKOV, M. Cultures and Organizations: Software of the Mind. New York: McGraw-Hill, 2010.

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

Languages necessary to complete the course:
english

Notes:
In compliance with the regulations of the internal regulation No. 16/2017 Rector's Directive Comenius University in Bratislava Full reading of the internal regulation No. 23/2016 Rector's Directive Comenius University in Bratislava, which issues the Code of Ethics of the Comenius University in Bratislava as read in supplement No. 1, every student acquires his/her study results honestly; does not cheat and use dishonest practices during any form of assessment of his/her acquired knowledge. Cases of breaking the Code of Ethics of Comenius University can be judged as breaking the duties following from legal regulations, (...). Such judgement may be connected with enforcing accompanying legal consequences on academic, (...) disciplinary level.
In accordance with the regulations of the internal regulation No. 13/2018 approved by the Academic senate of Comenius University in Bratislava the Disciplinary Regulations of Comenius University in Bratislava for Students, a disciplinary offence of a student is any form of copying or forbidden cooperation or providing answers during written or oral examination (assessment of knowledge) or during preparation for it within the course, or using technical devices or any information carriers in other than allowed ways during written or oral evaluation of study results (assessment of knowledge) or during preparation for it within the course. Committing a disciplinary offence may lead to imposing some disciplinary precautions on the student: admonition, conditional suspension of studies or dismissal from studies.

Past grade distribution
Total number of evaluated students: 16

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

Lecturers: doc. PhDr. Lukáš Copuš, PhD.

Last change: 20.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KMn/038AM/16	**Course title:** Organizational Cultures - European Features

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 6

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
Preliminary assessment (70%) - case studies, assessed work and its presentation, in-class test
Final assessment (30%) - final written exam
A = 100 – 91 points; B = 90 – 81 points; C = 80 – 73 points; D =72 – 66 points; E = 65 – 60 points; FX (failed) = 59 – 0 points
Scale of assessment (preliminary/final): 70/30

Learning outcomes:
The course aims to develop an understanding of differences in cultural evolution of individual European countries and their materialization in typical organizational cultures as a basis for organizational culture typology. On completion of this course the student will be able to analyse organizational culture; indetify, understand and interpret the differences in organizational cultures; use the acquired skills in managerial work.

Class syllabus:
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).

Recommended literature:
[1] LEWIS, R.D. When cultures collide: Leading across cultures. London: Nicholas Brealey International, 2018.
[2] TROMPENAARS, F., HAMPDEN-TURNER, CH., Riding the Waves of Culture: Understanding Diversity in Global Business. New York: McGraw-Hill Education, 2012.
[3] STEERS, R. M., SANCHES-RUNDE, C. J., NARDON, L. Management Across Cultures: Challenges and Strategies. Cambridge: Cambridge University Press, 2011.
[4] HOFSTEDE, G., HOFSTEDE, G. J., MINKOV, M. Cultures and Organizations: Software of the Mind. New York: McGraw-Hill, 2010.

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

Languages necessary to complete the course:
english

Notes:
In compliance with the regulations of the internal regulation No. 16/2017 Rector's Directive Comenius University in Bratislava Full reading of the internal regulation No. 23/2016 Rector's Directive Comenius University in Bratislava, which issues the Code of Ethics of the Comenius University in Bratislava as read in supplement No. 1, every student acquires his/her study results honestly; does not cheat and use dishonest practices during any form of assessment of his/her acquired knowledge. Cases of breaking the Code of Ethics of Comenius University can be judged as breaking the duties following from legal regulations, (...). Such judgement may be connected with enforcing accompanying legal consequences on academic, (...) disciplinary level.
In accordance with the regulations of the internal regulation No. 13/2018 approved by the Academic senate of Comenius University in Bratislava the Disciplinary Regulations of Comenius University in Bratislava for Students, a disciplinary offence of a student is any form of copying or forbidden cooperation or providing answers during written or oral examination (assessment of knowledge) or during preparation for it within the course, or using technical devices or any information carriers in other than allowed ways during written or oral evaluation of study results (assessment of knowledge) or during preparation for it within the course. Committing a disciplinary offence may lead to imposing some disciplinary precautions on the student: admonition, conditional suspension of studies or dismissal from studies.

Past grade distribution
Total number of evaluated students: 47

A	ABS	B	C	D	E	FX	M
27,66	0,0	27,66	17,02	10,64	8,51	8,51	0,0

Lecturers: doc. PhDr. Lukáš Copuš, PhD.

Last change: 01.02.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/077AB/21	**Course title:** Personnel Management
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:

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.
- 15% active participation assignments and their in time submission during the semester
- 15% TEST 1 (week 7, covers topics from weeks 1-6)
- 15% TEST 2 (week 11, covers topics from weeks 7-10)
- 15% Case Study
- 40% final written text - exam

All assignments must be submitted in scheduled time. Late assignments will be subject to a 1 point per day late penalty (includes weekends and holidays) for up to seven (7) days. After this date, no assignments will be accepted and zero points (0) will be applied.
Scale of assessment (preliminary/final): 60/40

Learning outcomes:

COURSE OBJECTIVES OR LEARNING OUTCOMES:
• 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.
• An insight into how workforce diversity provides an opportunity for management.
• Examine the legislation and regulations affecting staffing.
• An understanding of job analysis, strategic planning, human resource planning, recruitment (including Internet recruiting), and selection.
• An awareness of the importance of training and developing for employees at all levels.
• An understanding of performance appraisal and its role in performance management.
• An appreciation of how compensation and benefits programs are formulated and administered.
• An opportunity to understand employee and labor relations.
• An awareness of the importance of business ethics and corporate social responsibility in HRM.
• An appreciation of the global dimension of HRM

Class syllabus:

1. Introduction to HR management and strategic HR management. Trends influencing HRM.

2. Job Analysis & Personnel Planning.
3. Recruitment. Recruitment process and methods.
4. Employee selection. Testing and Interviewing Candidates.
5. Performance Management and Appraisal.
6. Orientation & Training. The purposes of Employee Orientation. Overview of the training process.
7. Employee Development and Career. Career planning and Career Management.
8. Motivation. Compensation. Establishing strategic Pay Plans. Pays, Incentives and Benefits.
9. Downsizing and outplacement. Decruitment.
10. Employee Relations, Labour Relations & Global HRM.

Recommended literature:

Required:

[1] Dressler, G. (2024) Human resource management (17th edition). Pearson. 688 p. ISBN-13: 978-1-292-44987-6

[2] Dressler, G. (2020) Human resource management (16th edition). Pearson. 720 p. ISBN-13: 978-1-292-30912-5

Recommended:

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

[2] Carbery, R., Cross, C. (2013) Human Resource Management – A Concise Introduction. 269 p. ISBN 978-1-137-00939-5 Copies are available at the school library.

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

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

[5] Carbery, R., Cross, C. (2019) Human Resource Management. 329 p. ISBN 978-1-137-00939-5Mondy, R. Wayne Dean (2013) Human Resource Management, (13th ed.). Pearson. 432 p. ISBN 978-1-352-00402-1

[6] Groschl, S. et al. (2009) International human resource management. Nelson. ISBN:9780176440978 Houndmills, Basingstoke, Hampshire: Palgrave Macmillan.

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

[8] 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: 121

A	ABS	B	C	D	E	FX	M
20,66	0,0	22,31	16,53	19,83	10,74	6,61	3,31

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

Last change: 15.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KEF/192AJM/12	**Course title:** Practical financial markets

Educational activities:
Type of activities: seminar
Number of hours:
per week: 2 **per level/semester:** 28
Form of the course: on-site learning

Number of credits: 6

Recommended semester:

Educational level: I., II.

Prerequisites:

Recommended prerequisites:
Introduction to financial markets

Course requirements:

Learning outcomes:
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 staff and back office staff.

Class syllabus:
1/ Intro
2/ Interest rates and returns
3/ Money markets
4/ FX spot
5/ FX forward, FX swap
6-7/ Applications
8/ Bonds
9/ Long term swaps
10/ Futures
11/ Options
12/ Recap

Recommended literature:
1. LEX VAN DER WIELEN: FINANCIAL INSTRUMENTS, THE HANDBOOK. THE FINANCIAL MARKETS ACADEMY, LONDON, 2011, ISBN 978-90-816351-3-4
2. HAAS, P.: TREASURER'S HANDBOOK. HANNES ENTHOFFER, LINDE VERLAG, FRANKFURT 2013, ISBN-10 3714302387

3. CFA INSTITUTE: CFA LEVEL I, II, III. WILLEY, NEW YORK, 2015, ISBN 978-1-939515

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
34,13	0,0	27,78	20,63	10,32	5,56	1,59	0,0

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

Last change: 19.05.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/220AB/16	**Course title:** Principles of Financial Accounting I
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: None	
Course requirements: Homework - 15% Midterm - 30% Final exam - 55% Scale of assessment (preliminary/final): 45% / 55%	
Learning outcomes: 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.	
Class syllabus: 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.	
Recommended literature: 1. Saxunova, D. 2019. Financial Statements for the Needs of Managers -Global Accounting Standards: US GAAP and IFRS. Prague: Wolters Kluwer, 2019 2. Online resource: http://bcs.wiley.com/he-bcs/ 3. Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso- Fundamentals of Financial Accounting: 12th edition Edition, 2018 •	
Languages necessary to complete the course: English	

Notes:

Past grade distribution
Total number of evaluated students: 214

A	ABS	B	C	D	E	FX	M
11,68	0,0	14,95	15,89	17,76	15,89	22,9	0,93

Lecturers: prof. RNDr. Darina Saxunová, PhD., Mgr. Lenka Papíková, PhD.

Last change: 10.10.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/221AB/16	**Course title:** Principles of Financial Accounting II
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Principles of Financial Accounting II	
Course requirements: Homework assignment, Midterm exam, Final exam Scale of assessment (preliminary/final): 15% / 25% / 60%	
Learning outcomes: 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	
Class syllabus: 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	
Recommended literature: • Online resource: http://bcs.wiley.com/he-bcs/ • Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso- Financial Accounting: Tools for Business Decision Making, WileyPLUS, 7th Edition, 2013 • Saxunova, D. 2019. Financial Statements for the Needs of Managers -Global Accounting Standards: US GAAP and IFRS. Prague: Wolters Kluwer, 2019	

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 218

A	ABS	B	C	D	E	FX	M
14,22	0,0	22,48	20,64	16,97	14,68	10,55	0,46

Lecturers: prof. RNDr. Darina Saxunová, PhD., Mgr. Lenka Papíková, PhD.

Last change: 11.12.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/276AM/21	**Course title:** Project Management - Advanced
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 7	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Course requirements: During the semester, the student has the opportunity to earn 60 percent for the submission and presentation of three part of the semester work. • Presentations of a specific topic on a theoretical level - 15 percent. • Presentations of a specific topic on a practical level (from a specific organization) - 15 percent. • Developed internal methodology for project management - 30 percent. 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	
Learning outcomes: 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.	
Class syllabus: 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 Akademickej knižnice 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: 99

A	ABS	B	C	D	E	FX	M
13,13	0,0	25,25	19,19	20,2	16,16	5,05	1,01

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

Last change: 01.10.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KIS/051AB/16	**Course title:** Project Management - Foundation

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 5

Recommended semester:

Educational level: I., II.

Prerequisites:

Recommended prerequisites:
no

Course requirements:
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 2Assessment points in the final exam:- 45% Final test- 5% Oral answer

Learning outcomes:
- 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

Class syllabus:
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

Recommended literature:
PRINCE2, Managing Successful Projects with PRINCE2, www.tso.co.uk
Project Management For Dummies,
http://ce.sharif.edu/courses/90-91/1/ce428-1/resources/root/
ebooksclub.org__Project_Management_For_Dummies__3rd_Edition.pdf

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 181

A	ABS	B	C	D	E	FX	M
22,1	0,0	23,76	17,68	11,05	13,26	9,94	2,21

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

Last change: 03.02.2021

Approved by:	

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KSP/049AM/16	**Course title:** Risk Management I

Educational activities:
Type of activities: seminar
Number of hours:
per week: 2 **per level/semester:** 28
Form of the course: on-site learning

Number of credits: 3

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
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

Learning outcomes:
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.

Class syllabus:
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

- business-risk characteristics of deposit products.
- repo a reverse repo
- securitisations.

4. Liquidity Risk Management
- key issues and principals of the liquidity risk management
- liquidity risk policy
- liquidity management process.

5. Interest Rate Risk Management
- time structure of the interest rate risk and its theories
- gap analysis in interest rate risk
- interest rate risk strategies based on gap analysis.

6. Off Balance Sheet and Risk Management
- credit-based products and their key characteristics
- investment banking
- private banking.

7. Capital Management and Current Regulation
- Basel I, II, III.
- key risks and calculation of capital requirements to cover them.

8. Risk Management in Non-Financial Institutions
- ERM System and its Key Components.
- Key steps to implement ERM in accordance with COSO methodology.

Recommended literature:

[1] SAUNDERS, A., CORNETT, M. Financial Institutions Management. 11ht edition. McGraw-Hill, 2014.
[2] MONAHAN, G. Enterprise Risk Management: A Methodology for Achieving Strategic Objectives. John Willey & Sons, 2008.
[3] The other relevant materials will be distributed during course.

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 101

A	ABS	B	C	D	E	FX	M
33,66	0,0	37,62	15,84	7,92	2,97	0,99	0,99

Lecturers: prof. Ing. Anna Pilková, PhD., MBA

Last change: 18.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID:	**Course title:**
FM.KSP/067AB/18	Social Entrepreneurship

Educational activities:
Type of activities: seminar
Number of hours:
per week: 2 **per level/semester:** 28
Form of the course: on-site learning

Number of credits: 3

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
Sudents 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

Learning outcomes:
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.

Class syllabus:
MAIN TOPICS OF THE COURSE:
1. Course introduction
2. Introduction to social entrepreneurship
3. Social entrepreneurship ecosystem, social entrepreneurship in practice
4. Individual work on assignment 1: Social entrepreneurship ecosystem
5. Presentations of assignment 1: Social entrepreneurship ecosystem
6. Impact and scaling
7. Individual work on assignment 2: Social entrepreneurship case example analysis
8. Feedback on assignment 2; Ideation, Impact canvas, social business model

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:
The knowledge, skills, competencies, and transferable abilities the student acquires by successfully completing the subject affect his personal development and can be used in his future career and life as an active citizen in democratic societies. These are listed in the subject syllabus.
Following the provisions of § 71 of Internal Regulation no. 14/2023 approved by the Academic Senate of Comenius University Bratislava Full text of Regulation no. 23/2021 Internal system of ensuring the quality of higher education of the Comenius University Bratislava as amended by Addendum no. 1 and Appendix no. 2, each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge. Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.
Following the provisions of internal regulation no. 13/2018 approved by the Academic Senate of the Comenius University Bratislava Disciplinary regulations of the Comenius University Bratislava for students, a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject. Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.

Past grade distribution
Total number of evaluated students: 104

A	ABS	B	C	D	E	FX	M
54,81	0,0	22,12	10,58	4,81	1,92	4,81	0,96

Lecturers: doc. PhDr. Marian Holienka, PhD.

Last change: 19.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID:	**Course title:**
FM.KIS/307AB/16	Special Topics in IT Projects

Educational activities:
Type of activities: seminar
Number of hours:
per week: 2 **per level/semester:** 28
Form of the course: on-site learning

Number of credits: 3

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
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%

Learning outcomes:
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.

Class syllabus:
• Correctly estimate and control the scope of the IS / ICT project
• Manage the time, cost and quality of the IS / ICT project
• Work effectively with human resources
• Use all available means of communication
• Monitor and detect potential risks in a timely manner
• Maximize the benefits of external collaboration
• Combine the individual parts of the IS / ICT project into a functional whole
Thematic plan:
1. Types of IT projects, Introduction to software development
2. Software development process, software development participants, software life cycle models
3. Architectural design
4. Requirements and specification of IT project
5. Estimation of scope in IT projects
6. Risk management
7. Implementation: classical procedures and agile procedures
8. Methodology Scrum, Kanban, Lean Development, Test Driven Development
9. Verification and validation - testing

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 tímov, Bratislava, 2009, učebný text
• KADLEC, Václav, 2004. Agilní programování:Metodiky efektívního vývoje softvéru. Prvé vydanie. Brno: Computer Press. ISBN 80-251-0342-0.
• MCCONNELL, Steve, 2006. Odhadování softvérových projektu: Jak správně určiť 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: 54

A	ABS	B	C	D	E	FX	M
50,0	0,0	16,67	14,81	3,7	0,0	12,96	1,85

Lecturers: doc. RNDr. Michal Greguš, PhD.

Last change: 31.01.2022

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID:	**Course title:**
FM.KIS/115AB/16	Statistical Methods

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 3 / 2 **per level/semester:** 42 / 28
Form of the course: on-site learning

Number of credits: 5

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
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

Learning outcomes:
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.

Class syllabus:
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-quadrate 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

(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, Gomperz curve, exponential trend, logistic trend).
11. Moving averages method in determining the trend. Exponencional 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: 69

A	ABS	B	C	D	E	FX	M
43,48	0,0	18,84	11,59	4,35	1,45	13,04	7,25

Lecturers: doc. RNDr. Mária Bohdalová, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Branislav Novotný, PhD.

Last change: 13.10.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/116AB/16	**Course title:** Statistics
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 5	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:
During the semester, the student can receive max. 50 points.
40 points can be obtained for 2 midterms (20 points each, 40 points in total) and 10 points for the active participation in classes.
The exam is worth 50 points. Each student can take 1 regular and 1 remedial term if after the regular term he gets less than 60 points for the interim assessment and exam.
A student can get a total of 100 points.
Scale of assessment (preliminary/final): 50/50

Learning outcomes:
Students will learn to do with the basic methods of descriptive statistics, probability theory and an introduction to inferential statistics methods.

Class syllabus:
1. Introduction into Descriptive Statistics. Frequency Table, Frequency Distribution, Basic statistical measures.
2. Introduction to probability theory. Bayes rules. Random variable. Discrete random variables. Discrete probability distributions. Continuous probability distributions Normal probability distribution. Approximating a Binomial Distribution by a Normal Distribution.
3. Introduction into inferential statistics. Sampling Methods and the Central Limit Theorem. Confidence interval estimation. One Sample Test of Hypothesis. Two Sample Tests of Hypothesis

Recommended literature:
[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 Bussiness 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. http://wps.prenhall.com/esm_mcclave_statsbe_9/.
[4] WONNACOT, T. H. – WONNACOT, R. J. 1990. Introductory Statistics for Business and

Economics. New Jersey : John Wiley and Soons, 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 2023/2024 Statistics ENP +ERA (https://moodle.uniba.sk/course/view.php?id=2418)

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 268

A	ABS	B	C	D	E	FX	M
20,52	0,0	18,66	14,93	11,94	20,52	13,06	0,37

Lecturers: doc. RNDr. Mária Bohdalová, PhD., Ing. Martina Chrančoková, PhD.

Last change: 09.10.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID:	**Course title:**
FM.KSP/100AM/21	Strategic Management

Educational activities:
Type of activities: lecture / seminar
Number of hours:
per week: 2 / 2 **per level/semester:** 28 / 28
Form of the course: on-site learning

Number of credits: 7

Recommended semester:

Educational level: I., II.

Prerequisites:

Course requirements:
Evaluation during the the semester (60 percent), final exam in the exam period (40 percent).
60 percent of evaluation during the semester can be obtained for the elaboration 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

Learning outcomes:
- Advanced understanding of strategy and strategic management
- Application of various methods, tools and models in strategic management
- Development of analytical and strategic thinking skills and practical application of knowledge on selected company/companies

Class syllabus:
1. Introduction
2. Nature of Strategic Management
3. Key Terms and Relations in Strategic Management
4. Strategic Management Process
5. The Business Vision and Mission
6. Analysis of Macro Environment
7. Analysis of Industry
8. Analysis of Internal Environment
9. SWOT Analysis
10. Hierarchy of Strategy
11. Strategic Implementation and Control
12. Recapitulation and Conclusion

Recommended literature:
[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].
[5] Additional materials will be given to students during classes or posted on faculty eLearning.

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
36,69	0,0	26,04	7,69	10,06	16,57	2,37	0,59

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

Last change: 16.09.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/077AM/21	**Course title:** Strategic Marketing
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 6	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Marketing	
Course requirements: 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%	
Learning outcomes: 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..

Recommended literature:

1. CAVENS, D, W., PIERCY, N.,F: Strategic marketing. New-York: McGraw-Hill International Edition 2006, s. 726, ISBN 007-124432-8
2. EL-ANSARY, A.,I.: Marketing strategy: taxonomyanfframeworks. European BusinessReview, 2006, vol 18, no 4
3. KIM, W., C., MAUBORGNE, R.: BlueOceanStrategy: How to CreateUncontestedMarketSpace and Mak CompetitionIrelevant. 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: http://books.google.sk/books?id=WrmLizZH3RoC&printsec=frontcover&dq=strategic+marketing&hl=en&sa=X&ei=noNjU7HyNOvB7AalloHICA&redir_esc=y#v=onepage&q=strategic%20marketing&f=false
8. WILSON, R., M., S., GILLIGAN, C.Strategic marketing management – planning, implementation and Control. 2005. Oxford. ISBN 0-7506-5938-6 Dostuoné na: http://books.google.sk/books?id=bvv-zibROUC&printsec=frontcover&dq=strategic+marketing&hl=en&sa=X&ei=noNjU7HyNOvB7AalloHICA&redir_esc=y#v=onepage&q=strategic%20marketing&f=false

Languages necessary to complete the course:
English

Notes:

Past grade distribution
Total number of evaluated students: 29

A	ABS	B	C	D	E	FX	M
68,97	0,0	31,03	0,0	0,0	0,0	0,0	0,0

Lecturers: Mgr. Vladimir Hrček, PhD., doc. PhDr. Eva Smolková, CSc.

Last change: 19.02.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023

University: Comenius University Bratislava

Faculty: Faculty of Management

Course ID: FM.KEF/014AM/16	**Course title:** Taxation

Educational activities:
Type of activities: seminar
Number of hours:
per week: 2 **per level/semester:** 28
Form of the course: on-site learning

Number of credits: 3

Recommended semester:

Educational level: I., II.

Prerequisites:

Recommended prerequisites:
Principles of Financial Accounting 1, 2

Course requirements:
Presentation of direct and indirect taxes in a selected country, case study -40%
Final test - 60%
Scale of assessment (preliminary/final): 40/60

Learning outcomes:
When students complete the course they will be capable to:
1. Use appropriate terminology to communicate tax accounting concepts.
2. Explain the theory and objectives of tax law, and distinguish between different tax strategies, elections, and related decisions.
3. Calculate taxable income as it relates to corporate, partnership, and individual tax returns.
4. Explain tax law as it relates to various taxable entities (individuals, corporations, partnerships)
5. Identify tax research resources to solve tax problems.
6. Gain a better understanding of the Internal Revenue Code and the IRS administrative process as related to tax law.

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.

Class syllabus:
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: 172

A	ABS	B	C	D	E	FX	M
56,4	0,0	16,86	12,79	4,65	8,72	0,58	0,0

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

Last change: 10.02.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2022/2023	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/046AM/17	**Course title:** Value Based Management and Entrepreneurial Risks at SME´s
Educational activities: **Type of activities:** lecture / seminar **Number of hours:** **per week:** 2 / 2 **per level/semester:** 28 / 28 **Form of the course:** on-site learning	
Number of credits: 6	
Recommended semester:	
Educational level: I., II.	
Prerequisites:	

Course requirements:
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

Learning outcomes:
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 hat 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.

Class syllabus:
1. Introduction
- Key terms/concept of the value-based management
2. Value-based management and strategic management in SME
- Historical development of the value-based management inside of the
strategic management
- New trends in the value-based management – following the results of BCG and McKinsey research
- VBM specifics in SME´s
3. Key building blocks of the value-based management (top level)
- Set up strategic goals/targets for sustainable value growth
- Analysis: financial analysis, strategic analysis, qualitative analysis

- 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 Willey & 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: 67

A	ABS	B	C	D	E	FX	M
41,79	0,0	22,39	19,4	7,46	5,97	2,99	0,0

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

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Approved by: